



One Council Overview and Scrutiny Committee

Tuesday, 22 March 2011 at 7.30 pm

Committee Room 3, 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
Kansagra
Mashari
Hossain
Brown
Hector
Kataria
Gladbaum

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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

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1 Apologies for absence	
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3 Matters arising (if any)	
4 Deputations (if any)	
5 Strategic Procurement Project	7 - 10

The Strategic Procurement Project is aimed at undertaking 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 contributing to the Council's savings targets over the next 3 years and to improve procurement practices. This covering report sets out the main elements that will be covered by the Project. The Head of Procurement will give a presentation to the Committee on progress on the review. The presentation will be circulated to the Committee prior to the meeting.

Ward Affected: All Wards; **Contact Officer:** Fiona Ledden,
Director of Legal and Procurement
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6 Staff Survey

This report will provide an overview of the results of the recently completed staff survey and the council's priorities for action. To follow

Ward Affected: All Wards; **Contact Officer:** Toni McConville,
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Engagement
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7 Performance and Finance Review, Quarter 3, 2010/11 11 - 22

This report summarises Brent Council's budget position, expenditure, activity data and performance trends for the quarter and recommends

action where appropriate. The purpose of the report is to provide a corporate overview of financial and performance information in order to aid the decision-making process and effectively manage risk. Additional more in-depth analysis is available upon request.

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

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8 The future of performance management in Brent

The presentation on the night will provide members with an overview of the proposed changes to Brent's performance management framework and explain the reasons for change.

9 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.

10 Date of Next Meeting

The next date of the next meeting will be agreed by the annual meeting of Full Council in May 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

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Tuesday, 8 February 2011 at 7.30 pm

PRESENT: Councillor Castle (Chair), Councillor Colwill (Vice-Chair) and Councillors Beckman, Brown (for Lorber), Hirani (for Chohan), McLennan, Sheth and Van Kalwala

Apologies were received from: Councillors Chohan and Lorber

1. Minutes of the previous meeting

RESOLVED:-

that the minutes of the previous meeting held on 8 December 2010 be approved as an accurate record of the meeting.

2. Matters arising

Members received an extract from the minutes of the meeting of the Executive held on 13 December 2010 which had considered the recommendation from this committee regarding the Adult Social Care Direct services review.

The committee also received further information from the Corporate Complaints Manager relating to the annual complaints report for 2009/10 and the ethnic breakdown of complainants and also of compensation awarded. Councillor Van Kalwala requested further information that could explain why, from the limited monitoring information available, it appeared that of the complaints from young people, 69% of complainants were black or black British.

3. Review of Employee Benefits project

The Remuneration and Performance project had been 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. The Rewarding Performance project was reconfigured 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. Gerri Green (Strategic HR manager) outlined the scope and objectives of the project which involved harmonising London Weighting to national pay levels, determining areas for further overtime control and reduction, reducing spend on allowances (ensuring more consistent terms and conditions) and progress being made in analysis and costings.

Members raised questions on what would be done to effect changes in the event of a lack of support from staff, the overtime culture, whether work could be carried out

in the time available and the impact of the reduction in the overtime budget. Gerri Green responded that major stakeholders would be kept on board and the level of support reviewed. There was no evidence to date of overtime reductions having had an adverse impact on service delivery and work would continue with departments and identify different ways of working. She agreed to write to members with information on the possible impact of the future reductions in overtime payments.

Members also raised questions on progress on reviewing market supplements due to have been completed in November 2010 and were advised that some had been withdrawn, others had ceased in 2010 and still others were due to end in 2011. There had been a nil effect on service delivery and changes would impact on 2011 budgets. On the harmonisation of London Weighting, members heard that the majority of staff had accepted the deal and only 85-90 staff had not accepted the offer. A report would be submitted to the corporate management team and members in due course on options. Gerri Green referred to the possible risks and measures that would be put in place to mitigate involving communication and consultation with staff and emphasising the balance between benefits lost and gained. It was noted that in some areas overtime payment was cost effective and efficient. Members requested further information on overtime figures and the areas involved.

RESOLVED:-

that the report be noted.

4. Customer Journey Project

The report before the committee provided an update on the Customer Journey project, and set out further expected progress within the context of other London boroughs and how Brent was performing within a national context.

Alison Elliott (Assistant Director, Community Care) set out the background to the personalisation agenda which was required by the Department of Health consultation paper "Putting People First" (December 2007), progress being made in ensuring improved services with a focus on re-ablement, customer choice and control and the process for assessment. She referred to the resource allocation system to ensure needs were met and the need to ensure accuracy, the delivery of quality services and also to the tight timescales involved. Alison Elliott outlined communications and change management plans indicating that staff had been engaged throughout and feedback was positive. A key objective was to improve performance monitoring and management both locally and against national targets. The measurement of outcomes would be incorporated. She assured that once sufficient data had been collected under the new performance framework, there would be a report back.

On a question on the improving the timescales for carrying out social care assessments, Alison Elliott advised that work was taking place with the one stop shop service on ways of involving senior practitioners at an early stage so that approximately 80% of enquiries were resolved in the early stages and, if eligible, routed into re-ablement within 48 hours. Any further assessment would be carried out by the end of a six week period. Feedback from service users and carers was

positive and they welcomed the provisions for early assessment. On mobility assessment the committee heard that there was a statutory requirement for an annual assessment however in some cases this would take place more frequently. In answer to question on ranking targets, the Assistant Director responded that the service while striving for excellence would be realistic.

On the take up of direct services, Alison Elliott emphasised that the requirement was for clients to be advised of cost of a service. They could then purchase independently or allow the council to put provision in place. In answer to questions on the monitoring of the take up of direct payments, how informed clients and carers were on what was available and how well clients and carers were coping Alison Elliott responded that a directory of providers would be available to help OSS staff give clear information on services. Approximately 500 people were on direct payments and while there was no information on how well they were coping, facilities were in place for them to receive assistance in managing their accounts should they so wish. Questions were raised on the direct services transformation and whether a task group should be established to consider the provision of day centres. The Director of Strategy, Partnership and Improvement reminded members that direct services had already been scrutinised and a decision taken by the Executive. It would be more appropriate for a progress report to be submitted in a say a year's time.

Returning to the customer journey, Alison Elliott set out the savings that should be achieved in reorganising the service and enabling qualified staff to focus on specific areas of work with significant savings also to be achieved by managing demand more effectively. In response to a question on IT support she responded that close working was taking place and the existing system Frameworki was being redesigned to be more in line with practitioners' needs.

The Assistant Director also confirmed that discussions had taken place with trade unions who were also invited to staff meetings.

RESOLVED:-

that the report be noted.

5. Future Customer Contact Project

The report from the Director of Strategy, Partnerships and Improvement provided an update on progress with the Future Customer Services project (previously known as Reshaping Customer Contact) which set out to identify opportunities for service improvement and efficiencies in delivering customer contact services.

Toni McConville (Director of Customer and Community Engagement) advised that the emphasis was less on contact and more on service delivery, making engagement easier for customers and minimising the level of 'hand-offs'. The drivers were improved service delivery, preparation for the future move to the new Civic Centre and new ways of working. Jenny Dunne (Project Manager) set out how services were currently delivered and plans in place to address issues. Staff would be more empowered, service accessibility would be increased via the internet and telephone access would be simplified. There were also plans to reduce the number of face to face contact centres to two with three unstaffed locations around the

borough with internet and telephone access. Generalist and specialist teams would be developed and management structures be more consistent and able to manage performance more effectively. Jenny Dunne also drew members' attention to the key risks and set up costs.

On the financial implications, Peter Stachniewski (Head, One Council Programme) referred to the anticipated one off investment of £2.6m and the efforts being made to minimise costs within departments. Annual savings of £3.5m were expected once the new service was fully operational. He acknowledged the risk however a contingency had been built in and progress was being made. Savings had not been assumed for 2011/12 and the situation would be kept under review.

Members questioned whether the planned number of face to face contact centres around the borough was sufficient, particularly for residents in the south of the borough. Members heard that evidence supported the view that residents preferred to travel to main council contact points such as Brent House, by-passing other local facilities, however this would be kept under review. The introduction of telephone contact points was being developed and the experience in other boroughs being taken into account. Similarly, for increasing internet access, each transaction would be subject to a mini business case to test viability. It was agreed that information be provided to Councillor Van Kalwala on the feasibility of a satellite contact point in the Harlesden area.

Members requested information on the number of one stop staff currently employed and how many there were likely to be after the introduction of the proposals. The number of revenues and benefits staff was expected to remain unchanged. The Director of Customer and Community Engagement reminded that the use of specialist and generalist teams would allow for the more effective use of resources. The committee also noted that part of the project was also to reduce avoidable customer contact with revised procedures while empowering staff to make decisions. Targets would focus on contact and resolution, including less tangible targets such as how customers perceive their experience. Jenny Dunne confirmed that monitoring would take into account success and quality and the performance management system would be based around these aims. Members noted that should the projected savings not be realised, other projects would have to come forward to make up any shortfall.

RESOLVED:-

that the report be noted.

6. **Performance Review Quarter 2**

The report from the Directors of Finance and Corporate Services and Strategy Partnership and Improvement set out Brent Council's spending, activity and performance in the second quarter of 2010/11 and highlighted key issues and solutions. It took a corporate overview of financial and service performance and provided an in depth analysis of high and medium risk areas. The report was 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 were also provided along with the council's overall budget summary.

Phil Newby (Director, Strategy, Partnership and Improvement) reminded the committee that this would be the last report submitted in the current format and consultation on new indicators was taking place. He pointed out that much of the information in the report was now out of date for example the budget gap referred to had been closed and detailed discussions had already taken place in other scrutiny committees.

The question was raised as to how the target to increase the percentage of household waste sent for reuse, recycling and composting could be achieved in the absence of an adequate collection infrastructure to which the Director responded that agreed changes to refuse collection would dramatically affect recycling and the contract was currently being re-negotiated. In response to a question, Phil Newby outlined the progress of discussion on performance reporting and local indicators. Those to be reported on would include some suggested by service areas and others chosen by the corporate management team bearing in mind national indicators. The suggested number put forward by central government had been considered by London boroughs to be too onerous and dialogue continued. The ideal position would be to identify an agreed set of indicators that was common to other boroughs. The council was already associated with Capital Ambition and PWC's benchmarking. Reference was made to NI 108 improving Key Stage 4 outcomes for Black Caribbean and Somali Boys, plans for improvement and whether there was a direct connection between this target and NI 111 first time entrants to the youth justice system aged 10-17. It was agreed that concerns expressed be conveyed to the task group already considering this matter.

RESOLVED:-

that the report be noted.

7. One Council Programme update

Phil Newby (Director, Strategy, Partnerships and Improvement) and Peter Stachniewski (Head, One Council Programme) introduced the report which outlined progress of the One Council Programme, launched in 2009 and which aimed to fundamentally change the way in which the council carried out its business and achieve efficiency savings. Phil Newby advised that the council was on track to achieve £22m in 2011/12. The first tranche involving the Staffing and Structure Review had already delivered Wave 1 and Wave 2 was in progress. Further adjustments would take place through other projects. Progress was now being made on the review of procurement with more commercially minded discussions taking place with suppliers, and prices and the number of suppliers being reduced. A further report on the property review was due to be while the finance modernisation was complete. Phil Newby also outlined progress on the second tranche of projects which included children's social care and adult social care direct services were also making progress. Peter Stachniewski referred to progress on the income generation/maximisation project and drew attention to the budget report and efforts to deliver savings, most of which had been implemented. Attention was also being given to commercial opportunities. On the third tranche, progress was being made and it was noted that some projects were no longer being taken forward by the programme having been reconfigured or would be delivered within the service area. He emphasised the importance of the Civic Centre project and related activity

around printing, business support and new ways of working. Also, outcomes from the fundamental review of activities had fed into the budget process and more work would be taking place later in the year. Discussions on the scope and objectives of the projects relating to transitions into adult life and special education needs were still taking place.

In response to a question on proposed day centre at John Billam, members were advised that a redesign had been required which had led to a slight delay however the project was now proceeding. Reference was made to views expressed by the Audit Commission which while commending the One Council programme made reference to the tightness of the financial constraints within the council had to operate and the question was raised as to what alternative plans were in place to ensure services were delivered and targets achieved. Peter Stachniewski responded referring to the disciplines associated with the programme and the need to ensure savings were captured, many of which had already been incorporated into service area budgets. He acknowledged that some projects, such as that for procurement, were high risk and these would be prioritised. Others had already delivered, contracts were being renegotiated and robust project management arrangements would be in place to ensure delivery. Staff were being trained, the programme encouraged transparency and additional resources would be committed if necessary. Additionally, new projects would be brought in as soon as possible.

RESOLVED:-

that the report be noted.

8. **Any Other Urgent Business**

None.

The meeting closed at 9.25 pm

A CASTLE
Chair



One Council Overview and Scrutiny Committee 22 March 2011

Report from the Director of Legal and Procurement

Strategic Procurement Project

1.0 Summary

- 1.1 Improvement in the way the council procures goods and services is a key element of the One Council programme. The council spends in the region of £270m each year on supplies and services provided by other organisations and improving the effectiveness of procurement of these supplies and services can make significant impact on the savings the council has to make.
- 1.2 The Strategic Procurement Project is aimed at undertaking 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 contributing to the Council's savings targets over the next 3 years and to improve procurement practices.
- 1.3 This covering report sets out the main elements that will be covered by the Project. The Head of Procurement will give a presentation to the Committee on progress on the review. The presentation will be circulated to the Committee prior to the meeting.

2.0 Recommendation

- 2.1 Overview & Scrutiny Committee is asked to comment on the contents of this report and the presentation.

3.0 Detail

- 3.1 The council spends in the region of £270m each year on goods and services. Delivering value for money from the procurement of goods and services is key therefore to the delivery of savings as part of the One Council Programme.

3.2 Until the recent past, the council has lacked a strategic overall approach to procurement. Whilst there are examples of good practice – such as the work the council carried out with West London Alliance partners to deliver savings in home care contracts – the corporate procurement unit has tended to work in isolation from the rest of the organisation and as a result there has been a lack of consistency in the approach the council has taken to procurement.

3.3 The Strategic Procurement project is progressing the following five core workstreams to address this:

a. Collaborative work with the West London Alliance. The spending power of West London Alliance boroughs working together puts them in a strong position to extract value for money by carrying out collaborative procurement in targeted areas. The West London Alliance has already demonstrated the benefits that can be achieved through procurement in the social care sector. The Strategic Procurement project aims to extend the reach of strategic procurement activity across the West London Alliance to deliver benefits in other categories of spending.

b. Embedding 'category management' in the council. 'Category management' is about understanding the council's current and future need to purchase goods and services and combining this with understanding of the markets the council operates in. Understanding of demand and the markets allows the council to manage its relationship with suppliers in a way that maximises value for money to the council. The principal categories are as follows:

- i) Adult social care;
- ii) Children's social care;
- iii) Environmental services;
- iv) Corporate services;
- v) Capital projects.

Structures are being put in place that will ensure that 'category management' within the strategic procurement unit supports service directorates in delivering value for money through effective demand and supply management.

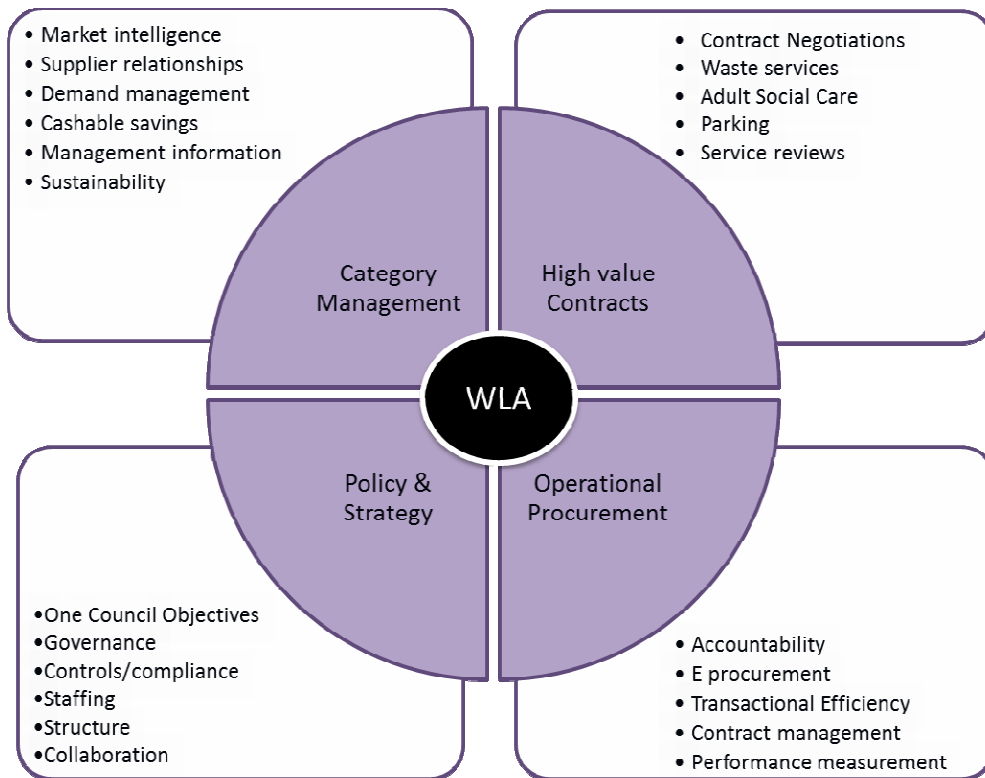
c. Developing the council's procurement policy and strategy. The council's procurement strategy was developed in the mid-2000s and has not been updated since. The strategy is being updated as part of this project and will reflect all statutory and professional requirements. The strands to be covered by the procurement strategy are:

- i) Governance and structure
- ii) Professionalising the council's approach
- iii) Partnership and collaboration
- iv) Doing business electronically
- v) Engaging with the local market

The strategy will form the basis for improvements to the co-ordination and control of procurement activity across the council.

- d. Focus on "big contracts" (those which are significant in terms of value or service sensitivity). The aim is to work with departments to review existing contracts to lever savings. Key areas that strategic procurement is already involved in supporting are Adult Social Care commissioning, for which there is a target saving of £4.1m in the 2011/12 budget), waste management, and parking.
- e. Extend use of the procurement function within the Oracle financial system. Effective use of the procurement facility in Oracle will help the council to ensure consistent approaches to procurement across the council. It can be used to ensure that contracts are managed effectively, off-contract spend is minimised and transactions are carried out efficiently.

3.4 A diagrammatic representation of these workstreams is set out below:




3.5 The project commenced in November 2010 and has already made significant progress. Details of progress will, be included in the presentation to the Committee.

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Fiona Ledden

Director – Legal and Procurement

	<p style="text-align: center;">One Council Overview and Scrutiny March 2011</p> <p style="text-align: center;">Report from Director of Finance and Corporate Services and Director of Strategy, Partnerships and Improvement</p>
<p>Wards Affected: ALL</p>	
<p>Performance and Finance Review, Quarter 3, 2010/11</p>	

1. Summary

- 1.1 This report summarises Brent Council's budget position, expenditure, activity data and performance trends for the quarter and recommends action where appropriate. The purpose of the report is to provide a corporate overview of financial and performance information in order to aid the decision-making process and effectively manage risk. Additional more in-depth analysis is available upon request.

2.0 Recommendations

The Executive is asked to:

- 2.1 Note the council's budget position, expenditure, activity trends and performance information for the quarter.
- 2.2 Collaborate with relevant Lead Members to hold all service area directors to account by ensuring they operate within the confines of their allocated budgets, that under-performance is adequately redressed, and that effective measures are taken to mitigate areas of risk.
- 2.3 Agree the 2010/11 budget virements detailed in paragraph 5.5.
- 2.4 Note the re-allocation of the Capital Programme to the new departmental structure, the details of which are included within Section 8 below.

3.0 Background

- 3.1 'Brent Our Future 2010-14' is a four year strategy document, which sets out the Council's priorities over the coming years. These priorities form the core of our corporate Performance Management Framework, which builds a

'golden thread' between corporate, departmental, team and individual objectives to ensure coherence and strategic focus. The Framework is supported by a diverse range of financial information, activity output measures and key performance indicators, which combine to provide robust monitoring and reporting processes. This report is designed to help Members and Chief Officers challenge performance and take informed decisions.

3.2 Supplementary documentation provided in the report Appendices are:

Appendix	Document Title
A	Performance section
B	Vital Signs, including activity data
C	Finance section

4.0 Corporate context

- 4.1 Given the current economic outlook and the radical changes proposed by central government, difficult decisions will need to be taken over the coming years and corporate priorities will need to be continually re-evaluated. The challenge to balance reduced funding with the anticipated sustained increase in demand for services (particularly by the most vulnerable) remains constant. Therefore prudent financial planning and continuous improved performance are essential to preserve service quality and provision for the medium term.
- 4.2 One Council is Brent's four year project delivery programme, which comprises a broad and diverse portfolio of strategic service improvement projects. The programme is designed to improve efficiency and provide more effective services. To date the programme has delivered substantial savings and is on track to deliver more in the future as we seek to mitigate the negative impacts of a prolonged period of reduced funding.
- 4.3 Brent has achieved a score of 3 (performs well) in the Annual Children's Services Assessment 2010. Brent was one of 77 councils that received a score of 3, down from 93 councils last year. Notable strengths were: secondary schools and most provisions for learning after age 16, three out of four pupil referral units, fostering and adoption for looked after children and the majority of nursery and primary schools. However, it was also noted that provision for primary school pupils and for those from children's homes and young children is weaker.
- 4.4 There are still some areas of concern which are beyond our immediate sphere of control:
- The impact of an ageing population will continue to put sustained pressure on Adult Social Care services.
 - Rising placement costs coupled with a number of recent high profile child protection cases continue to place the Children's Social Care budget under considerable pressure.

- Rising benefit claimant numbers, which is fuelling increased demand for services.
- Inflationary pressures continue to put pressure on resources.

4.4 Further, we anticipate that as new central government policies emerge these will place additional pressure on our already stretched resources – for example, the proposed cap on Housing Benefit will place direct pressure on our Temporary Accommodation budget. The Council will therefore continue to monitor developments closely and work with partners to develop creative solutions.

5.0 Summary of General Fund Revenue Budget

The table below sets out the latest forecast.

Split	Latest Budget	Forecast	Variance
	£'000	£'000	£'000
Children and Families	56,169	56,506	337
Environment and Neighbourhoods	45,334	45,434	100
Housing & Community Care:			
o Housing	25,371	24,662	(709)
o Adult social care	88,118	89,582	1,464
Finance & Corporate Services / Central Units /Regeneration & Major Projects	26,869	27,369	500
Service Area Total	241,861	243,553	1,692
Central items	51,371	50,076	(1,295)
Area Based Grants	(26,355)	(26,458)	(103)
Total council budget	266,877	267,171	294
Application of balances	(1,408)	(1,702)	(294)
Total after application of balances	265,469	265,469	0

5.1 Financial Summary

At the end of quarter 3 the current forecast is that there will be an overspend of £294k in 2010/11. This is an improvement of £3.814m since quarter 2. The main improvement has been in the service budgets where the overspend has been reduced from £5.531m to £1.692m mainly as a result of improvements in Children and Families and Adult Social Care. More detailed financial monitoring information is included in Appendix C

5.2 The reduction in overspend within Children and Families has been achieved through a number of initiatives including preventative work as part of the One Council Programme. Children and Families have also been able to offset

pressures with their budget through a number of measures including targeted use of their Surestart grant and increasing charges to the schools budget for early year costs. For Housing and Community Care the reduction has mainly been within the Adults area from the use of £700k of reserves jointly held by Brent and the local PCT, an additional £900k of monies received from Brent PCT and further savings from the Starrs Project and valuing people.

- 5.3 Further details of the service area and central items budget position was included in Chapter 3 of the 2011/12 Budget and Council Tax Report which went to the Executive on 15th February and Full Council on 28th February.
- 5.4 Although the budget position for 2010/11 has improved significantly a number of savings have been achieved through the use of one-off monies and these underlying pressures still remain. Therefore the Council has identified as part of the 2011/12 budget additional monies to meet these pressures. This includes £1.8m for Children Placements, £3.5m for demand pressures across Adult Social Care and £2.0m for a range of potential costs in children's social care, the transfer of learning disability cases from Children & Families to Adults and temporary accommodation costs. However, the 2011/12 budget includes very significant levels of savings and it is essential that the transformation programmes in Children's and Adults and the various One Council Projects deliver their targets if this level of savings is to be met.
- 5.5 Members agreed at the Executive on 15th February 2011 and Full Council on 28th February a number of virements and these have now been incorporated into 2010/11 budgets and forecasts. In addition members are asked to agree an additional transfer of £20k from Finance & Corporate Resources to Environment & Neighbourhoods Services in respect of the savings from the finance modernisation programme.

6.0 Housing Revenue Account

- 6.1 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.
- 6.2 The net HRA expenditure for 2010/11 is forecast to exceed the budget by £208k which is matched by an addition surplus brought forward. Taking these variances into account it is therefore forecast that the estimated balance on the HRA account at 31st March 2011 will be £466k unchanged from the original planned surplus.

7.0 Schools Budget

- 7.1 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.

7.2 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 the increased numbers of children being given Special Education Needs (SEN) statements in schools and the increased costs and numbers of pupils placed in out of borough special schools. The forecast outturn for the schools budget is for break-even on an in year basis for 2010/11. The deficit brought forward from 2009/10 amounts to £3m and any variation in the 2010/11 outturn will be offset/added to the amount. The schools budget for 2011/12 agreed by the School's Forum will enable the cumulative deficit to be reduced by £1.5m.

8.0 Capital programme

8.1 Financial monitoring information for the capital programme is included in Appendix C.

8.2 There have been a number of changes to the forecast outturn position for 2010/11 since the Quarter 2 Performance and Finance Review report to the Executive in September 2010. The Capital Programme has been re-allocated to reflect the new council departmental structure including Regeneration and Major Projects and excluding Business Transformation. This position was also included in Chapter 9 of the 2011/12 Budget and Council Tax Report which went to the Executive on 15th February and Full Council on 28th February 2011 including the detailed programme allocations. The following paragraphs detail those changes to the forecast outturn position not previously reported at quarter 2.

Children & Families Capital

8.3 The following capital allocations have been transferred to the new Regeneration and Major Projects programme:

- School Schemes - £59.971m
- Children's Centre Surestart Grant - £3.722m
- External Grant - £5.328m

8.4 The programme has been decreased by £3k to reflect reduction in Ring Fenced Grant notifications.

Housing and Community Care capital

8.5 The following capital allocations have been transferred to the new Regeneration and Major Projects programme:

- New Units - £100k
- Individual Housing Schemes - £1.091m
- S106 Works - £139k
- Individual Adults Schemes - £172k

8.6 Other movements on the Housing and Community Care capital programme have been identified as follows:

- Additional Disabled Facilities Grant allocation of £118k

- Forecast underspend of £55k on Housing IT systems reducing call on Unsupported Borrowing.
- Forecast underspend of £4k on Barnhill Cottage scheme funded from contributions.

8.7 Movement on the Housing HRA Capital Programme has been identified as follows:

- Additional forecast expenditure of £198k on the Installation of Digital TV to Housing Blocks to be funded from additional Self Funded Unsupported Borrowing.
- New scheme for the Installation of Rooftop Aerials to Housing Blocks at a forecast cost of £1.315m to be met from earmarked reserve.

Environment and Neighbourhoods capital

8.7 The following capital allocations have been transferred to the new Regeneration and Major Projects programme:

- Libraries - £428k
- S106 Works - £6.949m

8.8 Reduced requirement of £57k unsupported borrowing for Stadium Access Corridor. This has been taken as a contribution towards total £3m saving in unsupported borrowing requirement for the year laid down at Star Chamber meeting.

Corporate capital

8.9 The following capital allocations have been transferred to the new Regeneration and Major Projects programme:

- Property Schemes - £3.220m
- PRU Schemes - £9.501m
- S106 Works - £720k

8.10 Other movements on the Corporate capital programme have been identified as follows:

- Combined Property and ICT initiatives allocation of £500k transferred to ICT from Property to be used on Sharepoint Initiative.
- Central Items £600k provision for capitalisation has been removed reducing call on Unsupported Borrowing.
- Additional £100k capitalisation for Oracle implementation to be met from West London Alliance grant.

Regeneration and Major Projects capital

8.11 Post transfer of capital schemes from other departments the following movements have been identified on the Regeneration and Major Projects capital programme:

- The Crest Academies budget allocation has been reduced by £2m in line with the agreement at Star Chamber as a contribution towards





total required in year saving of £3m in Unsupported Borrowing requirement.

- Reduction in Schools Contingency budget of £410k as a contribution towards total £3m saving in unsupported borrowing requirement for the year.
- Council contribution of £528k to South Kilburn Regeneration removed as a contribution towards total £3m saving in unsupported borrowing requirement for the year.
- Additional costs of £1.3m have been identified on the Sudbury Primary School scheme. This will be funded either from reallocation of existing Primary Capital Programme grant or from currently unallocated provision for future years expansion schemes. Officers are currently investigating further to apply value engineering treatments to the forecast additional costs and identify the most appropriate funding source from existing budgets.
- Slippage of £1.620m Growth Area Fund works to 2011/12.
- Housing New Units budget allocation of £100k slipped to 2011/12.
- Housing S106 budget allocation of £139k slipped to 2011/12.
- SEN schemes budget allocation of £35k slipped to 2011/12.
- Slippage of £1.4m on Park Lane Basic Needs Safety Valve works to 2011/12.
- Slippage of £7.713m on The Village School Targeted Capital Fund works to 2011/12.

9.0 Overall performance position

Corporate and Community Strategies

- 9.1 The council has adopted a transitional set of Vital Signs indicators to accurately reflect its current priorities and keep in line with the changing needs of residents. This set will be further revised in line with the new Corporate Strategy. Of the Vital Signs, 59% are currently on target (green star) or just below target (blue circle), a three percent increase from last quarter. 24% are well below target (red triangle) compared to 23% last quarter.

Overall Council Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 3 PIs	44%	15%	24%	17*%

*Almost 75% of the indicators reporting incomplete data were missing a target

Local Area Agreement Update

Overall LAA Performance				
				

	Low risk	Medium risk	High risk	No data
Quarter 3 PIs	20%	0%	30%	53%*

*The percentage of no data indicators has increased from 33% last quarter. The majority of these have no actual data returned. Two are annual indicators.

- 9.2 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 until March 2011 as they are considered vitally important to its overall performance.

LAA Priorities:

- 9.21 **NI 16 Serious Acquisitive Crimes**
This indicator is high risk again due to an increase in gold jewellery theft and residential burglaries south of the borough. Ongoing actions include educating the community about not displaying jewellery, increasing Safer Neighbourhood Team patrol and Saturday drop in sessions for Drug and Alcohol mis-users.
- 9.22 **NI 24 Satisfaction with the way the Police and Council deal with ASB**
Only 58% of victims using the service rated it between 'good and excellent' this quarter, 29% below target. Overall, the actual year to date performance is only 7% below the annual target. Because the last quarter tends to be quieter compared to the summer months, it is unlikely that the 87% annual target will be achieved by 31st March 2011.
- 9.23 **NI 15 Serious Violent Crimes**
Although the target for this quarter has been met, a number of changes have taken place in the classification of offences making it harder to monitor and demonstrate progress. To minimise risk, community safety will work with partners to track progress and implement actions to keep offences down. A Violent Reduction Group was recently formed to deal with gang affected, older offenders and those at risk of offending.
- 9.24 **Local – Number of Accidental and Deliberate Fires in Residential Properties**
There were 45 fires this quarter against a target of 63. This overachievement seems to be due to positive community safety engagement strategies, and this success is expected to continue until the end of the year to achieve the overall target.
- 9.25 **NI 192 Percentage of Household Waste sent for Reuse, Recycling and Composting**
This quarter's performance high risk, and it is unlikely that the overall target will be met. There is a seasonal drop in organic waste (which has already been factored into projections) and an inadequate collection infrastructure in place. Members have now agreed a new Waste Strategy, which should increase the recycling rate, and this will be implemented during 2011.
- 9.26 **NI 188 Planning to adapt to Climate Change**

This is on track to achieve Level 3 by 31st March 2011. Adaptive responses need to be more readily considered and implemented so they become more common place. Unfortunately, there are difficulties stemming from the delivery of other priorities, leaving insufficient time and resources to concentrate on this indicator which may jeopardise overall performance. Therefore, priorities have been assessed, the project plan updated and Heads of Service agree to be proactive with respect to this issue.

9.27 NI 185 CO₂ Reductions from Local Authorities

The overall trend is encouraging but priorities have changed and data has to be independently verified due to the new Carbon Reduction Energy Efficiency Scheme (CREES). The Council has adopted a revised target in the new Borough Plan, 'Brent – Our Future 2010-2014'. The main risks are the Council and schools not participating and/or reducing their emissions significantly. However, there are controls in place such as Property and Asset Management's work programmes, the Carbon Management Programme Tranche 3 and the Behaviour Change Programme - 10:10 campaign road show.

9.28 NI 152 Working Age People on Out of Work Benefits

Changes to the population calculation have contributed significantly to the increased gap of 3% between Brent and the rest of London. Brent's overall claimant count rates have dropped in quarter 3. The performance of this indicator will ultimately be affected by factors such as the down turn in economy, which has reduced the amount of money available to deal with the issues of worklessness; Brent In2 Work having to end a year early due to Council budgetary pressures; as well as a possible 25% cuts in Job Centre Plus.

9.29 NI 150 Adults in Contact with Secondary Mental Health Services in Employment

No data/monitoring form provided.

9.30 Local – Income Maximisation

Targets for this quarter have been met and it is expected that the overall LAA target should be met by March. The highest risks to good performance are proposed changes in housing and welfare benefits and the ceased LAA funding. The Money Max Team are working closely with partners to identify changes as soon as possible to ensure the most vulnerable are supported, as well as to support organisations to identify funding opportunities and promote partnership working.

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

Whilst all the milestones for this quarter have not been met, it is expected that the annual target will be. The key issues to under performance in 2009/10 have now been addressed with the relocation of a care manager's post into a single point of contact service. A new social work post has been recruited and is fully operational, which will increase the flow of new PDU's into structured treatment programmes.

9.32 Local – Tuberculosis Treatment Completion Rate

No data/monitoring form provided.

- 9.33 **NI 121 Mortality Rate from all Circulatory Diseases at Ages under 75**
Performance monitoring is complicated as it is difficult to obtain accurate data from different sources with different estimates and limitations. To minimise the risk of obesity in adults under 75, the PCT have been promoting the health benefits of an active lifestyle, increasing the awareness of sports opportunities, ensuring sports facilities are fit for purpose, reducing inequalities and ensuring equity in sports and promoting Change4Life. The Obesity Clinic at Central Middlesex Hospital refers patients for Bariatric surgery and provides a package of care for obese patients. However, there are high risks, such as funding and the NHS restructure that could prevent the overall target being met.
- 9.34 **NI 112 Under 18 Conception Rate**
No data/monitoring form provided.
- 9.35 **NI 156 Number of Households Living in Temporary Accommodation (TA)**
This quarter's target has been exceeded by 5%. Whilst it is expected for this indicator to achieve its overall LAA target, changes to the Housing Benefit scheme and to the TA Housing Benefit subsidy regime are expected to have a significant impact on numbers. Key actions include negotiations with landlords of affected families to reduce their rental rates. Rents subsidisation to affected Temporary Accommodation schemes and families requiring larger sized accommodation may be placed outside of London.
- 9.36 **NI 155 Number of Affordable Homes Delivered (gross)**
Since 2008, 1,841 new homes have already been completed which has already exceeded the mayor's revised target for the 2008/11 period.
- 9.37 **NI 154 Net Additional Homes Provided**
No data/monitoring form provided.
- 9.38 **NI 108 Key Stage 4 Black Caribbean Boys and Somali Boys**
There is not much change from quarter 2. Three multi agency groups have been established to improve outcomes for Black Caribbean and Somali boys. Other key actions include: identifying schools that need support and identify ways in which good practice can be shared, setting up a website to share good practice and ways of narrowing the attainment gap, continue with the robust evaluation methodology in place which includes analysis of many key educational and socio-economic indicators.
- 9.39 **NI 111 First Time Entrants to the Youth Justice System aged 10-17**
This indicator is on track to achieve its overall target due to the success of the Triage programme and The Youth Inclusion programme (YIP). However, in both cases funding is due to end on 31st March 2011. A bid has been put through for funding through the Early Intervention Fund but if the bids are not successful both programmes will be abandoned, which would negatively affect performance.
- 9.40 **NI 56 Child Obesity in Primary School (year 6)**

Performance for this indicator shows significant improvement and the LAA target set for 2010/11 has been achieved. Comparatively national and London performance has worsened. However, the current joint funding arrangement for the childhood obesity programme is due to end in March 2011 which may increase the risk in reducing obesity levels in the borough.

9.41 NI 63 Stability of Placements of Looked After Children

This indicator is currently underachieving and it is very unlikely that the annual target of 78% will be met. The greatest risk to this priority is that as some young people are successfully diverted from going into care, those then in care tend to have the most complex needs, putting greater strain on their placements. In order to mitigate this risk, all long term fostering plans and matches need to have robust support plans and reviews.

9.42 Local – Children’s Sports Participation

Presently this priority is on target to meet the overall LAA objective. However, the elimination of free swimming lessons since September 2010 has shown a significant drop in the percentage of overall visits to the council owned sports centres. The highest risk of this objective not meeting its target is the effect of the recession impacting parents who can no longer afford to pay for their children’s participation in sport.

9.43 NI 51 Effectiveness of Child and Adolescent Mental Health Services (CAMHS)

Performance is on track to achieving the required outcomes by the end of March. The main risk to the CAMHS project not achieving the overall target is if there is a cut in the CAMHS area based grant. In order to mitigate this CAMHS must remain a high profile and priority for funding through the CAMHS Needs Assessment, CAMHS review and championing CAMHS at a senior level.

9.44 NI 54 Disabled Children’s Services

No data/monitoring form provided again this period.

9.45 NI 130 Social Care Clients receiving Self Directed Support

Target has not been achieved this quarter. Efforts are being made to ensure the SDS process is fit for purpose and it is also expected that, once the Customer Journey project is rolled out, numbers will significantly increase again. It is therefore expected that the overall LAA target will be met.

9.46 NI 135 Carers receiving Needs Assessment or Review

This priority is not currently meeting its quarterly target due to recording inconsistencies. This poses a high risk to the overall targets not being achieved. Therefore in order to mitigate these risks, training is being planned as part of the Customer Journey project and in the case of carers’ assessments not being undertaken, individual and team performance targets are being set. These will be reviewed as part of supervision and will be reported up to central management.

9.47 NI 141 Vulnerable People achieving Independent Living

The performance data relates to actual data for Quarter 2. The main risk is the number of unplanned moves reported by vulnerable groups due to evictions and abandonments. To try and minimise unplanned departures and address issues there is constant dialogue between the Council and providers. Providers are also encouraged to work with partner agencies to assist the client overcome any identified issues.

9.48 NI 131 Reducing Delayed Transfers of Care

No data/monitoring form provided.

9.49 Local – Volunteering

No data/monitoring form provided.

10.0 Financial implications

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

11.0 Legal implications

11.1 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.

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

12.0 Diversity implications

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

13.0 Contact officers

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