



## One Council Overview and Scrutiny Committee

**Tuesday, 22 November 2011 at 7.30 pm**  
Committee Room 4, Brent Town Hall, Forty Lane,  
Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

Ashraf (Chair)  
Colwill (Vice-Chair)  
Beckman  
Chohan  
Lorber  
McLennan  
Mitchell Murray  
Sheth

#### first alternates

Councillors:

Brown  
BM Patel  
Van Kalwala  
Hirani  
Matthews  
Harrison  
Denselow  
Kabir

#### second alternates

Councillors:

Beck  
Kansagra  
Mashari  
Hossain  
Brown  
Hector  
Gladbaum  
Kataria

**For further information contact:** Toby Howes, Senior Democratic Services Officer  
020 8937 1307, [toby.howes@brent.gov.uk](mailto:toby.howes@brent.gov.uk)

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

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
<b>1    Declarations of personal and prejudicial interests</b>	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
<b>2    Deputations (if any)</b>	
<b>3    Minutes of the last meeting held on 14 September 2011</b>	1 - 8
The minutes are attached.	
<b>4    Matters arising</b>	
<b>5    Arrangements for the future of Brent Housing Partnership</b>	9 - 12
This report summarises the progress made on implementing the recommendations agreed at the Executive on 18 July 2011 in relation to the future arrangements for the ownership, investment and management of the Council's housing stock.	
<b>6    Annual Complaints Report 2010/2011</b>	13 - 26
This report provides an overview of complaints received and investigated by the Council under the Corporate Complaints procedure and by the Local Government Ombudsman. Depending on their nature, some adults' and children's social care complaints come under the corporate procedure while others are subject to separate procedures governed by legislation. Complaints that were dealt with under the separate statutory procedures are the subject of the two further annual reports attached as appendices A and B.	
<b>7    The One Council Programme - second update - 2011/12</b>	27 - 44
This report provides members on an update on the status of the project within the One Council programme.	

## 8 Performance and Finance Review, Quarter 1, 2011-12

45 - 64

This report provides information on the council's performance and financial matters from quarter one of 2011-12.

Appendices are attached separately for members.

## 9 One Council Overview and Scrutiny work programme

65 - 78

The work programme is attached. A separate report is also attached providing information on the One Community Many Voice event held on 10 October 2011 during Local Democracy Week.

## 10 Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for Wednesday, 25 January 2012 at 7.30 pm.

## 11 Any other urgent business

Notice of items 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.



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** **Wednesday, 14 September 2011 at 7.30 pm**

PRESENT: Councillor Colwill (Chair) and Councillors Beckman, Chohan, Lorber, Mitchell Murray and Sheth.

Also Present: Councillors Butt (Deputy Leader and Lead Member for Resources) and S Choudhary.

Apologies were received from: Councillor Ashraf

### **1. Declarations of personal and prejudicial interests**

None declared.

### **2. Minutes of the last meeting held on 6 July 2011**

RESOLVED:-

that the minutes of the previous meeting held on 6 July 2011 be approved as an accurate record of the meeting.

### **3. Matters arising**

None.

### **4. Waste and Street Cleansing Review - Waste Collection Implementation**

Chris Whyte (Head of Environment Management, Environment and Management Services) introduced this item and updated Members on the progress of implementing the new arrangements for the waste collection service. The committee heard that the issuing of new bins was now in its second week, with most households receiving larger 240 litre bins, although smaller ones were being issued where there was insufficient space. In addition, around 30,000 homes were being provided with food waste bins. The issuing of new bins was slightly ahead of schedule and was due for completion in two weeks. Four to five distribution crews were issuing on average around 1,000 new bins per crew each day. There was also a crew dedicated to providing bins to properties that had been missed and they were operating on a twice weekly basis. Chris Whyte confirmed that the new waste collection service would commence on 3 October. In the meantime, additional temporary staff had been recruited at the Call Centre to answer queries from residents about the new service and there was also an e-mail address they could send their questions or comments to. Overall, the feedback from residents received to date was largely positive and they understood what changes were being made

and the reasons why. The main concern that had been raised was that some residents felt that the bin provided was too large and officers were visiting these properties to assess what bin size would be most appropriate.

David Pietropaoli (Waste Policy Manger, Environment and Neighbourhood Services) then provided details of the communications and community engagement plan to support the household waste collection strategy. He explained that that there were three phases to the plan, with the first phase being a 'teaser campaign' over the summer which sought to change residents' expectations and to prepare them for the change in service on 3 October, whilst reassuring them the current arrangements would remain in the place up until then. Articles were appearing in the Brent Magazine and its Green Pages section and leaflets. Phase two of the plan involved the first stage of the aim communications campaign starting in September and would include information on the new waste collection arrangements in greater detail, again through articles in the Brent Magazine, its Green Pages section, and distribution of a 12 page explanatory leaflet and a colour-coded collection calendar. A Frequency Asked Questions section based on type of property was also available on the council's website. David Pietropaoli added that there was also various intranet articles for staff and e-mails sent to councillors explaining the changes. Phase two of the main communications campaign would commence in June 2012.

During Members' discussion, Councillor Beckman enquired whether clear sacks were provided in respect of battery recycling. Councillor Mitchell Murray suggested that the leaflets remind residents that the council offered a free bulky waste removal service, whilst the disused grey bins could be put to other useful means such as collecting rain water to use in the drier summer months. She also enquired whether the green boxes that were no longer to be used would be offered to other organisations such as schools and what were the arrangements in respect of nappy disposal. Councillor Harrison sought clarification with regard to colour of bins and suggested that stickers be placed on them explaining what materials could be deposited. Councillor Sheth commented that other London boroughs that had introduced fortnightly waste collections had experienced problems such as litter build up and an increase in fly tipping. He asked if the council had considered such implications and were there were additional resources to address these.

Councillor Lorber commented that there was a large population turnover in Brent with a significant proportion of rented accommodation and therefore if information about the new waste collections arrangements was only provided when the new service started, those who moved to the borough later may be confused as to what the arrangements were. He suggested that labelling the green bins to clearly state what could be put in them would therefore be a worthwhile investment. Councillor Lorber asked what proportion of residents' waste collection day would change under the new arrangements. He sought clarification with regard to replacing bins after collection and cited an example of his own bins being replaced inappropriately on consecutive occasions. It was suggested that refuse collection crew members be given clear instructions with regard to replacing bins and it was emphasised that the bins be replaced with due consideration to residents in order to gain their support. Councillor Lorber suggested that a one-off exercise be undertaken by refuse crew to empty bins that contained waste that should not be in them as there were a number of bins that were overflowing and had not been emptied for a long period. He observed that there were a number of households that had acquired

additional grey refuse bins and he suggested that efforts should be made to retrieve these to encourage recycling. Councillor Lorber also suggested arrangements should be put in place to allow recycling of small electrical appliances as residents were unlikely to be willing to travel to collection points to deposit them.

The Chair commented that residents seemed happy with the new bins to date and he had only received a few comments in respect of the bins being excessive in size and a query with regard to arrangements for disposal of glass. He also enquired whether the bin collection service in respect of residents with disabilities and older persons would continue.

In reply to the issues raised, Chris Whyte advised that in some areas, the landfill bins were green as opposed to grey, however this was clarified in the leaflet and queries would be responded to on a case by case basis. He acknowledged that bins could be labelled if deemed necessary. Members heard that some properties' refuse collection day would change under the new arrangements, however every effort had been made during the planning stages to minimise this. Every household would receive a collection calendar clearly showing on what day their waste would be collected. Chris Whyte explained that the Veolia crews were instructed to collect bins from where they could reasonably see it and replace it within the curtilage of the property and these had been the requirements since the beginning of the contract. He acknowledged the concerns expressed by Councillor Lorber and informed Members that crew members had been instructed not to replace bins in a hazardous location or to be blocking access, however the individual operatives concerned would be approached where a problem had been brought to officers' attention. It was confirmed that the bin collection service in respect of residents with disabilities and older people would continue for those who had registered for this service.

Chris Whyte advised that contamination rounds were undertaken every Friday in respect of recycling bins that also contained landfill waste, however he stressed that educating residents about what can be recycled still needed to be undertaken and refuse crews were leaving information with residents where this had been a problem. The cost of clearing all overflowing bins with mixed waste was likely to be excessive. Members noted that no more grey non-recycling bins were now being provided by the council and it was felt that as the rate of recycling increased over time, the number of grey bins would steadily reduce. Chris Whyte acknowledged that other local authorities had experienced problems when introducing fortnightly collections and phase two of the scheme would attempt to address such concerns as promptly and as effectively as possible. Additional resources had been provided for the Call Centre to handle queries during the changes and Members noted that the saving targets were net of all costs expected. The leaflets distributed to residents included suggestions for alternative uses for green boxes and some may be recovered at a later stage. Chris Whyte confirmed that nappies had to be placed in the non-recycling bins as there was no recycling provision at present. There was also no recycling provision for small electrical appliances and these still needed to be taken to collection points, and although being able to recycle these products would be desirable, attention needed to be focused on materials that could be recycled in large quantities.

David Pietropaoli added electrical appliances often contained hazardous materials which made recycling more difficult and he was not aware of any local authority that

offered kerbside collection of these items. However, consideration of expanding collection sites could be considered in future. He also advised that grey bins had been removed where it had been deemed that there was insufficient space, particularly in respect of properties containing more than one household where liaison with residents would take place to seek the removal of bins.

The Chair thanked the presenters and felt that the suggestions in respect of labelling bins could be worthwhile exploring further.

RESOLVED:-

that the report on waste and street cleansing review - waste collection implementation be noted.

## **5. Performance and Finance Review, Quarter 4, 2010-11**

Cathy Tyson (Assistant Director – Policy, Strategy, Partnerships and Improvement) introduced the report and advised that although the Local Area Agreement had been abolished, the report still included some partnership indicators as these were important measures by which the council's performance with its partners and its objectives could be considered. The report's format continued to evolve, however financial data now appeared alongside performance data and work continued with regard to how these would be presented. Cathy Tyson stressed that the council continued to face challenging circumstances with very large savings targets to be achieved. In addition, the council faced rising demand in many areas, such as benefits, children's social care, school places and Special Educational Needs and these were all difficult to forecast demand for. Overall, the borough continued to face rising unemployment and low income levels, whilst the introductions of the Housing Benefit Cap and limit to Universal Credit would impact significantly. However, despite these considerable challenges, the council was committed to improving performance and efficiency.

Turning to the 2010/11 outturn, Cathy Tyson advised that the overall forecast had improved due to overspends in some areas being outweighed by underspends in the Central Services, leaving the council's balance at £7.5m. This represented a considerable achievement in view that the council had lost around £6m of in year grants. With regard to performance, Members heard that 56% were on or just below target, 24% significantly below target and 20% having insufficient information which was attributable to some council partners reporting processes. Cathy Tyson advised that the council was taking a more robust approach to insufficient information.

Cathy Tyson then advised the committee of areas that were deemed high risk and this included Adult Social Care which had been caused in part by the quality of data and was being addressed in a One Council programme project. In Children and Families, the re-offending rate and number of 18 year olds subject to a Child Protection Plan and Child Adolescent Mental Health Services where there was insufficient information were also risk areas. Serious acquisitive crime and number of active library book borrowers remained risks, as did recycling rates, however a number of measures were already in place to address this. The number of households living in temporary accommodation was exacerbated by the number of people moving into Brent from Central London reducing the amount of suitable



private accommodation available. The percentage of working age people on out of work benefits was rising especially amongst women, however Job Centre and other agencies were working with the council to address this.

Cathy Tyson then informed Members of indicators that were on target, and these included:-

- Creation of affordable homes
- Teenage conception rate
- Childhood obesity rate
- Sports visits by young people
- Reduction in first entrants to the crime system
- Reduction in complaints to BHP, the Planning Service and Housing and Benefits

During discussion, Councillor Harrison enquired whether overspends in Children and Families could be addressed through more early years intervention activities and whether the transfer of public health funds to the council would assist in this respect.

The Chair expressed concern about the performance in Adult Social Care and Mental Health and he requested that a report on these be provided at the next meeting. He also enquired whether there were plans to provide Mental Health services at the day centre on the former John Billam site as he understood that residents had previously been informed that there were no such proposals.

In reply, Councillor Butt (Deputy Leader and Lead Member for Resources) stated that he would ask the Lead Member for Adults and Health to clarify the situation with regard to the day centre at the former John Billam site.

Cathy Tyson advised that some local authorities were working on financial models in respect of early years intervention and to see if these could make a long term impact, however children's centres would continue to face demand pressures. She added that 0-5 years intervention would remain a Central Government activity and therefore an opportunity for local authorities to tackle this issue with proactive approaches had been missed.

RESOLVED:-

that the report on the performance and finance review, quarter 4, 2010-11 be noted.

## **6. The Localism Bill**

Cathy Tyson updated Members on progress with the Localism Bill which was due a second reading in the House of Lords this week. There had been considerable debate over the Bill and the public committees stage had been completed. Members heard that some 300 amendments had been proposed since the Bill's first draft. In particular much discussion had revolved around communities' right to challenge, changes to housing provision and shadow mayors in city areas. Another topic of debate concerned neighbourhood planning provision and a number of amendments had been agreed in respect of this, whilst a business neighbourhood

plan was also included which would allow business rate payers to vote on some planning issues and to make representations. Members heard that neighbourhood forums could be de-registered if they were not compliant and the shadow city mayor proposals had been dropped. Cathy Tyson advised that request for referendums could be declined if the costs involved were more than 5% of council tax income or if the matter had been considered in the last four years. The other provisions in the Bill had remained largely unchanged. The committee noted that a Public Services White Paper provided practical guidance on how the Localism Bill could be delivered with the intention to provide residents with greater choice and diversity.

## **7. Work Programme and Task Group Scope**

Jacqueline Casson (Senior Policy Officer, Strategy, Partnerships and Improvement) advised that following the last meeting of the committee, there had been discussion on creating a task group on Fairtrade status for Brent and to develop its scope. The task group would look at ways of supporting the Brent Fairtrade Network to obtain Fairtrade status in Brent.

During discussion, Councillor Lorber sought further details on what the task group was seeking to achieve. He suggested that it was the responsibility of the Brent Fairtrade Network to obtain Fairtrade status and that the Network was aware that it needed to ensure that a greater number of faith groups and schools were involved as it had been informed that this was the reason it had not achieved Fairtrade status in previous attempts. He therefore suggested that the Network did not need a task group set up to support these efforts.

Councillor Chohan suggested that the task group could work with the Network and schools and other organisations to promote Fairtrade products. Although no funding was available, the council could play an important role in encouraging use of Fairtrade products throughout the borough.

The Chair invited Councillor Butt to comment, who stressed that a collective, holistic approach needed to be taken to involve as many people as possible in promoting Fairtrade products, especially schools and the task group could act as the council's representatives in providing this cause with more weight.

RESOLVED:-

that a task group on Fairtrade status for Brent be created.

## **8. Date of next meeting**

It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled for Tuesday, 22 November 2011 at 7.30 pm.


## **9. Any other urgent business**

None.

The meeting closed at 8.55 pm.

R COLWILL  
Vice Chair in the Chair

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	<p><b>One Council Overview &amp; Scrutiny Committee</b></p> <p>22<sup>nd</sup> November 2011</p> <p><b>Report from the Director of Regeneration &amp; Major Projects</b></p>
<p>For Action/Information</p> <p>Wards affected: ALL</p>	
<p><b>Report Title: Arrangements for the future of Brent Housing Partnership</b></p>	

## 1.0 Summary

- 1.1 This report summarises the progress made on implementing the recommendations agreed at the Executive on 18<sup>th</sup> July 2011 in relation to the future arrangements for the ownership, investment and management of the Council's housing stock.
- 1.2 Specifically the report updates members on the nature of the relationship that will develop between the proposed 'optimised ALMO' and the Council moving forward. In discussing these issues it is important to remember that the proposals for an optimised ALMO will be the subject of a statutory tenant consultation early in the New Year.
- 1.3 In progressing this work, the Council continues to work collaboratively with BHP senior management and Board members, in an effort to reach joint conclusions and a shared view of the recommended future arrangements.

## 2.0 Recommendations

- 2.1 That members of the One Council Overview and Scrutiny Committee note and endorse the progress being made towards the implementation of the proposed new housing management arrangements in Brent.

### 3.0 Detail

3.1 In July 2011 the Council's Executive considered the findings of an independent review into the future options for ownership, investment and management of the Council's housing stock. The review was triggered by two key events, namely the forthcoming implementation of the self-financing arrangements for the Housing Revenue Account (HRA) from 2013, and the end of the current management agreement with Brent Housing Partnership, which expires in August 2012.

3.2 The Executive made the following decisions in July:

- That in the light of the recent Housing Revenue Account settlement, the Council retains ownership of its existing housing stock.
- That in the light of the recent Independent Review of Housing Management, the Council consults tenants and residents on a preferred option to manage the housing stock through Brent Housing Partnership, as an Optimised Arms Length Management Organisation focusing strongly on housing management.
- That a new management agreement between the Council and Brent Housing Partnership is drafted, with full heads of terms to be completed by October 2011.
- That in considering how best to optimise BHP, a full review is undertaken of the following functions, with a view to delivering improvements and efficiencies:
  - human resources
  - finance processing
  - communications
  - legal
  - procurement
  - contract alignment
  - rent accounting
  - rent collection
  - aids & adaptations
- That a joint governance review is undertaken between the Council and Brent Housing Partnership, which will review both the BHP Board structure and the relationship between the Council and BHP, with a view to ensuring that BHP is fit for purpose for the duration of the proposed new management agreement.
- That following the outcome of the consultation a report is presented to the Executive in early 2012 regarding a final decision on the future role

of BHP and the management of the Council's housing stock after the current BHP Management Agreement expires in September 2012.

- 3.3 The proposed 'optimised' ALMO will be an arms length vehicle which will focus exclusively on housing management. The organisation will be 'optimised' in the sense that it will strive to become a top quartile performer in terms of the delivery of housing management services and a top quartile performer in terms of the value for money for those services, when compared to other housing management organisations including housing associations. The organisation will build on its strong track record of tenant and resident involvement, and will continue to find ways of placing tenants at the heart of the housing management process.
- 3.4 Critical to the future success of this model will be a redefined relationship between BHP and the Council. In redefining this relationship, it is important to be absolutely clear that ultimately the Council remains responsible and accountable for housing management. BHP will effectively deliver the housing management service on behalf of the Council, and will need to be absolutely accountable to the Council for the performance of the service.
- 3.5 Three pieces of work are currently being undertaken which will provide clarity on how this relationship will work going forward:
- A governance review – this is considering proposals for the ongoing governance arrangements within BHP. It is being independently undertaken and has reached the final draft stage.
  - An efficiency review – this is considering how efficiencies can be delivered within BHP and through closer collaboration with the Council, both to ensure that the outstanding HRA debt can be paid off as quickly as possible and to work towards BHP becoming a top quartile performer in relation to value for money. The review is at a draft stage.
  - The review of the Management Agreement between the Council and BHP which will set out the performance standards required by the Council and the legal mechanisms for ensuring accountability in relation to the delivery of these. This will need to be complete by August 2012, although the ambition is for an earlier completion. Work will begin on this document in the New Year.
- 3.6 In relation to the governance review, draft findings have been presented to the Lead Member for Housing and the BHP Board. The review identifies the strengths and weaknesses of the existing governance arrangements, benchmarks these against best practice, and arrives at a series of recommendations for improvements.
- 3.7 The review has identified a considerable number of strengths in the governance arrangements, but it's also fair to say that there are a number of structural weaknesses that have developed in the relationship between BHP and the Council over a number of years. Many of these relate to a lack of

clarity around the Council's expectations of what BHP has been expected to deliver.

3.8 Critical improvements proposed include:

- Clear delineation of responsibilities between the Council and BHP
- BHP Board to take absolute responsibility for performance
- BHP Board to be accountable directly to the Council for performance
- More formal arrangements for regular collaborative planning, performance and progress meetings between the Council and BHP
- Slight reduction in Board size and rationalisation of sub committees
- New appointment process for the Board chair
- Introduction of a resident champion role, to promote tenant and resident engagement
- Revised arrangements for the appointment of Council representatives to the Board

3.9 The efficiency review is charged with making 15% savings in back office costs within BHP over a four year period. Early indications are that this will be achievable over a reduced three year period. The savings figure is important as the current modelling of debt repayments in relation to HRA self financing assumes this saving is achieved. Further savings will be required over time in relation to the 'front end' service elements in order to deliver top quartile performance in relation to value for money for our housing management service.

3.10 BHP will be moving into the new Civic Centre in 2013, and the efficiencies work is also considering how the back office functions between the Council and BHP can be better integrated in anticipation of this move.


3.11 The findings of both of these reviews will be reported back to Executive following the resident consultation process, and subsequently incorporated into the final management agreement between the Council and BHP.

### Contact Officers

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**ANDY DONALD**  
**DIRECTOR OF REGENERATION & MAJOR PROJECTS**



	<p><b>One Council Overview &amp; Scrutiny Committee</b> 22<sup>nd</sup> November 2011</p> <p><b>Report from the Director of Strategy, Partnerships &amp; Improvement</b></p>
For Information	Wards Affected: ALL
<p><b>Report Title: Annual Complaints Report 2010/2011</b></p>	

## 1.0 Summary

- 1.1 This report provides an overview of complaints received and investigated by the Council under the Corporate Complaints procedure and by the Local Government Ombudsman. Depending on their nature, some adults' and children's social care complaints come under the corporate procedure while others are subject to separate procedures governed by legislation. Complaints that were dealt with under the separate statutory procedures are the subject of the two further annual reports attached as appendices A and B.

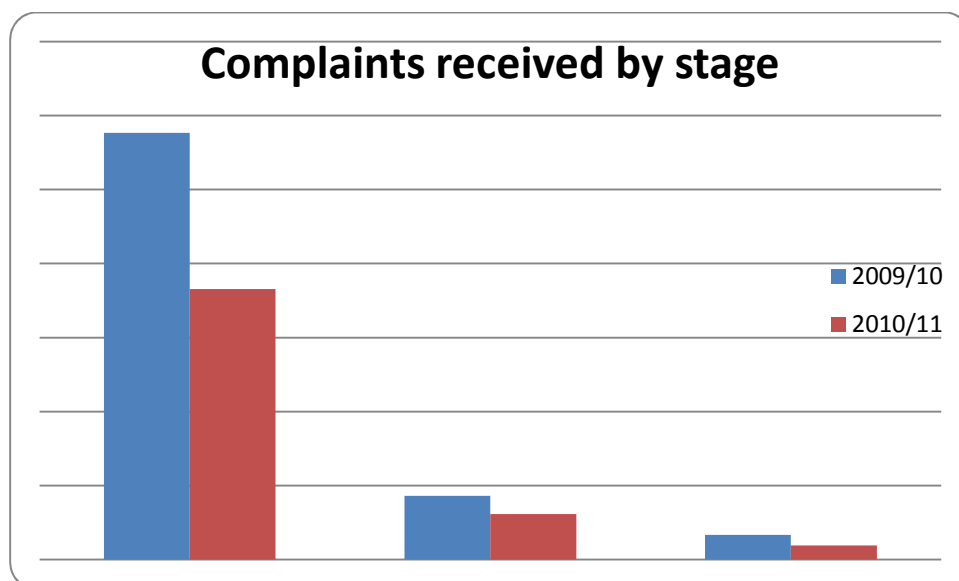
## 1.2 Headlines

- Complaints received fell by 36% compared with 2009/10
- Stage 2 and 3 complaints fell by 28% and 42% respectively
- In only 6% of Ombudsman investigations were we asked to take any action to resolve the complaint. This compares with a London average of 21% and a national average of 27%.
- Compensation paid went down from £158k to £95k which represents a 40% reduction compared with last year

## 2.0 Recommendations

- 2.1 This report is for information only.

### 3.0 Complaints considered under the Corporate Complaints procedure



3.1 Table 1 - Complaints received broken down by stage and service area

	Stage 1		Stage 2		Stage 3		Total	
	09/10	10/11	09/10	10/11	09/10	10/11	09/10	10/11
Housing	257	239	81	44	37	30	375	313
Community Care	40	13	2	2	3	1	45	16
BHP	848	672	181	143	55	40	1084	855
Rev & Bens	826	263	70	47	30	3	926	313
E & NS	690	405	83	46	35	15	808	466
C & F	168	170	10	6	4	3	182	179
CCE*	55*	19	4*	2	1*	1	60*	22
Regeneration & Major Projects	N/A	48	N/A	19	N/A	4	N/A	71
Total	2884	1829	431	309	167	97	3482	2235

\* CCE – Customer & Community Engagement - complaints in connection with the One Stop Shop/Contact Centre are included under this heading.

- 3.2 The volume of stage 1 complaints fell by 36% in comparison with 2009/10. There were significant reductions in Revenues & Benefits, E & NS and BHP. Historically these services account for two-thirds and of the Council's complaints. The most notable reduction was in the Revenues & Benefits division where volumes fell by 70%. The improvements to the benefits service relating to processing times and customer services which took effect in 2010 are likely to have been a significant factor.
- 3.3 BHP complaints fell by 21% percent. This figure is partly down to an improved repairs appointment system introduced during the year.
- 3.4 E&NS complaints fell by over 30% (once the impact of Planning complaints being transferred to Regeneration is taken into account). Much of the reduction relates to Streetcare and sports services which according to the department is due to more effective working with and monitoring of contractors .

### 3.5 Escalated complaints

The volume of Stage 2 and 3 complaints fell by 28% and 42% respectively. Of particular note was the 46% reduction in Housing stage 2 complaints and the 90% reduction in Revenues & Benefits stage 3 complaints. The low level of escalated complaints represents a significant efficiency saving in terms of management time and associated costs and highlights how effective the Council now is at investigating and resolving matters at the earliest stage.

### 3.6 What was the outcome of investigations?

Table 2 - Percentage of complaints that were fully or partly upheld

	Stage 1		Stage 2		Stage 3	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
Housing	21	24	24	34	32	27
Community Care	33	91	33	0	39	100
BHP	69	60	66	66	45	18
Rev & Bens	49	45	45	31	62	26
E & NS	50	53	45	47	5	7
Regeneration & Major Projects	N/A	10	N/A	19	N/A	25
C & F	57	63	50	40	50	50

- 3.7 The relatively high percentage of complaints fully or partly upheld at stage 1 is a healthy indication of departments' willingness to recognise faults within their respective services. The stage 2 & 3 figures need to be seen in the context of the low numbers involved. For example the outcomes at stage 3 in relation to Children & Families and Community Care represent only 4 complaints.

### 3.8 How quickly did we reply to complaints?

The Council has a target of replying to 85% of all complaints within the relevant timescale. The table below shows the percentage of complaints responded to within target at stages 1 & 2. The relatively small numbers of complaints dealt with at Stage 3 make comparison between service areas of limited value and have therefore not been included.

Table 3 - Percentage of responses completed on time

	Stage 1 Within 15 working days		Stage 2 Within 20 working days	
	2009/10	2010/11	2009/10	2010/11
Housing	74	77	64	66
Community Care	50	37	100	0
BHP	94	94	86	90
Revenues and Benefits	84	94	76	92
E&NS	79	76	68	81
Children & Families	60	78	31	40
Regen & Major Projects	n/a	65	n/a	67
CCE	95	100	100	100

- 3.9 BHP's performance continued to be impressive, especially when bearing in mind the large volume of complaints dealt with. Revenues & Benefits performance improved significantly although this should be seen in the context of the greatly reduced numbers they had to investigate.
- 3.10 Complaints made to the Local Government Ombudsman**
- 3.11 The Ombudsman accepted 79 complaints for investigation, 5 more than the previous year. A further 37 were referred back to the Council to be dealt with under our complaints procedure.
- 3.12 Continuing the trend of recent years, just over 30% came within BHP's remit and in the main were repairs or estate management related. Environment & Neighbourhood Services accounted for 25% (Streetcare, Environmental Health & Parking Enforcement) with the remainder made up by Planning and Revenues & Benefits. Investigations relating to Children & Families and Adult Social Care are covered in the appendices attached to this report.
- 3.13 What did the Ombudsman decide?**
- 3.14 The Ombudsman made 72 decisions in connection with complaints they investigated. In only 4 cases (6% of all decisions) was the Council asked to take some form of action in order to resolve the complaint. These are known as *local settlements*. In the remaining 68 cases the Ombudsman decided either that the Council had done nothing wrong or had remedied the matter before the complaint reached them or that the issue was outside of their remit.
- 3.15 Brent achieved the lowest local settlement rate of any London Borough and one of the lowest figures nationally. The London average was 21% with our immediate neighbours – Barnet, Ealing and Harrow – scoring 25%, 28% and 20% respectively. Nationally, the local settlement average was 27%. The only Councils to achieve lower local settlement rates than Brent's were district or rural borough Councils who were the subject of very few Ombudsman investigations. The Ombudsman's results help demonstrate the effectiveness of our positive approach to accepting, investigating and being prepared to resolve issues in-house so far as possible.
- 3.16 One local settlement related to a fraud investigation carried out by Audit & Investigation. The Ombudsman criticised the Council for the time it took to inform the alleged fraudster that we were not going to prosecute. One complaint concerned a parking ticket where the Council agreed to waive the charge when new evidence was brought to light through the Ombudsman investigation. One related to adult social care and concerned a delay in providing aids and adaptations to a disabled person and the other concerned a Children & Families complaint about funding additional training for the carers of a disabled child.
- 3.17 What did we pay out in compensation?**
- The total amount paid in compensation was just over £95k which represents a reduction of 40% in comparison with 2009/10. Children & Families and adult social care accounted for most of the reduction.
- 3.18 The Council's policy on compensation is closely modelled on guidance provided by the Ombudsman. Compensation is normally awarded in respect of complaints where upon investigation it is found that the Council's incorrect actions or failure to act or delay in acting has resulted in the person being seriously affected. For example the person may have incurred costs and/or suffered financial hardship

because of our mistake or they may have experienced significant distress and inconvenience.

- 3.19 Compensation awarded in appropriate complaints makes good business sense for the Council because it reduces the likelihood of a complaint escalating and therefore avoids the cost and reputational damage associated with escalated complaints and the intervention of the Ombudsman.

- 3.20 Table 4 - Compensation paid in connection with complaints investigated

Compensation	Year	Stage 1	Stage 2	Stage 3	Ombudsman	Total
Housing	2009/10	1,470	4,818	8,880	350	15,518
	2010/11	3,035	7,550	2,085	850	13,520
Comm Care	2009/10	24,673	1,500	0	500	25,273
	2010/11	11,000	0	0	0	11,000
BHP	2009/10	26,558	15,010	7,360	170	49,098
	2010/11	25,026	16,056	10,370	50	51,452
Rev & Bens	2009/10	7,594	6,360	5,399	350	19,703
	2010/11	2,235	3,222	1,700	50	7,207
E & NS	2009/10	535	955	400	0	1,890
	2010/11	185	655	600	0	1,440
C & F	2009/10	23,538	20,472	0	0	44,010
	2010/11	6,532	3,500	500	0	10,532
CCE (OSS)	2009/10	610	275	212	0	1097
	2010/11	170	0	0	0	170
Total All services	2009/10	84,978	49,390	22,251	1,370	157,989
	2010/11	48,183	30,983	15,255	950	95,371

- 3.21 **Service improvements arising from complaints**

- 3.22 Complaints provide a valuable window on service delivery and a number of service improvements were identified during the year. Examples include:

- Children & Families have introduced more robust procedures to flag up when the professional qualifications of contract social workers are due to lapse
- Liaison meetings were introduced between Streetcare and Transportation to aid more joined up working
- Procedures were introduced to ensure that Hillside Housing Trust tenants were able to access the housing transfers system
- Procedures relating to street trading enforcement were reviewed to improve the clarity of information provided to the public

- 3.23 **Developments in complaint handling**

*Impact of Council restructure*

- 3.24 As part of the restructure that took effect from August 2010, complaints staff with the exception of BHP are now managed by the Corporate Complaints Manager. This has enabled a more consistent and corporate approach to complaints management to be established and has contributed to the improvements in the complaints service highlighted in this report.

*Developments in the Local Government Ombudsman service*

- 3.25 The Health Act 2009 extended the LGO's powers to investigate complaints about privately arranged and funded adult social care. These powers came into effect in

October 2010. The Council is not directly involved in these complaints because it is the care provider and *not* the Council that is the subject of the investigation. The Council has however been working with the Ombudsman to disseminate information to the known care provider organisations within the borough.

The Ombudsman was due to take over responsibility for the investigation of complaints about state schools with effect from September 2011. This proposal has now been scrapped as part of the Localism bill.

*Placing the onus on the customer to explain why a further review of their complaint should be carried out*

- 3.26 In the past we have agreed to escalate a complaint – even when there was no apparent basis for undertaking a further investigation. This sometimes resulted in a time consuming and costly review being carried out the result of which was a response largely reiterating the findings from the earlier investigation.

- 3.27 A revised approach and supporting procedure was piloted in BHP with effect from December 2010 which places the onus on the customer to explain *why* they disagree with the findings from the earlier investigation and *what* they consider remains to be investigated. Based on the customer's comments the departmental complaints manager determines whether or not a further investigation will be carried out. The pilot proved effective in terms of reducing the number of escalated complaints and was rolled out to the rest of the Council in June 2011

3.28 **Priorities for 2011/12**

*Preparing to move to a streamlined two -stage complaints procedure from April 2012*

- 3.29 The undertaking to move to a slimmed down two stage complaints procedure was set out in last year's annual report and will be a key priority for the complaints service. A revised process is quicker and simpler for the customer and more cost effective for the Council. Haringey, Islington and Camden have already introduced a two stage process. The marked reduction in complaint volumes generally, and escalated complaints in particular, places the Council in a strong position to remove a stage. A project plan has been developed and is in the process of being implemented by the Corporate Complaints Manager together with the support of colleagues.

*Improving the effectiveness of complaint training*

- 3.31 E-learning packages will be developed to enable staff across the Council to learn the basics of good complaint handling and resolution without having to attend one of the half day class based courses. In addition a more sophisticated post-course evaluation process will be introduced to help identify the tangible benefits that attending one of the training course has had on the individual and the Council as a whole. A training programme specifically for One Stop Shop and Contact Centre staff will be delivered during the year. This will be focused on enhancing the ability of staff to resolve complaints at the first point of contact.

*Future Customer Services Project*

- 3.32 The Corporate Complaints Manager is a member of the project implementation group and will be working with colleagues to ensure that the new service is geared up to resolve as many issues as possible at the first point of contact, thereby avoiding the need to record the issue as a complaint.

3.33 *Improving our procedures for recording and implementing service improvements arising from complaints*

Procedures will be put in place to help establish a consistent approach across the Council to the recording and implementation of service improvements that have been identified through complaint investigations.

**4.0 Financial Implications**

- 4.1 The corporate complaints procedure remains a relatively quick, cheap and effective way of resolving grievances, avoiding time-consuming investigations by the Local Government Ombudsman or court proceedings with their attendant high costs.

**5.0 Legal Implications**

- 5.1 There are no legal implications arising from this report.

**6.0 Diversity Implications**

- 6.1 The Council's complaints procedure covers all areas of the Council's service delivery and is available to everyone who lives in, works in or visits the Borough and all service users. Historically the Council has been weak in collecting diversity information from complainants. A customer satisfaction/diversity electronic survey has been introduced which should result in an increase in diversity information. The Complaints Manager is also working with the Diversity Team to explore other methods that can be introduced for capturing this information.

**7.0 Staffing Implications**

- 7.1 There are none at present but complaints handling arrangements will be reviewed in conjunction with the implementation of the two stage complaints procedure.

**Background Papers**

Local Government Ombudsman's Annual Review 2010/11  
Adult Social Care complaints Annual Report  
Children & Families Complaints Annual report

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**Phil Newby**  
**Director of Strategy, Partnerships & Improvement**

## Appendix A

### CHILDREN AND FAMILIES - ANNUAL COMPLAINTS REPORT 2010/11

1. The Children Act 1989 and supporting regulations require the Council to produce an annual report on complaints received about statutory children's social care services.
2. This report provides a summary of the number and type of complaints made, response rates, escalation rates, investigation outcomes and service improvements arising from issues highlighted in complaints. Comparative statistical data is also included.
3. Approximately 46% of all Children & Families stage one complaints fell within the statutory children's social care services complaints procedure. Of these three were escalated to stage 2 and one to stage 3. The remaining 54% were dealt with under the Corporate Complaints procedure.
4. Approximately 11% of complaints were made by children and young people. Of the rest most were made by parents, with small numbers made by foster carers, guardians, or other carers.
5. **The number of stage 1 complaints received** remained the same as the previous year [170]. Numbers of complaints in most services remained fairly steady but there were:
  - **fewer complaints about adult education services** – possibly the result of improved exam administration arrangements and telephone answering systems
  - **a significant increase of over 150% in complaints about school admissions** - reflecting the lack of capacity in schools and the department being unable to meet parents' expectations of securing a school place promptly and of choice.
6. **78% of stage 1 complaints were answered on time**, which was a significant improvement on the figure of 61% for 2009/10 and is closer to the corporate target of 85%. Managers within social care have been instrumental in achieving this improvement and are now generally meeting the very short statutory timescale of 10 working days.
7. **Six stage 2 complaints were registered** - three each about social care and education functions. This is a significant decrease in numbers compared to previous years [10 in 2009/10 and 22 in 2008/09] and is an indication of the thoroughness of stage 1 responses. Another reason behind the low levels of escalation concerns the proactive approach taken where a complainant asks to escalate their complaint. Officers offer to meet with the complainant in order to clarify their remaining concerns and ascertain whether they can be resolved without the need for a further investigation. This approach has saved complainants and the Council the considerable costs and delay associated with a further investigation.
8. **Five stage 2 complaints were closed** of which one was fully upheld [delay in finding a school place], one partly upheld [social care services] and three not upheld.
9. **The escalation rate from stage 1 to stage 2 was 3%** - well within the corporate target of 15%
10. **Three stage 3 complaints were received** - the same as in 2009/10. They related to services for a young disabled person about to transfer to adult services, the monitoring of the provision of special educational needs for a child, and to GSCC registration arrangements in respect of an agency social worker.



**11. Reasons given by the complainant for requesting escalation to stage 3 were:**

- failure or delay in providing the desired outcome,
- the department's actions or decision was incorrect, and
- dissatisfaction with the quality of the stage 2 investigation.

**12. There were four main service improvements** arising from complaint investigations during the year, shown below. Managers are also requested to ensure that specific case actions are followed up and learning points from complaints are fed back to staff either individually, or via team meetings, as appropriate.

- Learning points were identified for all social care managers [and Human Resources] to strengthen monitoring of GSCC registration arrangements in respect of agency social workers
- A new process/guidance document was introduced for staff when they are unable to reach agreement with the parent/carer about how a care package for a disabled child should be delivered dissatisfaction with the quality of the stage 2 investigation
- A new protocol was produced to ensure that a school is meeting the requirements of a child's special education needs (SEN) statement in cases when parental concerns are not being resolved through the school's complaints procedure
- A review was undertaken of processes for dealing with in-term school admissions. This comprised rewording letters sent to parents, sending referrals to the education welfare and alternative education services, better liaison with schools, training/information for the admissions and school assessment centre staff.

**13. Compensation** totalling £10,532 was awarded. The equivalent figure in 2009/10 was £44k. Compensation is considered in line with the Ombudsman's remedies guidance. Examples of why compensation was awarded in 2010/11 include:

- reimbursement of savings for two young people previously in care
- distress and time and trouble for having to escalate a complaint about SEN provision
- back-dated payments for a special guardianship allowance
- reimbursement of financial support for a young person leaving care
- compensation for missed schooling and distress and time and trouble

**14. Training for staff** focussed mainly on timeliness of responses but is now moving into improving the quality of complaint investigations and responses. Key complaint issues are also discussed. Training was also provided to foster carers to ensure that they understood the relevant procedures and could support looked after children who wished to make representations or complaints.

**15. Ombudsman cases** – A total of 8 cases were decided by the Ombudsman. Only one case resulted in a local settlement and concerned an ongoing dispute about the funding of additional training for the carers of a disabled child. 6 cases were recorded as outside jurisdiction and one as Ombudsman's discretion.

**Statistical Data & Information 2010/11**

**Table 1 - Numbers of Complaints Received**

Stage 1			Stage 2			Stage 3		
10/11	09/10	08/09	10/11	09/10	08/09	10/11	09/10	08/09
170	169	150	6	10	22	3	3	6

**Table 2 - Types of Complaint – Stage 1**

	10/11	09/10	08/09
Children in care/ leaving care services	36	36	61
Localities (social care referrals and assessment)	36	32	
Disabled children social care services	10	10	20
Other social care support services including child protection and youth offending	10	10	2
Placements (fostering and adoption services}	5	8	4
Early Intervention and children's centres	4	7	7
School admissions	36	14	11
Adult education service	17	30	24
Special educational needs	4	3	3
Other education services including youth services	9	8	7
Services no longer part of C&F	3	11	11
Total	170	169	150

**Table 3 - Percentage of Complaints Responded to within Timescales**

Stage 1 Corporate 15 working days: Statutory 10 working days

Stage 2 Corporate 20 working days: Statutory 25 working days

Stage 3 Corporate 30 working days: Statutory 50 working days

Stage 1			Stage 2			Stage 3		
10/11	09/10	08/09	10/11	09/10	08/09	10/11	09/10	08/09
78%	61%	62%	40%	29%	75%	0%	50%	n/a

**Table 4 - Escalation Rates - Council target = 20%**

Just 3% of stage 1 complaints ended up escalating to Stage 2. The relatively high percentage escalated from Stage 2 to 3 should be seen in the context of the very low number of complaints involved.

Stage 1 to Stage 2				Stage 2 to Stage 3			
10/11	09/10	08/09	07/08	10/11	09/10	08/09	07/08
3%	6%	15%	18%	50%	30%	27%	32%

**Table 5 - Outcomes of Closed Complaints**

In percentage terms, 63% of stage 1 complaints were upheld or partly upheld – slightly higher than in previous years (average 58%). At stage 2 the percentage upheld or partly upheld was lower (40%) than previous years and at stage 3 slightly higher at 50%, but it should be noted that the actual numbers of stage 2 and 3 complaints are very small.

	<b>Stage 1</b>			<b>Stage 2</b>			<b>Stage 3</b>		
<b>Out come</b>	10/11	09/10	08/09	10/11	09/10	08/09	10/11	09/10	08/09
Not Upheld	56	71	57	3	4	4	1	2	4
Partially Upheld	43	43	28	1	6	8	1	2	1
Fully Upheld	51	50	46	1	4	4			1
*Not Pursued	4	2	13		1	1	1		
Total closed	154	166	131	5	15	17	3	4	6

\* includes some complaints resolved by action of Senior Manager / progressed straight to Stage 2

**Table 6 - Children and Young People - Equalities Information**

Two thirds of all complaints in 2010/11 were made by females. It has not been possible to provide ethnicity monitoring information for all complainants but details for the fairly small numbers of young people, generally in the 15-24 age range, who made complaints are given below.

<b>Ethnicity of Child or Young Person</b>	<b>2010/11</b>	<b>2009/10</b>	<b>2008/09</b>
Asian or Asian British	6%	6%	
Black or Black British	50%	69%	75%
Black African	11%	6%	
Mixed/Black and White or Mixed/Other	11%	13%	
White/British	6%	6%	8%
White/Irish	-		8%
White/Other	6%		8%

### **Children and Young People - Advocacy**

Children and young people receiving or requesting social care services are entitled to independent and confidential advocacy support. The Complaints Team explains about advocacy to all young people wishing to make complaints and provide a leaflet.

During 2010/11 18 young people made complaints about social care services and five were supported by advocates. All the young persons' complaints were resolved at stage 1.

### **Information for Children, Young People and their Families**

A new Comments, Complaints and Compliments leaflet was introduced during the year to encourage a more open dialogue with families receiving social care involvement and services. Information about the corporate procedure is available on the Brent Council website.

**Gillian Burrows**  
**Children & Families Complaints Manager**

## ADULT SOCIAL CARE – ANNUAL COMPLAINTS REPORT 2010/11

Various pieces of legislation prescribe how complaints relating to adult social care services should be managed. The legislation also requires the Council to produce an annual report covering social care complaints.

1. This report provides a summary of the number and type of complaints made during the year, response and escalation rates, and the outcomes and service improvements from complaints. Where applicable, comparisons are made with previous years.
2. The Housing & Community Care Complaint Manager is responsible for managing the day to day handling of complaints in accordance with the regulations.
3. The ability to resolve some matters informally within a working day and without recording a formal report is welcome both for the customer and the Council. Within the complaints service we were able to resolve 13 complaints at an early stage. The complaints manager is working with the One Stop Service with the aim of increasing the number of potential complaints resolved at the first point of contact.
4. The introduction in 2009 of a one stage adult social care process has enabled us to adopt an approach taken to managing corporate complaints which centres on undertaking a high quality investigation applying a suitable remedy where necessary. The relevant service manager has responsibility for the investigation and for identifying and implementing service improvements arising from complaints.
5. The number of Statutory Complaints received in the year was 127, which was higher than the previous year (84) however this still remains well below the complaint figures prior to the implementation of the new procedure in April 2009. The main increase in complaints was within the Care Management Review and Access and Assessment teams. This increase was due to a number of complainants disputing the decisions around care packages and poor communication with clients.
6. The number of Corporate Complaints received in the year was 13 - 8 more than the previous year. These mainly concerned applications for Blue Badges.
7. Two corporate complaints reached stage 2. One concerned the blue badge process and one concerned placing a charge on a property for community care charges. Both of these complaints were not upheld. One corporate complaint reached stage 3 and concerned placing a charge on a property and was not upheld.
8. The percentage of complaint responses within timescales was 52%, which represents a 6% improvement on the previous year. Performance in relation to statutory complaints is difficult to measure because the investigation timescale can range from 10 working days to 6 months depending on the complexity and nature of the complaint. This year has seen a change of emphasis in the investigation of complaints in that service managers have taken responsibility for investigations relating to their service area. In the past the investigation had been carried out by the complaint manager or external investigator.
9. As part of the Adult Social Care transformation, there have been a number of vacancies at managerial level during the year which has impacted on performance. Within the new structures of Adult Social Care complaint handling has been built into the role of the Team Managers and as these posts are filled we expect to see an improvement in our performance in responding to complaints.

10. 11 stage 1 corporate complaints were determined. It was concluded that there had been some fault on the part of the department in 10 of these investigations, mainly around the delay in processing Blue Badge applications. No fault was found in respect of the stage 2 and 3 complaints investigated.

11. Of the 97 statutory complaints determined some fault was found in 38% of cases, down from 52% the previous year. The main areas where complaints were upheld were around communication with clients, assessments and reduction in packages, conduct of staff, and delay in services.

**12. Ombudsman Cases** - The Local Government Ombudsman determined 11 complaints about Adult Social Care. Of these 6 complaints were referred back to the Council to be investigated within our own complaint procedure. 4 cases were closed at the Ombudsman's discretion, all these cases had been through the council's own complaint procedure and they were satisfied with the outcome of our investigation. In one case the Ombudsman asked the council to take some action in order to resolve a complaint. This was a challenging case concerning delay in the assessment and provision of equipment.

**13. A number of service improvements** arising from complaint investigations have been identified during the year as shown below.

- Improvements have been made in the recording of decisions taken by the Quality Assurance Meeting, which reviews and agrees changes to care packages, and their communication to staff and service users
- A number of complaints have arisen from incorrect data being used in assessments and we are presently reviewing how we can improve the flow of information from Frameworki, the adult social care database, to Abacus, the finance database
- A number of complaints highlighted staff attitudes towards clients, as a result customer care training will be given for all Adult social care staff during 2011/12
- As a result of issues that arose in a number of residential care charges related complaints an agreement was reached with Legal Services for them to become actively involved at an early stage

**14. A total of £11k was awarded** in respect of complaints where the investigation concluded that the council had been at fault. The previous year's figure was £25k. Reasons for awards included:-

- reimbursement of funding on a care placement
- No explanation being provided to the service user concerning how a charge was arrived at
- poor handling of a request for the supply of aids and adaptations
- delay in dealing with applications for care support

**15. Training** has been focussed on managers who are now responsible for investigating complaints. The training is very hands on and is focussed on equipping managers with the skills required to undertake a professional complaint investigation. The complaint team has provided training courses, attended team meetings and provided one to one support.

**16. Commissioning** – The complaints service is working with the Adult Social Care commissioning team, to ensure that all the contracts tendered reflect the requirement for social care providers to manage complaints to the level expected by the Council.

## Statistical Data & Information Adult Social Care 2010/11

**Table 1 - Numbers of Complaints Received**

	10/11	09/10
Statutory Complaints	127	84
Corporate Complaints:		
Stage 1	13	5
Stage 2	2	3
Stage 3	1	2

**Table 2 – Service Areas to which Complaints related**

	10/11	09/10
Access and Assessment	39	21
Brent Mental Health Service	9	11
Care Management Review	61	22
Community Care Finance	5	12
Commissioning / Contractor	9	9
Learning Disability Team	14	14
Other	3	0
Total	140	89

**Table 3 - Outcomes of complaint investigations**

In percentage terms, 38% of adult social care statutory complaints were upheld or partly upheld – less than last year when the figure was 52%. Of the corporate complaints 91% were upheld or partly upheld these were due to delays in dealing with blue badge applications at the beginning of the year, but the problems were quickly alleviated. Both corporate stage 2 and stage 3 complaints were not upheld.

	Statutory Complaint	Corporate complaints		
		Stage 1	Stage 2	Stage 3
Fully upheld	13	5		
Partially upheld	24	5		
Not upheld	54	1	2	1
Withdrawn	6			
Total	97	11	2	1

**Martin Beasley**  
**Complaints Manager**  
**Housing & Community Care**



## **One Council Overview & Scrutiny Committee**

22<sup>nd</sup> November 2011

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

For Action

Wards Affected:  
ALL

## **The One Council Programme – Second Update - 2011/12**

### **1.0 Summary**

- 1.1 The One Council Programme, which was launched in 2009, is designed to fundamentally change the way the council carries out its business. Its initial target was to deliver savings of £50m anticipated over 4 years, but the funding settlement, following the Comprehensive Spending Review in 2010, meant that the target for savings over the four year period was revised upwards to between £90m and £100m.
- 1.2 The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.3 Overall the Programme delivered gross savings of £11.8m in 2010/11 and is forecast to deliver a further £27.8m in 2011/12. Savings from the One Council Programme account for 60% of the total council savings required in 2011/12 and the aim is that existing and new projects deliver a significant proportion of additional savings required from 2012/13 onwards.
- 1.4 Fourteen projects are currently being delivered within the One Council framework. Since the Programme's inception, five projects have been completed and formally closed. As projects are closing, the monitoring of non-financial benefits is being incorporated into the council's performance management framework.

1.5 Since the last One Council Programme update report to the Overview and Scrutiny Committee on 6 July 2011, fifteen new One Council Projects have been identified and are currently being developed to deliver further improvements and efficiencies for the Council. The roll out of Departmental Portfolio Boards to govern Single Department projects also discussed in the last Overview and Scrutiny update is now being piloted in Environment & Neighbourhood Services. Further detail is set out in paragraph 4.4.

1.6 The overall status of the Programme is Amber as most projects continue to progress well. The main financial risk at present is the delivery of savings anticipated from the Strategic Procurement project. Risk is also anticipated as the next wave of transformational projects is being developed, as delays in getting these projects into delivery will also impact on financial savings. The Programme Board will continue to take appropriate action to mitigate these risks and ensure delivery of anticipated service improvements and financial savings.

## 2.0 Recommendations

2.1 This report is the second of three updates scheduled for 2011/12. Overview & Scrutiny Committee is asked to note and consider the contents of this report.

## 3.0 The One Council Programme – Progress Update

3.1 Fourteen projects are currently being delivered within the One Council Programme: five Cross Council, six Single Department, one Multi Department and two Partnership Projects. Two projects (SEN Phase 1 and Adult Social Care - Customer Journey) have also been formally closed by Programme Board since the last update to Overview & Scrutiny. Move to Willesden Green has been withdrawn from the One Council Programme as the physical move is being managed as part of 'core business' rather than a One Council project. An outline of the current shape of the Programme can be found in **Appendix 1**. Good progress has also been made in the identification of fifteen new One Council projects. **Appendix 2** provides detail on the progress of current and new One Council projects. The challenge for the Programme is to drive delivery of current projects whilst ensuring that new projects move swiftly into delivery so that the associated benefits from these projects are maximised.

3.2 Since the last update to the One Council Overview & Scrutiny Committee, there are now also five facilitating/enabling initiatives. These initiatives do not currently report into the One Council Programme, but form the basis for development of other One Council projects. An outline of these initiatives can be found below.

- **Fundamental Review of Activities (FRA)** - The aim of this initiative is to define core activities, services and delivery models which will support delivery the council's long term strategic and political vision. It helps identify the areas of council activity the One Council Programme should be focusing on.
- **Strategic Property** - A new property strategy, aligned to the Council's regeneration strategy and new models of service delivery, will provide a strategic framework within which the council can take decisions on the



future use of council assets. A related action plan is also being developed. Projects resulting from the property strategy and action plan will be managed within the One Council Programme

- **Review of Commercial Opportunities** – This initiative takes forward the work initiated via the Income Maximisation project and seeks to maximise commercial opportunities across the council. A Commercial Opportunities Group, chaired by the Director of Finance and Corporate Services, is taking this work forward. Potential projects at this stage include a review of the school improvement service, a review of traded services to schools and trade waste
- **Localism & Community Based Budgets** - This initiative will help the council to decide how best to adopt the freedoms and flexibilities set out in the Localism Bill and oversee the totality of local area spend via community based budgets. The complex families project (Appendix 2) is being developed as a result of this initiative
- **Carbon Management** - The Carbon Management Programme (CMP) contributes to meeting statutory CO<sub>2</sub> requirements, the government's national targets, the Mayor of London's targets, as well the implementation of Brent's Climate Change Strategy Action Plan. It also helps the council reduce energy costs and Carbon Tax payments. The Carbon Management Programme has close links with a number of One Council projects.

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

- 4.1 The move to a four-weekly reporting cycle, highlighted in the last One Council Overview & Scrutiny update, has seen real benefits and there is increased capacity for targeted interventions by the Programme Board and the Programme Management Office. Red rated projects (those projects which face significant issues) are still required to report every 2 weeks. There are currently three Red rated projects; Future Customer Service, Children's Social Care Transformation and Strategic Procurement. This rating reflects the complexity and risk related to these projects; however the One Council Programme Board is working with project managers to provide the required mitigation to move these projects to Amber or Green.
- 4.2 As the Programme matures, tools and templates have also been revised to reflect the learning of the Programme. A key lesson has been in understanding the appropriate amount of support and resource required to develop concepts and business cases so that a clear picture of achievable improvements and savings is established early on. This learning is being reflected in the development of the fifteen new One Council projects.
- 4.3 The One Council Project Management Pool (of project managers, project delivery officers and business analysts) has been particularly effective in providing additional capacity and support to projects. The core team delivering the Future Customer Services project consists entirely of internal secondees. Secondees have also been used to support the Adult Social Care Commissioning project, the Waste and Street Cleansing project, the Children's Social Care Transformation project and the Transitions project which is aimed at improving the process of transition for children with disabilities into adult life. The use of external consultants only remains where

there is a significant need for specialist knowledge or experience and this capacity is not available internally.

- 4.4 Further to the revisions to programme governance outlined in the last Overview & Scrutiny update, the roll out and pilot of Department Portfolio Boards has begun in Environment and Neighbourhood Services (E&NS). There are currently four projects within the E&NS Portfolio - Waste & Street Cleansing, Libraries Transformation, Parking and Highways. The One Council Programme Board receives highlight reports on a monthly basis; however it is expected that greater ownership and issue resolution will take place at a Departmental level so that Programme Board will only be required to make interventions on an exception basis. Additional Departmental Portfolio Boards will be phased in over the next quarter. The aim is that all single department projects will be 'owned' by the Departmental Portfolio Boards whilst the One Council Programme Board manages delivery of cross council projects. Improvements and efficiencies delivered by Departmental projects will continue to contribute to the overall aims and objectives of the One Council Programme.

## **5.0 The One Council Programme – Risks, Issues and Dependencies**

- 5.1 The One Council Programme Board continues to have oversight and responsibility for Programme risks, issues and dependencies. Currently, the most significant risks area is the delivery of financial benefits. However the One Council Programme Board is taking action to address potential in-year savings shortfalls identified for individual projects. Risk areas that relate to the delivery of projected savings during 2011/12 are outlined in section six.
- 5.2 The other significant areas of risk identified across the Programme are the management and engagement of stakeholders and project resourcing; particularly as more projects are added to the Programme.
- 5.3 There are also inherent risks in the development of a number of new projects concurrently, particularly as the need to deliver financial savings means there is pressure to bring these new projects into delivery quickly. These new projects, and related improvements and savings, will also need to be underpinned by a genuine change culture; particularly as more projects will be delivered in partnership with other local authorities and public sector bodies and so will need to have sufficient flexibility to allow for the potential to merge workstreams with the West London Alliance, other councils or partners where appropriate.
- 5.4 Key dependencies across the Programme continue to be monitored by the Programme Management Office. A key dependency affecting the Programme currently is the input of support services such as IT and Property on individual projects such as Future Customer Service and Move to the Civic Centre. The Programme Board is establishing clear owners for these dependencies to ensure they are resolved and project delivery is not adversely impacted. There continues to be close liaison between the One Council Programme Management Office and the Capital Portfolio Office to manage dependencies such as the one between the build of the John Billam centre and the Adult Social Care Direct Services project. Monthly highlight reports from the Capital

Portfolio Board are also shared with the One Council Programme

## 6.0 Financial and Non-Financial Benefits

- 6.1 Table 1 below shows overall savings and costs of the One Council Programme. Savings are identified against individual budgets and allocated to individual departmental cash limits. The status of these savings is currently Red. This reflects the risk related to the delivery of £3m Procurement Savings during 2011/12 which were held centrally rather than allocated to departmental cash limits. These in-year savings have proved difficult to achieve; however, the increased use of internal project resource has led to significant reduction in the estimated cost of projects which is being used to offset the reduced procurement savings.

**Table 1 Overall finances of the One Council Programme**

NET SAVINGS FROM THE PROGRAMME - 9TH NOVEMBER 2011									
	2010/11	2011/12			2012/13		2013/14		RAG
	Actual	Budget	Forecast	Variation	Budget	Forecast	Budget	Forecast	Status
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
TOTAL PROJECT OPERATIONAL SAVINGS	11,809	41,136	39,682	-1,454	51,873	52,436	58,809	58,330	Red
TOTAL PROJECT AND PROGRAMME DELIVERY COSTS	4,290	5,754	4,830	-924	3,890	3,588	3,017	3,017	Amber
NET SAVINGS FROM THE PROGRAMME	7,519	35,382	34,852	-530	47,983	48,848	55,792	55,313	Red

- 6.2 As more projects are closing, the monitoring of non-financial benefits is being built into the council's corporate performance management framework. Key performance indicators for one council projects are reflected in department scorecards and service plans. The Annual Performance report will also provide an update on non-financial benefits at a cross council level. Departments will also have responsibility for managing benefits through Departmental Portfolio Boards.

## 7.0 Legal Implications

- 7.1 At a Programme level, there are no current legal implications. However the Libraries Transformation project is awaiting the outcome of an appeal against the decision to close six libraries. The hearing took place in mid-November 2011 but the outcome is not yet known.
- 7.2 The Programme Management Office ensures that at project concept stage, potential legal implications are identified early on. Once a project is in delivery, responsibility remains with the project manager and sponsor to seek appropriate legal advice and CMT/Member approval where applicable.

## 8.0 Diversity Implications

- 8.1 The equality and diversity implications at a project level continue to vary with the nature of each project and its objectives, and the Programme Management Office continue to maintain oversight of individual project assessments.
- 8.2 However, one consequence of the Equalities Act 2010 and the need to allow equality of opportunity for those who come under one of nine protected

characteristics and those who do not, has moved the focus of the Programme to considering the quality of data analysis at a Programme level and how this is used in decision making and less on the production of a 'document'.

- 8.3 As new projects are brought into the Programme and existing projects are completed and closed, and following advice from the Corporate Diversity Team, greater emphasis on data gathering and reviewing the impact of the whole Programme will be required. To achieve this, periodic reviews of the equalities impact of the Programme are currently being scheduled by the One Council Programme Board.

**9.0 Staffing/Accommodation Implications (if appropriate)**

- 9.1 None

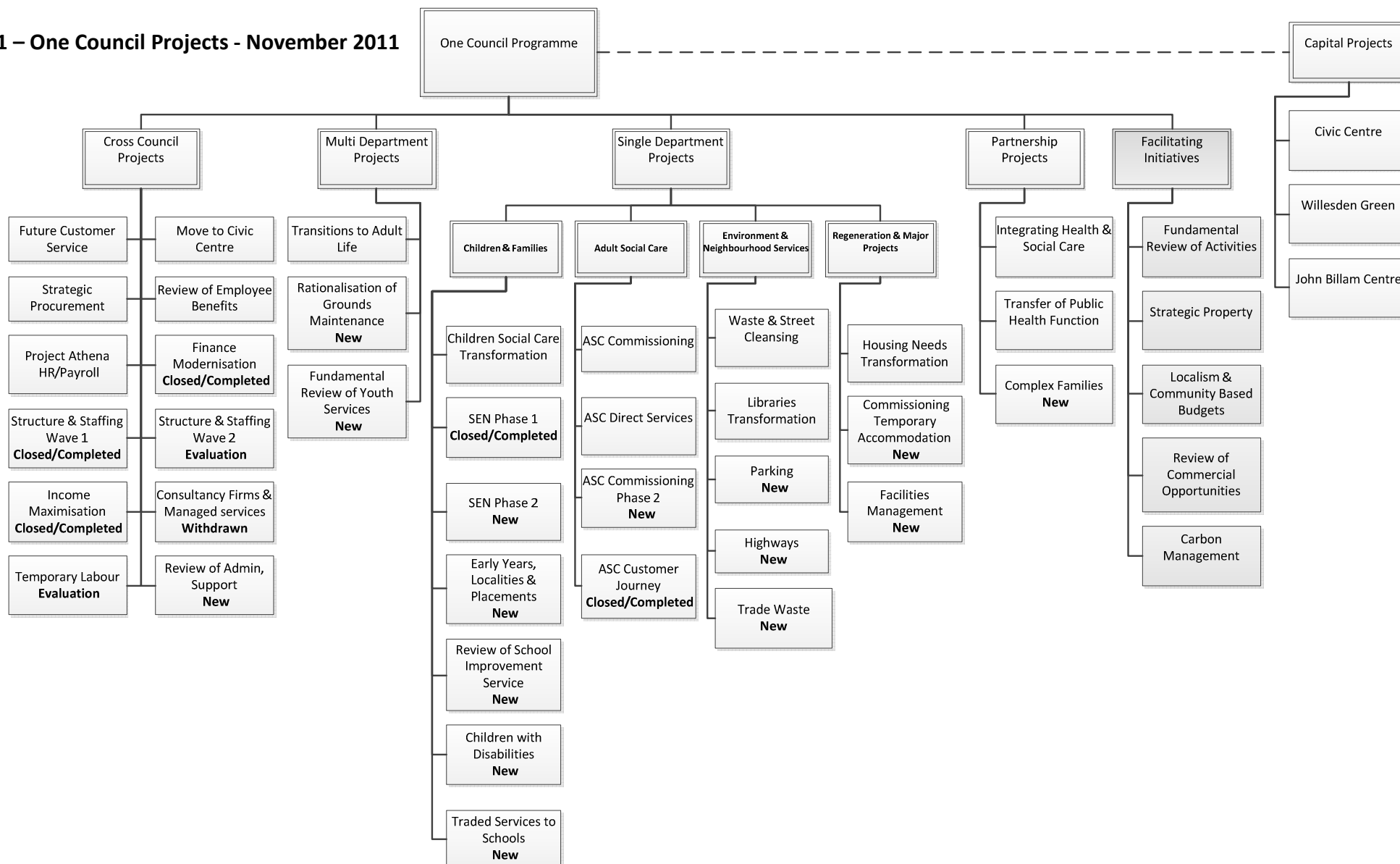
**Background Papers**

**Contact Officers**

Phil Newby  
Director - Strategy, Partnerships & Improvement

Peter Stachniewski  
Head of One Council Programme

## Appendix 1 – One Council Projects - November 2011



## Appendix 2 – One Council Project Updates - November 2011

Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – Customer Access</b>		
<b>Future Customer Services</b>	The aim of this project is to bring together customer service arrangements across the council into one operating model, and deliver efficiencies through better utilisation of staff time, a reduction in avoidable contact, a reduction in management overheads and more effective management of access channels.	<p><b>This Project is currently in delivery</b></p> <p>The business case has been agreed and the project is on track to deliver savings and a range of improvements to phone, web and face to face contact for Brent residents</p> <p>The merger of the One Stop Service and Revenues and Benefits to create the new Corporate Customer Service function has been completed, and consultation with staff on posts within the new structure has concluded.</p> <p>The first services will be transitioned into the new structure by January 2012. All services in scope will be fully transitioned by October 2012.</p>

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Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – New Ways of Working</b>		
<b>Move to the Civic Centre</b>	The Move to the Civic Centre project will facilitate a smooth transition and ensure that the Council is ready to occupy the Civic Centre in 2013. This includes managing the impact on services during the move, ensuring that staff are able to work in new ways with modern technology prior to the move and keeping relevant stakeholders informed.	<p><b>This project is currently in delivery</b></p> <p>The 'Model office' is now operational and over 200 staff have already taken part in 'ready' workshops in preparation of the new ways of working.</p> <p>The procurement of the new storage and scanning contracts will be completed by January 2012 and close work is being undertaken with ITU to ensure the specification is fit for purpose and provides value for money.</p> <p>A newly appointed Senior Project Manager post will be key in delivering the cultural and physical changes required before we occupy the civic centre In 2013.</p>
<b>Structure &amp; Staffing Review</b>	The aim is to create structures that: align the organisation with the Administration's corporate	<b>This project has now been completed and is in the evaluation stage</b>

Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – New Ways of Working</b>		
<b>(Wave 2)</b>	priorities, move towards the One Council structural model, streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible.	<p>This Project has now been completed and savings have been taken from departmental budgets.</p> <p>HR are currently completing an assessment of the achievement of non-financial benefits of this project, including progress in meeting the target of an average management span of 1:6 and recommendations for appropriate control mechanisms to ensure that the size and shape of the organisation will meet both current and future need.</p>
<b>Review of Employee Benefits</b>	The aim of this project is to harmonise and reduce expenditure on staff remuneration to ensure a One Council approach to remuneration and associated terms and conditions.	<p><b>This project is currently in delivery</b></p> <p>The harmonisation of London Weighting and reduction in overtime workstreams are progressing well. Preparation for consultation with staff and trade unions on the move to a Brent Core contract is also being undertaken. This will include an equalities impact assessment on the impact of proposals on staff.</p>
<b>Review of Admin Support</b>	This project aims to review and structure admin support across the organisation to most effectively meet demand, and support service delivery.	<p><b>This project is currently in the development stage</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is currently being developed.</p>

Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – Support Services</b>		
<b>Strategic Procurement Review</b>	The aim is to overhaul the council's capability and approach to procurement, to reduce suppliers and off-contract spend in Brent, and to provide accurate tracking of savings from various procurement interventions across the council.	<p><b>This Project is currently in delivery</b></p> <p>The procurement team are continuing to support services to deliver procurement savings incorporated in 2011/12 service cash limits either as part of One Council projects or as part of departmental savings</p> <p>Extensive work has been undertaken to ensure that the Corporate Procurement division is fully operational and effectively leads/supports procurement activities across the council</p>

Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – Support Services</b>		
		<p>and with other partners. Recruitment has now been completed and the Head of Procurement and Senior Category Managers will all be in post by January 2012.</p> <p>A programme of procurement activity to deliver future years savings of £4.5m 2012/13; and a further £6m by 2013/14 is being developed. There is, however, a current risk (2011/12) of £3m savings which have not yet been delivered. Offsetting cost savings are being identified elsewhere within the One Council Programme.</p>
<b>Project Athena HR payroll</b>	Brent Council is a member of the pan-London Project Athena supported by Capital Ambition. The purpose of the programme is to lay the foundations to create a single Information and Communication Technology (ICT) platform for London public sector organisations to gain the opportunity and ability to deliver significant efficiencies and service improvements for ICT enabled support service functions standardising systems and processes across a range of back office functions such as Finance and HR.	<p><b>This project is currently in the development stage.</b> (Previously referred to as Review of Shared Solutions).</p> <p>Phase 1 of this project is focused on providing a shared platform for HR/ Payroll with other local authorities. A report requesting approval to participate in a collaborative procurement with 5 other London boroughs is being considered by the Executive on 14<sup>th</sup> November 2011. The project will manage the council's input to this procurement and the implementation of the shared HR/Payroll platform within Brent.</p>

Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – Supplies and Services</b>		
<b>Temporary Labour</b>	This projects aims to reduce temporary labour spend by the council, thereby delivering direct savings and reducing the number of redundancies required as a result of Structure and Staffing project, other One Council initiatives, and other budget savings. In addition, the project aims to ensure the reduction in	<p><b>This Project has now been completed</b></p> <p>This project saw a reduction in spend on temporary labour of £4.4m. This has reduced the number of redundancies required as a result of council down-sizing as well as limiting additional spend where temporary workers were above budgeted</p>



Project Name	Project Aims	Update November 2011
<b>Cross Council Projects – Supplies and Services</b>		
	use of temporary labour is sustainable by putting in place a 'demand management' process.	establishment.  The demand management process has brought about a significant culture change in the use of temporary labour across the organisation and the Demand Manager role is now integrated in the core HR function.
<b>Consultancy Firms &amp; Managed Services</b>	This project takes a similar approach to the Temporary Labour project to reduce spend on consultancy services by ensuring effective demand management	<b>This Project has been withdrawn from the Programme</b>  Data analysis highlighted that large proportion of consultancy spend by the council is for specialist consultants; particularly for work completed within Regeneration & Major Projects (Civic Centre, Property).  A decision was made that further discussions around how to control and monitor this spend will be managed outside the One Council Programme

Project Name	Project Aims	Update November 2011
<b>Department Projects - Children &amp; Families</b>		
<b>Children's Social Care Transformation</b>	The aim of this project is to manage increasing service demands, improve outcomes, maximise resources and meet identified savings targets.	<b>This Project is currently in delivery</b>  Through quarter one 2011/12, there was a rise in overall numbers of looked after children, however this has shown some stabilisation in quarter 2 and the placements budget is forecast to be on budget. With continuing service pressures, this will to be kept closely under review as this project continues to increase the number of in-house foster care and semi-independent placements.  As most of the individual project streams have been completed and the main focus of work in this area is now to continue effective management of budgeted spend, the One Council Programme Board has agreed that the project should be closed and on-going effectiveness of measures to control spend in this area should revert to the Strategic

Project Name      Project Aims		Update November 2011
Department Projects - Children & Families		
		Finance Group.
<b>Special Education Needs Review Phase 1</b>	<p>The specific focus of this project is on the following areas:</p> <ul style="list-style-type: none"> <li>• Service structure and efficiencies</li> <li>• Increasing in-borough provision of SEN school places</li> <li>• Developing more effective commissioning and quality assurance processes for out Borough school places</li> <li>• Reviewing SEN and assessment processes</li> </ul>	<p><b>This Project has now been completed</b></p> <p>This project was formally closed in July 2011 and was successful in:</p> <ul style="list-style-type: none"> <li>• Providing proposals for the future structure and organisation of SEN and Inclusion services produced as basis for re-structure of the SEN support services</li> <li>• Increasing In- Borough provision by September 2011</li> <li>• Improving SEN data and management information systems in preparation for Phase 2 of this project</li> </ul>
<b>Special Education Needs Review – Phase 2</b>	Phase 2 of this project will address the end to end process within special education needs. A key output will be the development of a strategy to ensure consistency in assessments, decisions on type of support and commissioning.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. An SEN Board has been set up and a business case is being developed with the Department</p>
<b>Early Years, Localities &amp; Placements</b>	This project is aimed at improving the "child's journey" through different services and stages of need. This will involve a full end-to-end service review and identifying methods to manage demand in children's social care. It will also review the scope and coverage of existing children's centres to move towards delivering a targeted offer through them.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department.</p>
<b>Children with Disabilities</b>	This Project is closely aligned with the Transitions Project (see below). As well as reviewing processes, the optimal structure for services delivered to children with disabilities by the council will also be developed.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department.</p>
<b>Review of School Improvement</b>	The School Improvement Service works in an advisory capacity with Brent schools to raise standards. This project will review the current operating model and set	<p><b>This Project is currently in the development stages</b></p> <p>This project was initiated within the Commercial Opportunities Group portfolio. A concept</p>

Project Name	Project Aims	Update November 2011
<b>Department Projects - Children &amp; Families</b>		
<b>Service</b>	out options for future school improvement provision in the Borough.	paper is being developed with the Department.
<b>Traded Services to School</b>	This project seeks to review current provision and provide a flexible range of chargeable services such as HR and legal to schools in the borough.	<p><b>This Project is currently in the development stages</b></p> <p>This project was initiated within the Commercial Opportunities Group portfolio. A concept paper is being developed with the Department.</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Adult Social Care</b>		
<b>Adult Social Care - Customer Journey</b>	The Customer Journey project aims to address a number of operational problems that were identified in the department and to significantly improve the end to end assessment process for adult social care.	<p><b>This project has now been completed</b></p> <p>A project closure report was approved by Programme Board in July 2011 and new processes have been incorporated as part of Adult Social care's 'core business'. This has brought improvements in the way people using the service experience it, improvements in departmental performance and financial savings.</p> <p>The design of ongoing monitoring/ performance management framework has also been taken forward with the corporate policy team.</p>
<b>Adult Social Care - Direct Services (Learning Disability Day Services)</b>	The aim of this project is to improve service outcomes for users by consolidating all current day centres into the purpose-built John Billam Resource Centre (JBC) and re-designing the service model to support users to access services in the community more independently.	<p><b>This Project is currently in delivery</b></p> <p>The John Billam building completion remains on track and a ground breaking ceremony was held in October 2011.</p> <p>Significant progress has been made in reviewing support plans and over 115 users have been moved away from building based services.</p> <p>The financial benefits of this project are also being realised – approximately £592k based</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Adult Social Care</b>		
		on savings to building, staff and transport budgets.
<b>ASC - Commissioning</b>	The aim if this project is to redesign the commissioning function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement	<p><b>This Project is currently in delivery</b></p> <p>This project is on track to deliver against 2011/12 budgeted savings target of £4.425m. A number of workstreams are also set to over deliver against their saving targets; in particular the West London Homecare contract and the application of ceiling rate to contracts.</p> <p>Considerable progress has also been made to deliver projects that had previously stalled such as Mental Health, Day Care Review and High Cost Contracts. These projects are on track to deliver £450k savings.</p> <p>There are current risks to the delivery of West London 2% fee reduction workstream; however it is envisaged that the savings can be banked from January 2012.</p>
<b>ASC – Commissioning Phase 2</b>	The aim of this project is to redesign the commissioning function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement. Phase two will focus on the development of a commissioning strategy for Brent and deliver additional savings.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A business case is being developed with the Department</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Regeneration &amp; Major Projects</b>		
<b>Housing Needs Transformation</b>	<p>The aim of this project is to deliver improvements and efficiencies in the Housing Needs service. This will be delivered through three workstreams as follows:</p> <ul style="list-style-type: none"> <li>Service transformation workstream</li> </ul>	<p><b>This project is currently in delivery</b></p> <p>This project remains on track and formal consultation on the restructure of the Housing Needs Service began on 1 November 2011. The aim is that the new structure will be in</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Regeneration &amp; Major Projects</b>		
	<ul style="list-style-type: none"> <li>Accommodation management workstream</li> <li>Demand management workstream</li> </ul>	<p>place by 1 April 2012.</p> <p>The impact of welfare reforms remain a risk, to this project; particularly from January 2012, when transitional protection on some Housing Benefit will end and may cause an associated increase in demand. To mitigate this, in the short term, additional (grant funded) housing advice staff are being appointed on fixed term contracts. In the longer term, the revised operating model has built in capacity to meet increased demand.</p>
<b>Commissioning Temporary Accommodation</b>	The aim of this project is to provide efficient and flexible temporary accommodation for those in Housing Need within Brent. Opportunities exist to develop options with other partners and registered social landlords across West London.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department.</p>
<b>Facilities Management</b>	The aim of this project is provide an efficient Facilities Management (FM) function that meets the needs of the Civic Centre in 2013 and the wider strategic needs of the Council portfolio. Opportunities also exist to deliver efficiencies and improvement in 'Soft FM' such as security and cleaning.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department.</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Environment &amp; Neighbourhood Services</b>		
<b>Waste &amp; Street Cleansing Review</b>	This project aims to deliver the council's policy objectives on sustainability by increasing recycling and minimising use of landfill.	<p><b>This Project is currently in delivery</b></p> <p>The improved waste and recycling (street level properties) and street cleansing services were implemented as per agreed schedule. (9 October 2011).</p>

Project Name	Project Aims	Update November 2011
<b>Single Department Projects - Environment &amp; Neighbourhood Services</b>		
		However savings are also linked to the need to reduce tonnage sent to landfill and will continue to be monitored. Further savings may also be realised via contract negotiations and the expansion of the recycling service to other housing types.
<b>Libraries Transformation</b>	The aim of this project is to provide an efficient and cost effective library service to Brent residents	<p><b>This Project is currently in delivery</b></p> <p>This project is awaiting the outcome of an appeal against the decision to close six libraries. The hearing was on 10<sup>th</sup>/11<sup>th</sup> November 2011.</p>
<b>Parking</b>	The aim of this project is to provide efficiencies in Parking Enforcement and Notice Processing through the retender of the parking contract and deliver improvements to ensure the incidences of non-compliance are minimised. This will be achieved by reviewing process and infrastructure within the Parking Team.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department</p>
<b>Highways</b>	This project aims to deliver efficiencies and improvement in the Procurement of highways. Opportunities exist to achieve this in conjunction with other west London boroughs.	<p><b>This Project is currently in the development stages</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with the Department.</p>
<b>Trade Waste</b>	The council does not currently provide a trade waste or trade recycling service. This project aims to maximise income to the council by reviewing trade waste provision in the borough.	<p><b>This Project is currently in the development stages</b></p> <p>This project was initiated within the Commercial Opportunities Group portfolio. A concept paper is being developed with the Department.</p>


Project Name	Project Aims	Update November 2011
<b>Multi Department Projects</b>		

Project Name	Project Aims	Update November 2011
<b>Multi Department Projects</b>		
<b>Transitions to Adult Life</b>	The Transitions project aims to improve outcomes for children with disabilities transitioning into adult care (age 14 to 25) whilst reducing pressures on the budget.	<p><b>This project is currently in the development stage</b></p> <p>A business case is being developed will be presented to Programme Board in December 2011</p>
<b>Rationalisation of Grounds Maintenance</b>	This project aims to bring together currently fragmented grounds maintenance services across a range of council services and deliver both improvements and efficiencies	<p><b>This Project is currently in the development stage</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed and will be presented to Programme Board in January 2012.</p>
<b>Fundamental Review of Youth Services</b>	This project will fundamentally review the delivery of activities for young people across the borough, spanning all levels of need – from universal through to targeted provision. It will set out options for a future youth offer that will ensure a more strategic approach to the planning and commissioning of services to ensure that positive activities meet the needs of young people in a climate of reducing resources.	<p><b>This Project is currently in the development stage</b></p> <p>It was agreed in September 2011 that this would become a new One Council Project. A concept paper is being developed with support (at no cost to the council) from the National Youth Agency. This will be presented to Programme Board in December 2011</p>

Project Name	Project Aims	Update November 2011
<b>Partnership Projects</b>		
<b>Integrating Health &amp; Social Care</b>	<p>1.To achieve financial benefits for both health and social care by:</p> <ul style="list-style-type: none"> <li>Improving the quality of commissioning practices</li> <li>Integrating care pathways and new services</li> <li>Integrating back office functions, where appropriate</li> </ul> <p>2.To improve health and social care outcomes for the adults of Brent by:</p> <ul style="list-style-type: none"> <li>Developing integrated pathways of health and social</li> </ul>	<p><b>This project is currently in the development stage</b></p> <p>Stakeholders from the PCT, GP consortia and Brent Council have agreed that there are significant opportunities for integrated working and that a health and social care integration project board is to be established, made up of stakeholders from each organisation, which would meet weekly</p> <p>The Council and Health Partners are currently in the process of jointly commissioning a</p>

Project Name      Project Aims		Update November 2011
<b>Partnership Projects</b>		
	care services, and providing a service that is person-centred and outcome focused, shifting care away from the acute sector 3.To improve quality and performance for both organisations	short piece of work to aid the development of a detailed business case.
<b>Transfer of Public Health Function</b>	The overall objective of this project is to create a public health system in Brent by April 2013 that can deliver sustainable health improvement for all the borough's residents and at the same time reduce health inequalities in the borough.	<p><b>This project is currently in the development stage</b></p> <p>A high level business case (Option 2 - Realignment &amp; Integrations of Brent's Structures, Resources and Activities with current PCT Public Health Functions) was agreed by Programme Board during October 2011. An internal project manager has been appointed and a joint Project Board with Health partners has been established.</p> <p>A Project Initiation Document is being developed but government directives (by December 2011) may further influence the direction of the project.</p>
<b>Complex Families</b>	This is a multi-agency family intervention project that will be piloted over one year. The aim is to provide targeted early intervention for families that are in most need of a range of council services, and improve outcomes for these families by coordinating swifter, more effective resolutions to meet their needs.	<p><b>This Project is currently in the development stages</b></p> <p>Brent has been approved as a Central Government Community Based Budget pilot Borough and it was agreed in September 2011 that this would become a new One Council Partnership Project. A concept paper is being developed and will be presented to Programme Board in December 2011.</p>



	<p><b>One Council Overview &amp; Scrutiny Committee</b></p> <p><b>22<sup>nd</sup> November 2011</b></p> <p><b>PERFORMANCE &amp; FINANCE REVIEW</b></p> <p><b>Report from Director of Strategy, Partnerships &amp; Improvement and Director of Finance &amp; Corporate Services</b></p>
For Action	Wards Affected: ALL
<p><b>Report Title:</b></p> <p><b>Performance and Finance Review, Quarter 1, 2011-12</b></p>	

## 1. Introduction

Brent's Borough Plan sets out three overarching strategic objectives:

1. To create a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.
2. To provide excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life.
3. To improve services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

The unprecedented 28% reduction in central government funding over the next four years continues to intensify pressure on Council services, and difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will

have an enduring effect on the borough. However despite these challenges, the Council remains committed to preserving services and protecting the most vulnerable residents.

## 2.0 Report Structure

This report summarises Brent Council's budget position and performance in relation to the delivery of the Borough Plan, Our Brent Our Future 2010-2014. The report is structured as follows and further details can be found in the supporting appendices.

4.0	Executive summary – overall budget position
5.0	Executive summary - Performance
8.0	Adult Social Care – Finance & Performance
8.3	Public Health - Performance
9.0	Children & Families – Finance and Performance
10.0	Environment and Neighbourhood Services – Finance and Performance
11.0	Regeneration and Major Projects – Finance and Performance
12.0	Central Services – Finance and Performance
Appendix A	Very latest budget position – if major changes have occurred between period end and executive reporting dates. <b>Not applicable for this quarter.</b>
Appendix B	Detailed summary of the council's finance position
Appendix C	Exception report of strategically important key performance indicator set.
Appendix D	Detailed report of all performance indicators.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively.

## 3.0 Recommendations

The Executive is asked to:

- a. Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- b. Agree the 2010-11 budget virements contained in the report.

## 4.0 Executive Summary - FINANCE

The Council's budget position for the quarter 1 is as follows:

Item	Budget £000	Forecast Outturn £000	Variance £000
Adult Social Care	92,155	92,555	400
Children & Families	57,831	58,230	399
Environment & Neighbourhood Services	42,567	42,567	0
Regeneration & Major Projects	21,974	21,974	0
Finance & Corporate Services / Central Services	26,407	26,407	0
<b>Service Area Total</b>	<b>240,934</b>	<b>241,733</b>	<b>799</b>
Central Items	24,455	24,950	495
<b>Total Council Budget</b>	<b>265,389</b>	<b>266,683</b>	<b>1,294</b>
Transfer to Balances	2,500	1,206	(1,294)
<b>Total after transfer to balances</b>	<b>267,889</b>	<b>267,889</b>	<b>0</b>

- The Council is currently forecasting an over-spend of £1.294m, primarily due to demand pressures on service budgets.
- This will reduce our contribution to balances from £2.5m to £1.206m and reduce our overall general fund non earmarked balances to £8.786m subject to the finalisation of figures in the 2010/11 audit.

## 5.0 Executive Summary - PERFORMANCE

Of the current set of Vital Signs, 37% are currently on target or just below, representing a 19% decrease from last quarter. 32% are below target or are missing targets altogether, compared to 24% last quarter.

Overall Council Performance				
	Low risk	Medium risk	High risk	No data
All quarter 1 key performance indicators	31.6%	5.2%	31.6%	31.6%

The figure of 31.6% includes indicators where no performance target has been set as yet for the coming year. It is anticipated that this will reduce considerably when targets have been agreed as part of the planning process.

Please note that a departmental breakdown of risk is not provided this quarter to allow for further development of the core performance indicator set.

High risk indicators for this quarter include:

**Adult Social Care:**

- *NI130: Clients receiving self- directed support*
- *NI135: Carers receiving needs assessments*

Data quality and performance for both of these indicators is weak at present, however these issues are being systematically redressed as the Customer Journey Project becomes embedded across the department.

**Children & Families:**

- *NI 51: Child and Adolescent Mental Health Services*

This indicator is not being systematically monitored at present as funding for the dedicated posts has been withdrawn as part of the ending of the Local Area Agreement 2008-2011. However it is anticipated that monitoring will resume as part of the transfer of public health to the local authority in the coming months.

- *Complaints*

The percentage of Stage One complaint responses issued within timescales (15 working days) is 58% compared to the target of 85%.

**Regeneration & Major Projects:**

- *NI156: number of households living in temporary accommodation*

There was an increase of around 19% in the number of homeless applications received in this quarter compared to quarter 1 of 2010/11. This equates to an additional 54 new applications. Reducing the number of households in temporary accommodation over the coming months will remain challenging, especially in light of the introduction of the new Housing Benefit cap.

- *NI 152: percentage of working age people on out of work benefits*

The percentage point gap between working age residents in Brent claiming out of work benefits and the rest of London has remained fairly constant over the past two years. However the depressed economic outlook limits the Council's ability to directly reduce the number of claimants.

## **6.0 Background**

'Brent Our Future 2010-14' is a four year strategy document, which sets out the Administration's priorities over the coming years. These priorities form the core of our corporate Planning Framework, and monitoring is facilitated through a series of performance scorecards. These scorecards are designed

to provide managers with a consistent set of management information. Each indicator has a designated owner who is individually responsible and accountable for validating and reporting. This newly introduced system enables us to be more performance-oriented and cost-aware at an operational level, as well as being more evidence-focussed when taking decisions at a strategic level.

## 7.0 Corporate context

Given the depressed economic outlook and the policy changes which continue to emanate from central government, difficult decisions will need to be taken over the coming years. The challenge to balance reduced funding with the anticipated sustained increase in demand for services, particularly by the most vulnerable in our community, remains constant.

Therefore prudent financial planning and continuous improved performance are essential to preserve service quality and provision for the medium term. To this end, in 2010 we rolled out the Oracle Financial system across the organisation and the system is now fully operational. This system will improve the quality of financial reporting and improve the efficiency of transactional processes.

'One Council' is Brent's four year project delivery programme, which comprises a broad and diverse portfolio of strategic service improvement projects. The aim of the One Council Programme is to improve significantly the way the council organises itself and delivers services in order to limit the impact of budget reductions on Brent residents. It provides a robust framework to deliver complex change quickly and effectively. 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.

## Departmental Summaries

### 8.0 ADULT SOCIAL CARE - FINANCE

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Outturn 2011-12 £000	Variance £000
Adult Social Care	92,155	92,555	400

## **Adult Social Care Revenue**

The main pressure on the Adult Social Care budget is the cost of transitions.

- The responsibility for paying the cost of care transfers each year on 1<sup>st</sup> August from Children and Families for all young people aged 19. The majority of the transfers relate to learning disabilities and can require residential, homecare respite and day care services.
- Adult Social Care are currently forecasting an over-spend of £1m on transitions in Learning Disabilities with a further £200k of demand pressures spread over the other services. During the 2011/12 budget process a growth bid of £800k was submitted by Adults and a centrally held provision was established. Allowing for this provision the forecast overspend is £400k.

## **Adult Social Care Capital**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Adult Social Care	1,102	1,724	622

The variance on the Adults Social Care capital programme has arisen as a result of the re-phasing of £622k expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.

## **8.1 ADULT SOCIAL CARE (ASC) – PERFORMANCE**

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

This indicator measures the percentage of adults, older people and carers per 100,000 of population who currently receive social care through direct payments or individual budgets. The overall target for 2010-11 was not achieved, in spite of the fact that steady progress was made throughout the year. However plans are in place to achieve a step change in this area through the rollout of the Customer Journey Project. This project is designed to deliver a more simplified customer experience, which is less bureaucratic and enables more efficient and accurate processing routines.

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

This indicator provides a measurement of engagement with and support to carers. Support services include carer's breaks, advice and information during the year or following a review. Data quality continues to be a problem in this area. However, plans are actively underway to improve this through the Customer Journey Project.

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

This indicator measures the number of people currently receiving a Supporting People Service who have moved on from supported accommodation in a planned way, as a percentage of the total service users who have left the service.

The performance data for this indicator has a time lag of 6 weeks and hence the data provided relates to actual data for Quarter 4, where 67% of departures from homes were 'planned moves', compared to 73% in the previous quarter. The decrease is attributable to an increase in the number of unplanned moves reported by the two single homeless hostels due to offending behaviour.

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

This indicator measures the impact of hospital services (acute and non-acute) and community-based care in facilitating timely and appropriate discharge from all hospitals for all adults. It measures the effectiveness of the whole system and indicates the effectiveness of the interface between health and social care services. A delayed transfer occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed and the measure is the average weekly rate per 100,000 of population.

A number of changes have been implemented which collectively helped to improve overall performance for this indicator. NHS Brent Specialist Nurse Assessors have been allocated to acute hospitals to facilitate discharges, discharge planning has improved and data recording and reporting has been improved. Performance this quarter is 2.14 which compares favourably to the previous quarterly measure of 4.44.

## **8.3 PUBLIC HEALTH**

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

This indicator shows the change in the total number of drug users using crack and/or opiates recorded as being in effective treatment. Effective treatment is defined as discharged from the treatment system 12 weeks or more after triage, remain in treatment 12 weeks after triage or discharged within the 12 weeks with care plans in place. Performance for the latest rolling 12 month data period (March 2010 to February 2011) shows 1003 against a target of 1040.

### **Tuberculosis Treatment Completion Rate**

This indicator continues to perform well. The target of 85% for quarter 1 has been exceeded, with actual performance recorded as 85.9%. The unit will continue to support North West London Hospitals TB Board to bring services in line with the proposed model for care in London.

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

The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes and kidney disease amongst adults. Everyone between the ages of 40 and 74, who has not already been diagnosed with one of these

conditions, will be invited (once every five years) to have a check to assess their risk of acquiring one of these conditions, and to provide support and advice to help them reduce or manage the risk. This indicator uses the average of three previous years of mortality data to estimate the current year's mortality rate.

The latest available data is for 2007-09 and currently stands at 81.4 deaths per 100,000 of population. This ranks Brent as having the 14<sup>th</sup> highest circulatory mortality rate amongst the London Boroughs. However the overall trend shows a consistent fall in circulatory disease mortality rates, which is attributed to smoking cessation initiatives, better management of patients in primary care, improved treatment of acute cardiovascular events and cardiac rehabilitation.

#### **NI 112 under 18 Conception Rate**

This indicator has an 18 month reporting delay and conception data is calculated on calendar years. The rolling quarterly average for the current quarter is 38.2 conceptions per 1000 teenage females (aged 15-17 years resident in the area) or the latest available data (2009). This represents an overall reduction of 20% since 1998 but is below the target of a 41.4% reduction. However Brent's rate remains below the London and England averages.

## **9.0 CHILDREN & FAMILIES – FINANCE**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Children and Families	57,831	58,230	399

### **Children & Families Revenue**

Children & Families are currently forecasting an overspend of £399k.

- This includes £133k due to shortfalls in income within the Youth Service. Alternative savings are being looked at for covering this shortfall.
- There are also additional costs of £100k associated with the Children's Social Care Transformation project.
- In addition there are the continuing pressures on the social care legal budget. Recent years have seen significant increases in the number of child care cases following the death of baby Peter and the overspend in this area is currently projected to be £831k, however 700k has been set aside centrally to meet these costs giving a net overspend of £131k.



## **Children & Families Capital**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Children and Families	631	4,461	3,830

The variance on the Children and Families capital programme has arisen as a result of:

- Re-phasing of £3.660m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.
- Additional Local Authorities Short Breaks funding has been received in the sum of £170k.

## **Schools Budget**

The quarter 4 report identified issues with the schools budget.

- A cumulative over-spend on the Schools budget of £5.738m at the end of 2010/11 was reported after an overspending of £2.761m during 2010/11.
- The situation for 2010-11 arose primarily from overspending on SEN budgets due to pressure on recoupment, residential, out of borough and in year 'Statementing'. An increase in pupils with statements and limited capacity in Brent schools has resulted in an increase in expensive out of borough placements in independent or private provision. Pressures on SEN budgets are continuing in 2011/12 and the Schools Budget is forecast to overspend by £1.5m.
- The measures introduced in 2011/12 to reduce and eliminate the cumulative overspend now need to be reviewed in consultation with the schools forum in the light of the current financial position.

## **9.1 CHILDREN & FAMILIES – PERFORMANCE**

### **NI 019 Rate of Youth re-offending**

This indicator can be complex to understand and is subject to national change. Six different measures of re-offending are used across the criminal justice system (youth, adult, substance misuse, etc). The Ministry of Justice is in the process of introducing a single universal measure in order to assist comparative analysis. This new measure will be applied to data held in the Police National Computer (PNC) and analysis will be extended to a 12 month "rolling" cohort – the Youth Justice Board requires Youth Offending Teams to use a 3 month cohort (January to March).

The local target for 2010/11 was <408. The target was centrally imposed upon Brent by the Department for Education in 2009, having been derived from the First Time Entrant (FTE) rate per 100,000 – the Department set borough-specific targets for all local authorities and required targets to be reduced by 2% each year for the next ten years.

While the Quarter 1 total of 53 suggests that Brent is making good progress it should be noted that the actual number of FTE's is likely to be higher than this due to the disparity between PNC data and data held locally by the YOS. This month's FTE performance is exactly within target (100) when extrapolating an estimate of likely PNC performance, based on the 2010 disparity between local and PNC performance. However, it should also be pointed out that the number of Quarter 1 FTE's held in YOIS (Youth Offending Information System) may increase slightly due to the time delay associated with receiving out of borough court results.

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

The Youth Offending Service Triage Programme is an early intervention programme that diverts First Time Entrants (FTEs) away from the Youth Criminal Justice System by issuing final warnings and reprimands. This programme continues to have a positive impact in our efforts to reduce the number of first time entrants to the Criminal Justice System.

The total number of first time entrants for 2010/11 was 190 against an annual target of 408. This quarter's performance shows a total of 53 first time entrants, which compares favourably to last quarter's figure of 64.

#### **NI 62 Stability of Placements of Looked After Children**

There has been a sustained increase in the number of looked after children over the past twelve months and the number for the current quarter is 390, compared to 387 last quarter. Efforts to reduce the Council's dependency on independent fostering agencies continues and although the placement numbers are slowly reducing, the current figure of 113 is still higher than the target of 89.

Rising costs and an increased number of care proceedings significantly impacts on the capacity and resources of the care planning service in providing robust and focussed support to all children and young people in care. To mitigate this risk the Council adopts a pro-active approach to the identification of cases where there are initial signs of possible breakdown of the placement.

## 10.0 ENVIRONMENT & NEIGHBOURHOOD SERVICES - FINANCE

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Outturn 2011-12 £000	Variance £000
Environment and Neighbourhood Services	42,567	42,567	0

### **Environment & Neighbourhood Services Revenue**

Environment & Neighbourhood Services are currently forecasting a breakeven position though there are still a number of pressures on the budget mainly around delivering savings around the waste and recycling contract and on staffing costs due to slippage for staff leaving as part of wave 2 of the staffing and structure review.

### **Capital Programme**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Environment and Neighbourhood Services	7,540	12,662	5,122

The main variance on the Environment and Neighbourhoods capital programme has arisen as a result of:

- Re-phasing of £3.553m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.
- Additional Contaminated Land Grant funding for the St Raphael's Estate has been received in the sum of £1.428m.
- Additional Transport for London funding has been identified in the sum of £141k.

## 10.1 ENVIRONMENT AND NEIGHBOURHOOD SERVICES - PERFORMANCE

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

This indicator measures the percentage of household waste which has been sent by the Council for re-use, re-cycling, composting or anaerobic digestion. Councils are expected to maximise the percentage.

The main work in the past year has been to design and produce a new waste strategy. This sets a vision for 60% recycling in Brent by 2015. The policies contained within the strategy will be introduced this year. These include work programmes around waste recycling, reduction and reuse. A project plan for delivering these policies has been produced.

Crucially, a new recycling collection method will be implemented on October 3<sup>rd</sup> 2011, the start of the third financial quarter. Residents will be given a larger wheeled bin to replace the current green box and will provide them with more recycling capacity and the collection of mixed recyclables. The recycling and refuse collections will now happen fortnightly on alternate weeks. The new service will start to be communicated to residents from July. Bins will be distributed from September and collections will commence from 3<sup>rd</sup> October. The roll-out will be followed by a period of intensive monitoring, focusing on contamination, participation and service standards.

### **NI 188 Plans to adapt to Climate Change**

This indicator measures progress on assessing and managing climate risks/opportunities, as well as how we incorporate appropriate action into local strategic planning.

Overall this priority has achieved its Level 3 target of adapting to climate change. Actions are being undertaken to achieve Level 4, but many of these need to be developed further and integrated more deeply into strategic council-wide decision-making. Climate change adaptation papers have been written and sent out to key service areas to provide them with the necessary information to be able to start adapting and working this adaption into future plans. In addition, the London Climate Change Partnership's report, *'London's Changing Climate - In Sickness and in Health'* has been circulated and discussions have taken place with Northwest London Hospitals to discuss opportunities to collaboratively adapt to the challenges posed by climate change.

### **NI 08 Adults participation in sport (3 x 30 minutes per week)**

Sports and Parks Service have implemented a number of activities and sessions to help increase the number of people in Brent participating in more sessions of sport and physical activity each week. There are two National Governing Body (NGB) projects in the Borough. The Netball Development Officer is running 'Return to Netball' sessions to help target women who may have stopped playing this sport after school age. The Football Development Officer is running targeted activities for adults who want to take up football as well as 'Return to Football' sessions. These two officers are making use of new facilities within the borough such as Ark Academy and the new Netball courts in Gladstone Park.

New outdoor facilities have been created included MUGAs and refurbished tennis courts across the borough. At our sports centres, they are working to encourage new participants through exercise referral schemes, outreach to

local community groups to encourage them to participate in sessions at the centres. These include US girls scheme at Bridge Park Community Leisure Centre which targets women who don't usually do any activity to use the gym. There are tennis coaching programmes across the borough throughout the year thus providing more opportunities for more residents.

Willesden Sports Centre has over the last 6 months installed a computer based gym users retention programme which ensures staff work at communicating with customers in the gym or by phone, who are not training regularly, to encourage more regular training. All centres are working hard to get customers into the habit of training or taking part in physical activities.

#### **Number of people doing no sport at all (0x30minutes per week)**

Sports and Parks Service have implemented a number of activities and sessions to help decrease the number of people in Brent doing no sport at all. The new Netball Development Community Coach is running 'Return to Netball' sessions to help target women who may have stopped playing this sport after school age. The Football Development Officer is running targeted activities for adults who want to take up football as well as 'Return to Football' sessions. These two officers are making use of new facilities within the borough such as Ark Academy and the new netball courts in Gladstone Park.

At our sports centres, they are working to encourage new participants through exercise referral schemes and outreach to local community groups to encourage them to participate in sessions at the centres. These include US Girls scheme at Bridge Park Community Leisure Centre which targets women who don't usually do activity to use the gym. The 'Healthy Walks' programme is encouraging residents to walk with sessions all across the borough. Alongside the jogs programme, this sessions help participants get some training for the 'Family Fun Run and Walk' at Fryent Country Park in September.

Further developments include improving and providing new outdoor facilities including resurfaced tennis courts at Gladstone Park, new multi-use games areas (MUGAs) and resurfaced tennis courts in Woodcock Park and a new MUGA in Gibbons recreation ground. There will be an 'Open Club' fortnight allowing interested residents who would like to take up a sport within a club an opportunity to go along to club training sessions. It is hoped that the Olympics in 2012 will be a catalyst for many people to take up a sport during the year. The 2012 action plan is in place and is being used to drive awareness and action through engagement.

#### **Number of Visits to Sports Centres for Sport**

All three centres continue to meet their targets. We have accounted for the closure of Charteris Sports Centre and the ending of the government sponsored Free Swim campaign. Both Vale Farm and Willesden Sports centres are working on retention of customers as well as sales leading to improved usage. All three centres have Outreach staff whose role is to engage with non users and offer them activities within the centre. Once they get the new customers in, the next step is to make attendance a habit.

### **Library Visitor Numbers**

The Libraries Transformation project is designed to improve facilities in the borough, and widen community access to on-line resources. Visitors use the service for a variety of reasons – book borrowing, access to information technology resources, community activities etc. The project business case anticipated a degree of service disruption during the transition period, however visitor numbers of 1,637 for this quarter compare favourably to last quarter's figure of 1,629 against a quarterly target of 1,575.

## **11.0 REGENERATION AND MAJOR PROJECTS - FINANCE**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Regeneration and Major Projects	(1,323)	(1,323)	0
Housing	23,297	23,297	0

### **Regeneration and Major Projects Revenue**

The main pressure within Regeneration and Major Projects relates to the Housing area and the Housing Benefit scheme changes which are having an impact on the temporary accommodation budget.

- With significant increases in the number of acceptances for homelessness applications in 2011/12 now coming through an overspend of £1m is currently forecast in this area.
- As part 2011/12 budget process monies were set aside centrally to meet pressures from changes in Housing Benefit

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

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Regeneration and Major Projects	111,161	139,603	28,442

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

- Re-phasing of £25.417m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.
- Required adjustment to re-phasing of expenditure from 2010/11 with regard to Co-Location and Play-builder capital grant in sum of £1.341m.

- Additional scheme costs identified on Sudbury School expansion scheme totalling £1.684m. This is offset by additional school contribution with a nil impact to the funding of the programme overall.

### **Housing Capital**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Housing	4,780	7,334	2,554

The variance on the Housing (General Fund) capital programme has arisen as a result of:

- Re-phasing of £2.439m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.
- Additional forecast expenditure totalling £115k on the Granville New Homes development. This is to be funded from the earmarked capital receipt arising for this scheme with a nil impact to the funding of the programme overall.

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

The Housing Revenue Account (HRA) is a ring-fenced account containing the income and expenditure relating to the Council's Landlord duties.

- The HRA forecast outturn for 2010/11 indicates a surplus carried forward of £400k, which is in line with the budget

### **HRA Capital**

Housing Revenue Account			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Housing	9,284	20,529	11,245

The variance on the Housing (HRA) capital programme has arisen as a result of:

- Re-phasing of £8.496m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.
- The programme has been reduced in the sum of £1.045m as the Health and Safety works in South Kilburn to be funded from an HRA revenue contribution will not be progressing.
- Additional Loft Conversion grant funding has been identified in the sum of £400k.
- Additional Major Repairs Allowance works funding has been identified in the sum of £1.078m.

- Forecast expenditure on council dwelling repairs to be funded from the HRA revenue budget has increased in the sum of £2.316m.

## **11.1 REGENERATION AND MAJOR PROJECTS - PERFORMANCE**

The ongoing poor economic outlook continues to negatively impact upon the Council's ability to tackle worklessness in the borough and the cap on Housing Benefit is expected to cause displacements, which will put pressure on the Temporary Accommodation budget. However the department is currently engaged in a variety of horizon-scanning exercises in an effort to ascertain the potential impacts of national policy changes, with a view to developing a robust response.

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

This indicator measures progress on reducing worklessness within the borough. The percentage point gap between working age residents in Brent claiming out of work benefits and the rest of London has remained consistently high over the past two years. Similarly number of claimants as a proportion of working age people in Brent has also remained fairly constant. While the Council now has little scope to directly impact on reducing the number of claimants, it is working to influence and support the new Work Programme providers to help them place the most hard to reach claimants into employment and training.

### **NI 156 Number of Households Living in Temporary Accommodation**

This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. The Council has a duty to secure temporary accommodation until a settled home becomes available.

The confirmed figure for quarter 1 is 3027, which represents the total number of homeless households in all forms of temporary accommodation provided by the Council. There was an increase of around 19% in the number of homeless applications received in this quarter compared to quarter 1 of 2010/11 (this equates to an additional 54 new applications). However temporary accommodation usage has remained stable – whilst we have seen an increase in hotel usage during the quarter, good performance on permanent lettings to homeless households has meant that overall numbers have not increased.



## 12.0 CENTRAL SERVICES - FINANCE

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Finance and Corporate Services and Central Services	26,407	26,407	0

### **Central Services Revenue**

Finance and Corporate Services and the Central Service areas are currently forecasting a breakeven position though with the various restructuring and virements currently being factored into budgets further work is still ongoing and a clearer position will be available in the next quarter.

### **Central Services Capital**

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Finance and Corporate Services and Central Services	2,831	4,307	1,476

The variance on the Central Services capital programme has arisen as a result of the re-phasing of £1.476m expenditure from 2010/11 to 2011/12 as reported in the 2010/11 Qtr 4 report.

## 12.1 CENTRAL ITEMS - FINANCE

General Fund			
Item	Latest Budget 2011-12 £000	Forecast Out-turn 2011-12 £000	Variance £000
Central Items	24,455	24,950	495

### **Central Items Revenue**

For Central Items we are currently forecasting an overspend of £495k in quarter 1. The main area of potential overspend is the budget for centrally held budget pressures which is forecast to overspend by £500k

- As part of the budget process a budget of £2m was established centrally to meet the costs of children social care legal fees, transition of clients to Adults from Children & Families and housing benefit changes.

- Service areas are now experiencing pressures in these areas as discussed above and are looking to draw upon this budget. Current forecasts indicate that £2.5m would be required to meet these pressures (Adult Social Care £800k, Children & Families £700k and Regeneration and Major Projects £1m).
- Further savings will be required to meet these service pressures.

### **Central Services**

There has also been no returned data for the Brent claimant count this quarter but figures for the number of people on out of work benefits shows an increase since September 2010 which has remained.

## **12.2 CENTRAL SERVICES - PERFORMANCE**

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

Performance this quarter was 2.89 compared to the target of 2.35 for the number of serious acquisitive crimes per 1000 of population. Over this first quarter London saw a rise in domestic burglary and Brent was no exception. A programme of reminding people to lock their homes is underway. Work is also ongoing with the prison service to prevent reoffending by newly released inmates.

The other key driver is a rise in the robbery rate of gold because of its soaring market price. The ease of disposing of gold for cash by post is being tackled across London and nationally. Locally, the Crime Prevention Strategy Group is running various projects with communities who traditionally wear or own more gold to increase awareness. These include property marking and other preventative initiatives.

### **NI028 Serious Knife Crime**

The total number of serious violent offences recorded by the police involving the use of a knife or other sharp instrument has matched the target of 0.16 per 1,000 of population, which compares favourably to the previous quarter's figure of 0.21. Many knife crime offence rates are not the result of stabbings or threats, rather the outcomes of a range of local pro-active initiatives, such as Stop and Search or knife searches at venues which pick up weapon hauls. As a result, the success of these initiatives has the perverse effect of raising the overall figures.

### **NI029 Gun Crime**

The total number of serious violent offences recorded by the police involving the use of a gun for this quarter is 0.2 compared to a target of .04. Like knife crime, offence rates are predominantly the result of a range of local pro-active initiatives, such as Stop and Search or the executing of warrants. Again the success of these initiatives has the perverse effect of increasing the figures.

Importantly, 'Black on Black crime' shows a sustained reduction, as have the number of guns being fired. Overall a review is taking place in Integrated Community Safety as to what to count and what available data can tell us about life in Brent for the communities we serve.

### **13.0 Financial implications**

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

### **14.0 Legal implications**

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.

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.

### **15.0 Diversity implications**

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

### **16.0 Contact officers**

Cathy Tyson (Assistant Director, Strategy, Partnerships and Improvement)  
Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1030

Mick Bowden (Deputy Director, Finance and Corporate Services) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1460

<b>PHIL NEWBY</b> <b>Director of Strategy, Partnerships &amp; Improvement</b>	<b>CLIVE HEAPHY</b> <b>Director of Finance &amp; Corporate Services</b>
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## One Council Overview & Scrutiny Committee Work Programme 2011/12

### Chair Cllr Ashraf

Date of Meeting	Agenda item	Requested Information / Evidence	Invited witnesses	Notes
<b>2<sup>nd</sup> June 2011 Joint Meeting</b>	<b>Update from the Leader of the Council</b>	The Leader of the Council will answer questions on the administration's priorities. This will happen twice in 2011/12. – Held as part of the Joint Committee	<b>Councillor Ann John</b>	
	<b>Brent – An Overview</b>	An update on the latest statistical information highlighting the issues in Brent	<b>Cathy Tyson</b>	
	<b>The Localism Bill</b>	The key aspects of the localism bill and Brent's initial response them	<b>Cathy Tyson</b>	
<b>6<sup>th</sup> July</b>	<b>Housing Need Transformation Project</b>	An overview of the Housing Needs Transformation Project to include information on project work streams progress to date, and how the impact of the project will be measured	<b>Perry Singh</b>	
	<b>One Council Programme Update</b>	To provide members with information on the status of the programme and the individual project within the programme.	<b>Phil Newby</b>	

	<b>Car repair and spray painting task group</b>	<p>Focusing on progress, risks, dependencies and benefits.</p> <p>The final report of the task group which was set up following a motion to council.</p>	<b>Councillor Moloney</b>	
<b>14<sup>th</sup> September</b>	<p><b>The waste and recycling transformation project</b></p> <p><b>Quarterly Performance &amp; Finance Report Q4 2010/11</b></p> <p><b>The Localism Bill</b></p> <p><b>Work programme report &amp; Fairtrade Status for Brent</b></p>	<p>To provide members with an update about the implementation of the waste and recycling transformation project.</p> <p>To provide members with performance information</p> <p>To provide members with an update on changes made to the bill during its progression through parliament and the implications for Brent</p> <p>To provide members with the opportunity to discuss the committee's</p>	<p><b>Chris Whyte &amp; David Pietropaoli</b></p> <p><b>Phil Newby</b></p> <p><b>Cathy Tyson</b></p>	

	<b>task group scope</b>	work programme and the scope for a task group on Fairtrade.		
<b>22<sup>nd</sup> November 2011</b>	<b>Optimised BHP</b>  <b>Complaints Annual Report</b>  <b>One Council Programme update</b>  <b>Quarterly Performance Information</b>	<p>Members of the committee have request a report on the new BHP arrangements including how the relationship will be managed and the arrangements for monitoring the contract.</p> <p>This report will provide members with information on how the council has dealt with complaints during 2010/11 and progress towards revising the complaints procedure.</p> <p>The committee will receive an update on the status of the programme and the individual project within it.</p> <p>To provide members with the latest performance information</p>	<b>Andy Donald</b>  <b>Philip Mears</b>  <b>Peter Stachniewski</b>  <b>Phil Newby / Cathy Tyson</b>	
<b>25<sup>th</sup> January 2012</b>	<b>Future Customer Contact Project</b>	When members discussed this project in February 2011 they requested further information as the project progressed	<b>Jenny Dunn / Tony McConville</b>	

<b>21<sup>st</sup> March 2012</b>	<b>One Council Update  Quarterly Performance information Staff Survey</b>			

*Other issues the committee would like to cover date to be confirmed:*

*Shared Services  
Housing Policy  
Procurement Project*



## **One Community Many Voices Event 10<sup>th</sup> October 2011**

### **Feedback from the table top sessions**

The One Community Many Voices event was held during Local Democracy Week on the 10<sup>th</sup> October. Participants were invited to take part in table top facilitated discussion sessions on a variety of subjects. They were also encouraged to write their own comments on the flip chart paper provided. Comments from the event are set out below and will be fed back to participants and will be sent to the council's overview & scrutiny committees to inform their work programmes.

### **Employment, Skills and Economic Opportunities**

- We need to encourage more local venture and businesses
- How can we use the strength of having a multi-lingual population?
- Empty properties – how can young people be trained to help renovate them.
- Harrow link – job creation
- More training for adults on how to access employment
- How can we encourage investment in green industry in Brent?
- Need to find the unique selling point for to attract business / industry into the borough
- Better use of the business units available in Brent
- How do we encourage entrepreneurial areas in the borough?
- Encouraging local procurement
- Encourage businesses to provide school and work experience
- Schools are now making work experience optional – how do we help to promote the value of this
- Volunteering opportunities for young people that provide work experience with rewards
- Are we providing too much money for children in care – too much freedom?
- Work with employers to identify the skills needed by people to gain employment
- Identify what skills will be most relevant in the future
- Marketing / Selling Brent – improve image
- Design centre
- More support in schools for young people on applying for jobs, CV writing and interviews.
- Good quality careers advice
- More apprenticeships, employer networks and business associations.
- Opportunities in Park Royal - linking support to local people and support for businesses in difficulties.
- Invest in local shopping centres
- Transport link to employment opportunities
- Training for young people from an early age – the minimum wage is a problem for small and medium size companies. Lobby government
- Link young people's development with the most successful companies
- Employer partnership supply chains
- Provide advice on self employment

- Hold a Dragon's Den style event around job and business creation
- Mentors into employment – role models

## **Health and Social Care**

### *Mental health*

- Mental health issues are becoming more prevalent in Brent. In the current climate people are struggling to cope. Services in Brent are poor and there is a lack of information and support to people who need it most.
- A delay in mental health support for people in custody is problematic. It can take up to 24 hours for a practitioner to attend the police station to assess someone with suspected mental health problems. People with mental health problems should not be in custody, but need to be linked in to other agencies where they can receive the help and support they need.
- Mental health services – services in Brent should not be closed. People need to be helped to live well with their mental health problems and not left isolated and alone.
- Isolation of the elderly and people with mental health problems is an issue. Are there projects in Brent working to get these people out and about and meeting up with friends, or attending day centre facilities? It should be noted that some people felt that replacing day centres would not be a good use of resources.

### *Patient and public involvement*

- Involving the public more in the work of the council and health services should be a priority.
- Brent council should work with the NHS to publicise the way people can get involved in their local health services – e.g. as a member of a foundation trust.
- Patient and public involvement – The health service should make better use of patients to help plan and deliver services.

### *GP commissioning / GP services*

- There is confusion about the roles and responsibilities of GPs in the new commissioning landscape. There needs to be better communication with the public on what clinical commissioning groups will do and GPs plans for services. Patient Forums need to be better advertised so that more people can get involved.
- Could Brent GPs introduce text message reminders to patients when they have appointments? Some people complained that they had been removed from their GP list for missing appointments, but they had been forced to make their appointment weeks in advance.
- Should GPs be in charge of health budgets? Some people were unhappy about this.
- GPs need to be better trained to understand mental health issues. What are the training requirements for GPs in this field, as patients are being disadvantaged by GPs not understanding the full range of mental health problems that people face.

### *Health and social care services*

- There is a shortage of NHS Dentists in Brent. How can access to dental services be improved?
- We should be looking to locate services in neighbourhood settings where possible and avoid centralising into hospitals.
- Health service budgets – How are the reductions in health budgets affecting services in Brent? Is the council up to speed on the implications of the local NHS's plans?
- Reducing health tourism – are people coming to the UK to take advantage of our health care system, and if they are, how can this be stopped?
- Information on health and social care – what signposting is there in Brent for people looking for more information about health and social care services? Using the internet doesn't suit everyone.
- Health and social care services should be better integrated and assess the whole needs of the person, not put up artificial boundaries between services.
- Waiting times for hospital appointments are increasing and this is unacceptable.
- Does the NHS locally follow NICE guidelines and are patients properly involved in making decisions about their care? Does the local NHS have a strategy, is their effective monitoring and governance of local NHS services.
- There is a significant difference in the quality of surgical procedures that people receive. People need to be aware of this, the potential risks of having surgery and the fact that if something goes wrong, seeking redress is extremely difficult.
- People are being confined to their homes because of cuts to health and social care services. Brent council should help and champion these people.

### *Children and families*

- Is there adequate support for children in schools with SEN? Are behavioural difficulties addressed in an effective way in Brent?
- What support can the council offer families who don't speak English? Is there a family learning programme in Brent, for example?
- Children in care are given too much by the council. A lap top is given to each child in foster care for them to do their school work. Is this a good use of resources, when all they do is play games on them and foster carers can't afford laptops for their own children? Do children in care need to be escorted to school as they are currently? Again, is this a good use of scarce resources?
- How is the council working to ensure more children in care are adopted?
- Could the council provide more support for children who are struggling, academically, in schools?

### *Housing services*

- Housing – Can the council do more to tackle damp and disrepair in the private rented sector in Brent? Environmental Health Officers should be more proactive to address the problems in the PRS and not wait to respond to complaints.
- Tenancy agreements – What support can be given to tenants on 6 month short hold tenancies who face possible eviction, or are living in substandard conditions? What will the council do, what won't it do?

### *Other areas*

- Contracts with the council – could more be done to help small businesses win council contracts. Contract requirements can be too onerous for some small businesses and so they choose not to tender for contracts.
- Energy bills – these are too high and people are complaining that because they now have fewer home visits from health workers / social workers, they are not able to discuss their heating problems with someone who may be able to advocate on their behalf.
- Preventative work and early intervention – this is where the council and health service should focus. How can the school nursing service contribute to early intervention work and has the council considered the long term savings that can be made through early intervention in health and social care fields.

## **Environment and Sustainability**

### *Summary of main themes:*

- Defining what sustainability means in Brent
- Changing communication methods to effective behaviour change for recycling e.g. town centre films, projects led by young people, community champions, politicians on the street
- Have labels for bins showing what goes where
- Lobby big business on packaging
- Improve business waste approaches
- Assess the risks of rolling out the green deal for those in poverty and on benefits
- Communicate government changes on rules about concrete drives and assessing what can be done about those already there
- Improve council use of recyclable items e.g. stationery, publications, cups
- Assess and communicate the implications of law changes around community involvement in planning in future
- Identify how the carbon impact of regeneration plans is assessed by the council and balanced against other benefits sought for the borough
- Improve cycle provision in the borough
- Rationalise the different warden services in the borough

### *Service issues to feed back to E&N*

- TfL consultation on PR2
- Concern about not being able to recycle in Willesden Lane above shops and the fact that there are no longer newspaper bins
- Need greenery in front gardens - trees in pots. Consider a deal with plant a nursery and Brent magazine competition for best front gardens in borough
- The access to allotment on Furness Road is narrow and there is no access for cars whilst the youth centre is being rebuilt. The allotment officer has not been replaced. Who should residents talk to as we cannot transport compost to the allotment

- Promote the climate change pledge in the Brent Magazine again
- Put more saving water information on the website

### *What is sustainability?*

- Top down action as well as grass roots action which needs statutory change to ensure success via Mayor of London and central government

### *Recycling*

- We need labels on the bins to say what goes in which bin. Use what was in Brent Magazine including diagrams and make into a sticker (multiple reiterations of same message)
- People worried about contamination and possible fines are leaving their rubbish next to Brent public bins ( multiple reiterations of the same message)
- There is no explanation on what to do with new bins, better communication is required.
- What will happen to people who do this incorrectly?
- Use resident's associations and get officers along to demonstrate
- Have roadshows area by area, using politicians to communicate the changes, soap box or mega phone work would be better
- Stop sending paperwork – make films and show them in town centres, DVDs, films in the post office
- Use Harlesden Town Centre Team and learn from their approaches
- Streetwatchers operate as part of Neighbourhood Watch. Use these people to educate others
- Schools have been overlooked – use them as young people are best at getting the message to the rest of the family , educate children to change behaviour of parents, have school visits to the sorting site, Youth Parliament visit recycling site
- Have resident visits to sorting site
- Do not use Area Forums as they have 60 people representing 44,000 and fail to achieve anything – scrap them
- There are still issues for flats
- How does the mixed recycling and sorting work, will there be burning of materials like in France?
- People are putting their vegetable waste in plastic bags and we need community champions to educate their neighbours on things like this
- Fear cut backs in communication budget on recycling
- Bin men should not be talking on their mobiles whilst collecting rubbish as it disturbs people in the neighbourhood
- Lobby Tesco and get more shops to use paper bags like Primark. There was an idea to turn plastic bags into beautiful cups and saucers at Park Royal – what happened to this idea?
- Separate out Metro papers from other waste
- Promote the number for free removal of white goods
- Note the council is not using recyclable cups and sent out information on changes to recycling in non recyclable envelopes

### *Business Waste*

- Follow Westminster example where officers go and identify which business has left waste on the street instead of paying for business waste disposal (tv show)
- Encourage businesses to get rid of oil correctly and fine them if they do not

### *Housing*

- Environmentally friendly housing needs to be built by RSLs
- Green deal involves a charge to the tenant in the small print – before going down the green deal route poverty and ability to pay need to be considered particularly for tenants on benefits
- Few resources in the Council to inspect and enforce standards in private rented homes (about 9 officers to cover around 20,000 properties). The private rented sector now plays a vital role in Brent due to the acute shortage of social rented housing and it faces added pressures brought on by increasing homelessness/use of private rented homes as temporary accommodation, and by the cuts in housing benefit.
- Thousands of tenants, including children, are living in homes that fall well below the Decent Homes Standard and around 40% contain serious health and safety hazards. Private tenants have no security of tenure and therefore when they complain about their conditions, they risk losing their homes altogether. Brent Private Tenants' Rights Group believe that Brent should devise a new Housing Strategy for the Private Rented Sector and that a priority should be given to pro-active inspections to drive up standards.

### *Air Quality*

- In Wembley and Harlesden there is poor air quality
- We need to clamp down on car use in the borough

### *Plants and wildlife*

- Plant more environmentally friendly plants in the borough i.e. olives

### *Climate Change*

- Look at planning arrangements for people concreting over their drives and communicating the change set out in recent bills about use of different materials to allow water to permeate through the drive covering.
- Learn from the USA and their water permeable materials for drives
- Discourage concrete drives
- Implications of law changes around community involvement in planning in future
- How carbon impact of regeneration plans is assessed by council
- Look at retrofit rather than rebuild where possible
- Have social enterprise facilitate implementation of solar panels street by street using door knocking to engage people in cutting carbon; link it with roof insulation work
- BHP work on solar panels on housing is positive
- Need to invest and coordinate solar panels on schools roofs

- Council lobby central government on the fact it has/is reneging on previous green pledges
- Concern about rezoning around Park Royal, Wembley , Neasden if waste site is placed in this area there will be raised pollution

#### *Transport/travel*

- PR2 bus has been withdrawn and the 206 and 224 diverted with extended routes to compensate. Concern about how TFL consulted upon this change
- Get more cycle path provision in the borough and address the issues at Blackbird Hill/Neasden shopping precinct
- Look at what lobbying can be done to change law so that people do not park on cycle paths
- Improve cycle parking provision in borough and at council buildings including showers/changing facilities
- Have cycle paths along routes to schools – Kingsbury High, JFS, St Gregory's, Claremont
- Have zero tolerance on parking near schools
- Improve transport links to sports facilities from north of the borough e.g. Vale Farm

#### *Other*

- Rationalise warden services

### **Children and Young People: Notes from workshop sessions**

#### **Session 1**

- Full Brent Council review required re summer riots across London –what lessons can be learnt for Brent , recommendations of two major national enquiries and impact on Brent
- Young people hopes cut – big reductions in Education and health budgets as result of public sector budget cuts
- Develop Young Apprenticeships for local people - Brent Council version
- Need to support Connexions Service – quality and quantity maintained
- More free holiday clubs for foster carers –free in Hillingdon , Brent costs are high
- Children's Centres have been successful – review and improve longer term?
- More sports and recreational activities , more athletics tracks, more accessible routes for sports

#### **Session 2**

- Young people excluded from using community facilities in the evening- such as local schools
- KicZ football programme in partnership with QPR football club , finding money for £30,000 per year operating costs (feedback from Metropolitan Police)
- Where can young people make use of Parks – clear signage i.e. safe cycling

- Good practice projects included ABC football coaching; White House Association (social integration)

### Session 3

- Young people working in Harlesden Town Centre project –good example of young people engaging and participating in policy development and improving local area
- More joined up projects and services involving children and parents, there is a tendency to separate areas for service planning and development
- Greater support for parents with family support
- More work required around Citizenship across all age levels- stress civic role and rights and responsibilities
- Effect of youth service cuts – the summer riots leave a lot of questions regarding youth provision locally
- Make use of local volunteers (local resources) such as retired teachers, youth workers, social workers

### Session 4

- Not enough school places ; full review of Brent school places required
- Review policy on school academies and appeals procedure overall
- More innovation required re youth funding – look at best practice across the UK
- More funding required for youth services overall,
- More youth clubs required across the borough –including specialising subject on conflict resolution, coaching and mentoring , after school clubs
- Youth service operating as facility managers as opposed to youth workers

### Post it note comments

- More funding of young people's activities and use of existing facilities in Brent, especially school sports gyms and playgrounds
- Young people should be encouraged to become business people
- Holidays are also a problem for families of children on free school meals
- After school clubs are expensive and many parents who need them are low paid
- Brent Council offering **proper** apprenticeships , this is an excellent idea but harder for them to offer since so many services (maintenance etc) are outsourced/privatised
- Motivational talks from young men who have previously been convicted and been to prison – to speak to young people
- More Councillors to visit schools and talk to them re issues for young children and debate
- How many places in the borough are available for use of young children: who staffs them, what are activities, what does lead to?
- Running down of play service facilities (free places) for LAC, SEN, Children on Child Protection Register
- No work experience at school now, help with vocational courses/apprenticeships



- No hope, aspirations are cut because of costs university costs £9,000 per annum plus living expenses
- Lack of facilities, things to do, without a degree, where is our future workforce coming from ; cut in Connexions service
- Improve transport links to existing facilities e.g. Vale Farm, Copthall; football pitches being planned at Kingsbury High School (very positive for local area)

### **Community Safety**

- Not enough or not the right things for young people to do - there was a feeling that money was wasted on services "bad kids" would not attend and "good kids" parents did not allow them to go too
- Stop and search was an issue raised at all the groups - how it's done and why needs more explanation
- People felt they did not get the "right story" from the press, Brent was portrayed badly and this did not at reflect what it is like to live here
- Concern was expressed about the number of payday loan companies and feeling that there are unlicensed loan sharks operating on some of the estates
- Prostitution was linked to this with increasing pressure on family finances
- Fears about poverty driving crime

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