



One Council Overview and Scrutiny Committee

Tuesday 24 July 2012 at 7.30 pm
Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

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

first alternates

Councillors:

Brown
BM Patel
Hossain
Brown
Harrison
Denselow
Van Kalwala
Kabir

second alternates

Councillors:

Beck
Kansagra
Kataria
Hopkins
Hector
Gladbaum
Mashari
Kataria

For further information contact: Anne Reid, Democratic Services Officer
020 8937 1359 anne.reid@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item **Page**

1 Declarations of personal and prejudicial interests

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

2 Deputations (if any)

3 Minutes of the last meeting held on 12 June 2012 1 - 8

The minutes are attached.

4 Matters arising (if any)

5 Move to the Civic Centre

The Committee will receive a presentation on the move to the Civic Centre.

Ward Affected: All Wards **Contact Officer:** Aktar Choudhury,
Civic Centre Programme
Tel: 020 8937 1764
aktar.choudhury@brent.gov.uk

6 Housing Needs Transformation project 9 - 22

This report updates from a previous report brought to this Committee on 6 July 2011. That report provided an overview of the Housing Needs Transformation Project (HNTTP) and updated Members on progress of the project which was one of the One Council Programme projects. Members will receive a progress update on the project work stream and how the impact of the project is being measured.

Ward Affected: All Wards **Contact Officer:** Perry Singh, Housing
Needs/Private Sector
Tel: 020 8937 2332
perry.singh@brent.gov.uk

7 Performance and finance review quarter 4

23 - 28

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. This report will be considered by the Executive on 16 July 2012.

Ward Affected: All Wards

Contact Officer: Phil Newby, Director of Strategy, Partnerships and Improvement, Clive Heaphy, Director of Finance and Corporate Services

Tel: 020 8937 1032, Tel: 020 8937 1424

phil.newby@brent.gov.uk,
clive.heaphy@brent.gov.uk

8 One Council Overview and Scrutiny work programme

29 - 32

The work programme is attached.

9 Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 16 October 2012.

10 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

This page is intentionally left blank



MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Tuesday 12 June 2012 at 7.30 pm

PRESENT: Councillors Ketan Sheth (in the Chair) and Councillors Chohan, Gladbaum, Lorber, McLennan, BM Patel and Pavey

Also present: Councillor Butt

Apologies for absence were received from: Councillors Ashraf, Colwill and Mitchell Murray

Election of Chair

In the absence of the Chair and Vice-Chair, nominations were invited for the position of Chair.

RESOLVED:-

that Councillor Ketan Sheth be elected Chair for the duration of the meeting.

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

Councillor Chohan declared a personal non prejudicial interest as he was a member of Brent Indian Association.

Councillor BM Patel declared a personal non prejudicial interest as he was a registered volunteer, sitting on the board at London Road Nursery, Patidar House.

In relation to item 7, Working with Families Initiative – Update, Councillor Pavey declared a personal non prejudicial interest as he was a member of the Wembley Locality Advisory Board.

2. **Minutes of the last meeting held on 21 March 2012**

The minutes of the last meeting of the One Council Overview and Scrutiny Committee held on 21 March 2012 were approved as a correct record.

3. **Matters arising**

There were no matters arising.

4. **Waste Collection**

The Head of Recycling and Waste, Chris Whyte introduced the report and provided a progress update with respect to the One Council Waste and Street Cleansing Review, in particular the performance of the waste collection and street cleansing services that were changed as part of that project. Chris Whyte highlighted key progress statistics detailed within the report including; an increase in the overall

recycling rate from 29% to 41% incorporating a 14% reduction in total waste, a 28% reduction in household waste landfilled; a 36% increase in waste recycled and a 6% increase in waste composted.

The Head of Recycling and Waste stated that reductions in street cleansing had led to deterioration in some areas and compared to 2010/11 the number of streets showing a less than acceptable level of litter increased by 5% and the number of streets showing a less than acceptable level of detritus increased by 6%.

The Head of Recycling and Waste explained that the strategy set a clear ambition to recycle 50% by 2014, with the Government's goal seeking to reach 60% by 2015. In those areas that had been identified as needing particular attention, officers would work to engage with councillors and community groups to understand local concerns and to develop solutions.

The Head of Recycling and Waste concluded stating that the second phase of the project to improve the new service and to procure the waste service contract for 2014 onwards was being implemented and was at an early stage.

During the discussion that followed, members queried the target recycling rate and whether it was the Government target of 60% or the Council's 50% should be aimed for. Although 50% was considered to be a realistic target for the service in its current form, the Head of Recycling and Waste explained that if future initiatives and improvements into how waste was treated were explored, then the 60% target could be achieved. It was noted that although there was still progress to be made, a seasonal uplift was expected and that the true effect of the new system was likely to be higher with the potential to reach the 50% target by April 2013.

Members queried the intended duration of the new waste contract and although the standard duration was seven years to coincide with the life expectancy of a waste disposal vehicle, the Head of Recycling and Waste explained that the contract length was not yet decided and the optimum length would be determined once work was underway.

Following queries from the members, it was reported that the service was now operating a full complement of staff with one member of the team on long term sick leave. Additionally, the service would be bidding for funding from the weekly collection support scheme which would be used to improve the organic waste collection service.

Members expressed concern regarding fly tipping and dumping in the area, (in particular the continued dumping in former boxes) uncollected rubbish that was becoming contaminated in gardens and engagement with landlords. The Head of Recycling and Waste noted that it was a problem in certain parts of the borough where the new waste regime had not been embraced and focused work was being undertaken to improve the situation without additional resource for example through changes to collection days. Additionally it was noted that some households may have unused bins from the previous collection regime which were unsightly and a potential hazard.

Councillor Lorber recommended that a one off exercise be undertaken with the contractor to collect and clear green boxes which were clearly being used for refuse to help improve the recycling rates for the future. The Head of Recycling and Waste stated that the practicalities and costs would need to be discussed with the contractor and the risks of removing items from gardens that may be in use. With regard to landlords, work was being undertaken to identify persons responsible and issue first stage enforcement. Members highlighted the free collection service offered by the Council and requested literature to circulate to target specific areas on ward walks. It was agreed that a prototype literature would be made available although it was noted that the service was not available to landlords. It was explained that flats were behind in recycling rates as communal points were an obstacle, with work being undertaken to identify areas and initiatives to address the issues. Members also raised concerns over additional charges for businesses to have more than one bin and the continued problem of bins left on the streets for extended periods. Members were encouraged to report problems to the council as soon as possible.

RESOLVED:-

that the report be noted

5. **Services for Young People Project**

The Assistant Director of Policy, Cathy Tyson, gave a verbal update on the One Council's Services for Young People project. It was noted that there was a high proportion of young people in the borough, particularly ages 13-19, with a rising concern over the impact of poverty and deprivation could have on young person's future employment.

Cathy Tyson explained that there was a complex range of fragmented services provided by the Council and a variety of voluntary agencies and the project wanted to ensure relevant and accessible provision was offered to the most vulnerable. The Council had a legal duty to provide effective leisure and educational activities which benefited the physical, social and emotional well-being of young people. The Assistant Director of Policy highlighted that recent changes in legislation did not specify the level of provision that was considered to be sufficient but highlighted that the services should reflect the needs and aspirations of young persons and be delivered as far as was practical. Mindful of the level of provision needing to be practical, a mapping exercise was being undertaken to ascertain the type of provision provided, geographical location, value for money by funded projects, number of users and frequency of service provided by the council and other agencies.

The Assistant Director of Policy informed the committee that the aims and key questions for the project (following the mapping exercise) included; a governance and commission strategy, reduction of duplication, focusing on beneficial outcomes from activities, supporting the most at risk and vulnerable young people, using youth centres creatively and preparing young people for adult life and employment.

A consultation exercise had been commissioned by an independent specialist group and as part of the project the Youth Parliament had been approached to help ensure a 25% consultation rate. The consultation would be undertaken during June

and July and continued into the summer programme to test provision as well as include a broad based web survey, specific focus group and events.

During the discussion that followed, it was clarified that 0-19 year olds constituted 26%% of the population. Members felt that a visible register of all services available should be provided. The Assistant Director of Policy explained that courses often tended to be short therefore the register would frequently change which could result in communication of what was on offer being diluted. It was noted that the governance structure would help to regulate communication and the Youth Parliament was keen to build on Be My Voice.

Members queried how the project fitted in with supporting vulnerable young people. It was explained that by adjoining and aligning services, cross referencing could take place when referring vulnerable young persons. It was felt that young people from vulnerable families would benefit from mainstream provision and further consideration needed to be given to therapeutic behaviour provision.

Members enquired how radical the solutions could be and whether the council would withdraw from traditionally provided activities to fund alternative provision. It was felt that a balance needed to be struck between youth and sport provision with all options, including radical options being considered by members. It was noted that the youth and sport budget was approximately £2,600,000.00, ward working approximately £114,000.00, and specialist grant funded provision approximately £500,000.00

The members asked how the service provision could be improved whilst achieving savings. It was explained that through reconfiguration and effective commissioning, and addressing the work within the voluntary sector, efficiencies could be achieved whilst improving the service provided.

During discussion it was clarified that schools would be contacted as part of the consultation process and requested to take part in future communication initiatives. It was confirmed that outcomes were difficult to measure, particularly as the output may not be direct or obvious as well as potentially being long term.

RESOLVED:-

that the report be noted

6. **Working with Families Initiative - Update**

The Director of Strategy, Partnership and Improvements, Phil Newby, introduced and outlined the development of a suite of four new One Council projects that would collectively deliver a 'Working with Families' Initiative for the borough. It was stated that there were three internal drivers for the project: lack of early help, lack of co-ordination between departments and agencies which had often led to a fragmented approach to meeting family needs leading to gaps, shortfalls or duplication in provision, and balancing demand with resources. In addition to the three internal drivers, there was a change in social practices acting as an external driver.

The Director of Strategy, Partnership and Improvements informed the Committee that a team had been engaged to carry out diagnostic work. In March 2012 Brent Council formally committed to deliver the central government initiated Troubled Families programme at a local level. The delivery of the Troubled Families programme would be embedded in the Working with Families Initiative while providing an impetus for improving the way early intervention services were organised and delivered. A holistic approach would be undertaken when working with families with the key warning drivers of employment, educational attainment, crime and children at the edge of care being used to identify eligible families. The Council had a target of helping 810 troubled families and for the current year, 500 families had initially been identified and information regarding the families' employment status was being sought from the Department for Work and Pensions, with the intention to work with 300 of the families. It was noted that by diverting children on the edge of care, the money saved could be reallocated to preventative measures.

Members queried how the new programme of projects differed from earlier initiatives. It was highlighted that the use of key workers was unique to the project and the ability to use professional support when necessary. It differed to the common assessment framework as it revolved around the family as a whole, not just the child.

Concern was expressed regarding staff morale within Children and Families following the two restructuring exercises prior to the adoption of another change in working practices. It was clarified that the projects were not about restructuring but about reengineering how the council and partners worked to address the needs of a family.

Members queried whether funding was being provided to help with the new initiative. It was explained that while some funding was provided, this was an opportunity to save money in the long term through early intervention. It was noted that the project involved various CMT members to ensure commitment and drive as well as incorporating senior officers of partners such as the Police and NHS.

RESOLVED:-

that members noted the report

7. The One Council Programme - First Update - 2012/13

Peter Stachniewski, Head of the One Council Programme, highlighted that the purpose of the programme was to deliver savings as well as fundamentally look at how services were being delivered. A progress update was given highlighting that the programme had increased to 37 projects from the original 23 with the inclusion of projects such as Working with Families. There were 14 cross-council projects, 15 single department projects, two multi department projects and six partnership projects with 12 projects being formally closed including transitions of children into adult life.

It was explained that there were currently two projects rated red; special education needs due to a significant over spend and procurement which was in place but still needed to be developed and embedded within the organisation.

It was noted that the most significant risk area at a programme level remained the delivery of financial benefits, with gross savings of £81,000,000 to be made by 2014/15. It was highlighted that there was a predicted shortfall of £340,000 for the current financial year although this would be achieved later within the programme. The programme offered non-financial benefits including improved service delivery, improved procurement and contract managing and streamlined management.

During discussion, members queried whether the programme was time limited or on-going. It was clarified that the programme was time limited although could be revisited if necessary.

Discussion regarding the level of outside support provided took place and it was explained that due to the expansion of the programme, additional external resources were required in the form of project managers. The level of support projects required was at such a level that continuing to use senior managers would prevent them from being able to undertake their day job as well as specialist skills being required in some cases. Although the level of external support varied depending upon each project, it was clarified that high levels of support were provided in house by Brent Council staff to ensure maximum skills transfer, with the expectation that external support would decrease with the up skilling of Brent Council staff.

Councillor Lorber drew attention to the reference in the report to increase useage of libraries and proposed that the report be amended to reflect the programme being about savings only.

Councillor Butt (leader of the council) clarified that the remaining libraries were being improved to deliver a better quality service and that the statement in the report was therefore correct. Councillor Lorber's proposal was put to the vote and declared lost. Councillor Lorber asked that his assent be recorded.

8. One Council Overview and Scrutiny work programme

The Policy and Performance Officer, Priya Mistry, highlighted that the work programme would be further populated following discussions with the Chair. It was agreed that members would notify the Policy and Performance Officer within the next two weeks of any items they wished to be placed on the work programme.

Councillor Lorber proposed that the effective support of voluntary libraries be added to the programme in the light of recent events. Members of the Committee queried how the item contributed to the One Council projects. It was clarified that pop up libraries did not form part of the Brent library transformation programme and that work was currently being undertaken to help facilitate discussions between Kensal Rise Library campaigners and All Souls College.

It was noted that the annual complaints report would be discussed at the October meeting.

9. **Date of next meeting**

It was noted that the date of the next meeting was 24 July 2012.


10. **Any other urgent business**

None

The meeting closed at 9.45 pm

Ketan Sheth
Chair

This page is intentionally left blank

	<p style="text-align: center;">One Council Overview and Scrutiny Committee 24 July 2012</p> <p style="text-align: center;">Report from the Director of Regeneration and Major Projects</p>
For Action	Wards Affected: ALL
Housing Needs Transformation Project	

1.0 Summary

- 1.1 This report updates from a previous report brought to this Committee on 6 July 2011. That report provided an overview of the Housing Needs Transformation Project (HNTP) and updated Members on progress of the project which was one of the One Council Programme projects.
- 1.2 The HNTP focussed on the way the Council delivers housing advice and assistance to people in housing need, including management of statutory homelessness applications and allocations. The key aim was to deliver performance improvements with fewer resources in a more challenging operating context driven by welfare reform, recessionary pressures and rising demand.
- 1.3 The project involved a fundamental review of working practices across two services the Housing Resource Centre and Housing Solutions, including use of a lean systems review and other process mapping work. As a result of the review work, two existing services were merged into a single service, designed to reduce duplication of activity and minimise customer hand-offs. The new Housing Needs Service went live on 2 April 2012 and the new structure chart is attached as Appendix 1. New working practices and IT systems were introduced simultaneously, which are currently being bedded in.
- 1.4 Another project strand focussed on managing housing demand more effectively and includes the development of a new tenancy strategy as required by the Localism Act. This will be presented to the Executive in July 2012 and will form the basis of changes to the Council's Allocation Scheme. A new Allocation Scheme is on target to be adopted by October 2012.

2.0 Recommendation

- 2.1 To note the successful implementation of the HNTP.

3.0 Detail

- 3.1 In addition to the financial savings detailed in section 4 below the Project Board agreed a number of service delivery objectives which are detailed below.
- 3.2 Improving the customer journey by streamlining working practices across customer facing areas of the business including reception services, homelessness prevention, homelessness assessment, re-housing and re-settlement
- 3.2.1 The project identified imbalances between workload and staffing resources across the customer facing aspects of the service which were reflected in multiple hand-offs between staff as well as duplication of activity and variable use of IT. A lean review, a review of processes (carried out by Ad Esse Consulting) and the review of workloads and activity related to accommodation services were used to identify scope for rationalisation and the assessment of future staffing requirements. Services in the structure are now broadly grouped into people and accommodation based functions, ensuring better clarity of management responsibility and an improved focus on the end-to-end customer journey. Bringing together the statutory assessment and advice roles has reduced customer handoffs and sought to promote stronger case ownership.
- 3.2.2 The new structure has succeeded in balancing workloads and staffing levels more effectively and has reduced the number of hand-offs that customers experience. However, the development and introduction of the new staffing structure in tandem with new working practices and IT systems has proved challenging for managers and staff.
- 3.3 Ensuring the reconfigured customer contact arrangements fit with the proposed corporate approach and are easily transferable to the civic centre.
- 3.3.1 The new service is well aligned to new corporate customer care arrangements, with a focus on swift referral to specialist support and resolution of simple issues at the first point of contact. New job descriptions and structural arrangements mirror those developed for the new Corporate Customer Service Division, enabling a smooth transfer of resources when the service moves to the Civic Centre. However, while performance of reception staff has remained strong since go-live, telephone contact centre performance requires further development to improve performance.
- 3.3.2 Further detailed customer journey mapping is required to ensure the smooth transition into the Civic Centre and the Housing Needs Service continues to work closely with the Future Customer Services Project to ensure that services will be well coordinated at the Civic Centre.
- 3.4 Ensuring more effective supply and management of temporary accommodation and better access to privately rented housing.
- 3.4.1 The project identified a number of areas where there was scope to improve accommodation management. This included a need for better integration of different sections involved in procurement of property; closer management of the temporary accommodation pathway; and greater focus on moving households on from temporary accommodation.
- 3.4.2 The new Accommodation Team has brought all commissioning, contract management and support for households in temporary accommodation and private

rented homes together. This has helped to promote economies of scale and give landlords a single point of contact. Although arrangements are still bedding in, new IT solutions have also been developed to ensure that available properties can be matched to suitable households using agreed matching criteria.

3.4.3 The main risk to delivery of this objective centres on increased demand for affordable accommodation across London due to welfare benefit reform and rising rental costs. This is making it harder for the team to satisfy requests for accommodation and could potentially increase the level of customer complaints and /or review requests related to suitability. These pressures will be monitored closely under the new performance management framework and a new Placement Policy.

3.5 Improve support to households in temporary accommodation and support move-on.

3.5.1 Project work identified that support to households in temporary accommodation was largely reactive, with no programme of routine visits or systematic approach to encouraging move on from temporary accommodation such as shared ownership or the private rented sector.

3.5.2 A renewed focus on support to households living in temporary accommodation has been built into the role and responsibilities of the new Temporary Accommodation Support Team, with seven officers having a more clearly defined remit for proactive support. A programme of visits is due to commence in July 2012, with an expectation that managers will measure impact, including the number of qualifying officers achieved. However, the workload of the Temporary Accommodation Support Team may increase, if, for example, complaints about the quality of accommodation and/or the suitability of placements escalate. This could have a negative impact on the team's ability to carry out proactive work.

3.6 To improve customer information about housing options to promote self-help and informed choice among housing needs customers.

3.6.1 The project identified a need for better information about the Council's approach to meeting housing needs, in part to help manage demand more effectively.

3.6.2 New housing options information packs and an information pack for landlords have been developed to increase understanding of what the service can offer and to outline and build awareness of local housing constraints. These are due to be published by mid-July. The Locata website has also recently been updated to increase information about housing options. Delivery of the wider objective to use better information to manage demand may be adversely affected by the pressures posed by welfare reform.

4.0 Financial Implications

4.1 The savings target for the project was initially set at £750,000 recurring from 2012/13. The project has achieved first year savings of £1.050m for 2012/13 and is projected to deliver ongoing saving of £1.3m from 2014/15.

4.2 The project costs have been kept within the projected budget of £161,000 for 2011/12 and £107,000 for 2012/13.

4.3 Redundancy costs of £827k were incurred as a result of the transformation project, including statutory redundancy costs, severance and the actuarial strain on the

pension fund. These costs were higher than originally forecast, principally because the staffing establishment of the new service was smaller than anticipated, with a reduction of 30 posts compared to 18 forecast at the start of the project. A number of staff who took redundancy on a voluntary basis also had long service and /or qualified for early retirement, adding to overall costs.

5.0 Legal Implications

5.1 Legal advice has been considered in developing a Placement Policy which sets out criteria for placing homeless households in temporary accommodation.

5.2 Legal advice will also be sought throughout the process of agreeing a Tenancy Strategy and Allocations Policy.

6.0 Diversity Implications

6.1 The predictive impact assessment for the project forecast that women and BME groups were more likely to be affected by any reduction in staff numbers, given the profile of the workforce. This outcome is reflected in Table 1 below, which shows that higher proportions of women and BME staff were made redundant.

6.2 However, White staff were disproportionately affected by reductions, reflecting the higher proportion of these staff in the older age groups, some of whom opted for early retirement.

6.3 The staffing profile of the new service has not changed significantly in terms of age and gender, though the proportion of staff from ethnic groups has increased.

6.4 A fuller assessment of the impact of the new service on service outcomes will be undertaken by 31st March 2013. A customer satisfaction survey undertaken for the project will be repeated to inform this assessment, allowing impact to be measured by protective diversity characteristics.

Table 1: Diversity breakdown of staff prior to restructure, after the restructure and of those made redundant.

Characteristic	Housing Resource Centre (%)	Housing Solutions (%)	Housing Needs Service (%)	Redundant staff (%)
Gender				
Female	61.5	64.7	63.6	64.3
Male	38.5	35.3	36.3	35.7
Age				
< 25 years	0	2.9	0	0
25-50 years	75	76.4	72.7	46.4
51-59 years	23.1	17.6	23.8	46.4
60 years and >	1.9	2.9	3.4	7.9
Ethnicity				
BME Group	76.9	61.7	79.5	64.3
White	17.3	20.6	13.6	32.1
Ethnicity/unknown or not given	5.77	17.7	6.8	3.6
Disability				

Yes	0.9	0	1.1	3.6
No	85.6	82.4	86.4	96.4
Unknown	13.7	17.6	12.5	0

7.0 Staff / Accommodation Implications

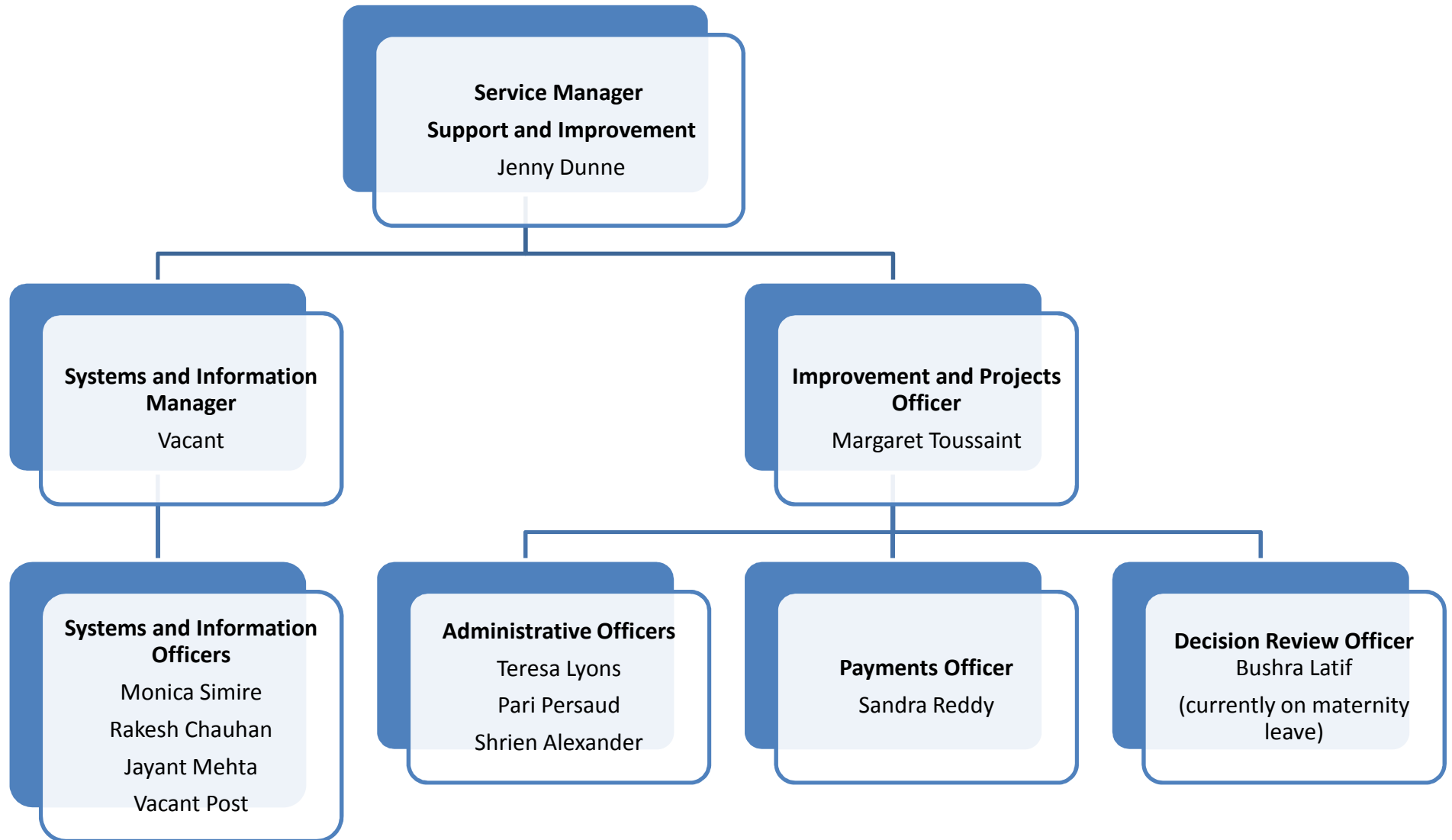
- 7.1 The project identified the need to restructure the job roles and resulted in the reduction of 30 full time equivalent posts. The restructuring process was implemented in accordance with the Council's Managing Change Policy.
- 7.2 The restructure resulted in 28 staff being made redundant and seven of these were compulsory redundancies.
- 7.3 A wide ranging training programme has been implemented for all officers and managers in the new service to support new job roles and new ways of working. The project commissioned Cordoba to deliver an intensive Management Development Programme including modules on managing Performance, People and Change. All managers have started a six month coaching programme and all teams have taken part in team building sessions. The National Homelessness Advice Service has carried out training for Housing Options Officers on homelessness prevention. Further training is being planned to take place in the remainder of the 2012/13 financial year and a National Vocational Qualification (NVQ) programme is under consideration.
- 7.4 The service will continue to be delivered from Mahatma Gandhi House and will transfer to the Civic Centre in June 2013.

Contact officer:

Perry Singh
Assistant Director, Housing
Regeneration and Major Projects
Mahatma Gandhi House
Telephone: 020 8937 2332
Email: perry.singh@brent.gov.uk

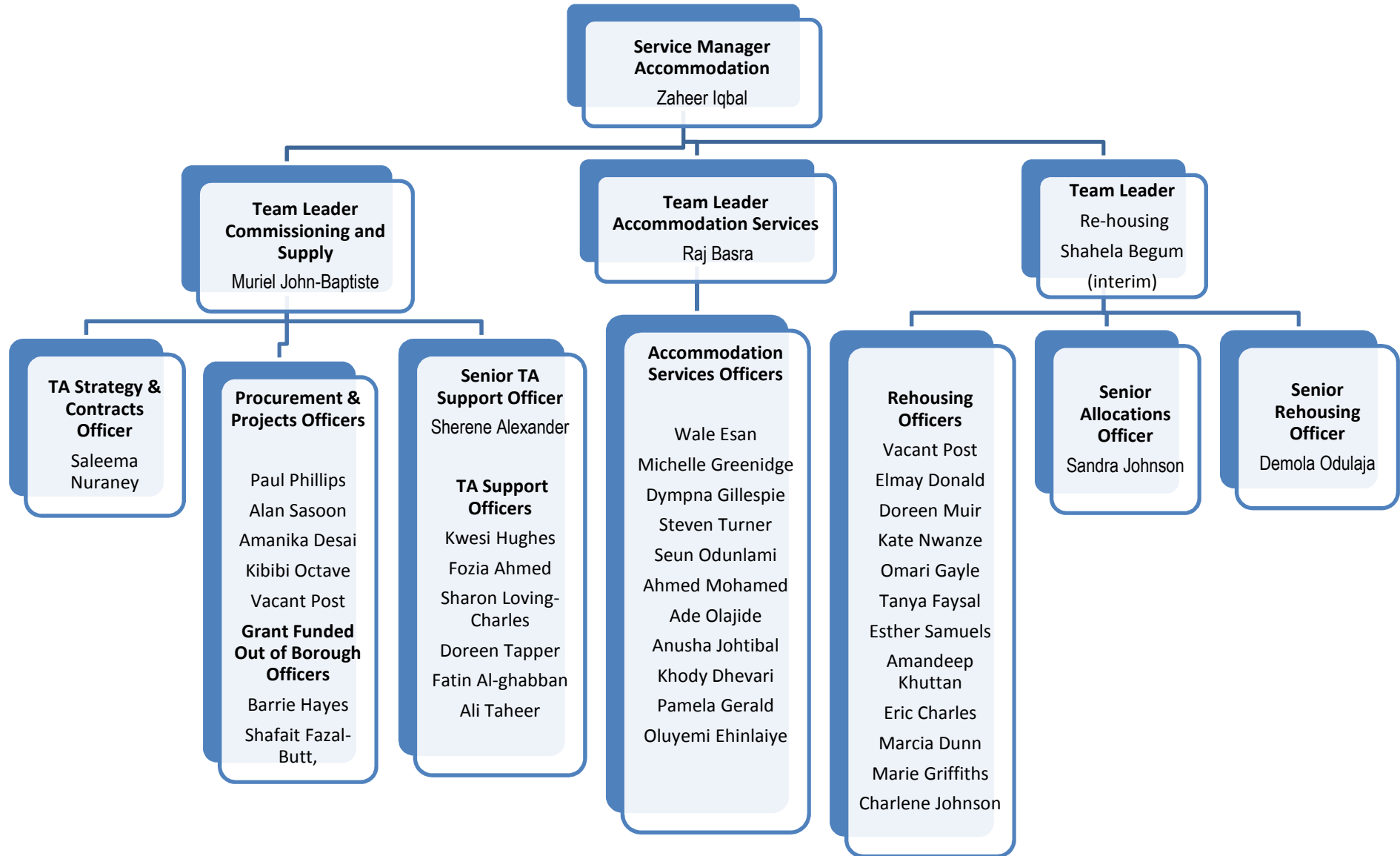
This page is intentionally left blank

HOUSING NEEDS SERVICE STRUCTURE – SERVICE SUPPORT AND IMPROVEMENT



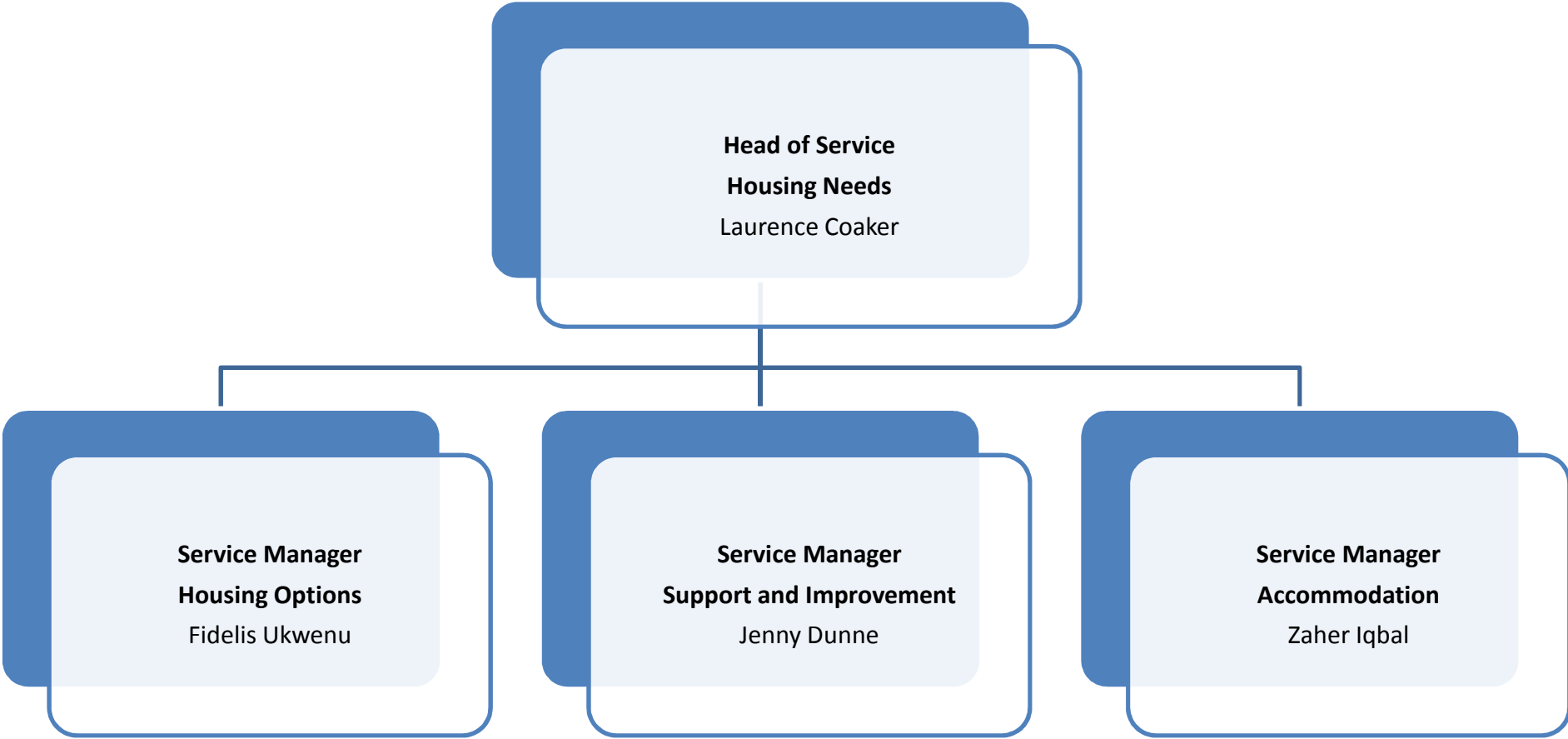
This page is intentionally left blank

HOUSING NEEDS SERVICE STRUCTURE – ACCOMMODATION SERVICES

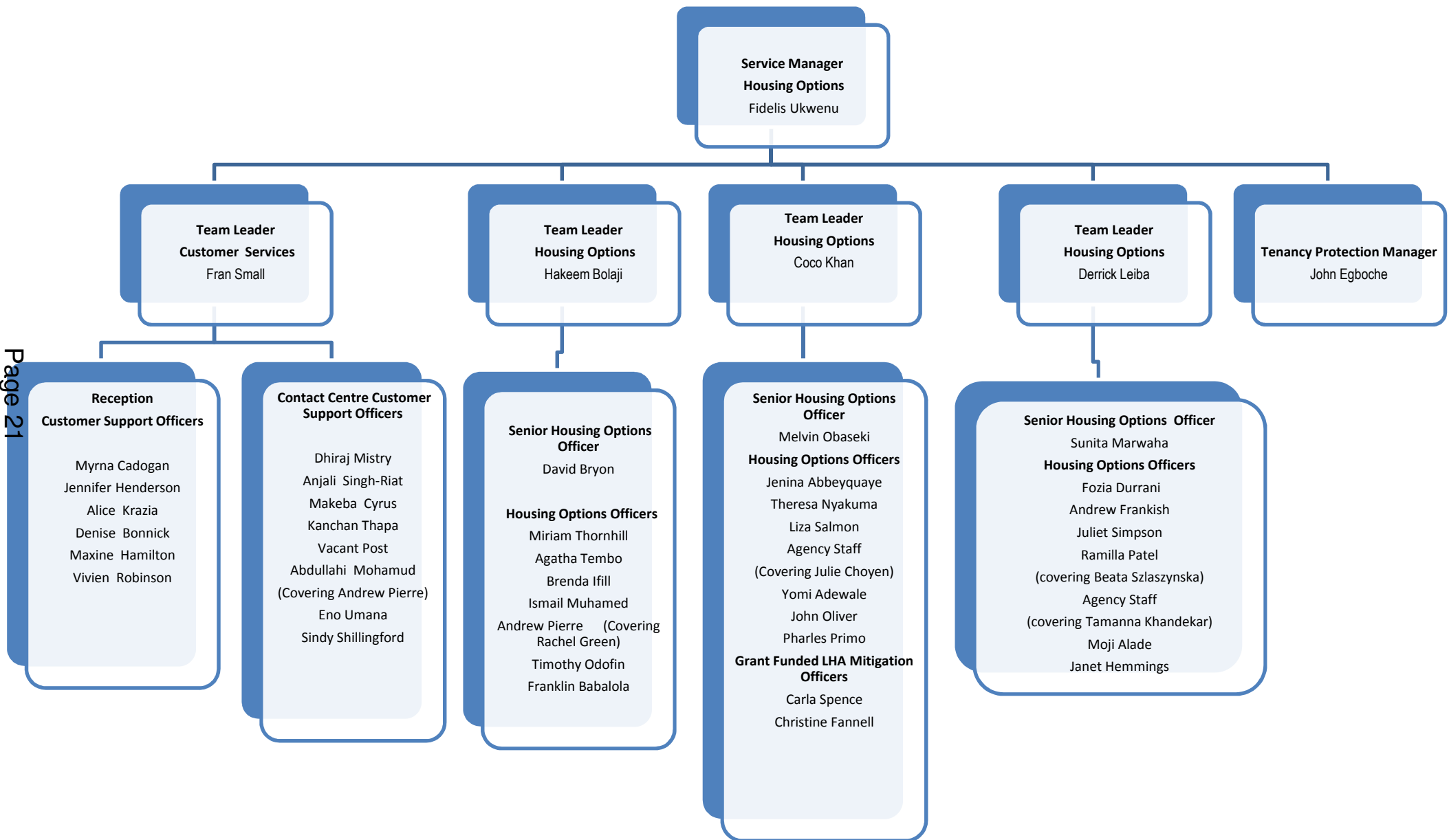


This page is intentionally left blank

HOUSING NEEDS SERVICE STRUCTURE – SENIOR MANAGEMENT TEAM



This page is intentionally left blank



This page is intentionally left blank

 <p>The logo of Brent Council, featuring a central coat of arms with a shield, a crown, and two lions, surrounded by the words 'BRENT COUNCIL' in a circular arrangement.</p>	<p>Executive July 2012</p> <p>Report from Director of Strategy, Partnerships & Improvement and Director of Finance & Corporate Services</p>
<p>Wards Affected: ALL</p>	
<p>Performance and Finance Review, Quarter 4, 2011-12</p>	

1.0 Introduction

Brent's Borough Plan 'Brent our Future' 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, which is broadly based around 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.

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.

2.0 Recommendations

The Executive is asked to:

- a. Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Executive Summary - Performance

Adult Social Services

The Council's drive to give service users more choice and control continues and the numbers receiving self-directed support is increasing at a steady pace. However the timeliness of Social Care packages and assessments is still below target and needs to be improved. Carers needing needs assessments and clients needing reviews are also significantly under target. The end of year results for some of the national indicators are currently being calculated for the annual return to the Department of Health and will be available for quarter 1 2012/13.

Children and Families

The shortage of school places continues to be a cause for concern but we have finally secured funding to help address this issue. The sustained pressure in Children's Social Care looks set to continue for the foreseeable future and we are currently developing a co-ordinated set of projects through the One Council programme to develop more preventative strategies in order to improve outcomes in this area.

Environment and Neighbourhood Services

Recent changes to the Waste Collection contract have increased recycling rates across the borough and current trends show considerable improvement on previous years. However the increase in street litter is a cause for concern and will be subject to discussions with the contractor to see if this can be improved within the confines of existing contractual constraints.

Regeneration and Major Projects

The difficult economic climate continues to take its toll and unemployment rates in the borough remain high compared to the rest of London. The Welfare benefit changes have also put pressure on our Housing service, with numbers of households in temporary accommodation increasing every week.

However despite this, the Wembley regeneration area continues to progress, with a new Hilton Hotel opening shortly and several other hotels to follow. We will be hosting three Olympic events as part of the 2012 London Games and the UEFA Champions League Final returns next year. A new multiplex cinema will open in 2013 along with the first designer outlet centre within the M25, providing a very welcome boost to the borough's retail offer. New shops, restaurants, and bars/cafes will transform the Wembley area into one of the capital's premier visitor attractions bringing desperately needed jobs and investment to local people.

One Council Programme

This project programme has generated more than 30 separate improvement and efficiency projects that are now delivering the bulk of the Council's required savings. In 2011/12 approximately two thirds of the £42 million savings required were delivered through this programme and our intention is to at least match this next year. In our capacity as a lead authority in the West London Alliance Brent is also actively progressing a series of large-scale procurement projects which will help to provide better services at lower cost to the tax-payer.

4.0 Executive Summary - FINANCE

4.1 The Council's revenue budget position for the quarter 4 is as follows:

Item	Budget £000	Forecast Outturn £000	Variance £000
Adult Social Services	88,949	88,949	0
Children & Families	53,115	53,115	0
Environment & Neighbourhood Services	36,596	36,648	52

Regeneration & Major Projects	33,996	33,089	(907)
Finance & Corporate Services / Central Services	31,358	31,013	(345)
Service Area Total	244,014	242,814	(1,200)
Central Items	23,875	24,986	1,111
Total Council Budget	267,889	267,800	(89)

The Council submitted a set of accounts for 2011/12 to the District Auditors by the statutory deadline of 30th June 2012. The accounts show an improvement in outturn of £89k on the position reported in quarter 3 and included in the forecast outturn as part of the budget setting report to Council in February. The figures in the accounts are in draft form and subject to audit and the final accounts will be approved by the Audit Committee on 27th September 2012.

- Departmental budgets under spent by £1.2m which was an improvement of £1.38m from the quarter 3 forecast of £180k overspend with the main area of under spending being Regeneration and Major Projects.
- This has been partly offset by the recognition of additional costs within central items of £1.291m since quarter 3. This means that Brent is now reporting general fund balances of £10.169m at the 31st March 2012 an overall improvement of £89k better than the latest budget.
- Overall the main overspending pressures identified during the year that have come through in the outturn are adult social care transitions (£580k), and children's social care legal costs (£184k), after allocation of centrally held funds.
- Regeneration and Major Projects under spend was £907k due to slippage and under spends on various projects.
- Although Children & Families and Adults Social Care have broken-even at year end there have been spending pressures during the year. Adult Social Services have seen additional costs of £1.1m within its day centres from staffing and transport expenses which have been met from under spends in other budgets and additional PCT income. Children and Families have had spending pressures across its placement and safeguarding budgets of around £1m which have been offset mainly by savings within early years and children's centres.
- Environment and Neighbourhoods main pressures during the year have been delays in implementing the library transformation programme, overspending within waste and recycling and safer streets which have been met by over achievement of income targets in Transportation and Transport Services.

- Central Services has an under spend of £345k for quarter 4 an improvement of £231k from the forecast overspend of £114k in quarter 3 primarily due lower than expected staff costs and higher income figures within Strategy, Partnerships & Improvements.
- The £1.2m under spending on departmental budgets together with the various balances on central items have allowed the Authority to fund the replenishment of the £2.7m transformation reserve and create a new reserve of £3.0m to fund employment initiatives. The main variances enabling this to happen are an under spend on capital financing costs which has arisen from taking advantage of low rates on short term financing arrangements and a saving of £2.0m in the redundancy and restructuring budget.
- The outturn on the schools budget for 2011/12 improved from around £1.5m to breakeven. These means that the schools deficit remains in the region of £5.7m with the agreement with the Schools Forum to bring the schools budget deficit back into balance by the end of 2014/15.
- The under spend of £89k means that subject to audit our overall general fund non earmarked balances will be £10.169m at the start of 2012/13.

4.2 The Council's capital budget position for Quarter 4 is as follows:

Item	Qtr 3 Budget Position £000	Outturn £000	Variance £000
Adult Social Services	1,200	300	(900)
Children & Families	0	0	0
Environment & Neighbourhood Services	16,305	14,368	(1,937)
Regeneration & Major Projects	117,229	90,059	(27,170)
Housing – General Fund	5,146	4,318	(828)
Housing - HRA	14,668	10,835	(3,833)
Finance & Corporate Services / Central Services	1,926	4,545	2,619
Total Capital Programme	156,474	124,425	(32,049)

The Council's quarter 4 actual shows a decrease in 2011/12 capital expenditure of £32.049m from the amended Quarter 3 figure. Full details of the variances to the previously reported figure are given in the attached Finance Appendix. For 2012/13 £40.086m will be carried forward into the programme which includes the £32.049m and an additional £8.033m of resources from increased levels of grant funding or funded through additional levels of self funded borrowing, where the revenue costs are met through identified savings or are met from within existing budgetary provision. As such

the Council's Capital Programme has remained in balance without detrimental impact upon revenue budgets.

5.0 Financial implications

These are set out in the attached appendix.

6.0 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 those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

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

7.0 Diversity implications

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

8.0 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.

PHIL NEWBY Director of Strategy, Partnerships & Improvement	CLIVE HEAPHY Director of Finance & Corporate Services
---	---

**One Council Overview & Scrutiny Committee Work Programme 2012/13
Chair Cllr Ashraf**

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
12 th June 2012	The waste and recycling transformation project	Report back on the implementation of the waste management project and successes. .	Chris Whyte & David Pietropaoli	Report was noted by the committee. Feedback requested about the collection of disused green boxes and engagement with landlords about tenants dumping rubbish. Template/guidance requested regarding the promotion of the free bulky waste collection service. Feedback will be circulated to all committee members.
	Services for young people project	Update to be provided on how the project is going.	Cathy Tyson	Update was noted by the committee.
	Working with families initiative	Presentation and update on the current status of the complex families project.	Phil Newby	Report was noted by the committee. Further update will be provided by the project manager at the next committee meeting in July.
	One Council Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Peter Stachniewski	Update report noted by the committee.

24 th July 2012	<p>Move to the Civic Centre</p> <p>Housing Need Transformation Project</p> <p>Performance & Finance review Q4</p>	<p>Committee would like an update on the move.</p> <p>A progress update on the project work streams and how the impact of the project is being measured.</p> <p>To provide members with performance information</p>	<p>Caroline Raihan</p> <p>Perry Singh</p> <p>Phil Newby</p>	
16 th October 2012 Page 30	<p>Complaints Annual Report</p> <p>Working with families initiative</p> <p>Performance & Finance review Q1</p>	<p>Report will provide members with information on how the council has dealt with complaints during 2011/12 and the impact of the revised 2 stage complaints procedure.</p> <p>The committee will receive a further, more comprehensive update by the appointed Project Manager.</p> <p>To provide members with performance information</p>	<p>Philip Mears</p> <p>Roger Whitmore</p> <p>Phil Newby</p>	
5 th December 2012	One Council Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Peter Stachniewski	

	Future Customer Service Project	Update on the status of the project and what the main challenges have been.	Tony McConvile / Margaret Read	
6 th February 2013	Performance & Finance review Q2	To provide members with performance information	Phil Newby	
21 March 2013	Performance & Finance review Q3	To provide members with performance information	Phil Newby	
Items to be timetabled for future meetings:	Managing the Public Realm – street furniture			

This page is intentionally left blank