



One Council Overview and Scrutiny Committee

Tuesday 16 October 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
Allie
Hopkins
Hector
Gladbaum
Mashari
Allie

For further information contact: Lisa Weaver, Democratic Services Officer
020 8937 1358 lisa.weaver@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

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 24 July 2012

The minutes are attached.

4 Matters arising

5 Complaints annual report 1 - 18

This report provides members with information on how the council has dealt with complaints during 2011/12 and the impact of the revised 2 stage complaints procedure.

Ward Affected: All Wards **Contact Officer:** Phillip Mears,
Corporate Complaints
Tel: 020 8937 1041
phillip.mears@brent.gov.uk

6 Working with families initiative

The presentation will cover:

- The background to the Brent Working with Families project and its links to the government's Troubled Families Initiative
- Progress on developing a new approach to working with families
- The outcomes expected from the new approach
- Taking the project forward

This item will be presented by Phil Newby.

Ward Affected: All Wards **Contact Officer:** Phil Newby, Director

of Strategy, Partnerships and
Improvement

Tel: 020 8937 1032

phil.newby@brent.gov.uk

7 Performance and finance review Q1

19 - 58

Report updating members with a corporate overview of Finance and Performance information.

Ward Affected: All Wards

Contact Officer: Phil Newby, Director
of Strategy, Partnerships and
Improvement

Tel: 020 8937 1032

phil.newby@brent.gov.uk

8 One Council Overview and Scrutiny work programme

59 - 62

The work programme is attached.

9 Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 5 December 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

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Tuesday 24 July 2012 at 7.30 pm

PRESENT: Councillor Ketan Sheth (in the Chair) and Councillors Brown, Chohan, Lorber, McLennan and Pavey.

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

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

None made.

2. **Election of Chair**

RESOLVED:

that in the absence of the Chair, Councillor Sheth be elected chair for the meeting.

3. **Deputations**

None.

4. **Minutes of the last meeting held on 12 June 2012**

RESOLVED:

that the minutes of the previous meeting held on 12 June 2012 be approved as an accurate record of the meeting.

5. **Matters arising**

None.

6. **Move to the Civic Centre**

The committee received a presentation from Caroline Raihan (Interim Programme Manager, Move to the Civic Centre) who welcomed the opportunity to update members on progress being made the move to the new Civic Centre scheduled for the forthcoming year. She referred to the intention to minimise disruption to services and outlined the governance arrangements in place for the project. In terms of the One Council programme the project had an amber status and would remain so until the move. Departments were preparing for the move with a 70% reduction in storage space coordinated by departmental move action teams and hot-desking workshops. Business working reviews would be reported to the Corporate Management Team. On IT, changes included digital processing and reviewing cash arrangements. Work was also taking place on new arrangements for customer

services. A project team was considering parking facilities and by October was expected bring forward package of proposals. Improvements to Facilities Management were also in progress. Caroline Raihan set out the timelines for completion and for moving in over weekends in a 12 week period.

Members raised questions on the progress being made on the clear desk policy, 'paperless' offices and the operation of the Civic Hall in particular the extent to which it could continue to be used by community based. Caroline Raihan advised that the clear desk should by now be in operation and it was accepted that 'paper-light' was a more realistic ambition. On the Civic Hall, Caroline Raihan indicated that the intention was for corporate and community use to sit side by side and existing users, in particular Tea Dance attendees, were looking forward to using the new venue. A commercial events manager would be recruited however the Civic Centre would be a community hub. She undertook to send members information on the pricing structure.

Members raised questions on plans to redirect bus routes and heard that some routes had already been redirected and consideration was being given to others. Concern was expressed that Park Lane could be left with inadequate bus service and also whether the planned redirection of bus routes to the new Civic Centre would be sufficient. On parking, the committee heard that there would be some spaces in the basement area for drivers with disabilities and for a car club. The Executive had previously agreed that parking should be chargeable to maintain the business case. Staff would be encouraged not to drive to work on Stadium Event days and members questioned there should be provision for members attending meetings on Stadium Event days. Separate provision for weddings was being considered. On the savings to be made from giving up leases on existing premises, the committee heard that progress was being made and savings were realizable and asked to receive further information in writing.

The committee thanked Caroline Raihan for the update.

RESOLVED:

that the report be noted.

7. Housing Needs Transformation project

The committee received a report from the Director of Regeneration and Major Projects which gave an update on the Housing Needs Transformation Project. Perry Singh (Assistant Director, Housing) reminded the committee of the drivers for the transformation namely welfare reform legislation, the review of customer care provision and also the need to identify savings. The approach was to remove duplication and minimise hand-offs. The committee heard that the revised tenancy strategy had been agreed by the Executive. Perry Singh advised that the restructuring had achieved double the expected level of savings and the extent to which other key objectives had been achieved was not yet known. Of the 28 redundancies, only seven had been compulsory. The RAG status of the project had been Green throughout.

In response to members' questions, Perry Singh confirmed that all of the savings achieved had come from staffing changes and accepted that staffing levels would

have to be revisited should there be a significant increase in the level of complaints over and above the anticipated caseload

Perry Singh confirmed that a comprehensive system of performance measurement was in place and indicated that the numbers in bed and breakfast accommodation had decreased, recently to as low as zero. The full impact of Welfare Reform legislation was unknown and families would have a number of options however an increase in caseload was anticipated.

Cathy Tyson contributed that the Programme Board felt this was a thorough and well managed project which made good use of available systems and processes. Perry Singh confirmed that capacity had been increased as a result of the changes and that the savings from a restructuring of Brent Housing Partnership had not been included.

RESOLVED:-

that the successful implementation of the Housing Needs Transformation Programme be noted.

8. **Performance and finance review quarter 4**

Cathy Tyson (Assistant Director, Policy) introduced the joint report from the Directors of Strategy Partnerships and Improvement and Finance and Corporate Services which set out a corporate overview of finance and performance information. She made reference to the fact that some of the figures were indicative and also to some concerns over data for example, in Adult Social Care, connected to IT systems and Frameworks for which additional resources had been introduced. On Children and Families, the position on provision of school places had stabilised and also over costs for foster care placements. On waste collection, the increase in recycling had increased more significantly than it appeared however more work was required on public realm management for example, fly tipping. On Regeneration and Major Projects, significant events were due to commence providing additional opportunities. Local people's access to employment continued to be an issue. In the light of overspending at the end of the previous financial year there was a high level of scrutiny to ensure a sound financial position and the protection of services. Cathy Tyson was pleased to report that the council had been ranked as the best in London in assessing housing benefit claims. Additionally, changes to complaints management had led to fewer complaints and was more efficient.

On the Performance Review report, members raised questions on spending pressures on placement and safeguarding budgets which have had to be subsidised by Children's Centres. These were said to be difficult to forecast but early monitoring and preparations would be taking place from the first quarter. Members also raised the question of de-commissioning health services and Cathy Tyson advised that there were on-going, regular discussions between council officers and NHS colleagues over the transfer of public health and the integration of health and social care.

Problems relating to street cleaning were again raised evidenced by complaints. Cathy Tyson advised that requirement for residential streets to be cleaned at least once a week was part of on-going dialogue with the contractor and checks were

being made. Members specifically referred to NI 95a (% of Streets below standard for litter) performance on which (9%) appeared to be poorer than previously indicated and requested that thorough cleans be carried out. On council delays in making payments, members raised questions on the adverse impact on partners and were advised that information on the extent of this was available from invoices. It was agreed that an exercise be carried out and reported back. Members noted that funding had been received for employment initiatives (£3M) and requested information on the cost of employing a consultant to carry out the work. Members expressed concern over the data quality for Adult Social Care indicators and also the number of planning applications processed within 13 weeks which, at 41%, was significantly below target.

RESOLVED:-

- (i) that the finance and performance information contained in the joint report from the Directors of Strategy, Partnerships and Improvement and Finance and Corporate Services be noted and remedial actions taken as necessary;
- (ii) that the current and future strategic risks associated with the information provided be noted and remedial action taken as appropriate.

9. One Council Overview and Scrutiny work programme


Members asked for an officer to attend to give an update on the integration of public health and for Chris Whyte to circulate a note on steps to be taken to address and improve on-going street cleaning problems in the interim period before the new contract comes into force. An update from Chris Whyte on the waste contract was added to the programme for December 2012.

10. Any other urgent business

None.

The meeting closed at 8.45 pm

Ketan Sheth
Chair

	<p>One Council Overview & Scrutiny Committee 16 October 2012</p> <p>Report from the Director of Strategy, Partnerships & Improvement</p>
<p>Wards Affected : ALL</p>	
<p>Annual Complaints Report 2011/2012</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 adult social care and children and family-related 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 covered in two further annual reports attached as appendices A and B.

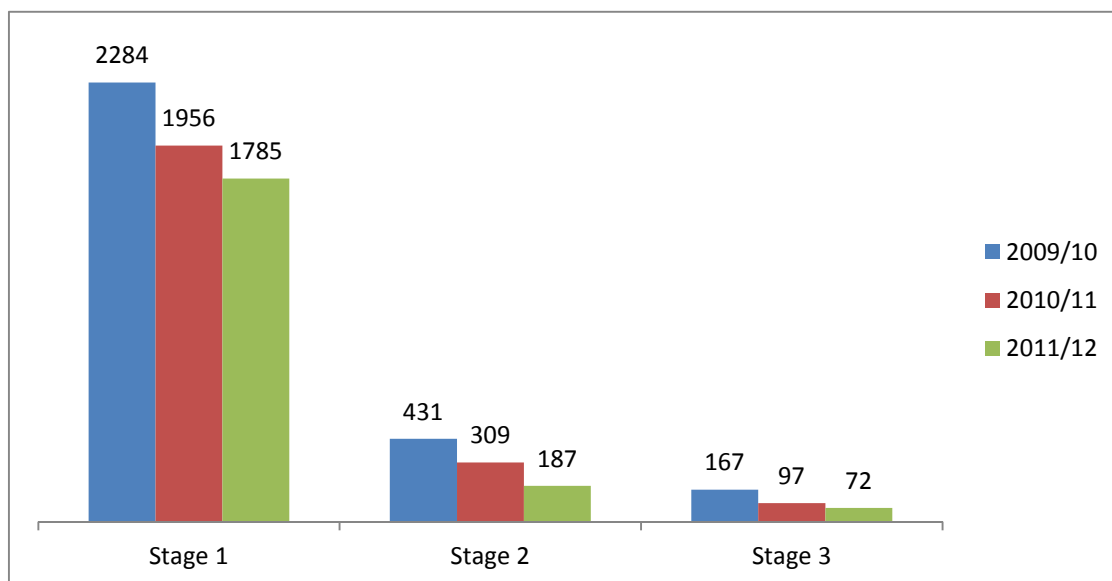
1.2 Headlines

- Stage 1 complaints fell by 9% with the bulk of the reduction attributable to BHP
- Just under 90% of complaints were successfully resolved at the first stage
- Complaints escalated to stages 2 and 3 fell by 39% and 26% respectively in comparison with 2010/11 - BHP led the way with a 50% reduction in escalated complaints
- For the second year running Brent achieved the best results in London and among the best results nationally so far as Local Government Ombudsman complaints were concerned. In only 9 cases – 12% of all cases investigated, did the Ombudsman ask us to take action to resolve the complaint. This compares with a London average of 27% and a national average of 21%.
- Compensation awards went down from £95k to £71k and reduced by half when compared with 2009/10

2.0 Recommendations

2.1 This report is for information only.

3.0 Complaints received over the past three years



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

	Stage 1			Stage 2			Stage 3		
	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12 *
Adult Social Care	40	140	115	2	2	2	3	1	0
BHP	848	672	540	181	143	74	55	40	21
C&F	168	170	181	10	6	12	4	3	1
E& NS	690	405	410	83	46	36	35	15	19
FCS R&B	826	263	221	70	47	16	30	3	14
FCS other*	55	19	37	4	2	0	1	1	0
RMP HSG	257	239	244	81	44	33	37	30	12
RMP	N/A	48	37	N/A	11	14	N/A	4	5
Total:	2284	1956	1785	431	309	187	167	97	72

*Stage 3 - includes cases where a request for a final investigation was received but subsequently refused on the basis that a further investigation was not warranted

RMP other* - represents the planning service, and other non-housing parts of Regeneration & Major Projects

FCS other* - represents Brent Customer Services

- 3.2 Stage 1 complaints fell by 9% compared with 2010/11, continuing the trend seen in 2009/10. Most of the reduction was attributable to BHP and Revenues and Benefits whose complaints fell by 20% and 16% respectively.

The reduction in BHP complaints is due to a number of factors, including the introduction of an improved repairs appointment system and a greater emphasis within the organisation on seeking to resolve issues before they result in complaints.

The reduction in Revenues & Benefits complaints is all the more encouraging in view of the changes in the benefits system that started to take effect in the latter part of 2011/12 and which were expected to result in an increase in complaints. The work the benefits service has done to mitigate the impact of the changes on service users has clearly had a positive effect.

3.3 Escalated complaints

Just under 90% of complaints were resolved to the customer's satisfaction insofar as they did not consider it necessary to take the complaint further.

Stage 2 and 3 complaint numbers fell by 38% and 26% respectively compared to 2010/11. Of particular note was the 48% and 47% reduction in BHP stage 2 and stage 3 complaints and the 66% reduction in Revenues & Benefits stage 2 complaints.

The low level of escalated complaints represents a significant efficiency saving in terms of management time and associated costs and is an indication of the improvements made to the quality of investigations and the determination of managers to resolve complaints at the local level whenever possible.

3.4 What was the outcome of investigations?

Table 2 - Percentage of complaints at stages 1 & 2 that were fully or partly upheld

	Stage 1			Stage 2		
	09/10	10/11	11/12	09/10	10/11	11/12
ASC	33	91	49	33	0	0
BHP	69	60	54	66	66	56
C&F	57	63	48	50	40	27
ENS	50	53	56	45	47	38
FCS R&B	49	45	52	45	31	65
FCS other	55	19	70	4	2	0
RMP HSG	21	24	34	24	34	23
RMP	n/a	10	47	n/a	19	50

Table 2.1 Complaint decisions at Stage 3

Total number of decisions at Stage 3	Fully/partly upheld	Not upheld	Investigation request refused
BHP	21	4	13
C&F	1	0	1
ENS	19	2	8
FCS R&B	14	4	4
RMP HSG	12	6	2
RMP	5	2	3
Totals	72	18	30

3.5 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 and contributes to the low levels of escalation.

Only 25% of stage 3 complaint investigations – just 18 cases, resulted in the complaint being fully or partly upheld. It is worth noting that we turned down the request for a final stage investigation in over 30% of cases. This was because we had concluded that the earlier investigation had properly addressed the issues involved and the customer had been unable to justify why a further review of the complaint should be undertaken.

3.6 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 target 85% Within 15 working days			Stage 2 target 85% Within 20 working days		
	09/10	10/11	11/12	09/10	10/11	11/12
ASC	50	37	62	100	0	0
BHP	94	94	93	86	90	73
C&F	60	78	28	31	40	0
ENS	79	76	63	68	83	52
FCS R&B	84	94	95	76	92	100
FCS other	95	100	100	100	100	n/a
RMP HSG	74	77	74	64	66	20
RMP	n/a	65	65	n/a	67	60

BHP's and Revenues and Benefits performance was impressive, especially when bearing in mind the large volume of complaints dealt with. Poor performance in Adult Social Care and Children & Families is being addressed by complaint officers along with the management teams from the respective departments.

3.7 Compensation awards in connection with complaints

The total amount paid in compensation was just under £71k - £20k less than the previous year and less than half the amount paid out in 2009/10. BHP accounted for the bulk of the reduction. The considerable increase in the Children & Families compensation level at Stage 1 was due to sizeable amounts awarded in two cases: one case concerned a decision to pay a retrospective fostering allowance of £14k, the other case involved a decision to reimburse a foster carer the cost of attending two NVQ courses costing a total of £3k.

The Council's policy on compensation is closely modelled on guidance provided by the Ombudsman. Compensation is awarded in cases 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.

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.

Table 4 - Compensation paid in connection with complaints investigated

	Stage 1			Stage 2			Stage 3		
	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12
ASC	24,673	11,000	15165	1,500	0	0	0	0	0
BHP	26,558	25,026	16364	15,010	16,056	13799	7,360	10,370	0
C&F	23,538	6,532	18240	20,472	3,500	0	0	500	0
ENS	535	185	175	955	185	340	400	600	45
FCS R&B	7,594	2,235	650	6,360	3,222	50	5,399	1,700	0
FCS other	610	170	0	275	0	25	212	0	0
RMP HSG	1,470	3,035	1321	4,818	7,550	3176	8,880	2,085	1200
RMP	n/a	0	0	n/a	0	0	n/a	0	250
Total paid:	84978	48183	51915	49390	30513	17390	22251	15255	1495

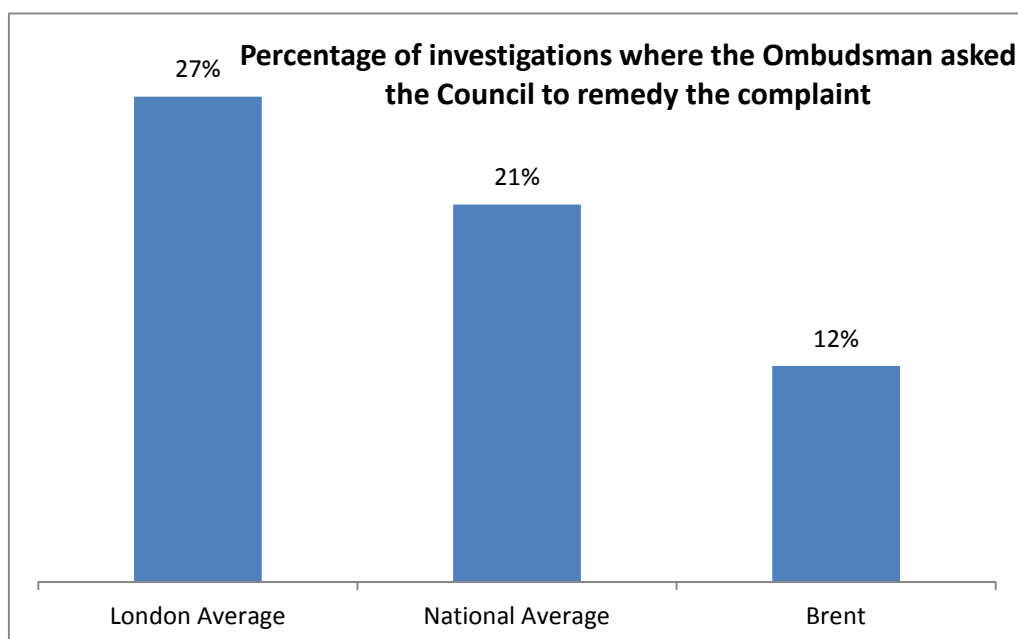
3.8 Complaints made to the Local Government Ombudsman

The Ombudsman accepted 65 complaints for investigation, 14 fewer than the previous year. Almost half the cases accepted for investigation had not previously been investigated by the Council. The Ombudsman has the power to investigate a complaint regardless of whether the Council concerned has had the opportunity to resolve the matter through its own complaints process. In theory they are meant to restrict this power to cases where for example the complainant appears to be especially vulnerable or where the matter in question needs a prompt outcome – school admissions for example. In practice there appears to be an element of inconsistency in how the Ombudsman exercises this power – something which the Council's Complaints Manager continues to raise with the Ombudsman.

The complaints were evenly spread across the main areas of the Council with, BHP, Revenues & Benefits and Children & Families having the highest numbers.

3.9 What did the Ombudsman decide?

The Ombudsman made 77 decisions in connection with Brent complaints they investigated. In only 9 cases (12% of all decisions) was the Council asked to take some form of action in order to resolve the complaint. These were formerly classified as 'local settlements'. This represents the lowest settlement rate in London and one of the lowest figures nationally. The London average was 27% with our immediate neighbours – Barnet, Ealing and Harrow – scoring 26%, 22% and 33% respectively. The national average was 21%. None of the complaints where the Ombudsman found some fault had been through the Council's corporate complaints procedure. The Ombudsman's figures are a further indication of the effectiveness of our investigation process as well as our determination to resolve issues in-house so far as is possible.



3.10 What service areas did the cases where the Ombudsman found fault relate to?

Five of the cases relate to Adult Social Care. Details are provided in the Adult Social Care report – Appendix B. One case concerned Audit & Investigation - the Ombudsman criticised the Council for the time it took to inform the person under investigation in a fraud case that we were not going to prosecute.

One case concerned school admissions – this related to the time it took to offer a place to a primary school child. The Ombudsman found that the Council had not properly applied the Fair Access Protocol.

One case concerned Care Planning (Children & Families) – The case involved a reported burglary that allegedly took place at a care facility the Council had placed the young person in. The Ombudsman criticised the Council for not ensuring that it was made clear to young people placed in the facility that personal possessions were not covered by any insurance policy. The Ombudsman asked the Council to pay the complainant £1k to compensate for the items she claimed had been stolen.

Lastly, one case concerned the Housing Resource Centre – the Ombudsman found that the Council had failed to apply the homelessness criteria correctly which resulted in the complainant not being accepted as homeless. The Ombudsman asked the Council to pay the complainant £1k to compensate for the injustice caused.

3.11 Compensation in respect of Ombudsman complaints

	09/10	10/11	11/12
ASC	24673	50	3543
BHP	170	0	0
C&F	0	0	1000
ENS	0	0	0
FCS R&B	350	50	0
FCS other	0	0	250
RMP HSG	350	850	1050
RMP	n/a	0	0

Total paid:	25543	950	5843
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3.12 Service improvements arising from complaints

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

- Improved procedures for dealing with reports of anti-social behaviour involving families housed in bed & breakfast accommodation were developed following an investigation that revealed that there was no consistent approach for dealing with such issues
- A programme to improve customer care in the parking shops and reduce waiting times was introduced following a number of complaints about that service
- Street cleaning resources were reallocated in order to address concerns raised by customers about particular areas
- Information on the Council's website relating to the use of CCTV in parking enforcement was updated after a complaint investigation revealed that the existing information was misleading

- More comprehensive checks were required of Capita's bailiffs following an investigation which concluded that the bailiffs had removed a debtor's car without the necessary proof to demonstrate that the car did in fact belong to the debtor.
- Improved record keeping between the Housing Resource Centre and BHP in connection with the status and condition of vacant properties was developed following an investigation which concluded that that inconsistent record keeping had led to residents being sent to view properties wholly unsuited to them.

Examples of service improvements relating to Adult Social Care and Children & Families are included in appendices A & B.

3.13 **Priorities for 2012/13**

Overseeing the ongoing application of the new two stage complaints procedure

The Council moved from a three stage to a streamlined two stage policy with effect from April 2012. In the run up to its introduction extensive training was carried out across the Council to raise awareness of the revised procedure and a Corporate Investigation Standard was introduced to help raise the quality of complaint investigations. Based on an analysis of complaints dealt with in the first quarter of 2012/13 the revised policy has been well managed by departments with only 6% of complaints escalating beyond the first stage. The Council's complaints manager is continuing to closely monitor the situation to ensure that the policy is being correctly applied across the Council.

Moving all Council complaints to one database

To coincide with introduction of the two stage complaints policy a new complaints database was introduced. All departments will be using the new system by October 2012 with BHP expected to come on board by the end of quarter 3. The new database will assist in the efficient management of complaints and as a web based system supports the Council's channel migration strategy.

Improving complaint response times

Response times in 2011/12 in a number of areas were less than satisfactory. Complaint officers will be working with departmental management teams to address this issue.

Preparing for the change in jurisdiction for Housing Management complaints due to start in April 2013

As a result of the Localism Act housing management complaints – essentially all those dealt with by BHP will move jurisdiction from the Local Government Ombudsman to that of the Independent Housing Ombudsman from April 2013. In addition the complaint needs to have been considered by a Councillor, MP or Tenants Panel before it can be referred to the Housing Ombudsman.

The Council's complaints manager will be working with colleagues to ensure that the necessary arrangements are in place within the Council and BHP to respond to the requirements of the Act.

Introduction of regular management information reports

There has been an inconsistent approach to providing regular information on complaints activity to departmental management teams. The intention is to

introduce a quarterly department-specific report that will give senior managers a better understanding of the complaints activity across their respective service areas.

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. The Complaints Manager is continuing to work with colleagues 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 prior to the move to the Civic Centre.

Background Papers

Local Government Ombudsman's Annual Review 2011/12
Adult Social Care complaints Annual Report 2011/12
Children & Families Complaints Annual report 2011/12

Contact Officers

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Direct line: 020 8937 1041

Phil Newby
Director of Strategy, Partnerships & Improvement

Appendix A

CHILDREN AND FAMILIES - ANNUAL COMPLAINTS REPORT : 2011/12

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. For the sake of completeness this report also includes information on complaints dealt with under the corporate complaints process – which in the main relates to services provided by Achievement and inclusion.
2. The 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.
3. **A total of 181 stage 1 complaints were received**, just 11 more than the previous year. 124 stage one complaints fell within the statutory complaints procedure with Localities and Care Planning accounting for the majority. A total of 57 corporate complaints were received with two-thirds relating to school admissions. This largely reflects the nature of complaints received in 2010/11. A detailed breakdown is given in appendix A.1.
4. **Complaints that escalated beyond stage 1** - Just 7% of complaints ended up escalating to Stage 2 which is well within the Council target of no more than 15%. Localities (4) and CarePlanning (4) accounted for the majority of stage 2 complaints. One Stage 3 complaint was received relating to a BACES case involving a dispute over fees.

One of the reasons for the low escalation rate is because in the event that service users are dissatisfied with the outcome of the stage 1 investigation, they are given the option of meeting with the relevant service managers in the hope that any remaining concerns can be resolved. In many instances the outstanding issues are successfully resolved thereby saving the costs and resources associated with further investigations.

5. **62% of stage 1 complaints were answered on time**, significantly down on the 78% achieved in 2010/11. The biggest drop in performance was in Achievement & Inclusion which went down from 72% to 39%. A review of the staffing structure meant that fewer managers were available to investigate complaints. The complaints manager is working with the service to explore ways to improve performance.
6. **Outcomes of complaint investigations** – Out of 168 stage 1 investigations completed, 48% resulted in the complaint being upheld or partially upheld. A total of five stage 2 complaint investigations were concluded of which 1 was fully upheld and 4 not upheld. The one stage 3 complaint was not upheld.
7. A total of **8 Ombudsman complaints** were determined. 2 of which required the Council to take action to resolve the complaint. One case concerned school admissions and related to the time it took to offer a place to a primary school child. The Ombudsman found that the Council had not applied the Fair Access Protocol.

The other case concerned Care Planning (Children & Families) – The case involved a reported burglary that allegedly took place at a care facility the Council had placed the young person in. The Ombudsman criticised the Council for not ensuring that it was made clear to young people placed in the facility that personal possessions were not covered by any insurance policy. The Ombudsman asked the Council to pay the complainant £1k to compensate for the items she claimed had been stolen.

8. There were a number of **service improvements arising from complaint**

investigations. Examples are given below:

- A briefing on the complaints process was delivered to foster carers which also gave them the opportunity to provide feedback on the service from their perspective
- The wording on the decision letter used to inform parents of the department's decision in connection with applications requesting support for a disabled child has been amended to encourage the parent/carer to contact the team if dissatisfied with the decision rather than to be automatically signposted to the complaints procedure
- Insurance related information provided to young people moving into semi-independent accommodation has been reviewed

9. **Compensation** totalling £19k as paid out – inclusive of £1k relating to an Ombudsman complaint. Examples of why compensation was awarded include:

- reimbursement of NVQ related costs incurred by a foster carer
- a payment to a young person in semi-independent housing who allegedly sustained a theft of personal items
- retrospective payment of a fostering allowance

11. **Training** focussed mainly on equipping staff with the skills required to undertake a quality complaint investigation and write an effective response. 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.

12. **Priorities for 2012/13:**

- working with DMT and other managers to improve response times
- conduct a series of team workshops to raise awareness and understanding of the complaints process at the local level
- Deliver further investigation skills training to build capacity within the department
- Produce regular (quarterly) complaint management information reports for DMT summarising key issues

Appendix A.1 : Management Information

Numbers of Complaints Received

Stage 1			Stage 2			Stage 3		
09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12
169	170	181	10	6	12	3	3	1

Types of Complaint – Stage 1

	11/12	10/11	09/10
Children in care/ leaving care services	51	36	36
Localities (social care referrals and assessment)	56	36	32
Disabled children social care services	7	10	10
Other social care support services including child protection and youth offending	1	10	10
Placements (fostering and adoption services}	7	5	8
Early Intervention and children's centres	1	4	7
School admissions	36	36	14
Adult education service	14	17	30
Special educational needs	6	4	3
Other education services including youth services	2	9	8
Services no longer part of C&F		3	11
Total	181	170	169

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		
11/12	10/11	09/10	11/12	10/11	09/10	11/12	10/11	09/10
28%	78%	61%	0%	40%	29%	100%	0%	n/a

Equalities Information

68% of complaints were made by females. Ethnicity information based on those complainants who were prepared to provide it is set out below.

Ethnicity of Child or Young Person	2011/12	2010/11	2009/10
Asian or Asian British	20%	6%	6%
Black or Black British	30%	50%	69%
Black African	20%	11%	6%
Mixed/Black and White or Mixed/Other	15%	11%	13%

White/British	10%	6%	6%
White/Irish	5%		
White/Other	-	6%	

Advocacy information

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.

21 young people made complaints about social care services and five were supported by advocates. All the young persons' complaints were resolved at stage 1.

Phillip Mears
Complaints Manager

Appendix B

ADULT SOCIAL SERVICES - ANNUAL COMPLAINTS REPORT 2011/12

1. This report provides information on complaints made about Adult Social Services during 2011./12 as required under
 - a. the Health and Social Care (Community Health & Standards) Act 2003 and the Local Authority Social Services Complaints (England) Regulations 2006
 - b. the Local Authority Social Services and National Health Service Complaints (England) regulations 2009
2. 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 team we were able to resolve 20 complaints at an early stage. The complaints manager is working with customer services to improve our recording of potential complaints resolved at the first point of contact.
3. The complaints team has been working with senior managers to improve the quality of investigations conducted in house and the application of suitable remedies. This approach has meant that we have used external investigators in very few cases – with a consequent saving in charges. In addition it has encouraged managers to take ownership for addressing service failures identified through complaints and for driving through service improvements.
4. **The number of Statutory Complaints received** in the year was 88 - down from 127 the previous year. Some of the decrease can be put down to the new structures within Adult Social Services which have helped improve the way we deal with customers. For example in previous years many complaints were raised by customers who had to wait weeks or even months for an application for a care assessment to be processed. Under the restructure responsibility for undertaking the initial assessment transferred to the call centre which massively reduced waiting times. A further influence on complaint numbers has been the complaint team's approach which has been to encourage teams to seek to resolve issues at the first point of contact before they become complaints.
5. **27 Corporate Complaints were received-** up from 13 the previous year. These mainly concerned applications for Blue Badges and Freedom Passes and reflect the fact that following a review, a number of users lost their right to a Freedom Pass. Secondly following a tightening of antifraud guidelines Blue Badges had to be collected in person instead of being posted.
6. **Two corporate complaints reached stage 2.** One concerned the provision of a Freedom Pass and the other related to communication problems that a service user experienced with Brent Mental Health Service (BMHS). Both of these complaints were not upheld and did not progress to stage 3.
7. **The % of complaint responses within timescale was 28%** - down from 52% in 2010/11. Performance was affected by vacancies that existed during the year as part of the ongoing restructure plus other competing priorities. In response the pool of managers required to investigate complaints has been widened and the department's management team is closely monitoring the situation.
8. **A total of 24 stage 1 corporate complaints were investigated.** 9 investigations concluded that there had been some fault on the part of the department - mainly around the Blue Badge application and collection process.
9. **A total of 73 statutory complaints were investigated** with some fault being found in 40 cases. The main areas where complaints were upheld were around poor communication with clients, delays in assessments, reduction in care packages and conduct of staff, and general service delays.
10. **Of the 10 Cases** determined by the Ombudsman, 5 required the Council had to take action to resolve the complaint. Brief details of the cases involved are below. These complaints had been investigated by the department at stage 1 of the statutory or corporate complaints procedure. The

- working with DMT and other managers to improve response times
- conduct a series of team workshops to raise awareness and understanding of the complaints process at the local level
- Deliver further investigation skills training to build capacity within the department
- Produce regular (quarterly) complaint management information reports for DMT summarising key issues

Appendix B.1

Management Information

Table 1 - Numbers of Complaints Received

	2011/12	10/11	09/10
Statutory Complaints	88	127	84
Corporate Complaints Stage 1	27	13	5
Stage 2	3	2	3

Table 2 – Service Area Complaints (Inclusive statutory & corporate complaints)

	2011/12	10/11	09/10
Reablement & Safeguarding	36	39	21
Brent Mental Health Service	6	9	11
Support Planning & Review	45	61	22
ASS Finance	9	5	12
Integrated Commissioning	14	9	9
Direct Services	2		
Other	3	3	
Total	115	140	89

Table 3 - Percentage of Complaints Responded to within Timescales

Statutory & Corporate Complaints		
11/12	10/11	09/10
28%	52%	46%

Table 4 - Outcomes of investigations

Some complaints registered in 2011/12 are still live (having entered our monitoring system before 31 March 2012 but not yet concluded) they will be included in the next year's figures). In percentage terms, 49% of complaints investigated were fully or partly upheld.

	Statutory Complaint	Corporate Stage 1	Corporate Stage 2
Fully upheld	19	6	0
Partially upheld	21	3	0
Not upheld	29	13	2
Withdrawn	4	3	0
Total	73	25	2

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Table 5 - Comparative figures with other West London Councils – Figures are presently being sought and of those received are included in the table below:-

London Borough	Total No of complaints received	No of statutory complaints	No of corporate complaints	No of LGO investigations
Barnet	100	96	4	15
Brent	115	88	27	7
Ealing	102	94	8	2
Harrow	92	79	13	2
Hillingdon	69	69	0	7

The fact that we received more complaints than our neighbouring boroughs should be considered in light the stricter application of the fair access to care criteria coupled with our positive approach to welcoming complaints. That said, 115 complaints represent a tiny fraction of the users of the service.

Martin Beasley
Adult Social Care Complaints Manager

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	<p style="text-align: center;">One Council Overview & Scrutiny Committee 16th October 2012</p> <p style="text-align: center;">Report from Director of Strategy, Partnerships and Improvement and Director of Finance and Corporate Services</p>
Wards Affected: ALL	
Performance and Finance Review, Quarter 1, 2012-13	

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 planned reduction in central government funding over the remaining three years of the Government's current Spending Review and beyond 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.
- d. Agree the budget virements contained within this report.

3.0 Executive Summary - Performance

The performance section of the Performance and Finance Review report now includes a benchmarking column which will provide information from the London Council's benchmarking club. To make the information relevant and meaningful it is drawn from the same quarter in the previous financial year. So for this quarter the information provided comes from quarter 1 2011/12.

3.1 *Adult Social Services*

Performance in relation to the timeliness of social care assessments for mental health clients is showing a slight improvement, though it is below target. A comprehensive review of Brent Mental Health Service is currently underway and the findings will be used as a basis to inform future priorities and performance targets for the service. Carers Needs Assessments have marginally improved on last year's performance and the service is now developing a strategy to improve the existing offer through the introduction of a new Carers Hub, which will provide practical support, advice and information. Data quality issues are being addressed and expected to show a significant improvement by January 2013.

3.2 *Children and Families*

The shortage of school places at key stage 1 continues to be a cause for concern; however a report setting out a medium and long term strategy for creating additional school places was agreed by the Executive in August. The snapshot measure of the number of looked after children in Brent shows a slight reduction though the sustained pressure in Children's Social Care looks

likely to continue for the foreseeable future. A suite of four co-ordinated One Council projects that collectively deliver a 'Working with Families' initiative in Brent is currently being developed. The aim of the projects is to provide early help and ensure better coordination between departments and agencies reducing fragmentation and balancing demand with resources.

3.3 ***Environment and Neighbourhood Services***

The time lag in producing figures for the volume of residual waste and percentage of household waste sent for recycling means that data is provided one quarter in arrears. New local indicators have been developed to measure the number of small and large flytips in the borough. The number of flytipping inspections and investigations and the number of enforcement actions taken are below target.

3.4 ***Regeneration and Major Projects***

Unemployment rates in Brent remain high in comparison to the London average with the percentage of working age residents in employment going down since quarter 4 2011/12. There has been a slight reduction in the number of households in temporary accommodation. This has been relatively stable during quarter 1, which may be in part as a result of a small reduction in number of homeless approaches which result in the council accepting a statutory homeless duty. The current rent collection rate is slightly below target and is highlighted in the appendix as a medium risk. The average number of days taken to re-let a property is below target and a high risk.

3.5 ***Central Services***

New indicators on the number of personal robberies and the number of residential burglaries have now been included to better reflect local priorities. Both of these indicators are showing a medium risk status.

3.6 ***Complaints Summary***

The streamlined two stage complaints procedure was introduced across the council in quarter 1. BHP will introduce the procedure at the start of quarter 2. Local Resolution, formerly known as Stage 1, complaint volumes were broadly in line with the corresponding numbers for previous quarters. The trend in the reduction of escalated complaints continued with only 19 cases reaching the final stage. The Corporate investigation was introduced in conjunction with the new complaints procedure and was designed to support the on going efforts to improve the quality of initial complaint investigations. We will be in a better position to assess the impact of the standard at the end of quarter 2.

3.7 In 11/12 Brent achieved the best result for any London Council so far as the percentage of adverse findings as a percentage of all decisions by the

Ombudsman is concerned. Brent's figure was 11.6% compared with a London average of 27% and a national average of 21%. This demonstrates once again that the council has robust systems in place for investigating and resolving complaints.

3.8 A new indicator introduced in Q1 to record the reason for the complaint. This shows that just over 30% of complaints concerned a delay in providing a service. The next most common categories were complaints about staff attitude and incorrect action taken by the Council.

3.9 **One Council Programme**

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. Overall the Programme delivered gross savings of £11.6m in 2010/11 and a further £29.9m in 2011/12, leading to cumulative savings of £41.5m per annum from the end of 2011/12. Additional budgeted savings for 2012/13 are £15.8m, which will take cumulative underlying savings to £57.3m per annum. By the end of the Programme in 2014/15, cumulative underlying savings are forecast at £81.7m per annum.

4.0 Executive Summary - FINANCE

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

		Forecast	
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Item	Budget £000	Outturn £000	Variance £000
Adult Social Services	89,552	90,502	950
Children & Families	51,402	52,416	1,014
Environment & Neighbourhood Services	34,073	34,073	0
Regeneration & Major Projects	33,277	33,277	0
Finance & Corporate Services / Central Services	32,550	32,550	0
Service Area Total	240,854	242,818	1,964
Central Items	19,538	19,528	(10)
Total Council Budget	260,392	262,346	1,954

- The Council is currently forecasting an over spend of £1.954m, due to demand pressures on service budgets. It is expected that action taken by service areas and the Council will ensure that by year end these over spends will be brought back into balance and there will no requirement to use the Council's non earmarked general fund balances to meet the overspend.
- Children & Families are currently forecasting an overspend of £1,014k. The main factor is a Social Care overspend of £905k. There were placement pressures in 2011/12 which have continued into 2012/13. The spending pressure primarily relates to having to place a number of new Looked After Children with relatively complex needs in more expensive provision. For example 1 recent new additional residential school placement is costing an additional £180k per annum. Similarly the number placed with Independent Fostering Agencies has been above target for the first quarter although the latest position for June has moved to being on target. Measures to ensure the needs of clients are met in the best way while at the same time ensuring the placements represent the best value for money continue to aim to keep control of expenditure. In addition, savings from across Children and Families are being identified to reduce the forecast overspend as far as is possible and will be fed into the departmental monitoring position once they are more firmly identified. The Schools budget is currently forecast to overspend by £952k as SEN expenditure continues to cause budget pressures, which is a continuation of pressures from 2011/12 and previous years. Through the SEN One Council Project a great deal is being done to control future commitments, however the financial impact of this will take some time to feed through into reduced expenditure due to a large element of expenditure being linked to historic statements. The current forecast is also subject to further review once the final Dedicated Schools Grant allocation for 2012/13 has been announced by the DfE and a firmer forecast should be available at that point.
- For Adult Social Services there is a forecast overspend of £950k due to shortfalls in growth for transitions over the last two financial years. The responsibility for paying the cost of care transfers each year on 1st 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 Work is on going to reduce this with compensating underspends in other areas of the budget being sought.

- Although Environment and Neighbourhood Services and Regeneration and Major Projects are forecasting a breakeven position there remain significant risks. In Environment it is around achieving the budgeted recycling and waste savings through the delivery of reduced tonnages. For Regeneration and Major Projects although £1.134m of growth has been provided in 2012/13 budget to cover additional costs in the temporary accommodation budget there remain concerns about the costs to housing benefit resulting from the changes to Local Housing Allowance caps.

4.2 The Council's capital budget position for Quarter 1 is as follows:

Item	Original Budget	Revised Budget	Forecast	Variance
	£000	£000	£000	£000
Adult Social Services	1,184	2,084	2,084	0
Children & Families	0	0	0	0
Environment & Neighbourhood Services	7,535	10,367	10,367	0
Regeneration & Major Projects	165,952	196,911	196,911	0
Housing – General Fund	6,969	8,357	8,357	0
Housing - HRA	13,846	16,894	16,894	0
Finance & Corporate Services / Central Services	450	1,406	1,406	
Total Capital Programme	195,936	236,019	236,019	0

The Council's revised budget position 2012/13 reflects the inclusion of £40.083m of carry forwards reported in the Quarter 4 report for 2011/12. The Quarter 1 forecast is in line with revised budget position. So the Council's Capital Programme for 2012/13 remains in balance. Full details of the movements between the original budget and forecast are given in the attached Finance Appendix.

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
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Performance & Finance Review

Performance Report Quarter 1 2012-13

This report is designed to supplement the covering Performance & Finance Review report. It summarizes the Council's key performance indicators for the current reporting period.

**Produced by: Strategy, Partnerships & Improvement and
Finance & Corporate Services**







How to interpret this report





This report is designed to supplement the covering Performance & Finance Review report and includes a much wider suite of performance indicators. It summarizes performance information in relation to the Health & Wellbeing Strategy and other strategies which collectively enable the Council to deliver Brent's Borough Plan.

The indicators contained in this report are those which are considered essential at the current time, given the pressures which the Council faces, and are reported on a quarterly basis. The Council also has a suite of annual performance indicators which are reported on an annual basis.

Performance information is assessed using the following symbols:

	If performance is below target.
	If performance is below the level of expected performance but is within tolerance of the target.
	If performance is as expected and the target has been met or exceeded.
	If performance cannot be fairly measured against a target (i.e. where the service can have no direct influence over its performance) then the indicator is marked as indicative only.

Finance information is assessed using the following symbols:










	If there is an overspend on the budget of more than £50k or more than 5% of the budget.
	If there is an overspend on the budget of up to £50k or less than 5% of the budget.
	If the budget is underspent or at breakeven. Or additionally, for capital budgets where increased expenditure is matched by an equivalent sum of additional funding. In these cases the capital programme remains in balance and no further action is required.
	If there has been slippage in the Capital Programme with expenditure being re-phased to future years.

PUBLIC HEALTH

Reference	Performance Indicator	2011-12 End of Year	Benchmark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local via the PCT	Number of hospital admissions for over 65s.						Cumulative. Measures the number of people aged 65 and over who are admitted to hospital.
NI 40 via the PCT	Number of drug users recorded as being in effective treatment.	1245					Cumulative on a 12 month rolling programme. Measures the number of drug users recorded as being in effective treatment after triage.
Local via the PCT	Tuberculosis Treatment completion rates, (percentage of cases).	87.4		87.4 (Q4)			In arrears. Rolling year Jan-Dec 2011. Measures the number of people who, having been diagnosed with TB complete treatment programmes.
NI 121 via the PCT	Mortality rate from all circulatory diseases at ages under 75.			76.5			In arrears for 2010. Measures mortality rates from all circulatory diseases per 100,000 per calendar year.
NI 112 via the PCT	Under 18 conception rates.			36.2 (Q2) 2010			Q4 2010 actual. Delayed reporting 12 months in arrears. Data supplied by PCT.

Comments

ADULT SOCIAL CARE










Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 125	Percentage of over 65s who are still at home after 91 days following discharge.	89%	-	Annual	90%		Measures the percentage of over 65s who are still at home after 91 days following hospital discharge into the Council's reablement services.
NI 130	Social Care clients receiving self-directed support.	53.48%	37.20%	58.53%	16.25%		Cumulative. Measures the percentage of clients receiving self-directed support per 100,000 of population.
NI 131	Delayed transfers of care.	4.57	4.5	4.82	2.25		Cumulative. Measures the weekly number of delayed transfers from hospitals to community settings.
NI 132	Timeliness of Social Care assessments: (Mental Health Only).	75.51%		49.06%	70%		Cumulative. Measures the percentage of adult assessments completed within 4 weeks
NI 133	Timeliness of Social Care packages following assessment. (Mental Health Only).	100%		100%	95%		Cumulative. Measures the percentage social care packages put in place within the recommended timelines following assessment.
NI 135	Percentage of carers receiving needs assessment or review and a carer's service.	29%	8.60%	3.96%	7.50%		Cumulative. Measures the percentage of carers receiving needs assessment or review and a specific carer's service, or advice and information.
Local	Number of clients living in the community and receiving a service.	4852		3964	Indicative only		Measures the number of clients who are currently living independently in the community.
Local	Number of clients in nursing and residential care.	1220		1300	Indicative only		Latest. Gives a snapshot of social care clients in nursing and residential care in the borough.
Local	Number of clients in residential care who suffer from dementia	152		164	Indicative only		Latest. Gives a snapshot of the number of residential care clients who also have dementia.








Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local	Number of adult contacts who were eligible after Fair Access to Care screening.	3028		783	Indicative only	●	Cumulative. Measures the total number of clients who were eligible to receive re-ablement or long-term services after assessment.
Local CMP10	Total number of complaints received (stage 1).	95		27	Indicative only	●	Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	3		0	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments

- NI 125: Annual mid-year indicator, captured as a snapshot between 1st Oct – 31st Dec
- Complaints: A third of the complaints received in the quarter relates to the review team and are based around the cessation of care packages. As there is no right of appeal clients are using the complaint route.

CHILDREN & FAMILIES

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 114	Rate of permanent exclusions.	0.60	0.1	0.6	0.5		Measures the annual rate of exclusions from Brent-maintained schools per 1000 pupils.
Local	Net shortfall of places at Key Stage 1	-439		-198	0		Measures the number of unplaced pupils in Reception, Year 1 and Year 2 compared to the number of vacancies for 4-6 year olds. Negative = shortfall, positive = surplus.
Local	Net shortfall of places at Key Stage 2	57		10	0		Measures the number of unplaced pupils in Years 3,4,5,6 compared to the number of vacancies for 7-10 year olds. Negative = shortfall, positive = surplus.
Local	Net shortfall of places at Key Stage 3	388		326	0		Measures the number of unplaced pupils in Years 7,8,9,10,11 compared to the number of vacancies for 11-16 year olds. Negative = shortfall, positive = surplus.
NI 117	Percentage of 16 to 18 year old NEETs	3.9%	5.6%	3.6%	5%		Measures the percentage of 16 to 18 year olds who are not in Education, Employment or Training.
NI 148	Percentage of care leavers in employment, education or training	64%	57.6%	64%	64%		Measures the percentage of care leavers who are in Education, Employment or Training.
Local	Percentage of teenage mothers registered with children's centres.	31%		72%	50%		Measures the percentage of teenage mothers registered with Brent children's centres. Demand led = target represents the London Average.
Local	Proportion of child referrals to social care, which are repeat referrals.	17%		14.9%	17.2%		Measures the percentage of children within the social care service which are repeat referrals.
Local	Number of under 18 year olds subject to a child protection plan.	173		152	N/A		Indicative only: target for monitoring. Measures the number of under-18 year olds who have a child protection plan in place.

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 062	Stability of placements for looked after children (LACs): number of moves.	14.2%	6.4%	5.8%	13%		Cumulative: Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.
NI 062 d	Number of looked after children in Brent.	371		354	350		Snapshot: Measures the number of looked after children in Brent.
Local	Number of looked after children placed with Independent Fostering Agencies.	101		100	100		Measures the number of looked after children placed with independent fostering agencies.
Local	Number of looked after children placed with in-house foster carers.	113		110	127		Measures the number of looked after children placed with local foster carers in Brent.
NI 019	Rate of proven re-offending by young offenders in Brent.	35%	1.0% (only 8 returns)	23%	37%		Measures the percentage of young offenders who go on to re-offend.
Local CMP10	Total number of complaints received (stage 1).	181		58	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	13		2	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments

- NI 114 Rate of permanent exclusions: It needs to be borne in mind that this target represents a **cumulative** figure, and although the position might be closer to 0.5 in any one quarter, the final figure will be nearer 1.0. Please note this is based on academic year not financial year.
- NI 117 (NEETs): The target is an annual target, measured as an average over 3 key months November 2011 to January 2012, and hence performance measured over same time period. However the quarterly figure provided is an estimated figure for 30 June 2012.
- Looked After Children (LACs): These figures are based on rolling three year averages as per the DfE recently published adoptions scorecard.

ENVIRONMENT & NEIGHBOURHOOD SERVICES









Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 191	Volume of residual waste kg per household.	564	592.2 (Q4 2010/11)	557 (Q4)	556 (Q4)		Cumulative. Measures household waste that is not re-used, recycled or composted.
NI 192	Percentage of household waste sent for recycling.	37%	33.5% (Q4 2010/11)	37% (Q4)	45% (Q4)		Measures the percentage of household waste re-used, recycled or composted.
Local	Tonnes of waste sent to landfill.	73,524		73,524 (Q4)	69,000 (Q4)		Measures the volume of waste sent to landfill sites.
Local	Number of small reported flytips	2106		515	525		Latest. Measures the number of small fly tipping incidents reported
Local	Number of large reported flytips	5046		1,236	1250		Latest. Measures the number of large fly tipping incidents reported
Local	Flytipping Enforcement: No of Inspections and Investigations	4337		446	950		Latest. Measures the number of inspections and investigations relating to fly tipping incidents
Local	Flytipping Enforcement: No of Enforcement Actions Taken	614		33	38		Latest. Measures the number of enforcement actions taken relating to fly tipping incidents
Local	Number of library visits per 1000 population.	5873		1328	1530		Cumulative. Measures the number of visits to Brent libraries.
Local	Active library borrowers as a percentage of population.	15.6%		15.0%	15.3%		Measures the proportion of people to borrow books from the libraries.
Local	Number of visits to Brent Sports Centres to partake in sports activity	1.24m		323,164	323,038		Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.
NI 195a	Percentage of Streets below standard for litter.	15.3%	7.1%	15.3% (Mar)	15%		Measures the percentage of streets which fail to meet environmental cleanliness standards. Per 4 month tranche.
Local CMP10	Total number of complaints received (stage 1).	410		139	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.









Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local CMP11	Total number of complaints escalated to stage 2.	36		4	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments

- NI 191, NI 192 and Tonnes of Waste Land Filled: reported a quarter in arrears
- Flytipping indicators: New Local indicators.
- Number of library visits per 1000 population: Target revised upwards from that originally quoted, to reflect the fact that Willesden Green will not close for refurbishment in September 2012 as originally planned.
- Active library borrowers as a percentage of population: The definition of this indicator has been revised. Previously this indicator showed the figure from April 1st to date, however it now shows the figure for the last twelve months (i.e. from 1st July 2011 to 30th June 2012). This will make it easier to compare performance on a rolling quarterly basis.
- Complaints: The highest complaint areas were Recycling & Waste and Safer Streets with 48 complaints each. Within these, the two highest areas overall were Refuse collection (36) and Parking enforcement (29).

REGENERATION & MAJOR PROJECTS

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 154	Net additional homes provided		653.3 (only 7 returns)				Cumulative: Measures the number of additional homes provided
NI 157a	Percentage of major Planning applications processed within 13 weeks.	41%	62.3%	80%	70%		Measures the efficiency of the Planning applications process.
NI 157b	Percentage of minor Planning applications processed within 8 weeks.	67%	75.5%	78%	80%		Measures the efficiency of the Planning applications process.
NI 157c	Percentage of other Planning applications processed within 8 weeks.	81%	85.6%	85%	90%		Measures the efficiency of the Planning applications process.
Local	Percentage of working age residents in employment	64.2%	68%	62.1%	Indicative only		Measures the percentage of eligible age residents who are currently employed.
NI 152	Gap between Brent and London for working age people on out of work benefits.	3.45%	12.4%	3.5%	Indicative only		Measures how Brent's cohort of working age people on out of work benefits compares to the London average figures.
NI 156	Number of households living in Temporary Accommodation.	3176	1152.6	3118	3600		Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.
Local	Percentage of residents with no qualifications	-4.8%		-4.8%	Indicative only		Latest. Measures the percentage gap between Brent and London average. Minus figure reflects higher than average.
Local	Percentage of empty commercial properties in the borough	14.99%		14.99%	Indicative only		Latest. Percentage of total commercial properties which remain unoccupied.

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local	Current rent collection rate as a percentage of total rent due (excl. arrears)	99.1%		97.4%	98%		Latest. Percentage of rent collected by the Council as a proportion owed by Housing Revenue Account dwellings.
Local	Average days taken to re-let Council properties	27		34	27		Measures the average number of days taken to re-let Council properties.
Local	Percentage of repairs completed on the first visit.	95%		97%	95%		Measures the efficiency of the Housing Repairs system.
Local CMP10	Total number of complaints received (stage 1).	281		68	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	47		9	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.
Brent Housing Partnership (BHP)							
Local CMP10	Total number of complaints received (stage 1).	540		110	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	74		21	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.
Local CMP12	Total number of complaints reaching stage 3.	22		0	Indicative only		Cumulative. Measures the number of complaints that reached the final stage of the complaints process.

Comments

- NI 154 Net additional homes provided: As the figure for Quarter 1 2012/13 requires a full survey of all housing permissions, the Mayor of London allows 4 months for the return to be made. It is unlikely that there will be a definitive figure until the end of July; however a preliminary figure can be sought in time for Q2.
- Proportion of residents with no qualifications: Please note the number of Brent residents with 'other qualifications' which includes those not officially recognised within the UK is 38.5% compared to London's 13.8%.
- Percentage of empty commercial properties in the borough: This indicator has been developed to monitor the health of business within the borough. Total no of commercial properties: 8257 (up by 16 units from Q4), Occupied: 7034 (up by 31 units from Q3), Empty: 1238 (down by 15 since Q4). Statistics provided by Business Rates.
- Complaints: BHP will be moving to the 2 stage process in Q2

CENTRAL SERVICES

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 015	Serious violent crime rate.	0.16	0.3	0.15	0.15		Measures the number of serious crimes recorded by the police per 1000 of population.
NI 016	Serious acquisitive crime rate.	2.87	6.6	2.85	2.35		Measures the number of serious thefts, burglaries etc. recorded by the police per 1000 of population.
Local	Number of Personal Robberies: cumulative.	1758		434	417		Cumulative: Measures the number of personal robberies in the year to date.
Local	Number of Residential Burglaries: cumulative	3663		684	668		Cumulative. Measures the number of residential burglaries
NI 181	Time taken to process all Benefit claims.	8.19		5.90	8.0		Measures the average number of days taken to process Housing Benefit/Council Tax Benefit claims and change events.
Local	Council Tax collection rates.	96.02%	97.2%	32.03%	31.95%		Cumulative. Percentage. Measures Council Tax collected as an amount against the net debit raised at the start of the financial year.
NI 185	Volume of CO2 emissions from council main buildings.	2.76m		644,505	Indicative only		Cumulative. Measures the amount of CO2 emissions in tonnes from Mahatma Gandhi House, Brent House and Town Hall.
Local	Average number of working days lost due to sickness absence.	5.34		1.02	2		Measures the average number of days lost across the Council due to sickness absence.
Complaints: Strategy partnerships and improvement							
Local CMP10	Total number of complaints received (stage 1).	0		0	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	0		0	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.




















Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Complaints: Customer and community engagement							
Local CMP10	Total number of complaints received (stage 1).	37		5	Indicative only	●	Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	0		0	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.
Complaints: Finance and corporate services							
Local CMP10	Total number of complaints received (stage 1).	221		17	Indicative only	●	Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	16		4	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments

Residential Burglary: the Metropolitan Police Service have reported an error in the 2011/12 outturn figure for number of burglaries in some boroughs including Brent. The revised figures are reflected above.

While in the case of our borough the final number for the financial year is substantially reduced, because of how the error came about this does not affect the percentage rise over that year. Given this reported error all figures are being verified by the Metropolitan Police and the Council prior to next reporting point to ensure the validity of the data.

One Council Quarterly Snapshot Position

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	ALERT
Live Projects			
Future Customer Service	Toni McConville	Delivery	
Web Enhancement	Toni McConville	Delivery	
Digital Post Room	Toni McConville	Delivery	
Civic Centre (including Move to the Civic Centre)	Gareth Daniel	Delivery	
Review of Employee Benefits	Clive Heaphy	Delivery	
Project Athena: ERP	Clive Heaphy	Delivery	
Realigning Corporate and Business Support	Gareth Daniel	Delivery	
Procurement: Training and Practice	Fiona Ledden	Delivery	
Procurement: E-Procurement	Fiona Ledden	Delivery	
Procurement: Additional Operational Savings from Procurement Activities	Fiona Ledden	Delivery	
Services for Young People (Phase 1)	Cathy Tyson	Delivery	
Special Educational Needs (SEN) Review: Phase 2	Krutika Pau	Delivery	
Libraries Transformation	Jenny Isaac	Delivery	
Parking Enforcement Review	Michael Read	Delivery	
Highways	Jenny Isaac	Delivery	
Adult Social Care: Direct Services Learning Disabilities	Alison Elliott	Delivery	
Supporting People Phase 1	Alison Elliott	Delivery	
Housing Needs Transformation	Andy Donald	Delivery	
Developing a Model for Public Health in Brent	Phil Newby	Delivery	
Planned Projects			














Review of School Improvement Service	Sara William	Pre-delivery	
Managing the Public Realm	Jenny Isaac	Pre-delivery	
Integrating Health and Social Care	Alison Elliott	Pre-delivery	
Working with Families Suite of Projects	Phil Newby	Pre-delivery	
Completed Projects			
Finance Modernisation Project	Clive Heaphy	Closed	
Income Maximisation	Clive Heaphy	Closed	
Staffing & Structure Review Wave 1	Gareth Daniel	Closed	
Staffing & Structure Review Wave 2	Gareth Daniel	Closed	
Temporary Labour Project	Fiona Ledden	Closed	
Strategic Procurement Review	Fiona Ledden	Closed	
Transitions into Adult Life	Alison Elliott	Closed	
SEN Review Phase 1	Krutika Pau	Closed	
Children's Social Care Transformation	Krutika Pau	Closed	
Children with Disabilities	Graham Genoni	Closed	
Waste & Street Cleansing Review	Sue Harper	Closed	
Adult Social Care: Customer Journey	Alison Elliott	Closed	
Adult Social Care Commissioning	Alison Elliott	Closed	

Performance and Finance Review



Finance Report


ADULT SOCIAL SERVICES

Budget: GENERAL FUND

Adult Social Services					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Operational					
Directorate	1,743	2,358	2,358	0	
Voluntary Sector	1,344	1,364	1,364	0	
Reablement & Safeguarding	3,011	2,942	2,942	0	
Support Planning & Review	3,450	3,374	3,374	0	
Day Centres	6,946	5,092	5,092	0	
Client Services	14,557	16,060	16,060	0	
Total Operational	31,051	31,190	31,190	0	
Purchasing					
Older People's Services	23,833	23,196	23,196	0	
Learning & Disability	18,487	19,782	20,732	950	
Mental Health	7,351	7,440	7,440	0	
Physical Disability	8,223	7,944	7,944	0	
Total Purchasing	57,894	58,362	59,362	950	
Total	88,945	89,552	90,502	950	

Budget: CAPITAL

Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Adults: Individual schemes	0	0	0	0	
Ring-fenced grant notifications for adult care	300	1,184	2,084	900	

Total	300	1,184	2,084		900	
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Key Financial Risks

Adult Social Services Revenue






The current forecast is an overspend of £950k overspend due to shortfalls in transitions growth over the last two financial years. Work is on going to reduce this with compensating underspends in other areas of the budget.

Adult Social Services Capital

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

CHILDREN & FAMILIES

Budget: GENERAL FUND

Children and Families					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Achievement & Inclusion	31,984	31,083	31,161	109	
Social Care	52,284	52,199	53,104	905	
Central Support & Other	1,734	1,441	1,441	0	
Schools and Dedicated School Grants	(32,887)	(33,321)	(33,321)	0	
Total	53,115	51,402	52,416	1,014	

Key Financial Risks

Children and Families Revenue

Children & Families are currently forecasting an overspend of £874k. There is a current Social Care overspend of £905k, placement pressures from 2011/12 have continued into 2012/13:

- The spending pressure primarily relates to having to place a number of new Looked After Children (LACs) with relatively complex needs in more expensive provision. For example 1 recent new additional residential school placement is costing an additional £180k per annum.
- Similarly the number placed with Independent Fostering Agencies has been above target for the first quarter although the latest position for June has moved to being on target.
- Measures to ensure the needs of clients are met in the best way while at the same time ensuring the placements represent the best value for money continue to keep control of expenditure. Some initial savings arising from the WLA Children's Efficiency Project have been fed into these current projections and as further negotiations with providers are concluded to achieve reduced charges these will also be fed into future monitoring reports.
- In addition, savings from across Children and Families are being identified to reduce the forecast overspend as far as is possible and will be fed into the departmental monitoring position once they are more firmly identified.
- Within Achievement and Inclusion there are spending pressures on the Pupil Parent Services due to the lack of school places and increasing number of pupils coming into the borough. This has been partly offset by £300k from the closure of one of the Pupil Referral Units.





The schools budget is currently forecasting an overspend of £952k mainly on SEN. Expenditure










continues to cause budget pressures, which is a continuation of pressures from 2011/12 and previous years. Through the SEN One Council Project a great deal is being done to control future commitments, however the financial impact of this will take some time to feed through into reduced expenditure due to a large element of expenditure being linked to historic statements. The current forecast is also subject to further review once the final Dedicated Schools Grant allocation for 2012/13 has been announced by the DfE and a firmer forecast should be available at that point.


Children and Families Capital

Capital expenditure and grant allocations transferred to Regeneration and Major Projects capital programme.

ENVIRONMENT AND NEIGHBOURHOOD SERVICES

Budget: GENERAL FUND					
Environment and Neighbourhood Services					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Directorate	844	804	804	0	
Neighbourhood Services	9,172	9,210	9,210	0	
Environment & Protection	26,632	24,059	24,059	0	
Total	39,648	34,073	34,073	0	

Budget: CAPITAL					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
TfL grant funded schemes	4,179	4000	4000	0	
Estate Access Corridor	593	0	1201	1201	
Stadium Access Corridor	0	0	30	30	
Leisure & Sports schemes	643	535	1,247	712	
Environmental Initiative schemes	3,389	0	2	2	
Highways schemes	5,081	2,920	2,975	55	
Parks & Cemeteries schemes	483	80	912	832	
Library schemes	0	0	0	0	
S106 works	0	0	0	0	

Total Environment & Neighbourhoods Capital Programme	14,368	7,535	10,367		2,832	
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Key Financial Risks

Environment and Neighbourhood Services Revenue

The quarter 1 position is for break-even on the forecast for 2012/13. There is a risk around the recycling and waste savings of £1.4m for 2012/13 as this is dependent in the reduction of waste tonnages. The department is seeking to contain the pressure within its cash limit but this may not be possible if waste tonnages do not reduce.

Environment and Neighbourhood Services Capital

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

REGENERATION & MAJOR PROJECTS

Budget: GENERAL FUND

Housing					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Housing Benefit Deficit	710	500	500	0	
Housing Resource Centre	7,184	6,597	6,597	0	
Housing Solutions	1,330	1,414	1,414	0	
Private Housing Services	710	731	731	0	
Supporting People	10,383	9,953	9,953	0	
Other Housing Services	604	320	320	0	
Total	20,921	19,515	19,515	0	
Non Housing					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Civic Centre & Major Projects	436	981	981	0	
Directorate & Business Support	516	3,070	3,070	0	
Planning & Building Control	1,330	1,115	1,115	0	
Policy & Regeneration	126	478	478	0	
Property & Asset Management	9,778	8,118	8,118	0	
Total	12,168	13,762	13,762	0	
Total Regeneration and Major Projects	33,089	33,272	33,272	0	










Budget: CAPITAL

Housing	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
PSRSG & DFG Council	4,169	6,969	7,830	862	
New units	0	0	0	0	

Housing: Individual schemes	115	0	527	527	
Right to buy administration costs	34	0	0	0	
Total Housing Capital Programme	4,318	6,969	8,357	1,389	
Total Housing Revenue Account Capital Programme	10,835	13,846	16,894	3,049	

Budget: CAPITAL					
Regeneration & Major Projects	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Civic Centre	34,042	62,393	57,852	(4,541)	
Children & Families	47,139	71,461	85,843	14,383	
Culture	(57)	0	0	0	
Adults & Social Care	0	0	0	0	
Housing	0	0	0	0	
Strategy, Partnership and Improvement	8,935	18,112	26,390	8,278	
S106 Works	0	13,986	26,826	12,840	
Total Regeneration and Major Projects Capital Programme	90,059	165,952	196,911	30,960	

Budget					
Housing Revenue Account (HRA)	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Rent and Rates	1,459	1,638	1,638	0	
Capital Financing	19,946	11,456	11,456	0	
Depreciation (MRA)	8,078	13,720	13,720	0	
General/Special	15,005	17,345	17,345	0	

Management/Services					
Housing Repairs	11,018	11,528	11,528	0	
Provision for Bad Debts	736	658	658	0	
HRA Subsidy	(8,000)	0	0	0	
Rent Income	(47,498)	(53,638)	(53,638)	0	
Other Income	(641)	(521)	(521)	0	
Transfer to/(from) Reserves	(676)	(1,890)	(1,890)	0	
Total	(573)	296	296	0	
Balances b/fwd	(1,695)	(2,268)	(2,268)	0	
Surplus c/fwd	(2,268)	(378)	(378)	0	

Key Financial Risks

Regeneration and Major Projects Revenue

The main pressure within Regeneration and Major Projects relates to the housing benefit scheme changes resulting from the introduction of the Local Housing Allowance caps in April 2011. Temporary Accommodation includes growth of £1.134m in order to assist in managing the cost pressures and increased service demand.

Housing Revenue Account (HRA) Revenue

The HRA forecast is currently in line with budget.

Regeneration and Major Projects Capital

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

Housing General Fund Capital







All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

Housing Revenue Account (HRA) Capital







All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

CENTRAL SERVICES

Budget: GENERAL FUND

Central Services					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Chief Executive's Office	487	479	479	0	
Customer & Community Engagement	3,577	3,873	3,873	0	
Legal and Procurement	1,245	1,223	1,223	0	
Finance & Corporate Services	21,150	22,256	22,256	0	
Strategy, Partnerships and Improvement	4,554	4,719	4,719	0	
Total	31,013	32,550	32,550	0	

Budget: CAPITAL

Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
ICT schemes	1,780	400	400	0	
Property schemes	0	0	0	0	
Strategy, Partnerships and Improvement Schemes	0	0	0	0	
Central Items	2,765	50	1,006	956	
S106 works	0	0	0	0	
Total Corporate Capital Programme	4,545	450	1,406	956	

Key Financial Risks

Central Services Revenue




























There is currently a breakeven forecast for central services . The main issues include:

- Pressure on Legal and Procurement from legal disbursements offset by potential savings from the Legal Services Review and additional external income.
- For Finance & Corporate Services there are additional costs of £240k from extending the payroll contract offset by additional income from schools.

Central Services Capital

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

SUMMARY

Overall Summary						
	Original Budget £000,	Latest Budget £000,	Forecast £000,	Variance £000,	Alert	
Departmental Budgets						
Adult Social Services	89,552	89,552	90,502	950		
Children and Families	51,402	51,402	52,416	1,014		
Environment and Neighbourhood Services	34,073	34,073	34,073	0		
Regeneration & Major Projects	33,277	33,277	33,277	0		
Finance & Corporate Services & Central Services	32,550	32,550	32,550	0		
Total	240,854	240,854	242,818	1,964		
Central Items						
Capital Financing and Other Charges	25,343	25,343	25,343	0		
Levies	2,579	2,579	2,579	0		
Premature Retirement Compensation	5,416	5,416	5,416	0		
Insurance Fund	1,800	1,800	1,800	0		
New Homes Bonus	(2,794)	(2,794)	(2,794)	0		
Efficiency Programme	(734)	(734)	(734)	0		
Remuneration Strategy	229	229	229	0		
South Kilburn Development	900	900	900	0		
Affordable Housing PFI	1,288	1,288	1,288	0		
Carbon Tax	304	304	304	0		
Redundancy & Restructuring Costs	4,354	4,354	4,354	0		
Inflation Provision	2,025	2,025	2,025	0		
Council Tax Freeze Grant	(2,575)	(2,575)	(2,585)	(10)		
Government Grants	(24,638)	(24,638)	(24,638)	0		
Transformation Enabling Fund	3,500	3,500	3,500			
Other Items	1,541	1,541	1,541	0		
Total central items	18,538	18,538	18,528	(10)		
Contribution to/(from) balances	1,000	1,000	(954)	(1,954)		
Total Budget Requirement	260,392	260,392	260,392	0		
Balances c/Fwd 1 st April 2012	10,080	10,080	10,080	0		
Contribution from balances	1,000	1,000	(954)	(1,954)		
Total Balances for 31st March 2013	11,080	11,080	9,126	(1,954)		

BUDGET VIREMENTS

1. There are a number of accommodation and property transfers introduced to rationalise property recharges.
 - Ashley Gardens Portacabin (£23k)
 - 8/9th Floor Brent House -Capita Contract (£129k)
 - Bridge Park Business Units (£152k)
 - Library rents (£178k)
2. The establishment of Brent Customer Services requires a number of further transfers to be agreed around the funding of the web team, Adults and E&NS contact teams and school recharges.
3. As part of the move to reduce internal charging a number of budgets have been centralised
 - Legal Services (£3.768m)
 - Commensura agency overhead charges (£288k)
 - Framework i (£150k)
 - Connecta – remote access (£143k)
 - Health & Safety (£399k)
4. Learning and Development budgets are being allocated from People Development to Adults and Children & Families respectively.
5. Additional monies of £14k included within the Learning Disability and Reform Grant is being distributed for Health Watch and Deprivation of Liberty Safeguards.
6. A transfer between Housing and Strategy, Partnerships & Improvement for Housing Advances Grants and a re-alignment of budgets between Adults and Housing is required.
7. To better reflect the current structure of the council the grants programme budget is transferring from Adults to Strategy, Partnerships & Improvement and the centrally held element of the Affordable Housing PFI is transferring to Regeneration and Major Projects.

Virement Schedule 2012/13

	Adult Social Services £000,	Children & Families £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	Central Items £000,
Accommodation /Property Services		(23)	101	(178)		(129)	229
Customer Services	(227)		(404)	(60)	(112)	708	95
Re-alignment of	(244)	(2,717)	12	(605)	3,700	(434)	288

recharges							
Learning & Development	256	281				(537)	
Additional Grant Monies	7				7		(14)
Housing Advances - Grants				(10)	10		
Budget re-alignment salaries	42			(42)			
Grants Programme	(1,554)				1,554		
Affordable Housing PFI				1,288			(1,288)
Total	(1,720)	(2,459)	(291)	393	5,159	(392)	(690)

**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 October.
	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.

<p>24th July 2012</p>	<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>Cathy Tyson</p>	<p>Report was noted. Further information regarding the charging strategy requested.</p> <p>Report was noted. Information on the speed at which homeless applicants are being assessed was requested.</p> <p>Report was noted. Members have raised concerns about the Waste & Recycling performance figures.</p>
<p>16th October 2012</p> <p>Page 64</p>	<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.</p> <p>To provide members with performance information</p>	<p>Philip Mears</p> <p>Phil Newby</p> <p>Phil Newby</p>	

5th December 2012	One Council Programme update Future Customer Service Project Waste & Recycling Transformation Project	<p>The committee will receive an update on the status of the programme and the individual projects within it.</p> <p>Update on the status of the project and what the main challenges have been.</p> <p>Members have requested for a further update on the waste contract.</p>	Peter Stachniewski Tony McConvile / Margaret Read Chris Whyte	
6th February 2013 Page 65	Integration of Public Health Performance & Finance review Q2	<p>Members have requested an update on what the model for Health Commissioning looks like. How are the areas being deferred back to local authorities being prioritised and do the arrangements provide a clear direction for family health.</p> <p>To provide members with performance information</p>	Phil Newby	
21 March 2013	Performance & Finance review Q3	<p>To provide members with performance information</p>	Phil Newby	
Items to be timetabled for future meetings:	Managing the Public Realm – street furniture			

