One Council Overview and Scrutiny Committee

Wednesday 6 February 2013 at 7.30 pm
Committee Room 4, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

Membership:

Members Councillors:	first alternates Councillors:	second alternates Councillors:
Ashraf (Chair)	Brown	Beck
Colwill (Vice-Chair)	BM Patel	Kansagra
Chohan	Hossain	Allie
Lorber	Brown	Hopkins
McLennan	Harrison	Hector
Mitchell Murray	Denselow	Gladbaum
Pavey	Van Kalwala	Mashari
Ketan Sheth	Kabir	Allie

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item   Page

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 5 December 2012   1 - 10

The minutes are attached.

4   Matters arising

5   Procurement project

Members will receive a verbal update on the procurement project.

6   Project Athena

Report to follow.

7   Realigning Corporate and Business Support Project   11 - 24

This report sets out the details of the two strands of the project, the first
relating to administrative or business support functions and the second
relating to specialist or professional support functions.

8   Performance and Finance Review, Quarter 2, 2012-13   25 - 64

The report provides details of the council's performance and financial
situation for quarter two of 2012-13.

9   One Council Overview and Scrutiny work programme   65 - 70

The work programme is attached.

10   Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled to take place on Thursday, 21 March 2013 at 7.30 pm.

11   Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE
Wednesday 5 December 2012 at 7.30 pm

PRESENT: Councillor Ashraf (Chair) and Councillors Hector (alternate for Councillor McLennan), Lorber, Pavey and Ketan Sheth

Also present: Councillor Jones (Lead Member for Customers and Citizens)

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

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

   None declared.

2. **Minutes of the last meeting held on 16 October 2012**

   RESOLVED:-

   that the minutes of the last meeting held on 16 October 2012 be approved as an accurate record of the meeting.

3. **Matters arising**

   Complaints annual report

   In reply to a query, Priya Mistry (Policy and Performance Officer, Strategy, Partnerships and Improvement) advised that further information had been circulated to Members providing an explanation as to why compensation for adult and social care related complaints had increased despite the number of escalated complaints falling.

   Working with families initiative

   Phil Newby (Director of Strategy, Partnerships and Improvement) agreed to provide further information in respect of a possible family nurse partnership scheme that had ultimately been rejected by the Primary Care Trust on grounds of cost.

4. **Waste and street cleansing services - waste collection implementation**

   Chris Whyte (Head of Recycling and Waste, Environment and Neighbourhoods) introduced the report and advised that the present recycling rate had increased from around a 30% average for 2011/12 as of October 2011, to 45% for 2012/13 as of October 2012. Measures would continue to be introduced to boost the chances of ultimately attaining the recycling rate objective of 60%. Chris Whyte referred to a number of recent initiatives outlined in the report to increase recycling rates, such as provision of caddy liners to all properties currently receiving a separate food

waste collection and removal of grey refuse bins from households that were deemed to have over capacity. There had also been a successful bid leading to the receipt of grant funding from the Department of Communities and Local Government for the provision of a weekly collection of food waste from over 300 blocks of flats in the borough. A review and provision of the location of on-street recycling containers that would be relocated to more prominent places where appropriate would also be undertaken.

Turning to street cleansing, Chris Whyte advised that the street cleansing contract had been reduced by £2m in October 2011 as part of the review. In order to maintain street cleanliness standards, monitoring would be more focused on streets and areas in known problem areas and officers would dedicate more of their time in these specific locations and may include measures such as a second litter pick. Discussions were taking place with Community Engagement to deliver a concerted communications campaign to raise awareness of littering in Brent.

Chris Whyte informed the team that there had been an increase in reported fly-tipping this year. This could be attributed to the new household waste collection arrangements that restrict the volume of waste collected, the reduced frequency of street cleansing and increased commercial waste disposal charges. To address this, a restructuring of Recycling and Waste to create a new team, Environmental Crime Prevention, combining graffiti work and waste enforcement, would be undertaken to tackle such issues. Members heard that it was a priority to focus on waste enforcement, particularly in respect of business waste and fly tips. Chris Whyte advised that despite the reduction in resources in October 2011, cleansing scores had help up. In the longer term, the procurement of a public realm contract represented a significant piece of work that would have wider implications.

During discussion by Members, further explanation was sought as to what determined the removal of grey bins and could this lead to overspill or contamination of recycled waste. It was queried whether landlords were provided guidance with regard to waste to ensure that their tenants recycled waste properly and was there a database containing their details. The present recycling rate was noted and it was enquired what measures were being put in place to reach the ultimate target of 60% and when would this target be realised. Comparisons of recycling rates with other London boroughs were also sought. It was commented that some caddy liners were not being used and this could partly be attributed to their function not being explained clearly to residents and this area could be investigated further. With regard to educating residents of the importance of recycling, Councillor Lorber referred to the 'Green Zones' initiative of a few years ago, which he felt had been am effective, residents based scheme and at little financial cost and he enquired if such a campaign was to be revived. The use of 'chuggers' as used by charities could also be used to help persuade residents the benefits of recycling.

With regard to street cleansing, Members sought explanations as to the reasons why some areas would receive bespoke cleaning arrangements and what other areas as well as Harlesden Town Centre mentioned in the report received such services. Councillor Pavey requested a list of any such streets in the Barnhill ward. It was enquired if waste collection arrangements existed for charities. Details were sought with regard to the frequency of monitoring of street cleansing and were there any figures with regard to incidents of fly tipping and would this have a negative

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impact on recycling rates. The Chair commented that recycling banks were often hotspots for fly tipping and could maps be provided highlighting where these hotspots were located in the borough. He added that relocating street recycling bins might go some way to addressing this issue. Members also sought further information in respect of progress being made with regard to the financial savings of the waste and street cleansing project.

In reply to the issues raised by Members, Chris Whyte advised that waste planning guidance based grey bins allocation on the size of the household and number of occupants. Where there was clearly an excessive number of grey bins, these would be removed and replaced with recycling bins. In the case of incidences of overspill or contamination of recycling waste, a measured approach would be taken depending on the individual circumstances of the household involved. Steps involved included writing to the household in advance advising them of the problems identified and what action they can take to address this and an involved dialogue would take place with residents to resolve the issue. The committee heard that any known landlords from the database were provided with guidance in respect of waste which they could then inform their tenants of, although it was acknowledged that sometimes a lack of information was a factor. However, efforts would be focused in particular on those living at the household to change their waste habits accordingly. The committee heard that separate arrangements with charity organisations were made with regard to waste collection.

Chris Whyte confirmed that the current 45% recycling rate was in line with the recycling model and it was felt that 50% would be achieved by 2014. He advised that the ultimate recycling target of 60% was ambitious and considerably higher than recycling rates for local authorities in urban areas. To reach such a target would require fundamental changes in the way that waste was handled, however new opportunities to increase the recycling rate further would be explored when pursuing the new waste and recycling contract. Members noted that Brent was estimated to be amongst the top seven highest London boroughs for recycling rates, with the highest being Bexley at 49%. With regard to the proposed communications campaign, this would focus on specific issues such as litter near schools and from fast food takeaways. Attempts would also be made to involve local community groups in providing information to help deliver the campaign. Chris Whyte advised that locations which frequently suffered from fly tipping were mapped and these could be provided to Members, however it was difficult to ascertain the reasons why these locations had been chosen, although they usually occurred at night time. Where fly tipping was a frequent occurrence at recycling banks, these would be removed. Chris Whyte explained that where there was evidence of street cleansing scores not holding up, which was usually in streets near busy high roads, resources would be applied accordingly to improve cleanliness. As well as Harlesden, there were also other locations, mainly in the south of the borough, where this was an issue and another example included Chaplin Road just off Ealing Road. Chris Whyte agreed to provide details of any streets in the Barnhill ward area where street cleansing scores had suffered to Councillor Pavey.

Turning to savings, Chris Whyte informed Members that the budget for street cleansing had been reduced, whilst the waste costings were not currently within budget this year as efficiency targets were not being met. Further improvements in performance were needed to address this, particularly as landfill tax costs

continued to rise. Chris Whyte advised that even though the overall amount of waste was reducing, it was not at a sufficient rate to keep up with the rising landfill costs. The reduction in waste had been 3%, however a 7% reduction was needed to reduce costs, whilst recycling would also need to be at 50%. Furthermore, the loss of a waste sorting facility at Park Royal following the West London Waste Authority's decision to withdraw it also hindered recycling rates. Members noted that the forecast overspend for 2012/13 was £560k.

Peter Stachniewski (Head of One Council Programme, Strategy, Partnerships and Improvement) added that the savings targets had focused on reducing spending on street cleansing, whilst efficiency measures were put in place to achieve savings for waste collection. However, the waste collection savings did not deliver the savings anticipated and this area would need to be reconsidered. He advised that the largest single aspect of savings was achieved through preventing waste going to landfill and growth provision for landfill waste had been removed from the budget as an incentive to increase recycling, however landfill charges had continued to rise. Landfill waste had actually reduced from 103,000 tonnes to 100,000 tonnes, however this was still short of the 97,000 tonnes target.

5. **Future Customer Services: Delivering changes to the way Brent residents access services**

Margaret Read (Assistant Director – Brent Customer Services, Finance and Corporate Services) introduced the report that provided an update on progress in establishing new arrangements for Customer Services following the Future of Customer Services project and the creation of the Brent Customer Services Unit in January 2012. Margaret Read advised that the Future Customer Services Board was responsible for overseeing customer service arrangements and performance across all areas of the council and she referred to the changes implemented through the project and achievements to date as set out in the report, which included a new integrated e benefits form for Housing and Council Tax benefit. She then referred to the longer term aims and explained that a new content management system for web site would go live in early 2013 and would support a move to on line contact and the achievement of a wider channel migration strategy.. This would enable the council to be accessible to residents on a 24/7 basis. A digital post room was also to be created and this would complement the Civic Centre's design in supporting a paper light organisation. The review of post had identified that approximately 60% of post was scanned, whilst 40% was stored as a paper document. The digital post room would be created to ensure most post was scanned and routed electronically.

Margaret Read informed Members that most customer contact was still by telephone and all Brent Customer Services calls were managed by Automatic Call Distribution (ACD) and this was used by the schools admissions service, Children and Families information service and concessionary service, as well as Housing Needs, Registration and Nationalities and Brent Housing Partnership, whilst Benefits and Council Tax had used ACD for a number of years. The committee heard that ACD technology enables calls to be directed to the appropriate staff and provide clear visibility of the volume of the calls waiting and resources available to handle them. Ways of extending use of ACD technology to other service areas was being considered to develop a better overall picture of call volumes and performance for all services with a view to implementing this during 2013. Margaret

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Read advised that telephone answering rates in Brent Customer Services ranged from 78% to 84% since January 2012 and greater consistency in the performance of individual teams had been achieved through increasing knowledge and skills sets for staff. She explained that the move to the Civic Centre and the impact of welfare reform would present significant challenges in the future and Brent Customer Services would play a key role in preparing and planning for these changes and mitigating the associated risks. This included designing and implementing a new localised Council Tax Support scheme and a local, discretionary welfare assistance scheme where the grant of £855k to be transferred to the council would be unable to meet the existing level of demand for payments. To help mitigate the forecast peaks in customer demand, the council was working with Capita to put a contingency plan in place.

During discussion by Members, further clarification was sought in respect of channel migration and increasing digital means of communication. It was queried why telephone performance in terms of percentage of calls answered for Children's Services for October 2012 was low compared to other service areas. Members commented that the higher answering rate for Children's Services in the summer of 2012 can be attributed to schools being much less busy, particularly as they would be closed for a large part of it and every effort should be made to increase the answering calls rate in this area as otherwise this leads to complaints from residents and present a reputational risk to the council. It was queried whether the telephone answering performance in Children's Services could be addressed through a major restructure and details of performance in November 2012 were sought and a request for telephone performance figures from the previous 12 months was made. It was also asked whether steps were being introduced to simplify the schools admissions processes in order to reduce the number of calls. It was suggested that as seasonal increases in demand on school admissions could be anticipated, resources could be redeployed appropriately, whilst a review of telephone performance in April 2013 could be undertaken and compared with this year to help provide a clearer picture of performance and demand. Assurances were sought that the online schools admissions applications system would be an improvement to the service and it was enquired what steps were being taken to increase uptake of online applications.

Members enquired what other service areas had online applications available or would soon be offering such a service. With regard to digital services, it was queried whether this would be available on mobile phones as well as computers and it was suggested that offering such services may disadvantage those on low incomes who may not have such devices and those who used pay as you go phones. A member commented that for some customers, face to face contact was the most appropriate or only form of contact available and it was enquired if there were any plans to change opening hours of some services. Another member stated that some residents had expressed concern that parking permits could no longer be provided by scratch cards and that their details would be stored centrally. This could be of particular concern, for example, if the number of times a particular individual, such as a health visitor, had parked at a certain location was recorded. It was also asked if there were any details with regard to the time taken to transfer a call to a relevant member of staff, the average duration of a call and whether a call back could be requested.

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In reply to the issues raised, Margaret Read advised that there was presently a number of ways in which customers could access council services. Digital services, such as web or mobile apps, were the least expensive way of providing these and there was an overall move to reduce telephone use as a way of residents accessing services and increasing digital use.   Margaret Read advised that Children's Services included school admissions and free school meals and that in the summer of 2012, the telephone response rate was very good at 90%. However, this was due to efforts being focused primarily on answering calls which had led to a detrimental effect on the rest of the service, which in turn generated more telephone calls and so there had since been change of focus in concentrating resources on providing the service of placing children in schools. Since this shift, the number of calls had reduced and this in turn had meant that the percentage of calls answered had risen to 71%.   Margaret Read emphasised that concentrating resources on finding school places would protect the council's reputation. The use of the online school admissions application form for secondary schools was being actively promoted, whilst an automatic e-mail update informing residents of what schools had offered places to their children would also help reduce the volume of telephone calls. Online applications for school admissions to primary schools would also be introduced and this would allow more resources to be available in providing the service. Parents may also be called to be informed of any school places offered and it was also important to manage parents' expectations.

Margaret Read advised that online applications for other services, particularly those with a high number of transactions, would be considered as part of the digital migration strategy. She informed Members that the ACD system provided a call back facility for customers, however there may be some difficulty in obtaining telephone performance figures for Children's Services over the last 12 months as ACD was only introduced in January 2012. The committee heard that there were no plans to introduce a 24/7 telephone or face to face contact service and telephone services now ceased after 5.00pm on weekdays and no service on Saturdays due to the very low volume of calls that had been received during these times. There were also resource implications for extending face to face time and this would only be considered if demand for additional hours was identified and appropriate budgetary provision could be made. Margaret Read advised that equality impact assessments had been carried out in respect of specific initiatives to increase take up of online services such as schools admissions and parking services. A wider equalities impact would be undertaken when channel migration plans have been developed. She advised that the Contact Centre dealt with a heavy load of telephone calls and ultimately the plan was to reduce these calls through extending other ways of accessing services, particularly by digital means. Members noted that parking permits would soon be available online and that feedback received had suggested that customers preferred to acquire their parking permits or pay penalty charge notices through this method.

Toni McConville (Director of Customer and Community Engagement) added that visitor parking permits can also be obtained online and she advised that there was potential for fraud under the previous scratch card system. She explained that the council's website was to be redesigned in order to provide a mobile platform which could provide 24/7 access where possible. There were no present plans to extend face to face contact and in future more transactions would be undertaken online, as well as advice and links to relevant services. Toni McConville also commented that

residents had not voiced any disquiet when Saturday opening ceased, however the council would respond to demand accordingly.

Councillor Jones (Lead Member for Customers and Citizens) added that any decision with regard to providing services online would be subject to a strong business case.

The Chair agreed to Phil Newby's suggestion that the parking project could be considered at a future meeting. The Chair also requested that improvements in percentage of telephone performance and in processes be included in future reports.

6.   **The One Council Programme - second update - 2012/13**

Phil Newby advised Members that due to Fiona Ledden's (Director of Legal and Procurement) absence, the procurement project update would be deferred to the next meeting and members noted the briefing note on this had been circulated.

Peter Stachniewski then introduced the main report which provided an update on the One Council programme. He explained that a report on the One Council programme finances had been considered by the Budget and Finance Overview and Scrutiny Committee on 4 December 2012. It was confirmed that the programme had delivered £11.7m benefits in 2010/11 and £29.5m in 2011/12, a total of £41.2m per annum since the programme had commenced. Financial benefits of £13.4m were forecast for 2012/13, taking cumulative benefits to £54.6m and by the programme's end in 2014/15, a total benefit of £77.9m per annum had been budgeted for. Peter Stachniewski advised that seven new projects were now being delivered, whilst Special Educational Needs had moved from red to amber status, although Project Athena remained red, however the resolving of human resources issues and strengthening of partnership governance arrangements meant it was likely to move to amber soon, whilst procurement was also red. Peter Stachniewski confirmed that the web enhancement project had just moved to amber following a Project Board meeting on 4 December 2012. Another important area of work was the governance arrangements of projects such as working with families. The committee heard that internal change communications had strengthened considerably, facilitating managers and their staff's ability to prepare and adapt to change. The most significant risk to the programme remained the delivery of financial benefits, although overall the risks were well monitored and managed. The most significant non-financial risk was the management of stakeholders and ensuring buy in. Members noted the financial and non-financial benefits as set out in the report.

During discussion, it was noted that phase two of working with families was due to be completed in July 2013 and it was queried how its' success was measured and what financial savings had the project achieved. Members asked whether any further waves of staff and structure changes were planned and how was the council addressing the challenge of staff that had left the council or moved to another service area. Concern was expressed that often talented staff had left the council and the impact this may have on the service and it was queried whether the setting up of a pool for highly merited staff to ensure they remained with the council could be undertaken. It was suggested that there should be a section in the report stating financial disbenefits, such as in the increase in fly tipping, and that in identifying

these to look into whether a review of these measures should be undertaken. It was also stressed that showing straightforward efficiencies rather than financial reductions should be highlighted in the report and it was asked what the manager to staff ratio target was.

In reply, Peter Stachniewski advised that the benefits of a project were often longer term and not necessarily seen immediately after project closure. The savings target for working with families was £700k next year for placement costs, however the impact of early intervention needed to be factored in along with a number of other variables and there were risks associated with the project. Peter Stachniewski added that firm targets would need to be set for the project in 2013/14, however it continued to be reviewed in the meantime. With regard to the staff and structure review, Corporate and Business Support was presently being reviewed as part of the move to the Civic Centre and a further £1.5m saving had been identified. However, every effort would be made to minimise compulsory redundancies and any reductions in staff would be focused on agency staff where possible, although it was inevitable that the savings would impact upon staff. Peter Stachniewski stressed that every effort was made to minimise the impact of losing staff. He acknowledged that the savings from some projects impacted upon services and consideration would be given as to how future reports could highlight disbenefits. The committee also heard that efficiencies as opposed to just savings could also be outlined, although these were often less clear to demonstrate. Peter Stachniewski confirmed that the manager to staff ratio target was 1:6 and presently the ratio was 1:5.5.

Irene Bremang (Programme Management Office Manager, Strategy, Partnerships and Improvement) advised that in respect of the working with families project, those families with difficulties needed to be monitored and the appropriate infrastructure needed to be provided to facilitate this. She explained that consultation, support and assistance were provided during staff changes, such as preparing staff for interviews, CV writing courses and preparation for working for other organisations other than the council. Staff could be redeployed to other roles and there was a range of other support services were also available. In addition, an internal project pool had been set up and some staff who had been displaced were used to support delivery of One Council projects. Irene Bremang advised that disbenefits were also potential risks with some projects, such as risks to stakeholders and these also needed to be monitored.

Phil Newby advised that the Programme Board focused on what the outcomes of the projects' objectives were, including those involving any associated partners. Since the One Council programme had begun, a huge learning process had been undertaken, such as new ways of working and changes had been made where problems had been encountered. Furthermore, the way in which the findings were reported were constantly evolving and Phil Newby advised that cost avoidance and efficiencies could be highlighted in future reports.

7. **One Council Overview and Scrutiny work programme**

Members had before them the work programme for their consideration. The Chair sought clarification in respect of Councillor Colwill's request to place items on Special Educational Needs (SEN) statements and school places. In reply, Phil Newby advised that both these areas were under the remit of the Children and

Young People Overview and Scrutiny Committee and in view of this, members agreed that it was appropriate for these items to be referred to that committee and accordingly taken off the work programme of the One Council Overview and Scrutiny Committee.

8.   **Date of next meeting**

It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled for Wednesday, 6 February 2013 at 7.30 pm.

9.   **Any other urgent business**

None.

The meeting closed at 10.10 pm

J Ashraf
Chair

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	One Council Overview & Scrutiny Committee 6 February 2013 Report from the Director of Legal and Procurement
For Action	Wards Affected: ALL

Report Title: Realigning Corporate and Business Support Project

1.   SUMMARY

1.1   The Realigning Corporate and Business Support project has two strands, the first relating to administrative or business support functions, the second relating to specialist or professional support functions e.g. finance, legal, human resources and policy.

1.2   The objectives for the project include:

- creating fully integrated, flexible structural and operational arrangements for corporate, back office and support functions that meet business requirements
- streamlining and standardising relevant policies, procedures and processes for those functions (in part delivered through the implementation of new systems)
- maximising the organisational and operational benefits from the new Civic Centre
- achieving savings

1.3   The development work for both strands of the project is complete and implementation is underway. In relation to business support this involves putting in place a fundamentally different model for the way business support is organised, managed and delivered, which is described below. The structures and staffing will be in place by the end of March, with work on the operational framework completed by the end of June 2013.

1.4   The changes to professional support are more incremental and continue the move towards integrated professional support functions developed through the Structure and Staffing project. These will be completed by the end of March 2013.

1.5   Overall savings from this project will be £1.835 million in 2013/14, with full year savings of £2.085 million from 2014/15.

2. **RECOMMENDATIONS**

2.1   The One Council Overview & Scrutiny Committee is asked to consider and comment on this report.

3. **REPORT**

Context

3.1   There has been a long-running debate in the Council around the purpose and role of support functions, their relationship to frontline services and the amount of the 'resource cake' they should consume. At the same time there was and continues to be a commitment to protecting frontline services as far as possible, while requiring that they are subjected to the same rigorous scrutiny in relation to costs and performance as all other services. This commitment has meant that the downsizing over the past four years has as far as possible been targeted at management, back office and support services, with this project driving further reductions and efficiencies in these areas.

3.2   With the significant reductions in these resources over this period the next phase of change requires more fundamental approaches, including:

- redefining departmental support requirements to reflect reduced support resources
- further reconfigurations of support services to gain the maximum flexibility from resources, including moving away from departmental specific resources where this is not warranted by the nature of the support required
- streamlined and improved processes through the effective implementation of new IT systems
- an expansion of self-support delivered as part of the functionality of those systems

3.3   The council has already made moves in this direction over the past four years, ranging from implementation of new communications infrastructure to support flexible working to departments combining business administrative support previously located in service units, with resulting savings and efficiencies. This needs to be taken much further, with the new Civic Centre providing the opportunity to consider more radical approaches.

Developing the Model for Integrated Business Support

3.4   The way business support resources have been configured and provided in the past has been the result of a number of factors: the multitude of government driven policy initiatives in the 80's' 90s and early 2000s, often with related grant funding, resulting in the creation of new teams and functions with matching support resources; Brent's history of devolution; the multitude of office locations; and a built in assumption that

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support functions should be aligned to departmental structures, in part because of the many office locations in which staff worked.

3.5 These factors are either no longer relevant or in the case of the move to the new Civic Centre, are fundamentally changed. The latter in particular allows for the reconfiguration of support to take account of the fact that a large part of administrative and specialist support is the same regardless of the service to which it is provided. The potential flexibility of these resources can now be realised through the new building. Thus where there is no business requirement for dedicated, departmental support, the new building removes the obstacle of multiple locations and with it the need to physically co-locate or specifically assign support to the teams being supported.

3.6 While the reconfiguration of business support is essential in order to deliver savings, integration has an additional and significant set of benefits. Administrative support activities and staff have tended to be underdeveloped, under managed and under utilised as a result of their location within the professional services and their dispersal across many different functions. In general terms, the formation of a distinct and clearly defined function, with the management capacity and focus to lead and develop it as a service in its own right creates the conditions for continuing development and improvement, in ways that would not be possible through the dispersed arrangements currently in place.

3.7 More specifically, these benefits include:
- a more efficient use of resources – the support that currently exists in teams and units is variable in ways that do not necessarily reflect differences in their requirement for support. Greater clarity about business requirements will ensure resources are used where they are needed, at the right time and in the right way.
- greater flexibility in using administrative staff – this will allow better management of peaks in work, as well as cover arrangements for holidays and absences, with the potential to reduce the use of agency workers
- improved and standardised processes and systems, ensuring greater consistency – as well as the inefficiencies that result from unnecessary variation in processes and systems, too many administrative processes are cumbersome, time consuming and wasteful e.g. the collection and reporting of information for absence management and monitoring.
- greater resilience and reduced risk of 'single point of failure' - across the organisation there are a number of examples of services where the knowledge and experience of a process or system rests with one or two individuals, which creates significant risks in an 'under the bus' scenario
- opportunities for staff to widen their knowledge and experience – flexibility will give staff a wider involvement in both the range of administrative activities and of the services supported. The model will include standardised job roles, describing the required flexibility, underpinned by a set of job competencies supported by suitable training and development

3.8 *Design Principles for Business Support* These considerations are reflected in a set of 'design principles' that has helped shape the model for business support:

- support services should be integrated and brought together as far as possible to deliver cost efficiencies and improved resource allocation
- where there is a clear business requirement support should be co-located with or specifically assigned to the service
- staff should be multi-skilled and work flexibly, both in terms of the range and services which they support and the way they work, including home working
- there should be common ways of undertaking basic business administration activities wherever possible. This will enable opportunities to achieve further efficiencies
- duplication should be avoided wherever possible: e.g. removing redundant filling systems
- activities should be automated wherever economic to both reduce staff burden and provide opportunities for direct customer access to information

3.9 **_Defining Administrative Posts and Activities in Scope_** Work with lead officers in each department has identified the administrative posts and activities for inclusion in the integrated business support function. A key consideration in identifying activities and posts has been the nature of that support. This is often referred to by managers as 'specialist' support. However, when an administrative activity e.g. processing applications, is broken down into its tasks it is evident that these are common across a number of different types of service application. There is a core, common set of administrative tasks whether the application is for a student grant, a planning application, various licence applications etc. What differentiates and defines the 'specialness' of the support is the required knowledge of the professional, legislative, operational and systems requirements that relate to the service. Indeed this is the case with most administrative activities, with each type of activity sharing the same set of tasks, though with different knowledge requirements.

3.10 This important distinction between tasks and knowledge provides the basis on which to determine what activities and posts should be in scope for the integrated business support function. It is this commonality of tasks that in part allows for more flexible use of administrative staff resources and which is reflected in the redesign of business support job roles. There is of course a practical limit to the extent of this flexibility, given the knowledge requirements of different services, and managers will want to be confident that business support staff have the necessary understanding of the requirements specific to their service.

3.11 Given this analysis, most administrative activities and posts are included in the integrated business support function.

3.12 **_Learning from Other Organisations_** The project team has also undertaken a number of research visits to in order to gain understanding and learn lessons from those already implementing integrated business support models, including LB Greenwich, LB Harrow, LB Croydon, Swindon Borough Council and a recent discussion with Peterborough Council, where they have successfully included children's social care in their business support service.

3.13 Overall, there is a clear direction of travel by many councils towards centralised, or integrated, business support models at the current time, many of which are interlinked with wider organisational restructures and/or movement into centralised offices.

3.14 The key lessons learnt from these visits, and from discussions with Brent Council departments who have already implemented integrated business support within their department are:

- on average, organisations have achieved 15% reductions in headcount when centralising/integrating business support functions and most felt they had a more flexible, resistant and high quality business support offer from the new model
- relationship management is key and a fundamental part of the skills needed by Team Leaders and the Head of Service to manage relationships with service managers. Most operated a 'key contact' model for service managers (usually a Team Leader)
- clarity in relation to the respective roles of the Business Support Managers, the service managers and the Business Support Officers – and ensuring these are well communicated and implemented
- the importance of having guidance which outlines expectations of activities that will be provided and to what quality and timescale (some in the form of SLAs between business support and service), with a focus on what will be done, not what will not be done, and being willing to negotiate the boundaries of the guidance on regular basis
- once initiated, centralised business support functions tend to acquire increased activities over-time which continues to free-up professional from administrative work
- the need to couple a move to integrated business support with an increased use of self service.

3.15 ***The Model for Business Support - An Integrated and Flexible Service*** The proposed structure (appendix 1) reflects the design principles set out above, the lessons from other organisations that have implemented a similar approach to business support and a number of important additional considerations:

- the need for sufficient management capacity, given the size and nature of the function
- the council's organisational design principles in relation to management spans of control
- creating opportunities for career progression
- ensuring maximum and long term flexibility

3.16 The total number of posts proposed for the new service is one hundred and forty three, organised in five teams of administrative support, five teams of Executive Assistants providing support to Directors, Assistant Directors and on a more limited basis Heads of Service and the Chief Executive's Office.

3.17   The overall reduction in posts from the current staffing levels in these areas is thirty four, including twenty administrative posts, eleven business support management posts and three PA posts. The savings from these reductions are approximately £1 million in a full year.

3.18   *Management Structures* There are three tiers of management: the head and deputy head of service, four team leaders (one managing teams in locations outside the Civic Centre) and eleven senior business support supervisors. The inclusion of a deputy post reflects the critical role in building and maintaining effective working relationships between the business support service and departmental services across the organisation, and puts in place sufficient senior level capacity to undertake this role. The deputy post will also manage business support teams.

3.19   Overall, the management structure provides a reasonable balance between ensuring there is sufficient management capacity to run the service without incurring excessive management costs. It also creates a recognisable and realistic career path, particularly in conjunction with the opportunities to develop a wider range of skills and experience available through the integration and flexibility offered through supporting more than one service.

3.20   *General Operating Arrangements - An Integrated and Flexible Service* The structure brings together the large majority of business support activities, in line with the definitions and analysis of activities described above and in appendix 2. This presents additional opportunities to combine related activities undertaken in different services e.g. case conference support for children's and adults services, and part of the further detailed work will include identifying these opportunities and the scope for improved ways of working through bringing them together.

3.21   The five teams in the Civic Centre will provide support to the nine floors occupied by services, with some teams providing support to more than one floor. The structure chart at appendix 1 provides an illustration of how this might be configured. Final configurations will need to be agreed with the Move to the Civic Centre team.

3.22   While the teams are not at this stage identified by the departments and services they support, teams will be linked to and support the services located on the floors allocated to each team, though there will also be flexibility across teams, as well as within teams. While bringing these staff resources together does offer the opportunity for greater flexibility, this does not mean that all staff will be 'generic' or that they will be expected to cover all service support requirements, nor that they will rotate on a constant basis such that services have different support staff every week.

3.23   *Business Support Staff in other Locations* While the large majority of business support staff will be in the Civic Centre, some will remain in other service locations outside of the Civic Centre e.g. childrens centres. However the business support staff will be part of and managed by the integrated business support service and will be expected to work flexibly in line with the general requirements of the service.

3.24 ***Further Work on the Operational Arrangements*** Implementation of the business support structures and staffing is now complete. In November work started on developing the detailed operational arrangements, including:

- the process improvement work – this is now underway, with the initial focus on administrative processes relating to children's social care activities and HR administrative processes. In the longer term the latter will be further streamline and replaced with the introduction of HR Oracle.
- the detailed specifications of support requirements – an initial view of support requirements and volumes of activity has been built up through the baselining work. This further work will develop this in more detail and confirm the final set of support activities, volumes of activity, requirements in relation to timescales and any quality/performance standards
- development of service agreements, setting out expectations of business support
- training and development for business support managers and staff – this should include ensuring all business support staff have a general overview of the service, as well as the specific knowledge of service systems and processes needed
- engagement and communications with service managers - ensure they have confidence their support requirements have been identified, understood and can be met
- planning for the transition period between the appointment of staff into the new structures at the end of November 2012 and the start of the new business support function in April 2013
- planning the move of business support into the Civic Centre, alongside the services it will be supporting

3.25 ***Implementation*** Formal staff and trade union consultation on the business support restructuring started at the beginning of August 2012 and finished in early November. At the same time staff were given the opportunity to volunteer for redundancy, in order to minimise compulsory redundancies.

3.26 Internal recruitment for affected staff started in mid-November and was completed by the middle of January. The process included a combination of assessments, tests, presentations and interviews, depending on the type of posts and job requirements. In terms of the management posts, appointments were made to the Head of Service, three of the four team leader posts and seven of the eleven senior business support officer posts. External recruitment has started for the unfilled posts with the aim of having new staff in post by the beginning of April.

Specialist Support

3.27 To facilitate consideration of specialist support, a 'structured dialogue' was organised between senior managers from service departments and corporate support services, using information and an assessment of current activities provided by departments and corporate support. The aim of the dialogue was to:
- facilitate providers and clients in identifying areas where specialist support can be ended, reduced or provided differently in the future.

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- ensure that the development of future operating models for corporate and specialist support are based on a sound understanding of the requirements of service units. This includes highlighting and exploring areas of competing client priorities.
- facilitate evaluation of what currently works well and what could be improved in relation to specialist and corporate support (from both a provider and client perspective)

3.28   The discussions identified service specific issues, as well as a number of general themes relating to the roles, organisation and operation of corporate functions. At its meeting in September the Project Board considered initial proposals from a number of corporate services and identified areas for further work. This report summarises the resulting set of proposed changes in corporate support and the related savings. The savings from all these proposals is £1.085 million, which brings the overall savings from the project to just over £2.085 million in a full year.

3.29   *HR Proposals* A number of changes in the People and Development service are already underway. Key HR policies and procedures are being reviewed to streamline processes and provide short clear guides for managers, with the flexible working policy now agreed and the disciplinary policy under review. The sickness absence process has also been reviewed and the roll-out to all departments of a sickness absence database is underway, which will streamline both management and administrative requirements in relation to sickness absence management.

3.30   The recruitment service is being completely overhauled including reorganising the function, changing the recruitment process and understanding customer expectations and requirements. In relation to temporary staffing, the processes have been reviewed and there is now stronger contract management of Comensura, while the 'business case' process has been halted.

3.31   In addition a Workforce Strategy is being developed that will ensure a clear process for succession planning and talent management. Departments will be involved in developing strategies for their areas.

3.32   A review of the learning and development function will take place when IIP accreditation is completed and a review of payroll services is proposed, with options for sharing or outsourcing art of those considerations.

3.33   These changes are largely focused on service improvements and are not in themselves expected to deliver savings. Implementation of Project Athena could deliver savings but at this stage it is not possible to quantify these for HR. Further discussions with the interim Head of HR have identified savings of £135,000, which come from staffing and non-staffing budgets.

3.34   *Information Technology Unit (ITU)* There was no dialogue session for ITU, but the Head of ITU is identifying £500,000 of savings through:
- a merger of ITU first tier service desk (call desk) support with the 2nd and 3rd line support group, as well as moving to self service for the desk

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- merge the customer liaison function with the programme office, which have overlapping responsibilities
- review the application support and reduce headcount as a result
- information management will be reviewed as their two main projects, Infostore and scanning, start to wind down later this year.

3.35 ***Strategy, Partnerships and Improvement Proposals*** The proposals focus on the policy, performance management and service planning functions and build on the current 'hub and spoke' business partners model. The proposal is to enhance this through the structural relocation of some generic and corporate activities into a central function. The aim is to retain strong specialised policy support to DMT's and better skills development in areas such as performance management, data analysis and intelligence sharing. This approach balances the realisation of the necessary reductions in expenditure while retaining critical support services and allowing capacity to be developed in those areas that are currently under resourced.

3.36 In relation to policy support, each department will retain their embedded specialist policy support, which will have representation on their DMT's. This will mean a specialist policy resource in Environment and Neighbourhoods, Children and Families, Adult Social Care and Regeneration and Major Projects. The policy capacity in Adult Social Care will be strengthened with the creation of a specialist policy officer for this area.

3.37 Changes to the performance management function will include the creation of one corporate performance analysis team responsible for consistent processes for the collection, reporting and analysis of performance data. Children's social care will have a dedicated resource to improve the current performance management and analysis of data for the service.

3.38 The proposals result in a total revenue saving of £450,000.

3.39 ***Legal and Procurement Dialogue Session*** Discussion with departments on legal support was organised through a series of meetings between the Director of Legal and Procurement, service Directors and their DMTs.

3.40 Procurement was considered through a dialogue session, with the following. There was general agreement amongst service departments that both legal and procurement support is vital in a number of high risk, business critical areas. In relation to procurement, all departments were managing major procurement programmes and expected to do so for the next eighteen to twenty four months. The view was that resources should be increased and at the least 'ring-fenced' from any savings requirements to avoid either a serious impact on these programmes, with potential loss of savings or additional costs.

4. LEGAL IMPLICATIONS

4.1 The changes have been implemented in line with the council's Managing Organisational Change Policy and as such has dealt with the main legal risk in managing the downsizing. The provision of a voluntary redundancy process and the proposed methods of selection to posts in the new structure have been undertaken in line with the agreed Council policy framework. This policy framework has proved successful in past exercises in managing change and reducing the inherent risk involved.

4.2 The diversity Implications raise some potential issues of indirect discrimination but the risk arising out of those issues have been appropriately dealt with by the proper operation of the Managing Organisational Change Policy to ensure objective decision making and continuing to monitor the diversity implications to ensure that any potential indirect anomaly continues to be objectively justified by the strong business case for the rationalisation of business support.

5. FINANCE IMPLICATIONS

5.1 The changes in business support result in a full year saving of £1m from 2014/15. However, the need to retain staff in advance of the move to the Civic Centre means that a three quarter year saving has been taken for 2013/14, amounting to £750k.

5.2 Full year savings of £1.085m per annum from 2013/14 have been identified in specialist support functions, as follows:
   - £500k in IT;
   - £450k in Strategy Partnerships and Improvement; and
   - £135k in People and Development.

5.3 Total savings of £1.835m in 2013/14 and £2.085m in 2014/15 will therefore be included in the 2013/14 budget proposals.

5.4 One-off redundancy/early retirement costs will be met from the council's central provision for redundancy costs.

6. DIVERSITY IMPLICATIONS

6.1 An initial profile and analysis of the staff in scope for the business support function indicates that:

   - The vast majority of those staff affected in the review are female (87%). This is also significantly higher that the gender profile for the Council overall (23% higher).
   - The age range of the staff affected is fairly evenly spread throughout the bands. There are a small number of young staff (20-29) affected and a slightly disproportionate effect on those aged 50-59 compared to the organisational profile (2.9% higher).

- In relation to ethnicity, 32 (18.9%) of those affected by the workstream are of Asian Indian ethnicity. This is 7% higher than the organisational profile indicating a slightly disproportion impact on this group. 15 (8.9%) of those affected by the workstream are of Asian British ethnicity. This is 4% higher than the organisational profile, indicating a slightly disproportionate impact on this group.
- The religion profile of those in scope for the business support workstream shows no significant difference from the organisational profile. However the religion of a very high percentage of those in scope and the council overall is unknown or undeclared (85%) and therefore meaningful analysis is compromised.
- Meaningful analysis of sexual orientation of staff is compromised by the higher percentage of staff for which this is 'unknown' or 'not given' (average of 90% for staff at risk and council-wide)
- Half the staff affected are residents of Brent. A larger proportion of staff at risk are Brent residents compared to the organisational profile (13.9% higher).

7. STAFFING/ACCOMODATION IMPLICATIONS

7.1   The new model for business support has significant staffing implications, which are described in this report. The service will become operational as it moves into the new Civic Centre, alongside the services it will be supporting. Discussions are underway with the Move to the Civic Centre team concerning its accommodation in the Civic Centre.

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APPENDIX 1 - INTEGRATED BUSINESS SUPPORT STRUCTURE

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                          ┌──────────────┐      ┌──────────────────────────┐
                          │ Head of      │──────│ Executive Business Manager│
                          │ Service      │      │                          │
                          │              │      │ CEs Office               │
                          └──────────────┘      └──────────────────────────┘

┌────────────┐   ┌────────────┐   ┌──────────────┐ ┌──────────────┐   ┌────────────┐ ┌────────────┐
│ Team Leader│   │ Team Leader│   │ Departmental │ │ Deputy Head  │   │ Team Leader│ │ Team Leader│
│            │   │            │   │ EA Teams x 4 │ │ of Service   │   │            │ │            │
└────────────┘   └────────────┘   └──────────────┘ └──────────────┘   └────────────┘ └────────────┘
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| Senior BS Officer | Senior BS Officer | Senior BS Officer | Senior BS Officer | Senior BS Officer | Senior BS Officer | Senior BS Officer x 2 (inc localities) | Senior BS Officer x 2 |

| | | | | | Senior BS Officer | | |

| Business Support Staff x 8 | Business Support Staff x 8 | Business Support Staff x 7 | Business Support Staff x 8 | Business Support Staff x 8 | Business Support Staff x 8 | Business Support Staff x 7 | Business Support Staff x 7 |

| | Business Support Staff x 10 | Business Support Staff x 7 | | Business Support Staff x 8 | | Business Support Staff x 9 | Business Support Staff x 9 |

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APPENDIX 2 – INTEGRATED BUSINESS SUPPORT: OUTLINE SERVICE AND TASK SPECIFICATION

BUILDING SUPPORT	GENERAL ADMINISTRATIVE SUPPORT
• final distribution of post to teams/officers (confirm requirement with DPR project) • order and issue stationary for floor and maintain stationary storage located on each floor • maintain supplies for the two printers on each floor, undertake basic maintenance and troubleshooting • maintain equipment storage area (where relevant), undertake issuing and return of equipment • act as reception point for each floor • keep meeting rooms on each floor stocked as relevant and in order • keep information on television monitors up to date • keep the staff library area (4th floor) in order • act as fire wardens/first aiders/health and safety officers for each floor	**General Office Administration** • process purchase orders, including generation of electronic purchase requisitions and arranging urgent payment requests • maintenance of assets registers and information on supplier contracts • a range of IT requests such as arranging logons, setting up user accounts, maintaining phone and email lists, ordering hardware, updating web site information etc. • train new staff to use IT systems • updating business continuity records • maintenance of hospitality books, collation of information re FOI requests etc. • dealing with general departmental related queries and information requests • Banking of cash and cheques • Creation and sending of sales invoices (including supplementary documents such as licences, statutory notices) **Personnel Related Administration** • collating and monitoring data for leave, sickness absence etc. • collating and monitoring data for employee performance i.e. appraisal information and learning and development objectives • payroll submissions and queries • maintenance of personnel files • maintaining records for, and coordinating induction and training within area • coordinating permanent recruitment for the departments in conjunction with the People Centre • administering the recruitment of agency staff via Comensura and other outside agencies

SERVICE SPECIFIC SUPPORT (TASKS) *
Customer/client contact • answer telephone calls and emails from customers/clients, referring enquiries to the relevant officer/service as necessary • provide service information or signposting to information • log calls in the relevant systems • provide updates to customers/clients on progress of referrals/applications/enquiries
Applications, Referrals and other Service Requests (e.g. planning, grant and licensing applications, social care referrals, requests for pest control or bulky refuse collection) • take referrals/applications, ensuring the correct information is obtained and recorded in the relevant systems • advise on how the process works, and give basic information on legislation/procedures • set up cases on the relevant systems, updating as required • obtain the necessary client documentation and verify as required • prepare cases/files and related documentation for approval and/or review • act as liaison between clients and officers • organise client/officer visits, meetings and case conferences, including: booking meetings with all those required to attend; booking venues; organising related paperwork and providing this to officers/clients; organising travel arrangements for officers; attending meetings to take notes/minutes, and circulating copies as required; recording the outcome of meetings in the relevant systems • progress chasing for all of the above as required
Information • maintain relevant documentation • update and maintain information on systems and databases as necessary • extract information from systems and provide reports to managers as part of service, departmental, council partnership and national reporting requirements

* The knowledge required to undertake these tasks will reflect the specific legislative, policy and operational requirements of the service.

	One Council Overview and Scrutiny Committee 6 February 2013 **PERFORMANCE & FINANCE REVIEW** Report from Director of Strategy, Partnerships & Improvement and Director of Finance & Corporate Services
For Action	Wards Affected: ALL

Report Title:

Performance and Finance Review, Quarter 2, 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.
e. Note the write off of bad debts contained within this report.

3.0   Executive Summary - Performance

Overall Council Performance					
	🟢	🟡	🔴	⚫	Total
	Low Risk	Med Risk	High Risk	Indicative Only	Total
Adult social care	4	0	1	7	12
Children and families	9	1	2	4	16
Environment & NS	3	1	7	2	13
Regeneration & MP	2	4	2	8	16
Central services	2	2	2	8	14
Total	20	8	14	29	71
Percentage	**28**	**11**	**20**	**41**	**100**

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. Benchmarking will only be available for those indicators that other councils also wish to benchmark against. 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 Q2 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 remains below target. However once an assessment has taken place the packages of care are delivered within timescales. The percentage of carers receiving a needs assessments or review has marginally improved since last quarter and is now performing better than the year to date target. Data quality issues are still being addressed by the service. As part of this work a more robust data collection method for reporting the percentage of clients receiving self directed support (direct payment and individual budget) has been introduced and the service are now more confident in the figures they are reporting.

3.2 *Children and Families*

The pressure for school places remains most acute at key stage 1 though this is expected to work through to secondary school places over the next 2 to 3 years. This is being address with the implementation of a medium and long term strategy for creating additional school places which was agreed by the Executive in August 2012. The snapshot measure of the number of looked after children in Brent shows a slight reduction for the second quarter in a row, 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 at the delivery stage. 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 small flytips reported is above target while the number of inspections and investigations is below target in Q2 and both are showing a high risk status.

3.4 *Regeneration and Major Projects*

Unemployment rates in Brent remain high in comparison to the London average though the percentage of working age residents in employment increased slightly in Q2. The number of households in temporary accommodation has increased since Q1, though this is currently showing a low risk status. The pressure on employment and housing indicators, largely driven by a range of external factors, such as the overall economic conditions, look set to continue. Actions to mitigate the impact of welfare reform, to implement the council's new employment offer and to make effective use of

the flexibility provided by the housing reform are central to the departments work programme. The percentage of major planning applications determined in 13 weeks is high risk and a cause of concern. While one or two difficult negotiations can have a huge impact on this indicator the department are proposing to undertake a fundamental review of the service during 2013/14. 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 above target and a medium risk though this has improved since Q1.

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. The number of personal robberies (cumulative) is showing status Amber, while the number of burglaries has moved from amber to green. Council tax collection rate has moved from Green in Q1 to Amber in Q2

3.6 **Complaints Summary**

There was a marked reduction in the number of local resolution (13%) and final review complaints (65%) received in comparison with Q1. Much of the reduction was due to BHP who saw no complaints escalate during the quarter. With the exception of Adult Social Care and Children & Families response times were good. A project has been initiated in Adult Social Care aimed at building capacity within the department to respond to complaints. The complaints manager will also be working with Children &Families Departmental Management Team to improve response times in the department. The Council continued to enjoy a low level of adverse findings from the Ombudsman with just four cases so far this year.

4.0   Executive Summary - FINANCE

4.1   The Council's revenue budget position for quarter 2 is as follows:

Item	Budget £000	Forecast Outturn £000	Variance £000
Adult Social Services	87,832	88,370	538
Children & Families	48,943	48,955	12
Environment & Neighbourhood Services	33,782	33,934	152
Regeneration & Major Projects	33,670	33,170	(500)
Central Services	37,317	37,048	(269)
Service Area Total	**241,544**	**241,477**	**(67)**
Central Items	18,848	18,848	0
Total Council Budget	**260,392**	**260,325**	**(67)**

- For quarter 2 the Council is currently forecasting an underspend of £67k this is an improvement of more than £2m on the quarter 1 forecast of an over spend of £1.954m. This has broadly been achieved by a number of ongoing and one off savings across the main services areas. Children and Families has reduced its overspend by £1m, Regeneration & Major Projects is now projecting £500k underspend and Adult Social services has reduced its overspend by £400k. Further details are included below.

- Children & Families are currently forecasting an overspend of £12k which is £1m better than the quarter 1 forecast overspend of £1,014k. Savings of £500k from across early years, transport and business support together with £500k of one off monies received for academy schools funding which was originally deducted as part of the local government finance settlement have been used to balance the budget pressures within children's social care. The position on the schools budget has also improved with the forecast overspend down £384k since quarter 1 to £568k. The main pressures on the budget are SEN expenditure on out of borough mainstream and independent day special pupils and the pupils without school places budget. A great deal is being done through the SEN One Council Project 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. To meet these current pressures savings from the Alternative Education and the Schools Improvement Services and the headroom from the schools budget deficit recovery plan are being used. 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 has been a vast improvement in the forecasted overspend position as reported in the quarter 1 report. This reflects a movement from an overspending position of £950k to the current position of £538K. The £950k overspend was wholly 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 has been going on to reduce this with compensating underspends including keeping posts vacant , the transfer of one of Brent's clients to another borough with a significant saving and the use of top-sliced voluntary sector monies. In total this has brought the forecast overspend down by £412k to £538k. Further savings in other areas are being sought and the department is confident that by year end it will come in within budget.

- Environment and Neighbourhood Services identified in quarter 1 significant risks around achieving the budgeted recycling and waste savings through the delivery of reduced tonnages. At present this is forecast to be £560k and negotiations are taking place with Veolia to achieve lower gate fees, a reduction in vehicle costs and a review of rounds. There are also staffing pressures following the wave 2 staffing and structure review and shortfalls in

fee income. Overall action is being taken to review agency and freeze vacant posts and non essential spend. In addition £443k of balance sheet deposits no longer required are being written back. The forecast overspend is currently £152k for quarter 2.

- Regeneration and Major Projects is currently forecasting an underspend of £500k. As part of the budget process £1.134m of growth was provided in the 2012/13 budget to cover additional costs in the temporary accommodation budget from amendments to housing benefit resulting from the changes to Local Housing Allowance caps. To date the impact of those changes has not been as great as expected thus leading to the level of the underspend.

- Central Services are currently forecasting an underspend of £269k for quarter 2 after a breakeven position in quarter 1. This underspend relates to Strategy, Partnerships and Improvements and covers mainly vacant posts predominantly within the Policy areas.

- A significant overspend in the West London West Authority (WLWA) budget has arisen during 2012/13 as a result of poor budget monitoring in 2011/12 and weaknesses in the budget setting process for 2012/13. The expected budget surplus of £2.8m for 2011/12 did not materialise and an in year budget overspend for 2012/13 of £2.6m is currently forecast due to higher than expected tonnages and costs not identified in the budget process having to be met. To remedy this position the WLWA have proposed a supplementary levy for 2012/13 of £3.6m to cover the current year's overspend and replenish WLWA's reserves. This levy will be met by the six constituent boroughs and Brent's contribution will be £609k on top of the £1.713m we currently pay. There is likely to be a knock on impact for future years which will need to be considered as part of the 2013/14 budget process. This overspend will be met from savings in the capital finance budget in 2012/13 as a result of lower than budgeted borrowing costs.

- Following the completion of the 2011/12 audit at the end of September the Council's general fund balances carried forward from 2011/12 are £10.316m. This is a betterment of £236k when compared to the originally budgeted figure of £10.080m.

	£m
Balances Brought Forward 1st April 2012	10.316
General Fund Contribution to Balances	1.000
2012/13 Underspend	0.067
Forecast Carried Forward 31st March 2013	**11.383**

Overall Including the in year underspend of £67k and the budgeted contribution of £1m to balances in 2012/13 the forecast balances at 31st

March are now forecast to be £11.383m which is an improvement of £303k on the budgeted figure of £11.080m.

4.2 The Council's capital budget position for Quarter 2 is as follows:

Item	Original Budget £000	Revised Budget £000	Forecast £000	Variance £000
Adult Social Services	1,184	1,552	1,552	0
Children & Families	0	0	0	0
Environment & Neighbourhood Services	7,535	17,489	17,489	0
Regeneration & Major Projects	165,952	213,052	213,053	1
Housing – General Fund	6,969	8,357	5,637	(2,720)
Housing - HRA	13,846	19,271	16,647	(2,624)
Central Services	450	3,938	3,938	0
Total Capital Programme	**195,936**	**263,659**	**258,316**	**(5,343)**

The forecast is that Housing will underspend in 2012/13, and these monies will be rephased to 2013-14. Further underspend in other areas is likely to be identified in quarter 3. Regeneration & Major Projects is forecasting £1k overspend. Full details of the movements between the original budget and forecast are given in the attached Finance Appendix.

4.3 Under standing orders bad debt write offs of over £3,000 need to be reported to the Executive twice yearly. Details of National Non Domestic Rate write offs for the period April 2012 to September 2012 are included in a separate appendix to this report. There are no council tax and general write offs to report for this period.

5.0 Financial implications

These are set out in the attached Performance and Finance Review quarter 2 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**	**MICK BOWDEN** **Deputy Director of Finance & Corporate Services**

Brent

Performance & Finance Review

Performance Report
2012-13
Quarter 2

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 "Alert" 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 because it is difficult to set a target or influence performance due to external factors 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.

The LAPS Benchmark figures– are the national average benchmark figures taken from LAPS for the same quarter the previous year.

PUBLIC HEALTH

Reference	Performance Indicator	2011-12 End of Year	LAPS Bench-mark 2011-12 Q2	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		1208 (Q1)			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		85.4%	85%		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 (2010)			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.		40.8	36.2 (Q2 2010)			Q4 2010 actual. Delayed reporting 12 months in arrears. Data supplied by PCT.

Comments
• TB Treatment Completion Rates – based on notifications received until 30th June 2011 followed up to 30th June 2012; this is just above the set target for the whole borough. Please note that it is the latest performance data available for up to Jun-2011, based on historical performance due to the criteria set for this measure. HPA reports performance reports and compares performance on calendar year and the last one is for 2010, 88.9%. NB: There are some changes in their reporting practice this year.
• Mortality Rate from Circulatory Diseases for under 75's – this figure is for 2010. Finalised data for 2011 should be available in December.
• Teenage Pregnancy Rate – Figure provided is the latest finalised figure available.

ADULT SOCIAL CARE

Reference	Performance Indicator	2011-12 End of year	LAPS Bench mark 2011-12 Q2	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 re-ablement services.
NI 130	Social Care clients receiving self-directed support.	53.48%	41.7%	46.0%	32.50%	●	Cumulative. Measures the percentage of clients receiving self-directed support per 100,000 of population.
NI 132	Timeliness of Social Care assessments: (Mental Health Only).	75.51%		53%	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%	17.4%	16%	15%	●	Cumulative. Measures the percentage of carers receiving needs assessment or review and a specific carer's service, or advice and information.
Local	Quarterly number of delayed hospital discharges (Social Services).	33		5	6	●	Measures the quarterly number of delayed discharges from hospitals.
Local	Number of clients living in the community and receiving a service.	4852		3550	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		1019	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		192	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	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
Local	Number of adult contacts who were eligible after Fair Access to Care screening.	3028		1590	Indicative only	●	Cumulative. Measures the total number of clients who were eligible to receive re-ablement or long-terms services after assessment.
Local CMP10	Total number of complaints received (stage 1).	95		60	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		1	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments
• NI125 - Annual mid-year indicator, captured as a snapshot between 1st Oct – 31st Dec
• NI130 – The collection method for this indicator has changed from Q1 to Q2 to a more robust method and hence the performance data is more reliable. Therefore Q1's performance figure has been altered accordingly and this is reflected in the cumulative YTD Q2 figure.
• NI131 - Due to the poor quality of data available for this indicator has been replaced with a more reliable Local Indicator "Quarterly number of delayed hospital discharges" (Social Services).
• NI132 - The timeliness of social care assessments for mental health clients continues to be a cause for concern. However it is noteworthy that when the assessments do take place, all the packages of care are delivered within timescales.

CHILDREN & FAMILIES

Reference	Performance Indicator	2011-12 End of year	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 114	Rate of permanent exclusions.	0.60	0.1	0.63	1.0	🟢	Measures the annual rate of exclusions from Brent-maintained schools per 1000 pupils.
Local	Net shortfall of places at Key Stage 1	-439		-393	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		75	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		543	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%	5.4%	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%	57.0%	42%	64%	🔴	Measures the percentage of care leavers who are in Education, Employment or Training.
Local	Percentage of parents completing evidence based parenting programmes	31%		62%	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%	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		165	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	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 062	Stability of placements for looked after children (LACs): number of moves.	14.2%	7.3%	7%	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		338	Indicative only	⚫	Snapshot: Measures the number of looked after children in Brent.
Local	Number of looked after children placed with Independent Fostering Agencies.	101		83	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		121	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%	0.8% (6 returns excl. Brent)	28%	37%	🟢	Measures the percentage of young offenders who go on to re-offend.
Local CMP10	Total number of complaints received (stage 1).	181		89	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		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 114 Rate of permanent exclusions: It needs to be borne in mind that the annual target of 1.00 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. A new Averting Exclusions Protocol has been agreed with schools which should result in even less exclusions because it facilitates earlier intervention.   - NI 117 (NEETs): This figure of 3.6% is the adjusted NEET performance against a reporting target to DfE of 5%, 381 young people.   - 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	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 191	Volume of residual waste kg per household.	557	145 (Q1)	125 (Q1)	109.5 (Q1)	🔴	Cumulative. Measures household waste that is not re-used, recycled or composted.
NI 192	Percentage of household waste sent for recycling.	37%	32.8% (Q1)	43.8% (Q1)	50% (Q1)	🔴	Measures the percentage of household waste re-used, recycled or composted.
Local	Tonnes of waste sent to landfill.	73,524		17,900 (Q1)	14,3004 (Q1)	🔴	Measures the volume of waste sent to landfill sites.
Local	Number of small reported flytips	2106		1340	1050	🔴	Latest. Measures the number of small fly tipping incidents reported
Local	Number of large reported flytips	5046		2513	2500	🟠	Latest. Measures the number of large fly tipping incidents reported
Local	Flytipping Enforcement: No of Inspections and Investigations	4337		939	1900	🔴	Latest. Measures the number of inspections and investigations relating to fly tipping incidents
Local	Flytipping Enforcement: No of Enforcement Actions Taken	614		109	150	🟢	Latest. Measures the number of enforcement actions taken relating to fly tipping incidents
Local	Number of library visits per 1000 population.	5873		2188	2974	🔴	Cumulative. Measures the number of visits to Brent libraries.
Local	Active library borrowers as a percentage of population.	15.6%		11.8%	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		649,640	624,754	🟢	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%	5.8%	12%	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		286	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.	36		11	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   - Number of visits to Brent Sports Centres to partake in sports activity - as there are now two sports centres, it is unlikely that the London average will be met in relation to the number of sports centre visits.   - 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 3 complaint areas were Safer Streets, Recycling & Waste and Parks and Sports.

REGENERATION & MAJOR PROJECTS

Reference	Performance Indicator	2011-12 End of year	LAPS Benchmark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 154	Net additional homes provided	559	642.4 (9 returns excl. Brent)	Annual	915	🟠	Cumulative: Measures the number of additional homes provided
NI 157a	Percentage of major Planning applications processed within 13 weeks.	41%	52.7%	50%	70%	🔴	Measures the efficiency of the Planning applications process.
NI 157b	Percentage of minor Planning applications processed within 8 weeks.	67%	71.5%	71%	80%	🔴	Measures the efficiency of the Planning applications process.
NI 157c	Percentage of other Planning applications processed within 8 weeks.	81%	83.5%	82%	90%	🟠	Measures the efficiency of the Planning applications process.
Local	Percentage of working age residents in employment	64.2%	68.2%	63.1%	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%	3.7%	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	1131.8	3191	3600	🟢	Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.
Local	Percentage of residents with no qualifications	-4.8%		1.9%	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%		13.39%	Indicative only	⚫	Latest. Percentage of total commercial properties which remain unoccupied.

Reference	Performance Indicator	2011-12 End of year	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
Local	Current rent collection rate as a percentage of total rent due (excl. arrears)	99.1%		97.8%	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		28	27	🟠	Measures the average number of days taken to re-let Council properties.
Local	Percentage of repairs completed on the first visit.	95%		96.8%	95%	🟢	Measures the efficiency of the Housing Repairs system.
Local CMP10	Total number of complaints received (stage 1).	281		143	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		21	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		187	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.

Comments
• NI 154 - New housing completions are assessed accurately only on an annual basis. Figs. for 2011/12 were about two thirds of the target. It is anticipated that this level of new build may fall back a little through 2012/13 because of national economic conditions
• Proportion of residents with no qualifications: There has been a massive reversal of the proportion of residents with no qualifications, the rate has increased by more than 100% . This significant rise in the proportion of residents with no qualifications is a cause for concern but the underlying reasons are unclear.
• 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: 8284 (up by 27 units from Q1), Occupied: 7175 (up by 141 units from Q1), Empty: 1109 (down by 129 since Q1). Statistics provided by Business Rates.
• Complaints: BHP have joined the Council's 2 stage process this quarter

CENTRAL SERVICES

Reference	Performance Indicator	2011-12 End of year	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 015	Serious violent crime rate.	0.16	-	1.15	0.98	🔴	Measures the cumulative number of serious crimes recorded by the police per 1000 of population.
NI 016	Serious acquisitive crime rate.	2.87	-	2.75	2.35	🔴	Measures the number of serious thefts, burglaries etc. recorded by the police per 1000 of population.
Local	Number of Personal Robberies: cumulative rolling financial year.	5758		1014	944	🟠	Cumulative. Measures the number of personal robberies
Local	Number of Residential Burglaries: cumulative	7663		1014	1380	🟢	Cumulative. Measures the number of residential burglaries
NI 181	Time taken to process all Benefit claims.	8.19	-	7.02	8.00	🟢	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%	55.8%	57.99%	58.35%	🟠	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		1.25m	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	7.8	1.26	Indicative only	⚫	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	LAPS Bench mark 2011-12 Q2	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
Complaints: Customer and community engagement							
Local CMP10	Total number of complaints received (stage 1).	37		10	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		30	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		6	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 16 (serious acquisitive crime rate) this indicator has been dropped by the police, therefore no statistical comparison is available, and data is unreliable.
- Residential Burglary - Quarter 1 saw a rise in offences of 8.4% a considerable (7.3%) slowing of the rise in this offence, this still left Brent bottom of the 15 comparator boroughs and this remained the case in quarter 2.
- Personal Robbery - Quarter 1 offences were down 31%, a considerable reduction the annual outcome for 2011 – 12 that saw a rise of 9.3 %. Despite this improved performance Brent is still 14th in the cohort of comparator boroughs, there are 15 of these similar areas. The fall continued in quarter 2 with the cumulative being reported by the Metropolitan Police as 42.5%, however, Brent remains at number 14. Sanction and detection rose slightly in quarter 2 and remains close the rate for last financial year 13.6%

One Council Programme Quarterly Snapshot Position

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
Projects in Delivery and Reporting into the OC Programme (20)			
1. Future Customer Service	Toni McConville	Delivery	🟢
2. Web Enhancement	Toni McConville	Delivery	🟠
3. Digital Post Room	Margaret Read	Delivery	🟠
4. Civic Centre (including Move to the Civic Centre)	Andy Donald	Delivery	🟠
5. Review of Employee Benefits	Phil Newby	Delivery	🟠
6. Project Athena: E-business suite	Andy Donald	Delivery	🔴
7. Realigning Corporate and Business Support	Phil Newby	Delivery	🟠
8. Procurement (Training and Practice / E-Procurement / Additional Operational Savings from Procurement Activities)	Fiona Ledden	Delivery	🔴
9. Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Delivery	🟠
10. Libraries Transformation	Jenny Isaac	Delivery	🟢
11. Parking Enforcement Review	Michael Read	Delivery	🟠
12. Highways	Jenny Isaac	Delivery	🟢
13. Managing the Public Realm	Jenny Isaac	Delivery	🟢
14. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Delivery	🟠
15. Supporting People Phase 1	Steven Forbes	Delivery	🟢
16. Developing a Model for Public Health in Brent	Phil Newby	Delivery	🟠
17. Multi-Agency Front Door Working with Families Phase1)	Phil Newby	Delivery	🟢
18. Early Help (Early Years 0 – 11) (Working with Families Phase1)	Phil Newby	Delivery	🟢
19. Early Help (Adolescents) (Working with Families Phase1)	Phil Newby	Delivery	🟢
20. Edge of Care (Working with Families Phase1)	Phil Newby	Delivery	🟢
Other Projects (not reporting directly into the OC Programme) (3)			
1. Services for Young People (Phase 1)	Cathy Tyson	Delivery – PSR not required	N/a
2. Review of School Improvement Service	Sara Williams	Delivery- PSR not required	N/a
3. Improving Recycling Performance	Michael Read	Delivery - new	N/a
Planned Projects (at the pre-Delivery stage) (1)			
1. Integrating Health and Social Care	2. Alison Elliott	3. Pre-delivery (6mths +)	4. N/a
Completed Projects			
1. Finance Modernisation Project		Closed	N/a - closed

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
2. Income Maximisation		Closed	N/a - closed
3. Staffing & Structure Review Wave 1	Gareth Daniel	Closed	N/a - closed
4. Staffing & Structure Review Wave 2	Gareth Daniel	Closed	N/a - closed
5. Temporary Labour Project	Fiona Ledden	Closed	N/a - closed
6. Strategic Procurement Review	Fiona Ledden	Closed	N/a - closed
7. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
8. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed
9. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed
10. Children with Disabilities	Graham Genoni	Closed	N/a - closed
11. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
12. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
13. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
14. Housing Needs Transformation	Andy Donald	Closed	N/a - 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	5,704	5,680	(24)	
Voluntary Sector	1,344	0	4	4	
Reablement & Safeguarding	3,011	3,248	3,232	(16)	
Support Planning & Review	3,450	3,410	3,378	(32)	
Day Centres	6,946	5,412	5,374	(38)	
Client Services	14,557	15,344	15,321	(23)	
Total Operational	**31,051**	**33,118**	**32,989**	**(129)**	
Purchasing					
Older People's Services	23,833	21,669	21,671	2	
Learning & Disability	18,487	18,432	19,130	698	
Mental Health	7,351	7,433	7,424	(9)	
Physical Disability	8,223	7,180	7,156	(24)	
Total Purchasing	**57,894**	**54,714**	**55,381**	**667**	
Total	**88,945**	**87,832**	**88,370**	**538**	

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	1,552	368	
Total	**300**	**1,184**	**1,552**	**368**	

Adult Social Services Revenue

The current forecast is an overspend of £538k which is an improvement on the £950k reported in quarter 1. This overspend arose due to shortfalls in transitions growth over the last two financial years. The improvement has been achieved by a number of actions including keeping vacancies empty and not filling with agency staff, a transfer of responsibility for a client paid by Brent to another borough saving £100k and a one-off top slicing of voluntary sector grants. Work is being undertaken by the department's management team to bring the budget back into line by year end. A project plan is in place which is being monitored regularly.

Adult Social Services Capital

£900k of the increase in forecast expenditure compared to the budget reflects slippage between 2011-12 and 2012-13. £456k of budget and grant has been transferred to Regeneration and Major Projects to fund the refurbishment of Kilburn Library. £76k has been transferred to RMP to fund loose Fixtures, Furniture and Equipment spend at the John Billam Resource Centre.

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	46,718	46,120	46,103	(17)	🟢
Social Care	37,550	32,707	33,236	29	🔴
Central Support & Other	1,734	3,437	3,437	0	🟢
Schools and Dedicated School Grants	(32,887)	(33,321)	(33,321)	0	🟢
Total	**53,115**	**48,943**	**48,955**	**12**	🟠

Key Financial Risks

Children and Families Revenue

Children & Families are currently forecasting an overspend of £12k. This is a £1m improvement on the first quarter position of £1.014m overspend.

- Following a successful legal challenge by a number of local authorities on the basis of how monies were being deducted for academy funding for LACSEG as part of the local government finance settlement the authority received £500k compensation.
- Lower than expected redundancy costs following the review of Early Years has resulted in £200k of additional savings.
- Savings from Transport and Business Support are both contributing £150k of savings each.
- The above savings have allowed the pressures on the Social Care purchasing and placements budget to be balanced.

    The schools budget is currently forecasting an overspend of £568k which is a £384k improvement on the £952k reported in quarter 1. There are two main elements of overspending

- £1M estimated overspend in SEN mainly in out of borough Mainstream & Independent Day Special pupils.
- Pupils without school places is currently forecasting an overspend of £860k with a significant increase since August because of the new September 2012 intake of pupils.

    These overspends are offset by

- £800k from the schools budget headroom which was approved as part of the schools budget deficit recovery plan.

Key Financial Risks

- The review of the Alternative Education Services has achieved savings of £300k from the closure of one of the Pupil Referral Units.
- £95k savings from Schools Improvement Service

The current forecast is 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	779	756	(23)	
Neighbourhood Services	9,172	9,156	8,979	(177)	
Environment & Protection	26,632	23,847	24,199	352	
Deposits					
Total	**36,648**	**33,782**	**33,934**	**152**	

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	4222	222	
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	
Public Realm	0	0	6,200	6,200	
Highways schemes	5,081	2,920	3,575	655	
Parks & Cemeteries schemes	483	80	912	832	
Library schemes	0	0	100	100	
S106 works	0	0	0	0	

Budget: CAPITAL					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Total Environment & Neighbourhoods Capital Programme	**14,368**	**7,535**	**17,489**	**9,954**	🟢

Key Financial Risks

Environment and Neighbourhood Services Revenue

Environment and neighbourhood Services are currently forecasting an overspend of £152k after reporting a break-even position for quarter 1 though a risk around the recycling and waste savings of £1.4m for 2012/13 was flagged up. At present there is a projected overspend of £560k for recycling and waste as targets for residual waste are not being achieved in terms of tonnage or price following the closure of Seneca earlier this year. There are also issues over staffing costs following the wave 2 staffing and structure review and a shortfall in highways and licensing income. To meet the overspend £443k of balance sheet deposits no longer required will be written back. Negotiations are also taking place with Veolia to achieve lower gate fees, a reduction in vehicle costs and a review of rounds. Action is also being taken to review agency and freeze vacant posts and non essential spend.

Environment and Neighbourhood Services Capital

£222k increased expenditure reflects increased grant from TfL.

£1,201k and £30k increased expenditure for Estate Access Corridor and the Stadium Access Corridor respectively is slippage from 2011-12.

£712k forecast increase in expenditure over the budget on Leisure and Sports Schemes represents slippage from 2011-12.

£2k additional spend on Environmental Initiative schemes is rephasing from 2011-12.

£6,200k has been added to the capital programme for the purchase of a waste collection depot.

£600k of the increased Highways schemes spend is a transfer from the Civic Centre budget held by Regeneration and Major Projects to pay for the installation of CCTV monitoring equipment in the Civic Centre. The remaining £55k is rephasing from 2011-12.

Libraries spending has increased by £100k to reflect self-financed Radio Frequency ID tag works.

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	1,134	864	(270)	
Housing Needs	8,514	7,065	6,867	(198)	
Private Housing Services	710	713	713	0	
Supporting People	10,383	9,918	9,886	(32)	
Other Housing Services	604	326	326	0	
Total	**20,921**	**19,156**	**18,656**	**(500)**	
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	3,188	3,188	0	
Directorate & Business Support	516	691	691	0	
Planning & Building Control	1,330	1,021	1,021	0	
Policy & Regeneration	126	478	478	0	
Property & Asset Management	9,778	9,134	9,134	0	
Total	**12,168**	**14,514**	**14,514**	**0**	
Total Regeneration and Major Projects	**33,089**	**33,670**	**33,170**	**(500)**	

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	

Budget: CAPITAL

Housing	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
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**	**19,271**	**5,425**	🟢

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	56,033	(6,360)	🟢
Children & Families	47,139	71,461	115,451	43,990	🟠
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	27,583	9,471	🟢
S106 Works	0	13,986	13,986	0	🟢
Total Regeneration and Major Projects Capital Programme	**90,059**	**165,952**	**213,053**	**47,101**	🟠

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 Management/Services	15,005	17,345	17,345	0	🟢

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

Regeneration are now forecasting an underspend of £500k an improvement from the breakeven position reported in quarter 1

The main pressure within Regeneration and Major Projects was envisaged at the start of the year to be 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. The pressures on the temporary accommodation and housing benefit budgets are not as high as projected and it is currently showing an underspend of £468k in total.

Housing Revenue Account (HRA) Revenue

The HRA forecast is currently in line with budget.

Regeneration and Major Projects Capital

£4,541k of the Civic Centre variance relates to work brought forward and completed in the 2011-12 financial year. £1,219k of the variance relates to a transfer of the Civic Centre Furniture, Fixtures and Equipment budget to Finance and Corporate Services to pay for installation of a data centre in the Civic Centre. The final £600k relates to a transfer of budget to Environment to pay for the installation of CCTV monitoring within the Civic Centre.

£14,383k of the increase in forecast Children and Families expenditure relates to expenditure rephased from 2011-12. £30,883k of the increase in forecast relates to additional Basic Need funding received from the Department for Education. Expenditure has been reduced by £1,750k to remove forecast expenditure

funding by schools contribution as this value will not be known until the end of the year. £473k of additional expenditure has been included in the forecast to reflect schools contributions for works at Vernon House, Mora JMI School, Alperton school. Only £1k relates to forecast overspend unfunded by additional resources, the overspend is on Access initiatives.

£8,278k of the forecast expenditure increase reflects rephasing of expenditure from 2011-12. Forecast. £651k of additional expenditure has been agreed to refurbishment Kilburn library; this is funded by £161k of Section 106 monies, a transfer of £456k of grant from Adult Social Care, and a reduction in expenditure on Combined Property and ICT Initiatives by £35k. £460k of additional expenditure is forecast on enfranchisement; this is self-financing , and generates additional resources for the council's capital programme. Expenditure on the South Kilburn programme has been increased by £76k for loose fixtures, furniture and equipment at the John Billam Resource Centre; this is funded by a transfer of £76k of grant from Adult Social Care. Expenditure on Willesden High Street Shop Fronts is forecast to increase by £40k reflecting an the balance of the Outer London Fund Grant.

Overall, only £1k of forecast overspend is unfunded.

Housing General Fund Capital

The £862k forecast increase in expenditure on PSRSG & DFG Council is rephasing from 2011-12.

With respect to the Housing: Individual schemes £527k forecast increase in expenditure is rephasing from 2011-12.

All of the forecast increase in Expenditure is funded.

Housing Revenue Account (HRA) Capital

£4,348k of the forecast increase in HRA expenditure is rephasing from 2011-12.The remaining £1,078kincrease is an increase in the baseline for the Major Repairs Allowance. These increases are funded.

CENTRAL SERVICES

Budget: GENERAL FUND

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	3,752	3,752	0	🟢
Legal and Procurement	1,245	4,978	4,978	0	🟢
Finance & Corporate Services	21,150	21,864	21,864	0	🟢
Strategy, Partnerships and Improvement	4,554	6,244	5,975	(269)	🟢
Total	**31,013**	**37,317**	**37,048**	**(269)**	🟢

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	1,619	1,219	🟢
Property schemes	0	0	0	0	🟢
Strategy, Partnerships and Improvement Schemes	0	0	0	0	🟢
Central Items	2,765	50	2,319	2,269	🟢
S106 works	0	0	0	0	🟢
Total Corporate Capital Programme	**4,545**	**450**	**3,938**	**3,488**	🟢

Key Financial Risks

Central Services Revenue

There is currently a breakeven forecast for central services unchanged from the 1st quarter. The main issues include:

- Pressure on Legal and Procurement from legal disbursements offset by potential savings from the Legal Services Review and options are being explored for additional external income.

Key Financial Risks

- For Finance & Corporate Services there are additional costs of £240k from extending the payroll contract offset by under spends within Customer Services.
- For Customer and Community Engagement Registrars are overachieving on their income targets which is helping to offset overspends in other areas including Design
- Strategy, Partnerships and Improvement underspending of £269k arises mainly from vacancies within policy

Central Services Capital

£400k of increased forecast spend on ICT schemes is slippage from 2011-12. £1,219k is a transfer from the Civic Centre budget held by RMP to pay for the data centre in the Civic Centre.

£956k of increased spend on central item over the budget is a rephasing from 2011-12. £1,313k is spending on Oracle as part of Project Athena.

SUMMARY

Overall Summary					
	Original Budget £000,	Latest Budget £000,	Forecast £000,	Variance £000,	Alert
Departmental Budgets					
Adult Social Services	87,552	87,832	88,370	538	🔴
Children and Families	51,402	48,943	48,955	12	🟠
Environment and Neighbourhood Services	34,073	33,782	33,934	152	🔴
Regeneration & Major Projects	33,277	33,670	33,170	(500)	🟢
Finance & Corporate Services & Central Services	32,550	37,317	37,048	(269)	🟢
Total	**240,854**	**241,544**	**241,477**	**(67)**	🟢
Central Items					
Capital Financing and Other Charges	25,343	25,343	24,743	(609)	🟢
Levies	2,579	2,579	3,120	550	🟢
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)	(410)	(410)	0	🟢
Remuneration Strategy	229	229	229	0	🟢
South Kilburn Development	900	900	900	0	🟢
Affordable Housing PFI	1,288	0	0	0	🟢
Carbon Tax	304	304	304	0	🟢
Redundancy & Restructuring Costs	4,354	4,354	4,354	0	🟢
Inflation Provision	2,025	2,299	2,299	0	🟢
Council Tax Freeze Grant	(2,575)	(2,575)	(2,585)	(10)	🟢
Government Grants	(24,638)	(24,638)	(24,674)	(36)	🟢
Transformation Enabling Fund	3,500	3,500	3,500	0	🟢
Other Items	1,541	1,541	1,646	105	🟢
Total central items	**18,538**	**17,848**	**17,848**	**0**	🟢
Contribution to/(from) balances	1,000	1,000	1,067	67	🟢
Total Budget Requirement	**260,392**	**260,392**	**260,392**	**0**	
Balances c/Fwd 1st April 2012	10,080	10,080	10,316	236	🟢
Contribution from balances	1,000	1,000	1,067	67	🟢
Total Balances for 31st March 2013	**11,080**	**11,080**	**11,383**	**303**	🟢

BUDGET VIREMENTS

Revenue 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,
Transitions	2,755	(2,755)					
One Print		40				(473)	433
Employer Pension Contributions	162	284	216	153	123	240	(1,178)
Digital Post Room				(300)		300	
Total	**2,917**	**(2,431)**	**216**	**(147)**	**123**	**67**	**(745)**

1. Transitions – The transfer of responsibilities from Children and Families to Adults for 14 – 18 year olds so the transition service now covers responsibilities for 14 -25 year olds.
2. One Print - savings resulting from the curtailment of photocopying contracts
3. Employer Pension Contributions – the additional costs being met by service areas as a result of the increase in pension oncosts in 2012/13 from 25.1% to 26.9%.
4. Digital Post Room - the transfer of responsibility from Facilities Management within Property and Asset Management to Brent Customer Service.

Capital Programme Virement and Adjustment Schedule 2012/13

	Adult Social Services £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	**Total General Fund £000,**	Housing Revenue Account £000,
John Billam Loose FFE	(76)		76			**0**	
TfL increased grant		222				**222**	
Waste depot purchase		6,200				**6,200**	
Civic Centre CCTV		600	(600)			**0**	
Libraries Radio Frequency ID tag		100				**100**	
Civic Centre IT			(1,219)		1,219	**0**	
Additional Basic Need funding			30,883			**30,883**	
Forecast Schools contributions			(1,750)			**(1,750)**	

	Adult Social Services £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	**Total General Fund £000,**	Housing Revenue Account £000,
Actual Schools contributions			473			**473**	
Kilburn library refurbishment	(456)		456			**0**	
Willesden High Street Shop Fronts			40			**40**	
Major Repairs Allowance						**0**	1,078
Oracle				1,313		**1,313**	
Total	**(532)**	**7,122**	**28,359**	**1,313**	**1,219**	**37,481**	**1,078**

1. John Billam Loose FFE – Transfer of unallocated grant from Adult Social Services to Regeneration and Major Projects to pay for loose Fixtures, Furniture and Equipment at the John Billam Resource Centre
2. TfL increased grant – the allocation of TfL grant to borough has increased, the use of these funds is agreed with TfL
3. Waste depot purchase - the executive has approved the use of prudential borrowing to fund the purchase of a new depot to support the implementation of the waste strategy
4. Civic Centre CCTV – this is the transfer of funds allocated to the Civic Centre programme from Regeneration and Major Projects to Environment and Neighbourhood Services to pay for the installation of CCTV control room in the Civic Centre,
5. Libraries Radio Frequency ID tag – this is balance of borrowing to pay for the Radio Frequency ID tag project in Libraries. This will be financed from the revenue savings as a result of the project in future years.
6. Civic Centre IT – these funds are being transferred from Regeneration and Major Projects to Finance and Corporate Services to pay for the installation of a data centre at the Civic Centre.
7. Additional Basic Needs funding – this is additional grant funding from the Department for Education. This is being used to provide additional school places as agreed by Executive.
8. Forecast Schools contributions – this item has been removed from the capital programme
9. Actual Schools contributions – agreed schools contributions to the capital programme. These pay for works at Vernon House, Mora JMI School and Alperton lower school managed by Regeneration and Major Projects
10. Kilburn library refurbishment – this is a £651k scheme. This is funded by a transfer of £456k from Adult Social Services, and a reduction of £35k on combined Property and ICT schemes, and use of £161k Section 106 monies
11. Willesden High Street Shop Fronts – the balance of the Outer London Fund Grant will be used for further work on Willesden High Street Shop Fronts
12. Major Repairs Allowance – the baseline for Major Repairs Allowance has increased. This is self-financed from within the HRA.
13. Oracle – this capital expenditure as part of the Project Athena programme.

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

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
12th 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.

24th July 2012				
	Move to the Civic Centre	Committee would like an update on the move.	**Caroline Raihan**	Report was noted. Further information regarding the charging strategy requested.
	Housing Need Transformation Project	A progress update on the project work streams and how the impact of the project is being measured.	**Perry Singh**	Report was noted. Information on the speed at which homeless applicants are being assessed was requested.
	Performance & Finance review Q4	To provide members with performance information	**Cathy Tyson**	Report was noted. Members have raised concerns about the Waste & Recyling performance figures.
16th October 2012	**Complaints Annual Report**	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.	**Philip Mears**	Report was noted. Members queried compensation figures and response rates. Feedback to be provided by Philip Mears in response to these queries before the next meeting.
	Working with families initiative	The committee will receive a further, more comprehensive update.	**Robert Hardy**	The presentation was well received. Members requested further information relating to the financial breakdown of the initiative and the Family Nurse Partnership in Brent. Robert Hardy will respond before the next meeting
	Performance & Finance review Q1	To provide members with performance information .	**Phil Newby**	Report was noted. Members requested for more benchmarking information and clarity on budget setting. Further information was

				requested on the number of successful SEN statements and queried whether adoption figures could be included on the report. Members have requested for a verbal update on all Red Rag status projects from the One Council Programme.
5th December 2012	**One Council Programme update**	The committee will receive an update on the status of the programme and the individual projects within it.	**Peter Stachniewski**	Report was noted.
	Future Customer Service Project	Update on the status of the project and what the main challenges have been.	**Tony McConvile / Margaret Read**	Report was noted and it was agreed that the parking project could be considered at a future meeting. The Chair also requested that improvements in percentage of telephone performance and in processes be included in future reports.
	Waste & Recycling Transformation Project	Members have requested for a further update on the waste contract.	**Chris Whyte**	Report was noted.
6th February 2013	**Project Athena**	Report to provide members with an update, highlighting the main developments since January.	**Andrew Donald**	
	Procurement Project	Members will receive a verbal update on the project following a request by committee.	**Fiona Ledden**	

	Realignment of Corporate and Business Support	This has not been presented to committee and is currently in delivery. Project will be of interest to members in light of concerns raised around staffing at the last meeting.	**Frank Dick/Joanna Swinton- Bland**	
	Performance & Finance review Q2	To provide members with performance information Update will also include a verbal progress report on any One Council Projects at a Red status.	**Phil Newby**	
21 March 2013	**Managing the Public Realm**	Project is currently in delivery and committee will be interested to receive an update on how Brent is now progressing with this following withdrawal from the other councils involved.	**Sue Harper**	
	Performance & Finance review Q3	To provide members with performance information	**Phil Newby**	
Items to be timetabled for future meetings:	SEN statements. A report on how many statements have been approved this year and what are the current approval procedures has been requested.	It was agreed at the December meeting, that it would be more appropriate for this item to go to the Children & Young People O&S committee		
	Future Customer Service Project	Members have requested for this to come back to committee in the future.	**Margaret Read**	

		Members have requested information on comparison figures on performance and processes for all services. Members would also like future reports to include figures for average time, duration of calls and waiting times for callers.		
	Parking Enforcement Review	Members have requested that this project be reported to committee. Members are particularly interested in the scratch card scheme that is being replaced by an online scheme.		

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