



One Council Overview and Scrutiny Committee

Wednesday 9 October 2013 at 7.00 pm

Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Ashraf (Chair)
Colwill (Vice-Chair)
Chohan
Harrison
Lorber
Long
Mitchell Murray
Powney

first alternates

Councillors:

Brown
BM Patel
Hossain
Kabir
Clues
Ketan Sheth
Jones
Van Kalwala

second alternates

Councillors:

Green
Kansagra
Allie
Kataria
Hopkins
Hector
Gladbaum
Adeyeye

For further information contact: Gayle Fentiman, Democratic Services Officer
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democracy.brent.gov.uk

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 10 July 2013 | 1 - 6 |
| The minutes are attached. | |
| 4 Matters arising | |
| 5 Performance and Finance report Quarter 1 2013/14 | 7 - 42 |
| <i>Contact Officer:</i> Cathy Tyson Assistant Director of Corporate Policy cathy.tyson@brent.gov.uk | |
| 6 Parking update | 43 - 46 |
| <i>Contact Officer:</i> Michael Read Operational Director of Environment and Protection michael.read@brent.gov.uk | |
| 7 One Council Programme update | 47 - 62 |
| <i>Contact Officer:</i> Irene Bremang PMO Manager irene.bremang@brent.gov.uk | |
| 8 One Council Overview and Scrutiny work programme. | 63 - 66 |
| The work programme is attached. | |
| 9 Date of next meeting | |

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 26 November 2013.

10 Any other urgent business

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



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Wednesday 10 July 2013 at 7.00 pm

PRESENT: Councillor Ashraf (Chair), Councillor Colwill (Vice-Chair) and Councillors Chohan, Harrison, Lorber, Long, Mitchell Murray and Powney ,

Also present: Councillors Butt

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

None declared.

2. **Minutes of the last meeting held on 29 May 2013**

RESOLVED:

That the minutes of the meeting held on 29 May 2013 be approved as a correct record of proceedings.

3. **Matters arising**

None.

4. **Brent Borough Plan 2013/14 and the Administration's Priorities**

Christine Gilbert, Interim Chief Executive introduced the refresh of the Borough Plan. The document had been updated to reflect the changing environment and emerging challenges that the council and the borough was facing. The plan incorporated current policies and plans across the Council and consultation with partners across the borough on the shared objectives to achieve improved outcomes locally. The Plan had six strategic priorities underpinned by specific targets and outcomes to be delivered up to December 2014. The Borough Plan will define the more detailed Council corporate plan which will set out key service targets and directorate responsibility for delivery. Performance against the Corporate Plan would be monitored by Department Management Teams, the Corporate Management Team and reported on a regular basis to Members.

Members were informed that information on lead officers and responsibility for the action would be included in the detailed partner plans rather than the high level Borough Plan. Monitoring of the plan would be carried out through the delivery plans that support the Borough Plan such as the corporate plan, service plans and team work programmes. All employees should be able to see how their role contributes to achievement of the council's priorities and would be monitored through regular supervision and the council's performance appraisal arrangements. Members asked whether the impact of the welfare reform had been reflected in the Borough Plan priorities, as well as the proposed action of creating jobs at the retail park and whether this was a satisfactory aspiration of employment for the residents

of Brent. The Interim Chief Executive stressed the need for ambition in terms of employment. It was clarified that there was a detailed welfare reform plan in place which had monthly steering meetings chaired by the Interim Chief Executive. This level of detail was not appropriate for the Borough Plan but one of the six priorities focused on creating jobs and growth in the borough and incorporated the council's response to the impact of welfare reform. Members requested clarification on which definition of affordable housing was used in the Borough plan and it was agreed that clarification would be sought.

Members asked the basis on which the targets within the Borough Plan had been defined and there was particular concern about those from Environment and Neighbourhoods. The Interim Chief Executive informed the Committee that targets had been set on the basis of being challenging but also recognising the realities of the financial position of the council. This took into account comparative data where it was available and a number of targets that were considered to be unambitious had been revised upwards. Targets had been set taking into account the need not to create additional spending requirements. Christine Gilbert confirmed that there were funds available for staff training where additional needs were identified although these were more limited than previously, given the financial constraints. .

Members highlighted a number of local issues which they felt were particular priorities including affordable housing, local employment opportunities, fuel poverty and enforcement for fly-tipping and illegal food outlets. The Borough Plan included targets to improve performance across all these issues

The Leader of the Council acknowledged that these were key local issues but also highlighted that the capacity of the Council had to be taken into consideration when setting ambitious and realistic targets formulated in line with Council and partner resources. The Interim Chief Executive commented that targets would be closely monitored and were appropriately reviewed to ensure ambitious performance was sustained.

With regard to welfare reform, a seminar will be held after the summer to discuss the impact and the actions being taken by the Council and partners to support residents affected by the changes.

Cathy Tyson, Assistant Director Corporate Policy informed the Committee that there was no longer a standard set of national indicators or set methodology to benchmark against. There are voluntary arrangements in place between London boroughs to share performance data and Brent participates in this arrangement for bench marking performance.

Members requested clarification on the council's current responsibilities for school improvement. Christine Gilbert explained that though the council retained a number of statutory duties, and a legitimate focus on the needs and interests of children in the area, schools themselves held the prime responsibility for improvement and funding had been devolved for that purpose. Nevertheless, Ofsted had begun inspecting local authorities. The Interim Chief Executive stressed the importance of the work of the Education Commission which would really get underway in September. It would focus on the ways of accelerating improvement in Brent schools in the future. This would entail looking at the role of the local authority in this regard.

Following queries regarding the external funding to be provided to community groups it was clarified that £250,000 related only to community sports group and work would be carried out to enable them to access funding from companies such as Sport England. The Borough Plan also includes a target of a 4% increase in external funding accessed by voluntary and community groups in general.

The Committee were informed that a new initiative 'Weeks of Action' would be commencing later in July initially as a pilot with a view to rolling it out across the borough. The aim of the project is to make a demonstrable impact in one week by addressing local ward issues such as environmental conditions, to improve communication and focus enforcement and street cleaning actions. Consultation with the Police was underway to identify wards with the greatest need for action as well as wards which were greatest impacted by the welfare reforms. A programme for the remaining wards would be developed in consultation with the Police.

RESOLVED:

- (i) That the Borough Plan be noted
- (ii) That clarification on the definition of affordable housing be provided
- (iii) A seminar be held in relation to Welfare Reform impact and actions.
- (iv) Clarification regarding targets and spending figures be sent to members - if over and above or in line with the previous borough plan
- (v) That the targets be regularly monitored and reviewed if necessary

5. Council Senior Management Recruitment

At the previous One Council Overview and Scrutiny Committee members requested further information regarding the Senior Management restructure particularly in terms of the political vision and the practical arrangements of the restructure. Christine Gilbert, Interim Chief Executive, informed the Committee that the political vision of the restructure was set out in the report of the General Purposes Committee and highlighted the need to have a slimmer, more strategic and focused senior management which would also save costs. The Interim Chief Executive continued to highlight the need to work in partnership and more directly with local people to address what was important to the residents of Brent. To enable this, the new posts would have a greater strategic role and allow the Council to work collaboratively by having a more outward facing role. It is intended that the Strategic Director posts should operate in a strategic framework that was flexible and robust with a greater role in community engagement to meet the changing needs of local government. Following queries, it was clarified that the Strategic Directors may not have specific expertise in all the areas they would be responsible for although it was stressed that operational directors would still have service specific knowledge and expertise. It was clarified that each role would be required to have greater communication and community engagement responsibilities and the new structure would enable this to take place.

Members requested information on the timeline for new appointments. Christine Gilbert informed the Committee that the Council would be making appointments where possible before the August recess. Posts had been advertised and interviews for some of the posts had taken place. She informed the Committee that in an effort to make appointments before the end of July, about 4 weeks had been

shaved off the recruitment consultants' usual timetable for appointing to such posts. She highlighted that the strategic director post with the responsibility of health, education and social care was proving difficult to recruit to. It was reported that there had been a large proportion of applications for the post of Assistant Chief Executive. The Interim Chief Executive informed the Committee that the Council aimed to have the majority of posts filled by the end of October following the completion of interviews and the successful applicants serving their notice.

Members asked if the difficulties of recruiting to the Strategic Director for Health, Education and Social Care could have been anticipated. The Chief Executive clarified that the post of Director of Children's Services (DCS) was universally difficult because of the level of risk involved. The specific post was therefore anticipated as being difficult to appoint but the addition of Health might attract existing DCS and therefore some flexibility on the appropriate salary level was required as had been agreed by GPS. It was confirmed that the restructure was currently on schedule with a cost neutral effect during the current year as a result of redundancy costs and the target of £2m savings likely to be achieved the following financial year. It was noted that there may be some transitional issues but through anticipation of risk and contingency planning, these would be minimised.

Councillor Powney requested further information on spend on consultants and agency staff and it was agreed that the Interim Chief Executive would provide clarity.

RESOLVED:

- (i) That the report be noted
- (ii) That information be provided in regarding the spend on consultants and agency staff

6. **Update on the Working with Families Programme**

Susan Gates, Head of Early Years and Support, gave an overview to the working with troubled families programme that was introduced in 2012 which changed the way families were worked with to break the cycle on intergenerational issues. 810 families had been identified for the three year programme with a dedicated officer coordinating the needs of a family, with an early help team established and trained. It was highlighted that Brent previously had limited early help available which had been a challenge.

Susan Gates informed the Committee of the multi agency hub that would be located at the civic centre acting as a central point for all services to RAG rate all referrals and identify the support required quickly. The multi agency hub went live on the 1 July 2013 although the Police cabling had difficulties function but had subsequently been resolved. It was explained that work with young children and adolescents was taking place to divert them away from the care system and save money on costly services in the future. The aligned services strategy enabled the team to meet the needs of the entire family through accessing a variety of services including the support of staff from other agencies and it was hoped a family nurse would soon join the team to work with young parents. It was explained that 303 families had been identified for the first year and the Council was now able to demonstrate that they were working with all 303 families and would be able to receive the funding

with 75 families being turned around and funding expected to be received in October following the submission of data. Susan Gates informed the committee that the programme had been extended for a further two years and would focus on public health.

During discussion it was clarified that the programme was funded by NHS England with compliments being received on the model adopted and the approach of the Council, although there were concerns regarding the capacity of the team. It was explained that there were some issues surrounding data sharing with schools but progress was being made and schools were keen to engage with the team as the programmes reputation grew. It was noted that many of the families were affected by the welfare changes and work was being undertaken with families to address long term unemployment where appropriate and to help them access benefits and education where necessary. It was explained that there was not a standard approach as each family had different needs. It was hoped that the scheme would become sustainable in the future and be funded by the savings made on not accessing social services further down the line.

RESOLVED:

Members noted the report

7. One Council Overview and Scrutiny work programme

The Chair informed the Committee that projects previously requested would be added to the work programme. During discussion it was requested that the integration of public health be added to the work programme. The Chair advised that this may be addressed through the Health Partnership Overview and Scrutiny Committee but if it was a One Council project the Committee felt strongly about it could be added to the work programme.

RESOLVED:

That the work programme be noted.

8. Date of next meeting

It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled to take place on 9 October 2013.

9. Any other urgent business

None.

The meeting closed at 9.15 pm

J Ashraf
Chair

| | |
|---|---|
|  <p>Brent</p> | <p>One Council Overview & Scrutiny Committee</p> <p>9 October 2013</p> <p>Report from Assistant Director of Policy and Deputy Director of Finance</p> |
| <p>Wards Affected: ALL</p> | |
| <p>Performance and Finance Review, Quarter 1, 2013-14</p> | |

1.0 Introduction

A revised Borough Plan for 2013 - 2014 was agreed by Full Council June 2013. The Borough Plan – creating opportunities, improving lives, provides a vision for the borough and sets out the key priorities for achieving that vision. The priorities are:

- Building a Strong Community
- Improving Health and Well-Being
- Better Lives for Children and Families
- Making Brent Safer, Cleaner and Greener
- Promoting Jobs, Growth and Fair Play
- Developing Better Ways of Working

The Borough Plan is an overarching plan interconnected with a range of other plans including the Council's Corporate Plan which is currently being developed. The performance reporting section of this report will be redesigned to reflect the key performance indicators highlighted in the Corporate Plan once it is finalised. The performance section of the appendix therefore represents a transition towards revised performance reporting.

The planned reduction in central government funding 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 as set out within the appendix to this report.

3.0 Executive Summary - Performance

There are currently 39% on target (green) or just below target (amber) and 13% are well below target (red). The rest are considered indicative only and have no targets set. Please note that indicators with no data returns against them are classed as high risk.

| Overall Council Performance | | | | | | |
|------------------------------------|---|---|---|--|----------|------------|
| |  |  |  |  | | Total |
| | Low | Med | High | IO | MD | Total |
| Adult social care | 4 | 0 | 0 | 8 | 0 | 12 |
| Children & F | 6 | 5 | 3 | 4 | 0 | 18 |
| Environment & N | 5 | 2 | 5 | 2 | 1 | 15 |
| Regeneration & G | 3 | 1 | 0 | 9 | 3 | 16 |
| Central services | 3 | 0 | 2 | 8 | 0 | 13 |
| Total | 21 | 8 | 10 | 30 | 5 | 74 |
| Percentage | 28 | 11 | 13 | 41 | 7 | 100 |

The performance section of the Performance and Finance Review report 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

ensure that 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 Q1 2012/13.

3.1 **Adult Social Services**

A new set of national indicators for Adult Social Care will be phased in over a period of two years and they are designed to more accurately reflect practice changes which have occurred over the last three years. In the meantime a set of local indicators will be monitored to ensure that the service closely monitors productivity and expenditure.

3.2 **Children and Families**

New indicators are included for Q1 which are designed to reflect how schools in Brent have been judged by Ofsted. The number of secondary and primary schools judged as being inadequate is showing as below the target of zero and red. A new indicator which provides the estimated number of troubled families where successful engagement has been achieved is just below target with an amber rating. The rate of reoffending at 8% compares favourably with the 23% recored in Q1 2012/13. While the percentage of care leavers in employment, education and training is, at 67%, just below the target of 70% this represents an improvement on 54% recorded in Q3 2012/13 and 64% in Q4 2012/13. The number of looked after children placed with in-house foster carers has gone down slightly since Q4 and the number placed in independent fostering agencies has gone up and showing a high risk status.

3.3 **Environment and Neighbourhood Services**

The time lag means that figures for the volume of residual waste and percentage of household waste sent for recycling for Q1 are provisional and may be subject to amendment. All of the alerts for these indicators are currently showing as red and are therefore high risk. The number of flytipping inspections and investigation is below target and is red, however the number of enforcement actions taken remains above target. A new local indicator which reflects the number of active library users as a percentage of the population shows a year to date total of 20% against a target of 22% and is medium risk.

1.4 **Regeneration and Major Projects**

The borough employment rate continues to show an upward trend, with the percent of working age residents in employment moving from 65.9% in Q4 2012/13 to 68.1% in Q1 2013/14. The number of households in temporary accommodation has been increasing since Q1 2012/13, though this is within the forecasted rise it is currently showing a medium risk status. Actions to mitigate the impact of welfare reform include ensuring that

those that are most impacted are supported into work and to make effective use of the flexibility provided by the housing reform. The current rent collection rate is on target and is highlighted in the appendix as a low risk. The average number of days taken to re-let a property is well below target, and a low risk.

3.5 **Central Service**

Performance against the national indicator N181, time taken to process all new Benefits claims, dipped in the first quarter of 2013/14 due to the exceptionally high demand on the Benefits' Service. This demand was as a direct consequence of the Welfare Reform changes, 21,000 customers were adversely affected by changes to how financial support is given for Council Tax alone and many customers contacted the council during the first quarter concerned about the changes. Performance in July is significantly better so it is anticipated that there will be a significant improvement in this indicator during the second quarter.

3.6 **Complaints Summary**

The number of complaints received was broadly in line with Q4 2012/13. BHP and Environment & Neighbourhoods continue to account for two-thirds of the complaints. They are also the two services that experience the best performance in terms of response rates with 80% of complaints responded to on time. Response rates across the rest of the council are mixed with less than 50% of Children & Families and Adult Social Care complaints being responded to on time. A series of projects are being progressed by the Complaints Service Team designed to bring about across the board improvements in response rates during 2013/14.

4.0 Executive Summary - FINANCE

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

| Item | Budget £000 | Forecast £000 | Variance £000 |
|--------------------------------------|----------------|------------------|------------------|
| Adult Social Services | 109,015 | 109,458 | 443 |
| Children & Families | 44,205 | 44,378 | 173 |
| Environment & Neighbourhood Services | 36,076 | 36,174 | 98 |
| Regeneration & Major Projects | 30,487 | 28,948 | (1,539) |
| Central Services | 41,638 | 41,638 | 0 |
| Transfer to Reserves | | 1,539 | 1,539 |
| Service Area Total | 261,421 | 262,135 | 714 |
| Central Items | 22,876 | 22,876 | 0 |
| Total Council Budget | 284,297 | 285,011 | 714 |

- The Council is currently forecasting an over spend of £714k, due to various demand and cost pressures on service budgets. It is expected that action taken by service areas and the Council will ensure that by year end these over spends will be either brought back into balance or compensating savings will be found and there will no requirement to use the Council's non earmarked general fund balances to meet the overspend.
- For Adult Social Services there is a forecast overspend of £443k. The main factor contributing to the overspend relates to the Mental Health Service. In order to reduce this overspend an efficiency programme has been put forward and agreed by the department. The efficiency programme is being monitored on a monthly basis and a programme board has been set up to review progress.
- Children & Families are currently forecasting an overspend of £173k predominantly in the area of Social Care and more particularly in the purchasing and placements budget. The number of children in foster care has increased by 14 in June after an initial fall at the start of the year. This has seen increases in placements in both in house fostering and independent fostering agencies as the pressure on out of borough placements, the placing of siblings and children with very challenging needs has increased. There has been a reduction in residential placements though the full impact of this improvement is not expected until later in the year
- Environment and Neighbourhood Services Major Projects is forecasting an overspend of £98k with continuing pressures on the recycling and waste budget which is forecasting an overspend of £226k following higher than expected waste tonnage figures at the start of this financial year. This budget

is being closely monitored and action being taken to target improved performance.

- Regeneration and Major Projects is forecasting an underspend of £1.539m. In 2012/13 additional resources were provided for temporary accommodation for the changes resulting from the introduction of the Local Housing Allowance caps. Further resources of £2.45m were provided in the 2013/14 budget for the changes in the housing benefit subsidy coming into force in 2013. During 2012/13 the impact of the Local Housing Allowance caps was not as great as originally anticipated consequently this allowed the temporary accommodation budget to deliver an underspend at the end of the year and to allocate monies to reserves to meet pressures in 2013/14. The effects of this underspend have rolled into the 2013/14 temporary accommodation budget and together with a revised estimate following the go live date of 12 August 2013 for the Overall Benefit Cap this has led to a forecast underspend of £1.539m. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14.

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

| Item | 2013/14 Budget | Forecast | Variance |
|---|-------------------|----------------|----------|
| | £000 | £000 | £000 |
| Adult Social Services | 722 | 722 | 0 |
| Children & Families | 0 | 0 | 0 |
| Environment & Neighbourhood Services | 8,789 | 8,789 | 0 |
| Regeneration & Major Projects | 70,007 | 70,007 | 0 |
| Housing – General Fund | 6,868 | 6,868 | 0 |
| Housing - HRA | 17,232 | 17,232 | 0 |
| Central Services | 450 | 450 | 0 |
| Total Capital Programme | 104,068 | 104,068 | 0 |

The Council's quarter 1 position shows the current forecast to be line with budget. The rephrasing of 2012/13 carry forwards will be incorporated into the quarter 2 figures. Further details of the budgets are included in the appendix to this report.

5.0 Financial implications

These are set out in the attached Performance and Finance Review quarter 1 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 Deputy Director of Finance 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 of Policy) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1030

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

| | |
|--|--|
| CATHY TYSON Assistant Director of Policy | MICK BOWDEN Deputy Director of Finance |
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Brent

**Performance & Finance
Review**

Performance

Report

2013-14

Quarter 1

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.

ADULT SOCIAL CARE

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-----------|--|---------------------|------------------------------------|----------------------|----------------------------|-------|---|
| CA5 | Number of Fair Access to Care Services screenings deemed eligible. | 3,108 | - | 641 | n/a | ● | Cumulative |
| SG1 | Number of Safeguarding Alerts | 812 | - | 167 | n/a | ● | Number of alerts by age, primary client group and gender of alleged victim. |
| LPI1 | Proportion of Customers receiving a community based service as a proportion of all Customers receiving a service | 83% | - | 81% | n/a | ● | Proportion of clients receiving a service (Homecare and Direct Payments) |
| NI 135 | Carers receiving needs assessment or review and a carer's service. | 686 | 13.7% (4.0%) | 314 | 1000 | ● | Cumulative. Measures the number of carers receiving needs assessment or review and a specific carer's service, or advice and information. |
| LPI12 | Number of delayed hospital discharges (Social Services). | 15 | | 3 | 12 | ● | Measures the quarterly number of delayed discharges from hospitals. |
| NI 130 | Social Care clients receiving self-directed support in the community. | 100% | 50.4% (58.5) | 100% | 100% | ● | Cumulative. Measures the percentage of clients receiving self-directed support per 100,000 of population in the community. |
| Local | Domiciliary care Customer numbers | 1184 | - | 1193 | n/a | ● | Number of Domiciliary care Customers - Personal Care, Domestic support and Independent Living |
| LPI11 | Number of customers in residential care who suffer from dementia | 308 | - | 210 | n/a | ● | Latest. Gives a snapshot of the number of residential care clients who also have dementia. |
| LPI13 | Number of clients in nursing and residential care. | 985 | - | 971 | n/a | ● | Latest. Gives a snapshot of social care clients in nursing and residential care in the borough. |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-------------|---|---------------------|------------------------------------|----------------------|----------------------------|---|---|
| NI 132 | Timeliness of Social Care assessments: | 54% | - | 86% | 70% |  | Cumulative. Measures the percentage of adult assessments completed within 4 weeks |
| Local CMP10 | Total number of complaints received (stage 1). | 101 | - | 31 | 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 | 1 | - | 0 | Indicative only |  | Cumulative. Measures the number of local resolution responses sent. |

Comments

- This quarter we are seeking to consolidate improvements to date and have a number of local projects which are currently at the initiation phase of development. These projects are designed to further improve efficiency and improve existing working practices.
- Later this year we will see the introduction of a new set of national performance indicators for Adult Social Care. These will be phased in over a period of two years and have been eagerly anticipated because they are designed to more accurately reflect practice changes which have occurred over the last three years.
- The Care and Support Bill, which is currently out to consultation, is also welcomed as it will help us in our efforts to raise the profile of carers in the community and acknowledges the valued contribution which carers make. In order to prepare for these changes we have developed a project to improve our data recording practices. In the meantime we have strengthened our existing local indicators to ensure that we continue to monitor expenditure and productivity closely.

PUBLIC HEALTH

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-----------|-----------------------|---------------------|----------------------------|----------------------|----------------------------|-------|------------|
| | | | | | | | |

Comments

- The performance indicators for Public Health are currently under review, and will be made available as soon as they have been agreed.

CHILDREN & FAMILIES

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|------------|--|---------------------|------------------------------------|----------------------|----------------------------|---|--|
| EDC 05 | Number of Primary Schools that are judged as good or outstanding by Ofsted | - | - | 44 | 50 |  | Number of Primary Schools that are judged as good or outstanding |
| EDC 06 | Number of Secondary Schools that are judged as good or outstanding by Ofsted | - | - | 11 | 12 |  | Number of Secondary Schools that are judged as good or outstanding |
| EDC 07 | Number of Primary Schools that are judged as inadequate by Ofsted | - | - | 4 | 0 |  | Number of Primary Schools that are judged as inadequate |
| EDC 08 | Number of Secondary Schools that are judged as inadequate by Ofsted | - | - | 2 | 0 |  | Number of Secondary Schools that are judged as inadequate |
| CSC TF 05 | Estimated number of troubled families where successful engagement has been achieved (a CAF/contract is in place) | - | - | 75 | 76 |  | Target number of families to be engaged with between April 2013-April 2014 |
| EDC SEN 03 | Percentage of statements issued within 26 weeks (including exceptions) | 79% | - | 91% | 98% |  | Special Educational Needs – statements issued within 26 weeks including exceptions |
| NI 019 | Rate of proven re-offending by young offenders in Brent. | 37% | 13% (35) | 8% | 37% |  | Measures the percentage of young offenders who go on to re-offend. |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-----------|--|---------------------|------------------------------------|----------------------|----------------------------|---|---|
| CSC YS 08 | Number of first time entrants to the youth justice system aged 10 to 17 years old. | 151 | | 48 | 210 |  | The rate of first time entrants to the criminal justice system, where first time entrants are defined as young people (aged 10 - 17) who receive their first substantive outcome (relating to a reprimand, a final warning with or without an intervention, or a court disposal for those who go directly to court without a reprimand or final warning). |
| NI 148 | Percentage of care leavers in employment, education or training | 64% | 58.1% (64) | 67% | 70% |  | Measures the percentage of care leavers who are in Education, Employment or Training. |
| CSC MT 23 | Number of under 18 year olds subject to a child protection plan per 10,000 population. | 24.2 | - | 22.7 | n/a |  | Indicative only: target for monitoring. Measures the number of under-18 year olds who have a child protection plan in place. |
| NI 062 | Stability of placements for looked after children (LACs): 3 or more placement moves. | 15% | 6.0% (5.8) | 4% | 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 per 10,000 population | 51.9 | - | 48.9 | n/a |  | Snapshot: Measures the number of looked after children in Brent. |
| CSC MT 66 | Number of looked after children placed with in-house (Brent) foster carers. | 125 | - | 123 | 130 |  | Measures the number of looked after children placed with local foster carers in Brent. |
| CSC MT 65 | Number of looked after children placed with Independent Fostering Agencies. | 90 | - | 98 | 88 |  | Measures the number of looked after children placed with independent fostering agencies. |
| Local | The number of looked after children adopted to date | 19 | - | 3 | 15 |  | Measures the number of looked after children to date |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|--------------|---|---------------------|------------------------------------|----------------------|----------------------------|---|--|
| CSC ADOPT 07 | Average time between a child entering care and moving in with its adoptive foster family, for children who have been adopted (days) | 565 | - | 309 | 530 (Annual) |  | Average time between a child entering care and moving in with its foster family, for children who have been adopted by their foster parents (days) |
| Local CMP10 | Total number of complaints received (stage 1). | 167 | - | 37 | n/a |  | 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. | 6 | - | 2 | n/a |  | Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |

Comments

- A first quarter reoffending rate of 8% represents an encouraging start to the year and compares favourably to the 23% recorded in quarter 1 2012/13
- The number of first quarter FTEs (48) represents a quarter on quarter increase of nine – there were a total of 39 in the previous quarter. Despite this progress remains on track to meet the annual target of 210 (this has been reduced this year from the 2012/13 target of 220).

ENVIRONMENT & NEIGHBOURHOOD SERVICES

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-----------|--|---------------------|------------------------------------|----------------------|----------------------------|---|--|
| NI 191 | Volume of residual waste kg per household. | 464 | 150.8 (124.6) | 119.7* | 89 |  | Cumulative. Measures household waste that is not re-used, recycled or composted. |
| NI 192 | Percentage of household waste sent for recycling. | 42.2% | 35.3% (43.8) | 42%* | 55.6% |  | Measures the percentage of household waste re-used, recycled or composted. |
| EP RW 05 | Tonnes of waste sent to landfill. | 67,560 | | 16,313* | 13,110 |  | Measures the volume of waste sent to landfill sites. |
| EP SS 03 | Number of small reported flytips | 2203 | | 398 | 565 |  | Latest. Measures the number of small fly tipping incidents reported |
| EP SS 04 | Number of large reported flytips | 4591 | | 892 | 1075 |  | Latest. Measures the number of large fly tipping incidents reported |
| EP SS 05 | Flytipping Enforcement: No of Inspections and Investigations | 1560 | | 330 | 1000 |  | Latest. Measures the number of inspections and investigations relating to fly tipping incidents |
| EP SS 06 | Flytipping Enforcement: No of Enforcement Actions Taken | 219 | | 148 | 100 |  | Latest. Measures the number of enforcement actions taken relating to fly tipping incidents |
| NB LIB 07 | Number of library visits per 1000 population. | 4,814 | | 1,150 | 1,215 |  | Cumulative. Measures the number of visits to Brent libraries. |
| NB LIB 08 | Active library users as a percentage of population. | 20.3% | | 20% | 22% |  | Measures the proportion of people to borrow books from the libraries. |
| NI LIB 11 | Online and automated phone interactions within the library service | 224,025 | | 57,899 | 54,824 |  | Measures online and automated phone interactions with the library service, including transactional data for online reservations and online renewals. |
| NB SP 10 | Number of visits to Brent Sports Centres to partake in sports activity | 1.27m | 20.8 (16.1) | 365,964 | 1,286,546 |  | Cumulative. Measures the number of adults to visit sports centres to actively partake in sport. |
| NI 195a | Percentage of Streets below standard for litter. | 12.5% | | TBC | 12.5% | | Measures the percentage of streets which fail to meet environmental cleanliness standards. Per 4 month tranche. |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-------------|--|---------------------|------------------------------------|----------------------|----------------------------|---|---|
| NI 184 | Food premises broadly compliant | 84% | | 81.4% | 85% |  | Measures the percentage of food establishments within Brent which are broadly compliant with food law. |
| Local | Percentage of local resolution complaints responded to on time | 71% | | 79.5% | n/a |  | Cumulative. Measures the percentage of new complaints relating to each service area at the first stage. |
| Local CMP11 | Percentage of complaints escalated to stage 2. | 4.23% | | 3% | n/a |  | Cumulative. Measures the percentage of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |

Comments

- * These are provisional figures for the quarter.
- NB LIB 08 - Active library borrowers indicator has been replaced with active library users as this is more reflective of the way libraries are now being used, online etc. The target for active library users will be revised at the start of the new financial year to reflect the increase in population in Brent as per the 2011 census
- NI 195a - Percentage of streets below standard for litter is collected on a 4 month tranche period, and therefore is unavailable for reporting in this quarter.

REGENERATION & GROWTH

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|-----------|--|---------------------|------------------------------------|----------------------|----------------------------|-------|---|
| NI 154 | Net additional homes provided | TBC | 0 (5 returns excl. Brent) | Annual | 915 | ○ | Cumulative: Measures the number of additional homes provided |
| NI 157a | Percentage of major Planning applications processed within 13 weeks. | 33% | 68.9% (80.0%) | 23% | 70% | ● | Measures the efficiency of the Planning applications process. |
| NI 157b | Percentage of minor Planning applications processed within 8 weeks. | 80% | 67.9% (78.0%) | 72% | 80% | ● | Measures the efficiency of the Planning applications process. |
| NI 157c | Percentage of other Planning applications processed within 8 weeks. | 84% | 77.8% (85.0%) | 86% | 90% | ● | Measures the efficiency of the Planning applications process. |
| Local | Percentage of working age residents in employment | 65.9% | 68.1% (64.2%) | 68.1% | 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. | 0.7% | 12.2% (3.5%) | 0.2% | 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. | 3249 | 1133.3 (3118) | 3484 | 3600 | ● | Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation. |
| Local | Percentage of residents with no qualifications | 1.9% | | -2.6% | 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 | 12.64% | | 12.30% | Indicative only | ● | Latest. Percentage of total commercial properties which remain unoccupied. |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|--|--|---------------------|------------------------------------|----------------------|----------------------------|---|---|
| Local | Current rent collection rate as a percentage of total rent due (excl. arrears) | 98.7% | | 98% | 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 | 19.4 | | 16.6 | 20 |  | Measures the average number of days taken to re-let Council properties. |
| Local | Percentage of repairs completed on the first visit. | 97.25% | | 99.0% | 95% |  | Measures the efficiency of the Housing Repairs system. |
| Local CMP10 | Total number of complaints received (stage 1). | 275 | | 51 | 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. | 38 | | 0 | 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). | 428 | | 94 | 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. | 43 | | 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 154 – These figures cannot be confirmed at present.

CENTRAL SERVICES

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|--|--|---------------------|------------------------------------|----------------------|----------------------------|---|--|
| Local | Violence with injury offences. | 2295 | - | 593 | 545 | ● | Cumulative: Measures the number of violence with injury offences |
| Local | Number of personal and business robbery: offences. | 1454 | | 302 | 345 | ● | Cumulative. Measures the number of personal and business robberies |
| Local | Number of residential and non – residential burglaries: cumulative | 3706 | | 646 | 880 | ● | Cumulative. Measures the number of residential and non – residential burglaries |
| NI 181 | Time taken to process all new Benefit claims. | 8.47 | | 10.96 | 8.50 | ● | Measures the average number of days taken to process all new Housing Benefit/Council Tax Benefit claims and change events. |
| BV009D | Council Tax collection rates. | 95.88% | 31.7% (32%) | 30.63% | 30.03% | ● | 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. | 2,807,036 | | 794,207 | n/a | ● | 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. | 4.14 | 7.8 (excl. Brent) | 0.78 | n/a | ● | 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. |
| Complaints: Customer and community engagement | | | | | | | |

| Reference | Performance Indicator | 2012-13 End of year | LAPS Bench mark 2012-13 Q1 (Brent) | 2013-14 Year to date | 2013-14 Current YTD Target | Alert | Definition |
|---|--|---------------------|------------------------------------|----------------------|----------------------------|-------|---|
| Local CMP10 | Total number of complaints received (stage 1). | 10 | | 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. |
| Complaints: Finance and corporate services | | | | | | | |
| Local CMP10 | Total number of complaints received (stage 1). | 106 | | 41 | 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. | 6 | | 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 |
|----------|
| ● |

One Council Programme Quarterly Snapshot Position

| PROJECT NAME | | PROJECT SPONSOR | PROJECT STAGE | RAG STATUS |
|--|---|-------------------|-----------------------------|--|
| Projects in Delivery and Reporting into the OC Programme (12) | | | | |
| 1. | Digital Post Room | Margaret Read | Delivery |  |
| 2. | Customer & Visitor Management (CC Operations) | Margaret Read | Delivery |  |
| 3. | Civic Centre (including Move to the Civic Centre) | Andy Donald | Delivery |  |
| 4. | Brent One Oracle (formerly called Project Athena: E-business suite) | Andy Donald | Delivery |  |
| 5. | Streamlining Management & Corporate Services | Christine Gilbert | Delivery |  |
| 6. | Special Educational Needs (SEN) Review: Phase 2 | Sara Williams | Delivery |  |
| 7. | Alternative Education Behaviour & Attendance | Sara Williams | Delivery |  |
| 8. | Parking Enforcement Review | Michael Read | Delivery |  |
| 9. | Managing the Public Realm | Jenny Isaac | Delivery |  |
| 10. | Improving Waste Management | Jenny Isaac | Delivery |  |
| 11. | Supporting People Phase 1 | Steven Forbes | Delivery |  |
| 12. | Working with Families Phase 2 | Fiona Ledden | Delivery |  |
| Other Projects (not reporting directly into the OC Programme) (6) | | | | |
| 1. | Realigning Corporate and Business Support | Fiona Ledden | Delivery | N/a |
| 2. | Review of Employee Benefits | Fiona Ledden | Awaiting closure | N/a |
| 3. | Services for Young People (Phase 1) | Cathy Tyson | Delivery – PSR not required | N/a |
| 4. | Review of School Improvement Service | Sara Williams | Delivery- PSR not required | N/a |
| 5. | Libraries Transformation | Jenny Isaac | Awaiting closure | N/a |
| 6. | Highways | Jenny Isaac | Awaiting closure | N/a |
| Planned Projects (at the pre-Delivery stage) (3) | | | | |
| 1. | ASC – Mutual | Phil Porter | Pre-delivery | N/a |
| 2. | ASC Mental Health Review | Phil Porter | Pre-delivery | N/a |
| 3. | Integrating Health and Social Care | Phil Porter | Pre-delivery (6mths +) | N/a |
| Completed Projects (20) | | | | |
| 1. | Finance Modernisation Project | Clive Heaphy | Closed | N/a - closed |
| 2. | Income Maximisation | Clive Heaphy | 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. | Future Customer Service | Toni McConville | Closed | N/a - closed |
| 8. | Procurement (Training and Practice / E- | Fiona Ledden | Closed | N/a - |

| PROJECT NAME | PROJECT SPONSOR | PROJECT STAGE | RAG STATUS |
|---|-----------------|---------------|--------------|
| Procurement / Additional Operational Savings from Procurement Activities) | | | closed |
| 9. Web Enhancement | Toni McConville | Closed | N/a - closed |
| 10. Transitions into Adult Life | Alison Elliott | Closed | N/a - closed |
| 11. SEN Review Phase 1 | Krutika Pau | Closed | N/a - closed |
| 12. Children's Social Care Transformation | Krutika Pau | Closed | N/a - closed |
| 13. Children with Disabilities | Graham Genoni | Closed | N/a - closed |
| 14. Waste & Street Cleansing Review | Sue Harper | Closed | N/a - closed |
| 15. Adult Social Care: Customer Journey | Alison Elliott | Closed | N/a - closed |
| 16. Adult Social Care Commissioning | Alison Elliott | Closed | N/a - closed |
| 17. Adult Social Care - Direct Services (Learning Disabilities) | Alison Elliott | Closed | N/a - closed |
| 18. Housing Needs Transformation | Andy Donald | Closed | N/a - closed |
| 19. Working with Families Phase1 | Phil Newby | Closed | N/a - closed |
| 20. Developing a Model for Public Health in Brent | Phil Newby | Closed | N/a - closed |

PMO Note – Snapshot taken from OC Programme Delivery Board – 18/06/13

Performance and Finance Review

Finance Report

ADULT SOCIAL SERVICES

| Budget: GENERAL FUND | | | | | |
|-----------------------------------|------------------------------|----------------------------|------------------------------|--|---|
| Adult Social Services | | | | | |
| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Welfare Payments | 15,155 | 15,437 | 15,437 | 0 |  |
| Social Care | | | | | |
| Transitions | 6,769 | 6,135 | 6,135 | 0 |  |
| Adults with Learning Disabilities | 15,216 | 15,415 | 15,415 | 0 |  |
| Adults with Physical Disabilities | 7,156 | 6,449 | 6,449 | 0 |  |
| Adults with Mental Illness | 6,900 | 7,001 | 7,444 | 443 |  |
| Older People | 21,381 | 22,484 | 22,484 | 0 |  |
| Reablement | 2,843 | 3,001 | 3,001 | 0 |  |
| Support Planning | 2,631 | 2,513 | 2,513 | 0 |  |
| Direct Services | 5,496 | 5,573 | 5,573 | 0 |  |
| Client Affairs & Safeguarding | 1,181 | 1,407 | 1,407 | 0 |  |
| Grants | 1,294 | 1,362 | 1,362 | 0 |  |
| Public Health | 0 | 17,417 | 17,417 | 0 |  |
| Total Social Care | 70,867 | 88,757 | 89,200 | 443 |  |
| Directorate | 4,899 | 4,821 | 4,821 | 0 |  |
| Total | 90,921 | 109,015 | 109,458 | 443 |  |

| Budget: CAPITAL | | | | | |
|--------------------------------|------------------------------|----------------------------|------------------------------|--|---|
| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Adults: Individual schemes | 360 | 0 | 0 | 0 |  |
| Supported Living to Extra Care | 0 | 722 | 722 | 0 |  |
| Total | 360 | 722 | 722 | 0 |  |

Key Financial Risks

Adult Social Services Revenue

The current forecast is an overspend of £443k, the main factor contributing to the overspend relates to the Mental Health Service. In order to reduce this overspend an efficiency programme has been put forward and agreed. The efficiency programme is being monitored on a monthly basis and a programme board has been set up to review progress.

Adult Social Services Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

CHILDREN & FAMILIES

| Budget: GENERAL FUND | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Children and Families | | | | | |
| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Early Help & Education | 47,537 | 51,518 | 51,519 | 1 |  |
| Social Care | 35,438 | 32,623 | 32,795 | 172 |  |
| Central Support & Other | 1,432 | 3,689 | 3,689 | 0 |  |
| Schools and Dedicated School Grants | (34,192) | (43,625) | (43,625) | 0 |  |
| Total | 50,215 | 44,205 | 44,378 | 173 |  |

Key Financial Risks

Children and Families Revenue

Children & Families are currently forecasting an overspend of £173k predominantly in the area of Social Care and more particularly in the purchasing and placements budget. The number of children in foster care has increased by 14 in June after an initial fall at the start of the year. This has seen increases in placements in both in house fostering and independent fostering agencies as the pressure on out of

Key Financial Risks

borough placements, the placing of siblings and children with very challenging needs has increased. This is partly offset by a reduction in residential placements though the full impact of this improvement is not expected until later in the year.

The schools budget is currently forecasting an underspend of £100k. There are two main elements to this

- The review of the Alternative Education Services is anticipated to deliver full year savings of £1.027m
- The Pupil Parent Services has an overspend of £929k mainly due to a £1m overspend over pupils without places and it is likely there will be continued pressures on this budget with the new September 2013 intake of pupils.

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 | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Directorate | 840 | 1,166 | 1,165 | (1) |  |
| Neighbourhood Services | 32,214 | 32,632 | 32,858 | 226 |  |
| Environment & Protection | 1,454 | 2,278 | 2,151 | (127) |  |
| | | | | | |
| Total | 34,508 | 36,076 | 36,174 | 98 |  |

Budget: CAPITAL

| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|---|------------------------------|----------------------------|------------------------------|--|---|
| TfL grant funded schemes | 4,445 | 4,539 | 4,539 | 0 |  |
| Civic Centre CCTV | 320 | 0 | 0 | 0 |  |
| Leisure & Sports schemes | 900 | 535 | 535 | 0 |  |
| Environmental Initiative schemes | 7 | 0 | 0 | 0 |  |
| Public Realm | 4,347 | 0 | 0 | 0 |  |
| Highways scheme | 3,099 | 3,550 | 3,550 | 0 |  |
| Parks & Cemeteries schemes | 820 | 165 | 165 | 0 |  |
| Total Environment & Neighbourhoods Capital Programme | 13,938 | 8,789 | 8,789 | 0 |  |

Key Financial Risks

Environment and Neighbourhood Services Revenue

Environment and neighbourhood Services is currently forecasting an overspend of £98k. The main factor in this is an overspend of £226k on the waste and recycling budget with higher than expected waste tonnages in April and May. As part of the 2013/14 budget process this budget received £1.325m of additional funding to meet demand and price pressures. Further investigation into this overspend is ongoing and will be closely monitored. This overspend is partly offset by underspends in Transport Services and Business and Consumer Protection.

Environment and Neighbourhood Services Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

REGENERATION & MAJOR PROJECTS

| Budget: GENERAL FUND | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|-------|
| Housing | | | | | |
| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Housing Benefit Deficit | 491 | 662 | 662 | 0 | |
| Housing Needs | 7,622 | 9,412 | 7,873 | (1,539) | |
| Private Housing Services | 727 | 685 | 685 | 0 | |
| Supporting People | 9,745 | 8,353 | 8,353 | 0 | |
| Other Housing Services | 1,260 | 345 | 345 | 0 | |
| Total | 19,845 | 19,457 | 17,918 | (1,539) | |
| Non Housing | | | | | |
| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| Civic Centre & Major Projects | 2,346 | 2,590 | 2,590 | 0 | |
| Directorate & Business Support | 561 | 608 | 608 | 0 | |
| Planning & Building Control | 1,036 | 644 | 644 | 0 | |
| Policy & Regeneration | 418 | 0 | 0 | 0 | |
| Property & Asset Management | 9,108 | 7,188 | 7,188 | 0 | |
| Total | 13,469 | 11,030 | 11,030 | 0 | |
| Total Regeneration and Major Projects | 33,314 | 30,487 | 28,948 | (1,539) | |

| Budget: CAPITAL | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|-------|
| Housing | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
| PSRSG & DFG Council | 4,769 | 6,868 | 6,868 | 0 | |
| Housing: Individual schemes | 476 | 0 | 0 | 0 | |
| Total Housing Capital Programme | 5,245 | 6,968 | 6,968 | 0 | |

Budget: CAPITAL

| Housing | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|---|---|
| Total Housing Revenue Account Capital Programme | 10,875 | 17,232 | 17,232 | 0 |  |

Budget: CAPITAL

| Regeneration & Major Projects | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|---|--|
| Civic Centre | 48,534 | 1,517 | 1,517 | 0 |  |
| Children & Families | 36,542 | 48,508 | 48,508 | 0 |  |
| Property | 0 | 610 | 610 | 0 |  |
| Strategy, Partnership and Improvement | 16,610 | 13,872 | 13,872 | 0 |  |
| S106 & CIL Works | 2,450 | 5,500 | 5,500 | 0 |  |
| Total Regeneration and Major Projects Capital Programme | 104,136 | 70,007 | 70,007 | 0 |  |

Budget

| Housing Revenue Account (HRA) | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Rent and Rates | 1,317 | 1,744 | 1,744 | 0 |  |
| Capital Financing | 10,742 | 10,536 | 10,536 | 0 |  |
| Depreciation (MRA) | 10,826 | 14,052 | 14,052 | 0 |  |
| General/Special Management/Services | 16,894 | 16,637 | 16,637 | 0 |  |
| Housing Repairs | 12,925 | 11,402 | 11,402 | 0 |  |
| Provision for Bad Debts | 515 | 1,158 | 1,158 | 0 |  |
| Rent Income | (53,186) | (53,519) | (53,519) | 0 |  |
| Other Income | (726) | (438) | (438) | 0 |  |

| | | | | | |
|-----------------------------|--------------|--------------|--------------|----------|---|
| Transfer to/(from) Reserves | 375 | 0 | 0 | 0 |  |
| Total | (318) | 1,572 | 1,572 | 0 |  |
| Balances b/fwd | (2,268) | (1,972) | (2,586) | 0 |  |
| Surplus c/fwd | (2,586) | (400) | (1,014) | 0 |  |

Key Financial Risks

Regeneration and Major Projects Revenue

Regeneration and Major Projects are forecasting an underspend of £1.539m.

As part of the 2013/14 budget process additional resources of £2.45m were provided to reflect changes in the housing benefit subsidy for temporary accommodation coming into force during 2013. These are in addition to changes resulting from the introduction of the Local Housing Allowance caps.

The impact of the Local Housing Allowance caps in 2012/13 was not as great as originally anticipated either at the start of the year or at the time of budget setting for 2013/14. Consequently this allowed Temporary Accommodation to deliver a greater underspend at the end of the year and to allocate more monies to reserves to meet pressures in 2013/14. The effects of this underspend have rolled into 2013/14 budget.

In addition 2013/14 forecasts have taken into consideration a revised go live date of 12 August 2013 for the Overall Benefit Cap and proposals to reduce the Temporary Accommodation budget by 30% over the next four years. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £1.539m to reflect this. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14 and beyond.

Housing Revenue Account (HRA) Revenue

The HRA forecast is currently in line with budget. The provisional 2012/13 outturn figures for the HRA show that surplus carried forward is likely to increase from £2.268m to £2.586m subject to external audit and this will increase the forecast balances carried forward at the end of 2013/14.

Regeneration and Major Projects Capital

At the Executive on 19 August 2013 members agreed to the cost of providing the 40 place expansion at Woodfield School forecast at £1.5m, of which the school governing body has approved a contribution to the capital costs of £200k. The balance of funding is to be provided from unsupported borrowing which the Schools Forum has agreed to meet the capital repayment and borrowing charges from the Dedicated Schools Grant. The rephrasing of 2012/13 carry forwards will be detailed in quarter 2.

Key Financial Risks

Housing General Fund Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

Housing Revenue Account (HRA) Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

CENTRAL SERVICES

Budget: GENERAL FUND

Central Services

| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Chief Executive's Office | 414 | 327 | 327 | 0 |  |
| Customer & Community Engagement | 3,755 | 3,283 | 3,283 | 0 |  |
| Legal and Procurement | 5,286 | 10,055 | 10,055 | 0 |  |
| Finance & Corporate Services | 20,436 | 22,171 | 22,171 | 0 |  |
| Strategy, Partnerships and Improvement | 5,050 | 5,802 | 5,802 | 0 |  |
| Total | 34,941 | 41,638 | 41,638 | 0 |  |

Budget: CAPITAL

| Unit | 2012/13 Out-turn £000, | 2013/14 Budget £000, | 2013/14 Forecast £000, | 2013/14 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| ICT schemes | 2,497 | 400 | 400 | 0 |  |
| Central Items | 1,607 | 50 | 50 | 0 |  |
| Total Corporate Capital Programme | 4,104 | 450 | 450 | 0 |  |

Key Financial Risks

Key Financial Risks

Central Services Revenue

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

- Various departments are currently being reviewed and restructured and there will be a clearer idea of the forecast once this has been complete.

Central Services Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

SUMMARY

| Overall Summary | | | | | | |
|--|--------------------------|------------------------|-------------------|-------------------|---|--|
| | Original Budget £000, | Latest Budget £000, | Forecast £000, | Variance £000, | Alert | |
| Departmental Budgets | | | | | | |
| Adult Social Services | 109,015 | 109,015 | 109,458 | 443 |  | |
| Children and Families | 44,205 | 44,205 | 44,378 | 173 |  | |
| Environment and Neighbourhood Services | 36,076 | 36,076 | 36,174 | 98 |  | |
| Regeneration & Major Projects | 30,487 | 30,487 | 28,948 | (1,539) |  | |
| Finance & Corporate Services & Central Services | 41,638 | 41,638 | 41,638 | 0 |  | |
| Transfer to Reserves | 0 | 0 | 1,539 | 1,539 | | |
| Total | 261,421 | 261,421 | 262,135 | 714 |  | |
| Central Items | | | | | | |
| Capital Financing and Other Charges | 25,107 | 25,107 | 25,107 | 0 |  | |
| Levies | 3,427 | 3,427 | 3,427 | 0 |  | |
| Premature Retirement Compensation | 5,224 | 5,224 | 5,224 | 0 |  | |
| Insurance Fund | 1,500 | 1,500 | 1,500 | 0 |  | |
| Centrally Held Cost Pressures | 164 | 164 | 164 | 0 |  | |
| Transformation Enabling Fund | 2,500 | 2,500 | 2,500 | 0 |  | |
| One Council Programme | (500) | (500) | (500) | 0 |  | |
| South Kilburn Development | 900 | 900 | 900 | 0 |  | |
| Affordable Housing PFI | 76 | 76 | 76 | 0 |  | |
| Carbon Tax | 67 | 67 | 67 | 0 |  | |
| Redundancy & Restructuring Costs | 2,611 | 2,611 | 2,611 | 0 |  | |
| Inflation Provision | 3,467 | 3,467 | 3,467 | 0 |  | |
| Government Grants | (22,883) | (22,883) | (22,883) | 0 |  | |
| Other Items | 1,466 | 1,466 | 1,466 | 0 |  | |
| Total central items | 23,126 | 23,126 | 23,126 | 0 |  | |
| Movement in Reserves | (250) | (250) | (250) | 0 | | |
| Contribution to/(from) balances | 0 | 0 | (714) | (714) |  | |
| Total Budget Requirement | 284,297 | 284,297 | 284,297 | 0 | | |
| Balances | | | | | | |
| Balances c/Fwd 1 st April 2013 | 12,041 | 12,041 | 12,060 | 19 |  | |
| Contribution from balances | 0 | 0 | (714) | (714) |  | |
| Total Balances for 31st March 2014 | 12,041 | 12,041 | 11,346 | (695) |  | |

BUDGET VIREMENTS

Revenue Virement Schedule 2013/14

| | 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, |
|---|--------------------------------|------------------------------|---|--|---------------------------|---------------------------------------|------------------------|
| Trading Standards – Property Lease | | | 60 | | | | (60) |
| Willesden Sports Centre PFI Contract | | | 76 | | | | (76) |
| Waste & Recycling savings on contract | | | (533) | | | | 533 |
| Homelessness Grant- funding secondment | | | | 100 | | (100) | |
| Accommodation for Metropolitan Police in Civic Centre | (8) | (8) | | 16 | | | |
| Business Support Stationery transfer | (8) | (20) | (15) | (15) | 88 | (30) | |
| Customer Services – transfer of security posts | | (24) | | (47) | | 71 | |
| Transfer of courier service | | | | | (10) | 10 | |
| Transfer of printing budgets | (24) | (75) | (49) | (40) | (35) | 223 | |
| Transport Strategy transfer | | | 121 | (121) | | | |
| Transfer of telephone and mobile budgets | (227) | (297) | (241) | (149) | (113) | 1,027 | |
| Total | (267) | (424) | (581) | (256) | (70) | 1,201 | 397 |

1. The move of responsibilities between service areas for Transport strategy is reflected in the transfer of £121 between Regeneration & Major Projects and Environment & Neighbourhood Services.
2. There are number of transfers which have resulted from the move to the Civic Centre including additional storage for Trading Standards, the transfer of security posts, the courier service, accommodation for the Metropolitan Police, stationery and telephone budgets.

3. Other transfers are capturing savings including the additional income from recyclates as part of the Waste and Recycling Contract and reduction in printing costs from the introduction of One print .
4. In addition there is a transfer of homeless grant monies from Audit to Housing following a change in DCLG funding and a transfer of monies held centrally monies for the Willesden Sports Centre PFI Contract

There are also two transfers within central services for £3k of telephony charges between Customer & Community Engagement and Legal & Procurement as well £32k for administrative support between Strategy, Partnership & Improvement and Legal & Procu

One Council Overview & Scrutiny Committee 9th October 2013

Summary

This note updates Members of the One Council Overview and Scrutiny Committee on progress since the last report in March 2013 with the new three borough joint Parking Enforcement Contract. It covers:

- ◆ The award of the contract
- ◆ The savings projected and achieved
- ◆ Performance of the new contractor
- ◆ The withdrawal of scratch cards and the introduction of virtual visitor parking passes.

Award of Contract

The new parking enforcement contract was let following a joint procurement by the boroughs of Brent, Hounslow and Ealing to Serco plc. The contract went live in Brent on 4 July, 2013 in Hounslow on 5 August 2103 and in Ealing (for back office functions only) on 1 September 2013.

From Brent's point of view the complex mobilisation phase of the contract was overall successful with effective staff transfer and enforcement operations; migration of historic data to the new SiDem IT system which is working well, and successful transfer of CCTV enforcement functions to the Civic Centre.

Although the mobilisation was overall successful, there have been a number of well publicised problems with the performance of the contract in Brent which are discussed below in the section on Performance.

Expected and Achieved Savings

The contract was expected to deliver significant savings in costs in comparison with the previous APCOA contract. These savings are to be achieved partly through the innovative use of new technological solutions which will allow the deployment of fewer Civil Enforcement Officers (CEOs) to achieve the same level of driver compliance.

The report recommending the award of the contract identified eventual full year savings to Brent of a little over £850k per year phased as shown in the table below

| F Y | April - Jun | Jul - Mar | FY Exp. | Saving |
|-----------|----------------|----------------|----------------|---------------|
| 2013/2014 | £ 1,145,404.50 | £ 3,325,692.56 | £ 4,471,097.06 | -£ 110,520.94 |
| 2014/2015 | £ 1,108,564.19 | £ 2,794,080.24 | £ 3,902,644.42 | -£ 568,452.63 |
| 2015/2016 | £ 931,360.08 | £ 2,794,080.24 | £ 3,725,440.32 | -£ 177,204.11 |
| 2016/2017 | £ 931,360.08 | £ 2,794,080.24 | £ 3,725,440.32 | |

Serco are now approaching their Target Operating Model, having completed the first phase of their staff consultation to allow them to begin to reduce staffing levels and savings generated from re-letting this contract are on-track with little variance between anticipated expenditure and actual expenditure.

It is likely that there have been some further savings achieved through reduced mobilisation and set up costs and these will be considered and identified through the open book contract management process. It is too early at present to deal with these in any more detail.

Performance

Serco's performance in terms of on-street enforcement has been satisfactory. Productivity of CEOs has been a little below the levels initially anticipated through the period of the staff consultation as they move to their Target Operating Model.

The technological innovations on which that model is predicated include ensuring that vehicles legally parked are identified by their Vehicle Registration Mark (VRM) on one of a number of on-line databases to allow automatic identification of vehicles likely to be illegally parked.

They also include a shift by customers to contact channels which are more convenient and cheaper to use with transactions taking place where possible online, by mobile phone or by text message. Brent's Parking Shops have now been closed since May 2012; and in spite of some initial customer service issues discussed below the usage of these channels is increasing.

There have been significant problems with:

- ◆ The on-line permit processing system provided through the previous enforcement contract by their sub-contractor which has proved to have significant operational problems leading to fewer permit related customer requests being satisfactorily resolved on line and many more telephone calls being received than anticipated
- ◆ The volume of calls presenting to the Serco contact centre which led to unacceptable waiting times and abandonment rates for those customers wanting to speak to an agent with a significant number of very poor customer experiences being reported

Serco have addressed these issues through remediation plans for both the permitting software and the contact centre performance. The plan for the software is systematically and forensically identifying and resolving problems with the functionality of the system to try to ensure that as many customers as possible who try to use it to obtain or renew permits are able to do so. Good progress is being made, which is evidenced in reducing numbers of calls to the contact centre from customers who have problems with the on-line system.

The contact centre is receiving more than three times the volume of calls anticipated when the contract was tendered. Serco have responded to the unacceptably long waiting times experienced by residents, and the consequent unacceptable high levels of abandoned calls. They firstly tripled the number of staff in the contact centre to ensure that as many calls as possible could be answered. This successfully brought average waiting times down to below two minutes against a contractual standard of one minute.

Subsequently they have opened a further contact centre in Leeds to deal with initial PCN challenges, allowing more of the staff in their base in Brent to deal with calls relating to permits. It is too soon to say what success this will have on reducing waiting times but officers are monitoring Serco's performance closely.

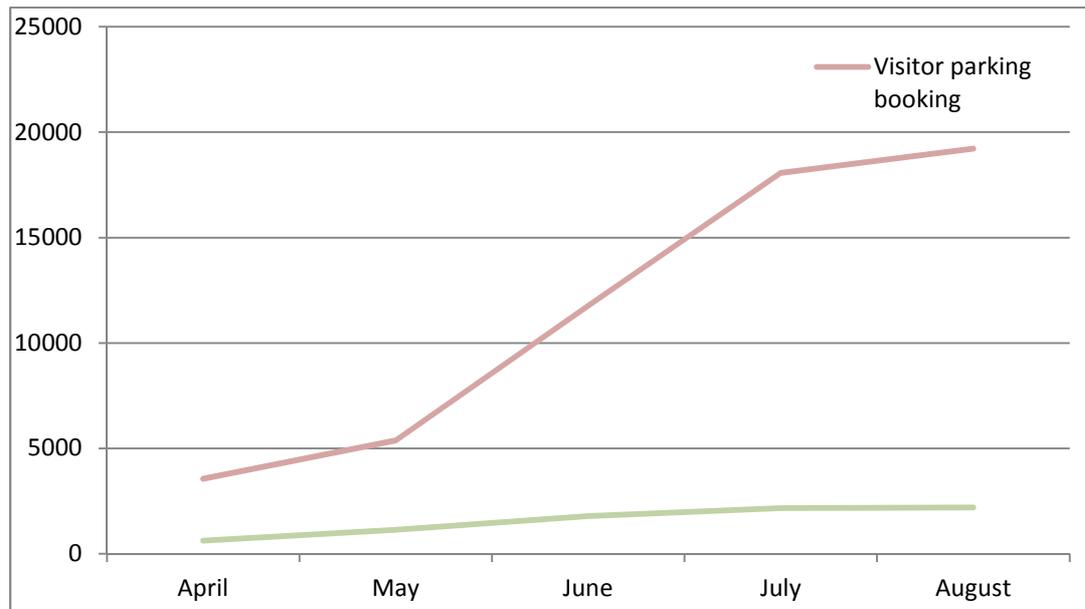
There have also been concerns over the structure of the automatic call handling menus which, for some residents, have proved difficult to navigate, and difficult to use to reach a person on the end of the line. Serco have agreed and are implementing a major revision of these menus to make them simpler, more intuitive and easier to use,

Scratch Cards

As discussed earlier, capturing details of the VRM of legally parked vehicles in an on-line database is critical to the achievement of efficiency savings through this contract. This is one major driver of the switch from scratch cards to virtual visitor parking passes. The other, is the elimination of the inconvenience to residents of having to travel to parking shops to queue to buy scratch cards in the first place.

The take up of virtual visitor parking is now accelerating as the graph below shows.

Electronic Visitor Bookings:



Whilst it is too early to benchmark success against traditional scratch cards (as they are still in circulation), data reveals that customers are spending an average of £14 per transaction, as opposed to £10 per transaction with scratch card books.

Officers are working on the final details of the Scratch Card exchange scheme with Serco; this is anticipated to go-live in October (where customers may exchange 10 cards for 11 electronic sessions). Serco are currently resourcing for this process.

Other non-urgent changes to permits and parking products will not be introduced until present arrangements have stabilised and acceptable levels of customer service are being achieved.

Michael Read

Operational Director Environment & Protection

David Thrale

Head of Safer Streets

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One Council Overview & Scrutiny Committee

9 October 2013

Report from the Strategic Director of Environment & Neighbourhoods

Wards Affected:
ALL

The One Council Programme – Second Update - 2013/14

1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, is designed to fundamentally change the way the council carries out its business. Its initial target was to deliver savings of £50m anticipated over 4 years, but the funding settlement following the Comprehensive Spending Review in 2010, meant that the target for savings over the four year period was revised upwards to between £90m and £100m.
- 1.2 The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.3 Overall the Programme delivered financial benefits of £11.7m in 2010/11 and further savings of £29.5m in 2011/12 and £13.4m in 2012/13. This has resulted in cumulative benefits of £54.6m per annum from the end of 2012/13. By the end of the Programme in 2014/15, cumulative benefits are budgeted at £76.4 per annum.
- 1.4 Progress since the last One Council Programme update report to the Overview and Scrutiny Committee on 28 May 2013 includes:
 - five projects that were in delivery when we reported in May are now completed and closed;

- one new OC project has been brought into the programme – Working with Families Phase 3 and two projects have progressed into delivery – Streamlining Management Structures & Corporate Services and ASC Mental Health;
- two existing OC projects – Integrating Health & Social Care and ASC Mutual - will be pursued as separate initiatives outside of the OC Programme;
- the Brent One Oracle project, which was Red rated when we reported in May has now moved to Amber;
- both financial and non-financial benefits continue to be delivered;
- the governance of the OC Programme Board has been revised.

2.0 Recommendations

2.1 Overview & Scrutiny Committee is asked to note and consider the contents of this report.

3.0 The One Council Programme – Progress Update

3.1 There are 40 projects within the One Council Programme: sixteen cross-council, eighteen single department, two multi department and four partnership projects. In total twenty five projects have been formally closed by the Programme Board and a further five projects are awaiting closure.

3.2 Five projects have been completed and closed since the last report to the Committee – Digital Post Room, Customer & Visitor Manager (Civic Centre Operations), Libraries Transformation, Highways and Working with Families Phase 2. Another five further projects are awaiting closure – Review of Employee Benefits, Move to the Civic Centre, Services to Young People Phase 1, Review of School Improvement Service and SEN Review Phase 2.

3.3 Working with Families Phase 3 is a new project has been brought into the OC Programme since March and it is still in development. Streamlining Management Structures & Corporate Services and the ASC Mental Health projects are now in delivery.

3.4 The Integrating Health and Social Care agenda is being led by the ASC department through the delivery of number of inter-linked projects rather than a large single OC project. This will be delivered by the department rather than through the OC Programme although the commitment remains to achieve the original savings target of £2.2m from 2014/15.

3.5 A mutual model for the delivery of adult social services was one of the alternative delivery models that had been given some early consideration in ASC. However the renewed emphasis on health integration means that this is no longer a priority area of focus for ASC. CMT/OC Strategic Programme Board agreed that this should no longer be OC project for ASC, but recognised that developing mutual models of service delivery is an area of broader interest for members and needs to be taken forward in a different

way.

- 3.6 The Brent One Oracle project which was Red rated in the May report to the Committee has been moved to Amber as the main project resourcing issues have been addressed. This project is being delivered in partnership with five other councils and timescales and scope of work remains challenging.
- 3.7 The **Parking Enforcement Review** is a detailed project with five inter-related workstreams. The project delivery has been strengthened but the project remains red rated because of the difficulties with the introduction of the new online service. Brent staff have been working closely with the new service provider to address these service issues.
- 3.8 An outline of the current shape of the Programme can be found in **Appendix 1**. Details of project end dates are attached in **Appendix 2** and **Appendix 3** provides detail on the progress of live One Council projects.

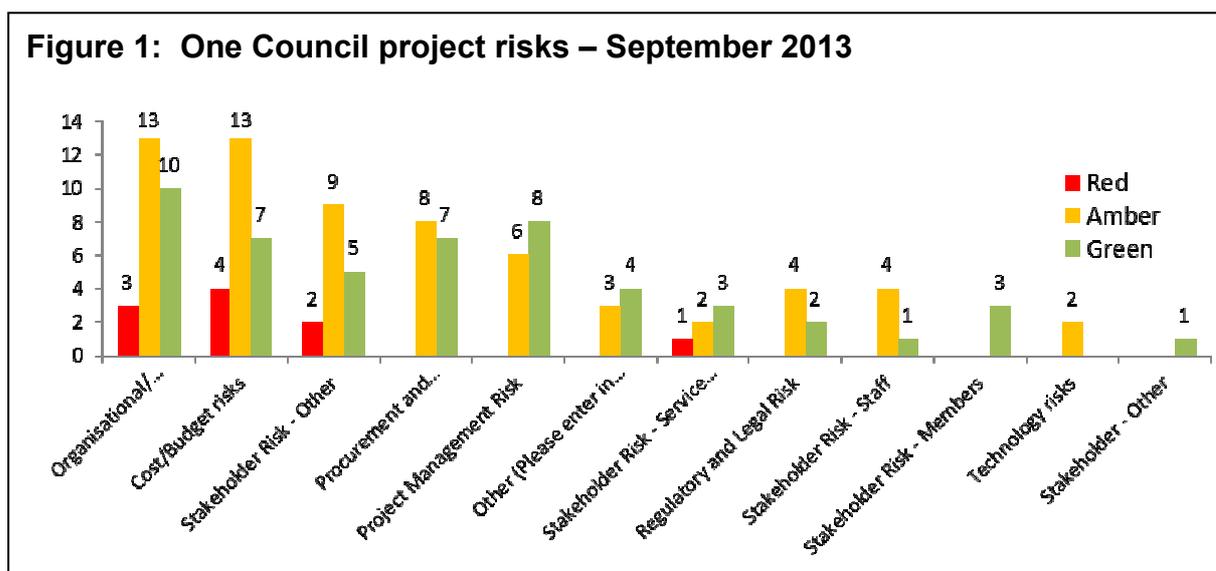
4.0 The One Council Programme – Programme and Project Management

- 4.1 The new internal governance arrangements for OC Programme were put in place in June 2013 following changes to the senior management posts in the council. The interim Chief Executive is now the OC Programme Sponsor. CMT now acts as the OC Strategic Programme Board and focus on cross-council projects, partnership projects and strategic matters for the Programme. Portfolio projects and general programme matters are the responsibility of a refreshed OC Programme Delivery Board chaired by the Strategic Director of Environment & Neighbourhoods.

5.0 The One Council Programme – Risks and Issues

- 5.1 The overall profile of programme level risks remains the same. The most significant areas of programme level risks are the delivery of financial benefits; organisational/operational risks and internal/external stakeholder buy in.
- 5.2 CMT/OC Strategic Programme Board and the Programme Delivery Board continue to carefully monitor the financial risks. Organisational /operational risks relate to internal changes in Brent and these risks are largely being addressed as appropriate by the relevant OC projects. OC projects take responsibility for addressing their particular internal and external stakeholder matters in the most appropriate way. Further communications support is provided by the internal and external change communications put in place across the OC Programme.
- 5.3 The increased number of completed and closed projects means that there has been a reduction in risks reported by live OC projects. In April, there were 155 risk reported across all live projects in the Programme. This has decreased to 114 reported project risks in September 2013.

Figure 1: One Council project risks – September 2013



5.4 The internal resourcing of the remaining and new potential OC projects is a challenge. The Programme Boards and Programme Management Office are considering short-term and long-term options to address the resourcing requirements of the OC Programme.

6.0 Financial Benefits

6.1 Financial benefits from the One Council Programme were incorporated in the 2012/13 budget report to Full Council on 25th February 2013. Table 1 includes the latest summary of savings and costs included in the Programme and **Appendix 4** sets out the detail together with RAG rating against the savings for each project.

Table 1: One Council Programme savings and costs – 2010/11 to 2014/15

| | 2010/11 Actual £'000 | 2011/12 Actual £'000 | 2012/13 Actual £'000 | 2013/14 Budget £'000 | 2014/15 Budget £'000 |
|------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Total Programme Savings | 11,689 | 41,154 | 54,548 | 64,763 | 76,370 |
| Total Programme Costs | 4,290 | 2,235 | 3,870 | 2,820 | 1,690 |
| NET PROGRAMME SAVINGS | 7,399 | 38,919 | 50,678 | 61,943 | 74,680 |

6.2 A savings reduction adjustment has also been made to reflect that the £2.2m budget saving in 2014/15 for Health & Social Care integration will be met by departments separately outside of the OC Programme.

7.0 Non-financial benefits – improvements and efficiencies

7.1 The council has committed itself through the One Council Programme to delivering financial savings through transforming services. A list of the main non-financial benefits achieved to date was reported to the Committee in December 2012. The Transformation Overview in **Appendix 5** provides a simplified overview of the OC project alignments to the eight strategic benefits of the OC Programme.

8.0 Legal Implications

8.1 At a Programme level, there are no current legal implications.

8.2 Projects continue to have a responsibility to identify legal implications at concept stage and seek appropriate legal advice throughout project delivery.

9.0 Diversity Implications

9.1 The equality and diversity implications at a project level vary with the nature of each project and its objectives. The Programme Management Office continues to maintain oversight of individual project assessments and a number of completed Equality Impact Assessments are now available for general viewing on the Brent Council website.

10.0 Staffing/Accommodation Implications (if appropriate)

10.1 None

Background Papers

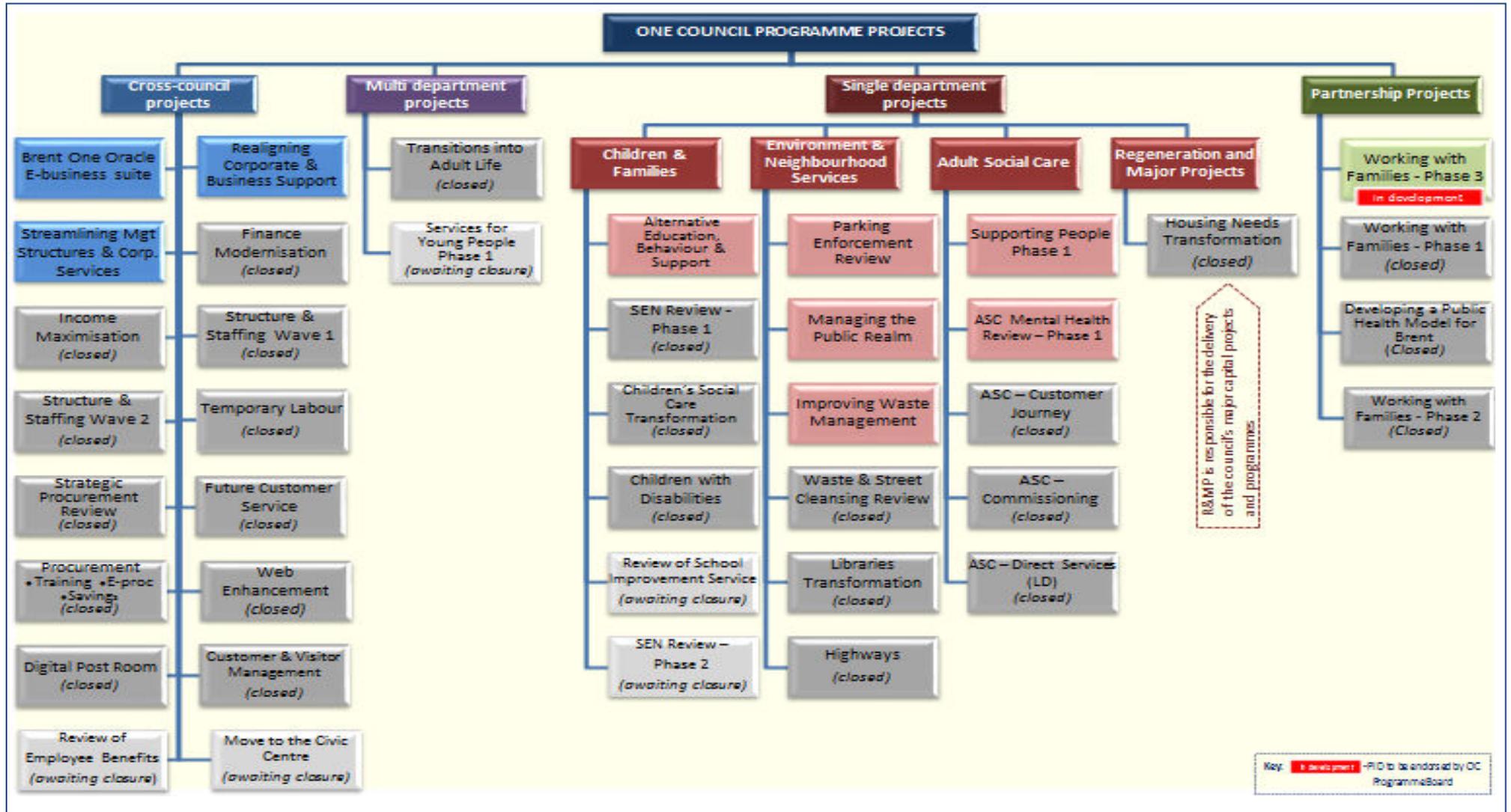
Contact Officers

Sue Harper
Strategic Director – Environment & Neighbourhoods

Irene Bremang
Programme Management Office Manager

Appendix 1 – One Council Projects – September 2013

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Appendix 2 – One Council Projects – Closure Dates

| Type of project | Project Name | Status of project | Actual / Forecast Project Closure Date |
|------------------|---|-------------------|--|
| Cross-council | Realigning Corporate & Business Support | In delivery | December 2013 |
| Cross-council | Streamlining Management Structures and Corporate Services | In delivery | October 2013 |
| Cross-council | Brent One Oracle E-business suite | In delivery | March 2014 |
| Cross-council | Finance Modernisation | Closed | May 2011 |
| Cross-council | Income Maximisation | Closed | July 2011 |
| Cross-council | Structure & Staffing Wave 1 | Closed | February 2011 |
| Cross-council | Structure & Staffing Wave 2 | Closed | September 2011 |
| Cross-council | Temporary Labour | Closed | February 2012 |
| Cross-council | Strategic Procurement Review | Closed | April 2012 |
| Cross-council | Future Customer Service | Closed | December 2012 |
| Cross-council | Procurement (Training/E-procurement/Savings) | Closed | March 2013 |
| Cross-council | Web Enhancement | Closed | April 2013 |
| Cross-council | Digital Post Room | Closed | July 2013 |
| Cross-council | Customer & Visitor Management (CC Operations) | Closed | July 2013 |
| Cross-council | Review of Employee Benefits | Awaiting closure | October 2013 |
| Cross-council | Move to Civic Centre | Awaiting Closure | November 2013 |
| Multi department | Transitions into Adult Life | Closed | May 2012 |
| Multi department | Services for Young People Phase 1 | Awaiting closure | October 2013 |

| Type of project | Project Name | Status of project | Actual / Forecast Project Closure Date |
|--------------------------|---|-------------------|--|
| Single department (C&F) | Alternative Education, Behaviour & Support | In delivery | December 2013 |
| Single department (C&F) | SEN Review - Phase 1 | Closed | July 2011 |
| Single department (C&F) | Children's Social Care Transformation | Closed | April 2012 |
| Single department (C&F) | Children with Disabilities | Closed | June 2012 |
| Single department (C&F) | SEN Review – Phase 2 | Awaiting closure | October 2013 |
| Single department (C&F) | Review of School Improvement Service | Awaiting Closure | November 2013 |
| Single department (E&NS) | Parking Enforcement Review | In delivery | December 2013 |
| Single department (E&NS) | Managing the Public Realm | In delivery | October 2014 |
| Single department (E&NS) | Improving Waste Management | In delivery | March 2014 |
| Single department (E&NS) | Waste & Street Cleansing Review | Closed | May 2012 |
| Single department (E&NS) | Libraries Transformation | Closed | July 2013 |
| Single department (E&NS) | Highways | Closed | August 2013 |
| Single department (ASC) | ASC Mental Health Review - Phase 1 | In delivery | January 2014 |
| Single department (ASC) | Supporting People Phase 1 | In delivery | March 2014 |
| Single department (ASC) | ASC – Customer Journey | Closed | July 2011 |
| Single department (ASC) | ASC – Commissioning | Closed | May 2012 |
| Single department (ASC) | ASC – Direct Services (Learning Disability) | Closed | February 2013 |
| Single department (R&MP) | Housing Needs Transformation | Closed | July 2012 |
| Partnership | Working with Families - Phase 3 | In development | TBC |
| Partnership | Developing a Public Health Model for Brent | Closed | April 2013 |

| Type of project | Project Name | Status of project | Actual / Forecast Project Closure Date |
|-----------------|---------------------------------|-------------------|--|
| Partnership | Working with Families – Phase 1 | Closed | April 2013 |
| Partnership | Working with Families – Phase 2 | Closed | September 2013 |

Appendix 3 – One Council Project Updates – September 2013

| Project Name | Project Aims | Update October 2013 |
|--|---|---|
| Cross Council Projects – New Ways of Working | | |
| Realignment of Corporate and Business Support | This project aims to review and restructure corporate and departmental support across the organisation to most effectively meet demand and support service delivery. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The new Brent Integrated Business Support (BIBS) service went ‘live’ in the new Civic Centre in July 2013. • Work being undertaken to embed the new service structures and address any outstanding ‘teething problems’ to ensure that that appropriate levels of support are delivered across the business. • Project likely to close in October/November this year when CMT/Strategic Programme Board are assured that the service is operating effectively. |
| Streamlining Management Structures and Corporate Services | <p>The main project objectives are:</p> <ul style="list-style-type: none"> • streamlining and refocusing Council departments, the Corporate Management Team and senior management • streamlining middle management to ensure a sensible balance between management costs and business and operational requirements, as well as aligning this management tier with the new departmental structures • reorganising corporate functions to reduce costs and strengthen their focus on strategic support to the organisation, as well as specialist support to departments • delivering a minimum of £2.9 million savings from these changes. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Initial proposals have been endorsed by CMT and the Executive. • Consultation due to commence imminently. |

Appendix 3 – One Council Project Updates – October 2013, cntd.

| Project Name | Project Aims | Update October 2013 |
|--|---|---|
| Cross Council Projects – Support Services | | |
| Brent One Oracle e-Business Suite | Brent Council is a member of the pan-London Project Athena supported by Capital Ambition. The purpose of the programme is to lay the foundations to create a single Information and Communication Technology (ICT) platform for London public sector organisations to gain the opportunity and ability to deliver significant efficiencies and service improvements for ICT enabled support service functions standardising systems and processes across a range of back office functions such as Finance and HR. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The implementation of the Oracle system has been widened to provide an e-business platform which includes HR, Payroll, Finance and Procurement modules. • Project governance, plan and approach has been revised. • Currently on-track to migrate to the new system by December 2013. • Rigorous testing and data cleansing exercises underway in preparation. |

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| Project Name | Project Aims | Update October 2013 |
|---|---|--|
| Department Projects - Children & Families | | |
| Alternative Education, Behaviour & Support | This is a service transformation project to redesign and implement a flexible and cost effective Pupil Inclusion Service. The redesigned service will be focussed on meeting the diverse needs of pupils at risk of exclusion and working in close partnership with schools, families and other agencies. Preventing pupil exclusion is also linked with the aims of the Working with Families project. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Consultation complete and new delivery/staffing model agreed. • New service to go live in January 2014. |

| Project Name | Project Aims | Update October 2013 |
|--|--|--|
| Single Department Projects - Environment & Neighbourhood Services | | |
| Parking Enforcement Review | The aim of this project is to provide efficiencies in Parking Enforcement and Notice Processing through the retender of the parking contract and deliver improvements to ensure the incidences of non-compliance are minimised. This will be achieved by reviewing process and infrastructure within the Parking Team. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Three of the five project workstreams have been completed • Currently progressing the proposed parking tariff changes which should be implemented by mid October 2014 • The target end date for the project is 31st October 2013 to enable any residual issues arising from the tariff changes to be addressed and to finalise the cashless parking arrangements related to the decommissioning of pay and display machines |
| Managing the Public Realm | <p>The main aims of this project are:</p> <ul style="list-style-type: none"> • To develop an integrated approach to managing the public realm that maintains resident satisfaction and will contribute to delivering budget savings. • To design and procure an 'Environmental Services' contract for Brent. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Consultation with staff closed on 13 September and a report seeking approval to award the contract to the preferred bidder will be discussed by the Executive at its meeting on 14 October 2013. Following this, stage 2 of the project (Procurement) should close in close in November 2013. • Contract mobilisation will begin in November 2013 and close in April 2014. |
| Improving Waste Management | This is a continuation of the Waste and Street Cleansing Review, a One Council Project that closed in May 2012. It serves as a formal and structured means of extending that work to further increase the council's recycling rate to 60% by March 2014 and reduce household waste levels. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • August 2013 saw a further drop in landfill tonnage, which continues a downward trend experienced in the previous 4 months. The Year to Date trend compared to 2012/13 is a 7% reduction in landfill, which has had a positive impact on the projected budget position. • The impact of food recycling is being measured and further work will take place to address contamination • The scope of enforcement work twill also incorporate a focus on nurseries and care homes and a targeted approach in town centres |

Appendix 3 – One Council Project Updates – October 2013, cntd.

| Project Name | Project Aims | Update October 2013 |
|---|---|---|
| Single Department Projects - Adult Social Care | | |
| Supporting People Phase 1 | The project aims to improve the Council's approach to helping people live at home and preventing homelessness, whilst at the same time making the best use of the council's resources. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • New Framework was agreed late last year. • Main project activities now relate to putting the new arrangements/contracts in place. • Project is on track to exceed allocated savings target. |
| ASC Adult Social Care Mental Health Review | This project will review the effectiveness of current Mental Health provision in Brent to ensure that it is fit for purpose, structured effectively, able to meet the demands of the new policy framework, and providing maximum value for money. | <p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Short 6 month project (until January 2014) in partnership with Central North West London Hospital Trust (current provider) to review the effectiveness and value for money being delivered by the existing contract. • A decision will be taken post January as to the new contractual/operating arrangements. |

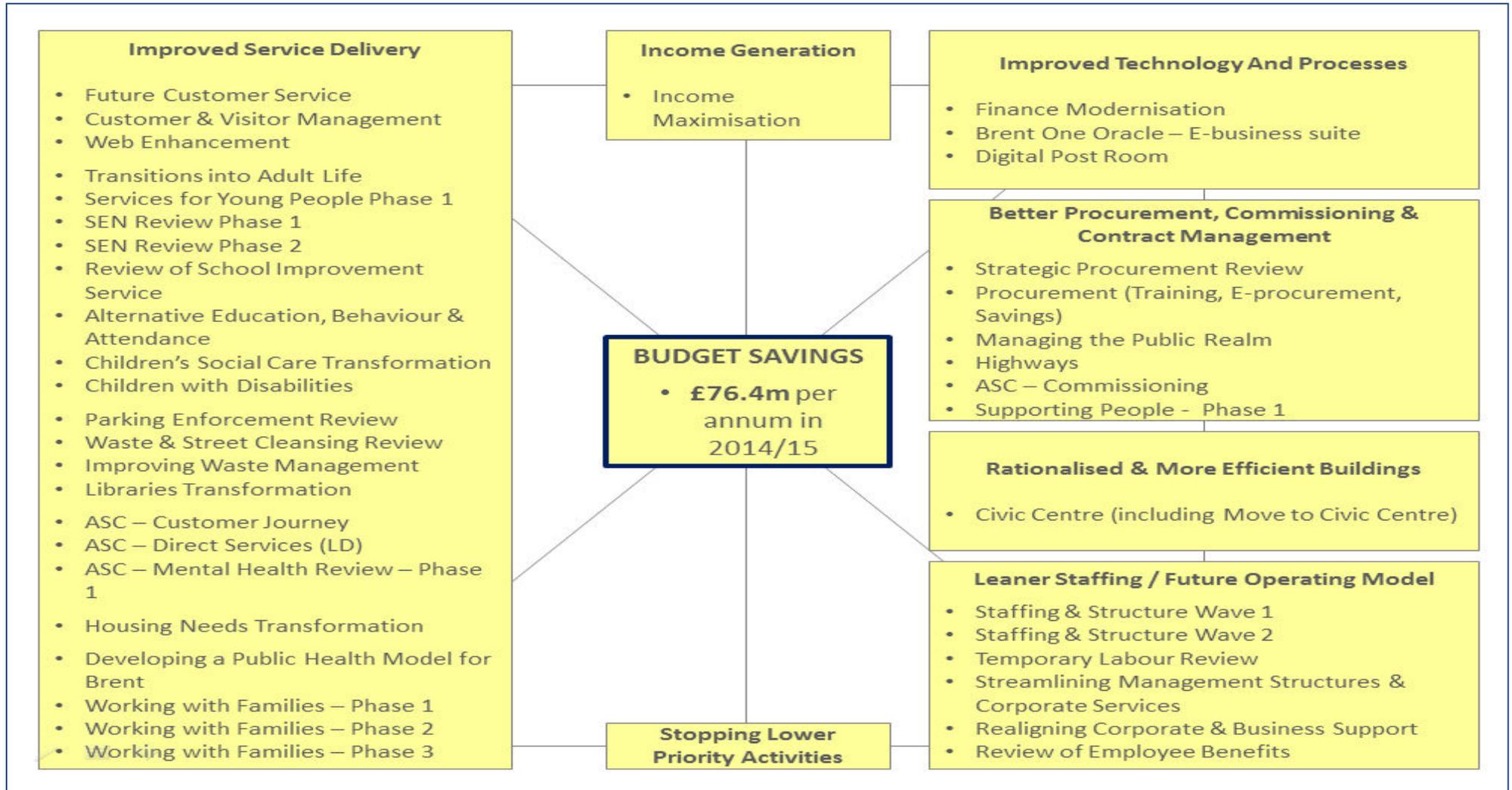
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| Project Name | Project Aims | Update October 2013 |
|--|---|--|
| Partnership Projects | | |
| Working with Families – Phase 3 | To ensure the effective delivery of the National Troubled Families Programme in Brent, whilst ensuring sustainable, multi-agency improvements to the way that services are delivered to vulnerable families in the Borough. | <p>This project is in development</p> <ul style="list-style-type: none"> • PID for the phase 3 project currently being developed. This will ensure that there is clarity around the vision, governance and scope of the project moving forward. |

Appendix 4 – One Council Savings – 2013/14 Budget

| ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - AGAINST THE 2010/11 PROGRAMME BASELINE - 29 AUGUST 2013 | | | | | | | | |
|--|--------------------------|-----------------|-----------------|-----------------|-----------------|-------------------|--------------------|-----------------|
| (NET OPERATIONAL BENEFITS) | Saving/ cost avoid | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | Variation £'000 | 2014/15 |
| | | Actual £'000 | Actual £'000 | Actual £'000 | Budget £'000 | Forecast £'000 | | Budget £'000 |
| Cross-cutting projects | | | | | | | | |
| Structure and Staffing | Saving | 6,591 | 13,770 | 14,468 | 14,468 | 14,468 | 0 | 14,468 |
| Streamlining Management Structures and Corporate Services | Saving | 0 | 0 | 0 | 0 | 0 | 0 | 2,900 |
| Review of employee benefits | Saving | 1,000 | 2,085 | 2,860 | 2,997 | 2,997 | 0 | 2,997 |
| Future Customer Services | Saving | 0 | 686 | 1,441 | 1,501 | 1,501 | 0 | 1,501 |
| Finance Modernisation | Saving | 400 | 1,505 | 1,505 | 1,505 | 1,505 | 0 | 1,505 |
| Brent One Oracle (Athena) | Saving | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Realignment of Corporate and Business Support | Saving | 0 | 0 | 0 | 1,913 | 1,913 | 0 | 2,170 |
| One print project | Saving | 0 | 0 | 433 | 494 | 494 | 0 | 702 |
| Other Civic Centre savings not shown above | Saving | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Strategic Property Review - 2011/12 | Saving | 496 | 681 | 1,211 | 1,211 | 1,211 | 0 | 1,211 |
| Strategic Procurement - savings | Saving | 1,249 | 2,147 | 2,147 | 2,647 | 2,647 | 0 | 4,147 |
| Strategic Procurement - cost avoidance | Cost avoid | 0 | 3,000 | 6,000 | 9,000 | 9,000 | 0 | 12,000 |
| Income Maximisation | Saving | 213 | 4,355 | 4,355 | 4,355 | 4,355 | 0 | 4,355 |
| Recruitment advertising | Saving | 150 | 150 | 150 | 150 | 150 | 0 | 150 |
| Cross-cutting projects total benefits | | 10,099 | 28,329 | 34,570 | 40,241 | 40,241 | 0 | 48,606 |
| Service projects | | | | | | | | |
| Benefits | Saving | 560 | 708 | 708 | 708 | 708 | 0 | 708 |
| Revenues | Saving | 0 | 1,200 | 1,200 | 1,200 | 1,200 | 0 | 1,200 |
| Housing Needs Transformation - process | Saving | 0 | 18 | 950 | 1,300 | 1,300 | 0 | 1,300 |
| Housing Needs Transformation - policy | Cost avoid | 0 | 0 | 500 | 1,000 | 1,000 | 0 | 1,500 |
| Waste and street cleansing - budget savings | Saving | 42 | 1,595 | 2,838 | 2,952 | 2,952 | 0 | 2,952 |
| Waste and Street Cleansing - cost avoidance | Cost avoid | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public realm - contract in 2014 | Saving | 0 | 0 | 200 | 200 | 200 | 0 | 1,515 |
| Libraries | Saving | 0 | 317 | 816 | 816 | 816 | 0 | 816 |
| Parking contract | Saving | 0 | 11 | 277 | 588 | 588 | 0 | 588 |
| Highways operations | Saving | 0 | 0 | 200 | 284 | 284 | 0 | 284 |
| Environment Regulatory Services | Saving | 0 | 0 | 50 | 100 | 100 | 0 | 150 |
| Adults Customer Journey | Saving | 988 | 1,165 | 1,165 | 1,165 | 1,165 | 0 | 1,165 |
| Adults Direct Services | Saving | 0 | 635 | 1,068 | 1,068 | 1,068 | 0 | 1,068 |
| Adults Commissioning | Saving | 0 | 4,941 | 5,866 | 5,866 | 5,866 | 0 | 5,866 |
| Supporting People | Saving | 0 | 1,200 | 1,800 | 3,400 | 3,400 | 0 | 3,400 |
| Transitions to Adult Life | Cost avoid | 0 | 0 | 0 | 500 | 500 | 0 | 1,000 |
| Children with Disabilities | Saving | 0 | 0 | 60 | 60 | 60 | 0 | 60 |
| Children's Social Care transformation | Cost avoid | 0 | 1,085 | 1,050 | 1,050 | 1,050 | 0 | 1,050 |
| Working with Families - placement costs | Saving | 0 | 0 | 0 | 385 | 385 | 0 | 712 |
| Working with Families - aligned services | Saving | 0 | 0 | 0 | 0 | 0 | 0 | 300 |
| SEN and adults transport | Saving | 0 | 0 | 380 | 480 | 480 | 0 | 580 |
| School Improvement Service | Saving | 0 | 0 | 700 | 1,250 | 1,250 | 0 | 1,400 |
| Traded Services to Schools | Saving | 0 | 0 | 150 | 150 | 150 | 0 | 150 |
| Service projects total benefits | | 1,590 | 12,825 | 19,978 | 24,522 | 24,522 | 0 | 27,764 |
| Cross-cutting project total benefits | | 10,099 | 28,329 | 34,570 | 40,241 | 40,241 | 0 | 48,606 |
| TOTAL PROGRAMME BENEFITS | | 11,689 | 41,154 | 54,548 | 64,763 | 64,763 | 0 | 76,370 |

Appendix 5 – One Council Transformation Overview



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**One Council Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Ashraf**

| Date of Meeting | Agenda Item | Requested information/evidence | Invited witnesses | Notes |
|----------------------------------|--|--|--|---|
| <p align="center">Page 63</p> | Libraries Transformation | Members are interested in knowing the impact of the libraries being closed, evidence around how many people are using libraries and more information on future plans for libraries in Brent. | Jenny Isaac/Sue Mckenzie | Members were pleased with the positive progress being made by the library service in Brent. The chair requested for the presentation to be emailed to all committee members. This was done on 30/05/13. |
| | Services for Young People | Members will receive a verbal update on the progress made and how this project is being developed and what has been achieved to date. | Cathy Tyson | The update was noted. Timetable to implement the scheme should be in place in Autumn. |
| | One Council Work Programme update | The committee will receive an update on the status of the programme and the individual projects within it. | Irene Bremang | The update was noted. Members requested for the Senior Management Restructure project, Project Athena, Adult Social Care Mutual project and Civic Centre Project be added to the work programme. |
| 10th July 2013 | The administrations priorities and 2013- 2014 Borough Plan refresh / Council Priorities | The Committee will receive an update on the refreshing of the Borough Plan. The new plan will be live from July 2013 – December 2014. | Christine Gilbert / Muhammed Butt | The update was noted. Ms Gilbert offered to present the Corporate Plan (due to be completed in Sept) at the October meeting. Members requested further information regarding targets and spending figures be sent. Ms Gilbert offered to arrange Member training on the |

| | | | | |
|--------------------------------------|--|--|--|---|
| | <p>Senior Management Restructure</p> <p>Working with families initiative</p> | <p>As requested from the May meeting, Ms Gilbert was asked to attend the meeting to answer questions regarding the Senior Management Restructure</p> <p>The committee will receive an update on how this project is being developed and what has been achieved so far.</p> | <p>Christine Gilbert</p> <p>Susan Gates</p> | <p>impact of welfare reforms in Brent</p> <p>The updated and answers given were noted.</p> <p>The update was noted.</p> |
| <p>Page 64</p> <p>October 2013</p> | <p>Performance and Finance report Q4 and Q1</p> <p>Parking</p> <p>One Council Work Programme update</p> | <p>To provide members with performance information</p> <p>Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community.</p> <p>The committee will receive an update on the status of the programme and the individual projects within it.</p> | <p>Cathy Tyson</p> <p>Michael Read</p> <p>Irene Bremang</p> | <p>Notice provided</p> <p>Notice provided</p> <p>Notice provided</p> |
| <p>26th November 2013</p> | <p>Future Customer Service Project</p> | <p>Members have requested for regular updates on this project. Report will include information on comparison figures on performance and</p> | <p>Margaret Read</p> | |

| | | | | |
|-------------------------------|---|--|----------------------------------|-----------------|
| | | processes for all services, and figures for average time, duration of calls and waiting times for callers – as requested by members. | | |
| | Complaints Annual Report | Report will provide members with information on how the council has dealt with complaints during 2012/13 and progress since the last report presented in October 2012. | Philip Mears | Notice provided |
| | Adult Social Care | Adult Social Care Mutual project: This is a new project that will look at the alternative models for providing care in the future. | Phil Porter | |
| 22 nd January 2014 | One Oracle (formerly Project Athena) | Report to provide members with an update, highlighting the main developments since February 2013. | Mick Bowden | |
| | Civic Centre Update | Report to provide members with update on Civic Centre savings achieved and projected. | Andrew Donald | |
| | Parks / Public Realm | Parks cleaning and Public Realm. There are concerns that the current contracts leave parks unkempt over weekends when most frequented. | Sue Harper / Michael Reed | |
| 18 th March 2014 | Performance & Finance review Q2 | To provide members with performance information. | Cathy Tyson | |

| | | | | |
|---|--|--|----------------------|--|
| | One Council Work Programme update | The committee will receive an update on the status of the programme and the individual projects within it. | Irene Bremang | |
| Items to be timetabled | | | | |
| Adult Social Care Mutual project: This is a new project that will look at the alternative models for providing care in the future | | | | |
| Civic Centre Project: Members are interested in knowing how the £1.5 million savings are being achieved | | | | |
| Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community | | | | |