



Performance and Finance Select Committee

Wednesday, 28 October 2009 at 7.30 pm
Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Dunn (Chair)
HB Patel (Vice-Chair)
Ahmed
Bessong
Butt
Mendoza
Pagnamenta
Van Kalwala

first alternates

Councillors:

Corcoran
HM Patel
Moloney
Green
John
Baker
Motley
Jones

Second alternates

Councillors:

V Brown
Kansagra
Powney
CJ Patel
Coughlin
Mistry
Jackson
Long

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of Personal and Prejudicial Interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the Last Meeting held on 8th September 2009	1 - 10
The minutes are attached.	
4 Matters Arising	
5 Brent Housing Partnership's Responsive Repairs Service Void Management and Capital Programme	11 - 42
The report describe the reasons why the Lean Fundamentals review of Responsive Repairs was undertaken, covering the period since the start of the Linbrook contract in 2006 what was found during the review with recommendations as to how system changes could be rolled out to cover all responsive repairs across the borough. Current performance levels and details of complaints performance are found on page 21. The report also describes from page 22 how BHP's currently manages the Voids process since this service was reviewed in 2005. The last part of the report from page 24 onwards describes BHP;s management of the Capital Programme.	
6 Waste Contract Performance	43 - 48
This report provides an update on the performance of the Council's Waste Services Contract with Veolia, specifically with respect to waste and recycling, street cleansing, missed collections and complaints.	
7 Waste Strategy Development	49 - 54
This report provides an update on the development of a revised Waste Strategy for Brent.	

8 Performance and Finance Review Quarter 1, 2009/10

55 - 70

This report summarises Brent Council's spending, activity and performance in Quarter 1, 2009/10 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an analysis of high risk areas. The report is accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.

Appendices to the report are attached separately.

9 Performance and Finance Select Committee Work Programme 2009/10

Members are asked to consider future topics to be included in the Select Committee's Work Programme for 2009/10.

10 Items requested onto the Overview and Scrutiny Agenda (if any)

None.

11 Recommendations from the Executive for items to be considered by the Performance and Finance Select Committee (if any)

None.

12 Date of Next Meeting

The next meeting of the Performance and Finance Select Committee is scheduled for Wednesday, 9th December 2009 at 7.30 pm.

13 Any Other Urgent Business

Notice of items to be 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 No 64.



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- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
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- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

Agenda Item 3

MINUTES OF THE PERFORMANCE AND FINANCE SELECT COMMITTEE Tuesday, 8th September, 2009 at 7.30 pm

PRESENT: Councillor Dunn (Chair), Councillor HB Patel (Vice-Chair) and Councillors Bessong, Mendoza and Pagnamenta

Apologies were received from: Councillors Ahmed, Butt and Van Kalwala

1. **Declarations of Personal and Prejudicial Interests**

None declared.

2. **Minutes of the Last Meeting Held on 24th June 2009**

RESOLVED:-

that the minutes of the meeting held on 24th June 2009 be received and approved as an accurate record.

3. **Matters Arising**

Community Use of Council Owned Buildings Task Group

The Chair confirmed that at the Executive had agreed to the Task Group's recommendations as set out in the Task Group's report at its meeting on 14th July 2009. He thanked Members for their participation in the work of the Task Group.

Crime Prevention

The Chair advised that the Head of Community Safety and the Police's Borough Commander were to be invited to the 9th December 2009 meeting of the Select Committee to discuss crime prevention amongst 18 to 28 year olds and violent crime reduction.

4. **Revenues Performance**

Margaret Read (Head of Revenue and Benefits) introduced the report which provided details of Revenues performance for 2008/09 and up to 31st July 2009 for 2009/10. She confirmed that an in year collection rate of 94.7% had been achieved for Council Tax collection in 2008/09, representing a 0.1% improvement from the previous year and also resulting in a move up the London boroughs' performance table from 24th to 23rd. It was noted that most boroughs had either maintained last year's collection rates, although in the case of 13 boroughs, collection rates had reduced. Margaret Read continued that arrears collection targets had not been obtained, although there was still some hope that the shortfall for 2006/07 and 2007/08 could eventually be met. For 2009/10, monthly profile targets were broadly being met with collection at 31 August achieving 49.39%, 0.01% ahead of the same time in 2008/09. The Select Committee was advised that the 2008/09 in year

collection rate of 94.7% had exceeded the contractual target of 93.75%, and in view of this a non contractual target of 94.8% for 2009/10 had been set, with a contractual target of 94%. Margaret Read drew Members' attention to a number of strategies for improvement as detailed in the report.

Turning to National Non Domestic Rates (NNDR) collection rates, Margaret Read confirmed a collection rate of 98% had been achieved in 2008/09, 1.1% lower than the previous year, although across London boroughs the average decrease was even higher at 1.2%, which had resulted in the Council improving from 18th to 15th in the London boroughs performance table and in the 2nd quartiles for NNDR collection for the first time. . As of end of August 2009, collection stood at 48.05% compared to 47.55% the previous year although this could be partly attributed to changes in regulations with regard to long term empty properties of a rateable value of less than £50,000 being entitled to relief and exemptions. However, Margaret Read explained that the increase in performance in comparison to the previous year was reducing each month and it was anticipated that performance would not exceed last year's by the end of November 2009. Members noted that a revaluation of NNDR properties was due on 1st April 2010 based on market value rates as of 1st April 2008. Margaret Read also advised that non domestic properties with a rateable value in excess of £50,000 would be levied a 2p charge as part of the contribution to the Greater London Authority's Crossrail scheme.

Margaret Read concluded by stating that the Revenues and IT contract was due to expire in April 2011 and a full options appraisal was underway, due for completion in November 2009. A report with regard to this would be presented at a future meeting of the Select Committee.

During discussion, Councillor H B Patel expressed concern about the arrears targets not being met and enquired about what measures were being taken to address this. He asked how a situation detailed in the report about landlords of multiple properties with significant Council Tax arrears, including £53,000 in one instance, had arisen. Councillor Mendoza enquired whether it was possible to have a tracking system of issues that were frequently raised at meetings in respect of Revenue Performance. Councillor Bessong asked what impact the pilot scheme of calls to the One Stop Shop contact centre concerning Council Tax arrears being transferred to Capita was.

The Chair welcomed the overall improvements in performance despite the challenging economic circumstances and enquired on the likely length of the new contract once the present one expired. With regard to bailiffs, he enquired in what circumstances were bailiffs having an increasing presence and was this a more effective method of recovering arrears. Clarification was sought as to whether bailiffs were now being used earlier in the recovery process. The Chair also sought details with regard to information sharing with neighbouring boroughs.

Sue King (Capita) was invited to respond to the issues raised. She explained that there was evidence that a number of multiple property owning landlords who had applied for grants for properties under Houses in Multiple Occupation registry scheme had also erroneously claimed that tenants were liable to pay Council Tax for these properties. Such cases were being pursued, including one that was due to go court next week. Members heard that information on individual cases could be provided and that the Select Committee would be kept informed of

developments. With regard to NNDR arrears, Sue King advised that debts would only be written off where it had been determined that the debt was not recoverable. She added that obtaining payments for empty business properties that had arrears arising as a result of losing their exemption, was particularly difficult. Members noted that bailiffs were not entering the recovery process earlier as there were procedures that needed to be adhered to, whilst use of bailiffs also increased costs. However, there would inevitably be a number of cases that required the professional attention of bailiffs. A number of bailiffs had recently been recruited as part of a blitz on arrears recovery, including visits to properties on Saturday mornings when occupiers were more likely to be at home. Bailiffs were also being encouraged to refer cases back to Capita where this was appropriate. The Select Committee heard that the information exchange between neighbouring boroughs using LOCATA had been successful in tracking down those who were in arrears.

Duncan McLeod (Director, Finance and Corporate Resources) advised Members that NNDR collection was undertaken on behalf of the Government and as such any shortfall was not directly absorbed by the Council. Margaret Read advised that Revenue and IT contracts were typically of a 5 year period with an option to extend. Paula Buckley (Head of Client Team, Revenue and Benefits) added that 6 organisations had preliminarily expressed an interest in the Revenue and IT contract, with most looking at longer term contracts, in some cases 10 years. Members noted that Capita felt that contracts below 5 years were not financially viable to them, and that a longer contract would be more productive. With regard to the pilot One Stop Shop scheme, Paula Buckley commented that it was intended to increase the number of recovery calls referred to Capita staff as the pilot had demonstrated that this enabled arrangements to be agreed during the call, with a higher degree of success in terms of payment arrangements being complied with.

5. Property Asset Disposals 2008/09

Richard Barrett (Head of Property and Asset Management) introduced the report which provided details of all property disposals and transactions valued at £100,000 for rental and £300,000 for acquisitions and disposals. He advised that a target of £10.73m of capital receipts as part of the overall rolling Capital Programme had been set for the period 2008/09 to 2011/12. Members heard that although the capital receipts target for 2007/08 had been exceeded, the 2008/09 figure of £1.176m was significantly below target. It was anticipated that the target for 2009/10 would similarly not be met, primarily due to property market conditions and also because some disposals had intentionally been retained to take advantage of any subsequent improvements in the property market. The Select Committee heard that the Council had a comparatively small property portfolio and often received internal bids or expressions of interests for properties it sought to dispose of. Richard Barrett then referred to the disposals as detailed in Appendix 2. Members also heard that there had been a few acquisitions, including 2 acquisitions to support the South Kilburn New Deals for Communities scheme.

Councillor Bessong queried whether more properties should be acquired to offset the growing housing list. Councillor Mendoza enquired whether should be property disposals of in view of the present market conditions and the Council's small property portfolio. With regard to the Civic Centre, he enquired how long the option to buy land extended to and whether advantage could be taken of any subsequent upturn in the market. The Chair sought clarification as to when the option to buy

land for the Civic Centre had been secured and had the Council benefitted from the downturn in the property market.

In response, Richard Barrett advised that the Council had in place a formal review procedure to ensure that some assets were not disposed of should they be required for another use. However, some disposals, such as disposing of a loft conversion would not be rigorously challenged. The issue of whether to acquire more property in respect of the housing need was being strategically considered, particularly in high priority areas such as South Kilburn, however any acquisitions would be subject to availability of funds. Richard Barrett advised that the option to buy land for the proposed Civic Centre had been obtained during May 2008 and at that time was on terms favourable terms to the Council. The option was on a fixed term basis for 3 years, with an option to renew for a further year. In view of the downturn in the property market since the option had been secured, the Council could consider renegotiating terms and further consideration would be needed prior to the final report being considered by the Executive.

The Chair acknowledged that conditions in the property market had impacted upon the Council's ability to obtain its capital receipts targets and he indicated that further reports concerning how this affected community use buildings and in particular the Civic Centre be presented at a future meeting of the Select Committee.

RESOLVED:-

- (i) that the schedule of disposals as detailed in appendix 1 of the report detailing transactions for the financial year 2008/09 be noted; and
- (ii) that the schedule of all transactions completed under delegated powers as detailed in appendix 2 of the report be noted.

6. **Staff Survey 2008/09 and Action Plan**

Claire Gore (Strategic Human Resources Manager) presented the report which reviewed progress on the implementation of the 2008/09 Staff Survey Action Plan. Claire Gore began by referring to the 2008 staff survey which had provided favourable results overall, with above average scores for 15 of the 35 benchmark questions, within the benchmark average for 16 questions and below average for 4 questions. In addition, the overall engagement score had improved from 66% for the 2007/08 survey to 77% for the 2008/09 survey. Members heard that headline areas of strong performance included good relationships within teams; work seen as related to goals and objectives of the Council; training; and in equal opportunities values and fairness and respect. Areas in need of improvement included opportunities for bottom up communication; limited communication regarding career opportunities and promotion decisions; accuracy of appraisals in reflecting performance; low reporting of perceived discrimination; visibility of senior managers and the need to monitor working hours to maintain a work life balance.

Claire Gore advised that in view of the areas identified in the survey as requiring improvement, a key driver analysis had been undertaken, and the consultants ORC International had highlighted 2 areas to focus upon, namely professional development and senior management change and cooperation. Claire Gore then referred to the detail of the report regarding the Action Plan and highlighted the

issues being addressed, including career development, training and appraisals, partnership working and reduction in contact numbers and visibility of senior managers and communication. Members heard that the Chief Executive held staff lunches and maintained a blog to enhance 2 way communication with staff, whilst engagement with staff was a priority of the Action Plan. Claire Gore confirmed that the 2009 staff survey was currently in the process of being finalised and would take place during the autumn of 2009, with feedback and action planning sessions due to commence early in 2010.

During discussion, Councillor Mendoza sought reasons as to why consultants had been recruited to assist with the Action Plan and how had they determined the 2 areas that needed to be focused upon. He sought further details with regard to the Chief Executive lunches and reasons as to why an Internal Communications Manager had been recruited in view of budget pressures the Council faced. Councillor Mendoza commented that difficult economic circumstances such as the present would be motivation in itself for staff and he questioned the need to focus on internal communication at the moment, adding that this would be a more useful exercise when the economy and the employment market was more buoyant.

The Chair commented that his own experience had highlighted the need for sound internal communication and facilitated organisations during time of change, such as the Council's Business Transformation programme as it was vital to explain to staff the reasons to make such changes. He asked how the Business Transformation programme, including the results of the analysis undertaken by PricewaterhouseCoopers, would be communicated to staff.

In reply to the issues raised, Claire Gore explained that ORC International had been responsible for designing the software to analyse the staff survey and produce the resulting reports. ORC International had devised a methodology to identify areas in need of improvement and that have a high impact on staff. The Select Committee heard that the Chief Executive lunches operated on an open invitation basis with up to 15 persons per lunch and that there was presently a waiting list. The lunches provided opportunity for the Chief Executive to receive feedback and then communicate his response back to staff. With regard to the appointment of an Internal Communications Manager, Claire Gore advised that it was important to engage staff as it impacts positively on areas such as staff morale, whilst a lack of communication, particularly during change, would have a negative effect on staff. She advised that improving internal communication also helped increase productivity and would assist in unlocking staff potential. Furthermore, the need for sound internal communication was recognised as good practice in both the public and private sector. Members also heard that secondment opportunities were increasing which in turn, improved the variety of skills and knowledge of staff and there were also more opportunities for staff to make suggestions.

Cathy Tyson (Assistant Director – Policy, Policy and Regeneration) added that the Chief Executive's regular newsletter provided updates on the Business Transformation Programme. The One Council programme had created 9 task groups to consider a range of initiatives across service areas, whilst a number of staff had been involved in the PricewaterhouseCoopers analysis. The central aim of the One Council Programme was to provide an integrated, strategic approach and to remove duplication of work, whilst maintaining the front line service and responding to change. The outcome would be fed back to the Senior Managers'

Conference where it would be set out what the Council needed to achieve over the next few years.

7. Performance and Finance Review - Quarter 4 2008/09

Duncan McLeod presented the Finance aspect of the report which detailed the situation as of the end of 2008/09. Duncan McLeod began with the General Fund Budget, the 2008/09 Statement of Accounts having been approved by the General Purposes Committee on 30th June 2009. However, these figures were provisional as the accounts were subject to audit and would be presented to the Audit Committee in September 2009. The overall position of the Council had provisionally registered a slight improvement of £41,000 against the previously assumed year end position. The recession and events with regard to child protection had placed considerable pressure on the 2008/09 budget and it was anticipated that these would continue to be major factors on the 2009/10 budget.

Cathy Tyson then presented the Performance element of the report and advised Members that overall good progress had been made in delivering the Corporate Strategy in Quarter 4 of 2008/09, with the majority of Vital Signs indicators considered critical to success performing broadly in line with the targets, with 63% on or just below target and 27% well below target. The performance results for Local Area Agreement (LAA) 2006/09 were in the process of being audited, however it was anticipated that the Council would secure a significant proportion of the total Performance Reward Grant on offer. Cathy Tyson referred to the LAA 2006/09 priority stretch targets that had been met as detailed in the report, advising that many had significantly exceeded their targets. The 3 stretch targets that had not achieved their targets or were at high risk included Adults Participating in Sport and Physical Activity, Disadvantaged Groups into Employment – BME Jobs Achieved and Smoking Cessation – 4 week quit NFR Areas and 13 week quit. Turning to the LAA for 2008/11, Cathy Tyson advised that an annual refresh had been undertaken with the Government Office for London, where a number of changes had been negotiated because of the present economic circumstances affecting a number of performance indicators. A change to the calculation of the Performance Award Grant had been made, which meant for example that 40% of the grant would be received if an average of 60% was achieved across all LAA targets, increasing the importance of achieving individual targets as lower performance on an indicator would increase the need to achieve better performance on other indicators.

Cathy Tyson advised the Select Committee that a 3 star and improving strongly rating had been achieved for the final Comprehensive Performance Assessment (CPA) for 2008/09. The new Comprehensive Area Assessment (CAA) that had replaced the CPA had commenced on 1st April 2009. To date, the feedback received from the Audit Commission to other local authorities, including Brent, had been mixed. However, it was clear that the standards had been raised, particularly in respect of use of resources. Cathy Tyson then highlighted some specific performance issues that were being addressed, including performance in the 1st quarter of 2009/10. With regard to Youth, Members heard that for the 1st quarter of 2009/10, there had been a reported improvement in the number of Black African and Caribbean youth subject to remand and young people visiting Council sports facilities. For schools, Brent had been ranked in the top 20 of 150 local authorities for GCSE results and although there had been an improvement in school places,

there were still a relatively high number of children waiting more than 6 weeks for a school place. Members heard that there was a rising number of requests for Special Educational Needs, crime had decreased by 21% compared to last year, whilst domestic violence was also being successfully tackled. The number of library visits had risen slightly, however the target had not yet been met primarily due to refurbishment works at libraries in the southern part of the borough. There had been an improvement in performance in staff absences due to a review of the sickness policy, whilst there had also been a reduction in the percentage of agency staff.

During discussion, Councillor Bessong enquired whether the overspend in Adult Social Care for 2008/09 was primarily due to problems experienced by Brent teaching Primary Care Trust (PCT) and enquired whether the situation was likely to improve in this area. He also sought reasons for the delay in reporting the performance indicator, Improving Sexual Health: Under 18 Conception Rate and whether a downward trend could be confirmed. Councillor Mendoza acknowledged the different criteria for the CAA in comparison with the CPA and sought further information with regard to the impact on the Council's focus under the new form of performance assessment.

The Chair asked what steps were being taken to balance costs and revenues in respect of land charges in the Environment and Culture budget and with regard to the overspend for the Wembley Manor Primary School scheme. He queried the suggestion in the report that funding for schemes in the South Kilburn Regeneration Area could at a later stage produce capital receipts that could be used to re-invest in the Wembley Regeneration Area. The Chair also sought a further explanation as to how crime performance could be measured as successful.

In response, Duncan McLeod advises Members that initially issues involving PCT had been a major factor in placing pressure on the Adult Social Care budget in 2007/08, however the PCT's financial situation had since improved, although discussions with them with regard to sharing redundancy costs on a particular scheme were taking place. The budget had continued to be under pressure for a number of reasons, most related to increased demand. Duncan McLeod agreed to provide a written response to the Chair in respect of the possibility of capital receipts from the South Kilburn Regeneration Area being used for the Wembley Regeneration Area.

Cathy Tyson advised the Select Committee that the Audit Commission was likely to take a robust stance with local authorities in respect of the CAA, including challenging information presented to them. The CAA focused on strategic partnerships of the local authorities and their partners, and although Brent had received some initially positive feedback, the assessment was more narrative based and it was harder to predict what type of assessment Brent would ultimately receive. Cathy Tyson advised that the latest information regarding Improving Sexual Health was from 2007 and the official results of the most recent surveys were awaited, although it was anticipated that there would be a fall in the Under 18 Conception Rate. With regard to crime, the Select Committee was advised that victims of domestic violence were now being encouraged to make statements which could lead to arrests on site and such a measure helped reduce reoffending. In addition, a specialist Domestic Violence Court had been created.

The Chair indicated that information on child protection structures and what was being undertaken to promote foster care be provided at a future meeting of the Select Committee.

8. Brent's New Evidence Base

Cathy Tyson gave a presentation on Evidence Base, a new tool that brings all information held by the Council into a single accessible point. Members heard that the Evidence Base brought together a number of information sources, including the borough profile, Place Survey results, Place Survey ward profiles and tables, Place Survey mosaic profiles and presentations. Cathy Tyson highlighted a number of comparisons of Brent compared to other London boroughs, such as Brent having one of the lowest qualification levels and the 4th lowest level in household incomes and the percentage of those satisfied to live in the area. However, Members noted that those satisfied to live in Brent had increased by 9% to 68% since the last survey. Those claiming Job Seekers Allowance in Brent was 5.11%, above the London average of 4.3. Those satisfied with the Council had also declined by 7%, although this was in line with national trends and Brent was the 8th lowest in London. Members heard that there were also significant gaps within Brent between the highest and lowest scoring wards for both the borough's profile and Place Survey results. Cathy Tyson advised that amongst areas showing significant improvement included effective addressing of neighbourhood problems, particularly anti-social ones.

Members commented on the usefulness of the information that was available, with the Chair adding that it could be used to feed into the Transformation Programme and the budget.

Cathy Tyson added that the information could provide important clues to tackle a number of issues, such as deprivation in the borough. She advised that Revenue and Benefits and Capita were already using a number of tools that the Evidence Base utilised to develop strategies, such as customer contact with their clients.

9. Performance and Finance Select Committee Work Programme 2009/10

The Chair referred to the items suggested in the Work Programme 2009/10 that were due for consideration at the next meeting of the Select Committee.

10. Items requested onto the Overview and Scrutiny Agenda (if any)

None.

11. Recommendations from the Executive for items to be considered by the Performance and Finance Select Committee (if any)

None.

12. Date of Next Meeting

It was noted that the next meeting of the Performance and Finance Select Committee was scheduled for Wednesday, 28th October at 7.30 pm.


13. **Any Other Urgent Business**

None.

The meeting closed at 9.35 pm

A DUNN
Chair

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	<p>Performance and Finance Select Committee 28th October 2009</p> <p>Report from the Director of Brent Housing Partnership</p>
<p style="text-align: right;">Wards affected: All</p>	
<p>Brent Housing Partnership's Responsive Repairs Service Void Management and Capital Programme</p>	

Due to the size of this report a contents page has been included for ease of reference.

Contents	Pages
1) Summary	2
2) Recommendation's	2
3) Background	2-3
4) Performance of the contract April 2006 – Jan 2007	3-5
5) Co-location of Linbrook in Chancel House	5-6
6) Financial benefits of co-location	6-7
7) Accommodation Issues	8
8) Why Lean Fundamentals	8-9
9) Method of undertaking Lean Fundamentals	9-10
10) Features of the initial pilot system	10-13
11) Roles and Responsibilities	13-15
12) Performance of the pilot to date	15-17
13) Challenges to overcome	17
14) Implementing systems thinking processes across the service	17
15) Performance Management	17
16) Leasehold issues	17
17) Sub Contracted Works	18

18) Appointment System	19
19) Works Operatives Supervision	20-21
20) IT	21
21) Repairs and Complaints Performance Data 2009	21
22) Management of Void Properties	22-23
23) BHP Capital & Responsive Report to performance & Finance select committee	24
24) Content & Asset Management	24
25) South Kilburn Regeneration	24
26) Window Surveys	25
27) Window Repair Programme	25
28) Structural Survey	25
29) Concrete Safety Testing	25
30) Communal Decorations	25
31) External Works & window repairs/ replacements	26
32) Electrical Safety Tests	26
33) Remedial Work following roof safety inspections	26
34) Fire Safety Works	27
35) Lifts	27
36) Lifts recommended to be replaced	27
37) Communal Heating Plants	27
38) Asbestos Removal Programme	28
39) Door Entry	28
40) Repairs to Surrounding Environment (Paving)	28
41) 2008/09 Capital Programme	28-29
42) 2009/10 Capital Programme	30-31

1. Summary

- 1.1 The report describe the reasons why the Lean Fundamentals review of Responsive Repairs was undertaken, covering the period since the start of the Linbrook contract in 2006 what was found during the review with recommendations as to how system changes could be rolled out to cover all responsive repairs across the borough. Current performance levels and details of complaints performance are found on page 21.
- 1.2 The report also describes from page 22 how BHP's currently manages the Voids process since this service was reviewed in 2005.
- 1.3 The last part of the report from page 24 onwards describes BHP's management of the Capital Programme.

2 Recommendations

- 2.1 The members of the committee note the contents of this report

3 Background April 06 - October 07

- 3.1 Officers in BHP procured a new Responsive Repairs Partnering Contract which commenced in April 2006 with Linbrook Services Limited. The contract is a five year contract which is extendable by five years subject to satisfactory performance which is assessed through key Performance Indicators.
- 3.2 Officers decided to use an NEC Term Maintenance Contract rather than JCT Contracts which were used previously for responsive repairs contracts as the strategy for improving the service to Brent's tenants and leaseholders involved letting a long term partnering contract with a sole contractor to provide a responsive repairs service across the borough.
- 3.3 Further explanation about the strategy of letting a partnering contract is contained within the contract award report that went to Brent Housing Partnerships Board in January 2006.

- 3.4 A brief explanation of the difference of partnering contracts compared to traditional contracting is that the contract requires the client and the contractor to work closely together to achieve shared objectives with the risks more evenly distributed to both parties.
- 3.5 In order to achieve the objective of more evenly shared risk the contract cost model was developed. The contractors were asked to price
- Overheads
 - An percentage adjustment against the Schedule of Rates
 - Guaranteed Profit
 - Variable Profit subject to Key Performance Indicators
- 3.6 A feature of our partnering contract is the use of open book accounting. Officers felt that there was not sufficient evidence of existing successful open book (or cost plus) responsive repairs contracts that other authorities or RSL's were using that could be adopted by BHP. The contract therefore stated BHP's aim to develop open book accounting within the term of the contract when it felt that it was economically advantageous to do so. This has given us the opportunity to develop the contract with Linbrook which is now in its second year.

4 Performance April 2006 - November 2007

- 4.1 A responsive repairs contract is the most challenging type of service to deliver as the contract covers lots of different types of building and maintenance activities. Responsive Repairs covers Roofing, Carpentry, Plumbing, Electrical, Plastering, Decorating, Brickwork, Glazing, Metal work, paving, locksmith works etc.
- 4.2 BHP's other term maintenance contracts are all single trade specific e.g. gas servicing and heating, communal electrical, lift, entry phones, water services, asbestos, communal heating. These contracts mainly use directly employed staff rather than sub contractors and often a single operative is sufficient to undertake the repair. BHP has long term contracts for all these services and in general they are all well performing contracts.
- 4.3 Responsive repairs contracts use both direct labour and sub contractors and there is often a requirement for more than one trade to be used in undertaking different types of repair at a property. Therefore the administration control and communication of operatives and sub contractors is more difficult.

4.4 BHP previously built a lot of service improvements into the contract with the aim of improving services to tenants and leaseholders however some of these improvements had proved challenging to deliver, e.g.:

- **Enhanced appointments 11-2 and 5-8.** Not Fully Implemented
- **Text Messaging reminders for next day appointments** Not Effective
- **Repair Surveying undertaken by contractor** Implemented fully but quality of service not improved sufficient
- **Repairs service to Leaseholders** Implemented but low take up by leaseholders
- **Handy man service to vulnerable customers** Implemented but difficulties in identifying suitable works for vulnerable customers
- **Increased monitoring of repairs to vulnerable customers** not fully implemented or effective
- **Repairs Bus to visit estates** Implemented successfully but low take up from customers
- **Complaints answered by contractor directly.** Very Successful
- **Customer Relations Manager** Very Successful
- **Joint Walkabouts** Implemented but communal works till problematic
- **Vehicle Tracking** Not Implemented
- **Joint Development of PDA's** Not yet implemented
- **Enhanced reporting requirements.** Implemented but has not led to further service improvements.

4.5 In general the launch of the contract in April 2006 went well, however there were some notable service failures in the first few months of the contract which were poor telephone performance by Linbrooks administration team and missed appointments.

4.6 Managers in BHP met with Linbrook managers on a fortnightly basis since the start of the contract to work to overcome these problems.

4.7 It is officers view that every activity and contract monitoring tool and technique has been used in the management of the contract during the first 18 months but there were some areas of the service that have not been delivered as successfully as had been expected.

4.8 The types of service problem that existed include;

- Delays in resolving day to day issues due to email and phone communication.

- Poor communication between contact centre and Linbrook administrators,
- Failure to return customer telephone calls,
- Poor understanding of contract requirements and objectives by front line staff
- Disagreements over contract administration processes by front line staff
- Agreeing appropriate variations and contract interpretation
- Lack of accountability and contact ability of contract supervisors,
- Reports from Linbrook Managers not delivered to target.
- Failure of specific trades e.g. roofing repairs.
- “Them and Us” relationship between BHP and Linbrook front line staff
- Delays in introducing enhanced contract specification e.g. 11-2 and 5-8 appointments.
- Poor administration as a result of lack of knowledge of Council V5 system.

5 Co-Location of Linbrook in Chancel House

5.1 In order to address these problems officers proposed to Linbrook that Linbrooks Brent contract staff co-locate with BHP’s Repairs team and Contact Centre in Chancel House which was implemented in August 2007.

5.2 Officers felt that co-locating with the contractor would have the following benefits that would lead directly to an improved service to tenants and leaseholders.

- **Improved communication through face to face dialogue for front line staff.**
Achieved
- **Breaking down of barriers through personal contact will eliminate “them and us” relationship.** *Partially achieved*
- **Elimination of phoning contactor to resolve problems /queries** *partially achieved*
- **Administrative processes can be reviewed and agreed jointly which will remove duplication from the process and get both sides working together** *Not achieved*
- **Supporting documentation behind variation requests will be readily available thus ensuring value for money for BHP and will reduce delays in processing variations.** *Achieved but has not led to improved service to tenants.*
- **Contract Supervisors will be readily available to deal with problems.** *Not achieved as contract supervisors bogged down with paperwork.*
- **BHP officers will be able to assist Linbrook with reviewing and implementing improved administrative processes.** *Not achieved, same systems used as prior to co-location.*

- **Better working relationship should lead to further contract improvements over the life of the contract.** *Starting to be achieved as a result of the LEAN pilot.*
- **Quicker intervention in problem areas such as a poorly performing trades or subcontractors as they arise.** *Achieved, plumbing and roofing sub contractors replaced.*
- **Linbrook staff increased commitment to contract as they would be Brent dedicated whereas currently the Linbrook office runs a Citywest Homes and BHP contract.** *Achieved. There are some very hardworking and committed managers and staff on the BHP contract.*
- **Development of open book accounting is easier if all documentation is on site at Chancel House.** *Progressed as a result of the LEAN pilot.*
- **Development of BHP staff commercial awareness** *partially achieved*

6 Financial Effects of Co – Location

- 6.1 Linbrook offered a saving to BHP under the proposal to co-locate and develop the Contract. Any profit in excess of 8% made on the direct cost of undertaking works was to be shared 50/50 with BHP.
- 6.2 For the period August to December 07 the excess profit on the direct costs of undertaking the works (over 8%) was £67,000. These figures were audited by Hilary Kearney BHP Quantity Surveyor and Chris Dekoker BHP Management Accountant and found to be a true and fair summary of Linbrook profitability on the contract.
- 6.3 Under the terms of the contract Linbrook Services undertook pre inspections of responsive repair works. BHP had specified that Linbrook employ five “Inspectors” to undertake this work. Two of BHP’s former repair surveyors TUPE transferred to Linbrook in April 2006 to be part of the five man inspector team.
- 6.4 Linbrooks employed three inspectors as one left the company recently and another was promoted to a Contract Supervisor role. BHP Officers felt that there was existing capacity within the remaining Repair Surveyors who were currently employed by BHP to undertake the work of the former two Linbrook Inspectors. Officers confirmed to Linbrook that they should not recruit any further inspectors and BHP took on responsibility for this work from the 3rd April 2007. The saving BHP achieved as a result of this was £80,000 per annum.
- 6.5 As a contribution to the cost of the accommodation at Chancel House, Linbrook

reduced their maximum variable profit figure from 5.5% to 3.5%. The variable fee is calculated against the value of orders (less the guaranteed profit added which is 9%).

- 6.6 The value of the maximum variable fee of 5.5% on a works order value of £2,180,000 less guaranteed profit was £110,000 ($2,180,000 - 9\% \times 5.5\% = £110,000$). The value at 3.5% is £67,046. Therefore this would be a contribution of £43,046.
- 6.7 This saving assumed that Linbrook achieved the maximum variable profit. Gerry Doherty undertook a “reality check” of the repairs service in November 2007 (described in further detail at point 7.3) As a result of this exercise BHP declined to pay the KPI variable profit as the KPI targets had not been met.
- 6.8 Linbrook also offered to refund BHP any savings achieved on costs which they have called “regional office overheads” if the actual costs incurred are less than their tendered figure of £33,425. These items relate to costs that they would still incur from operating at Chancel House, e.g. stationary, staff training, phone costs, information technology, and general expenses.
- 6.9 There was 25 proposed staff within the Linbrook compliment. 23 of those staff were to be dedicated to the Brent contract and were based full time at Chancel House. Two staff i.e. Linbrook Regional Director Martin Wright and the Area Administration Manager Gavin Jackson time was based 50% on the BHP contract and 50% on the Westminster Council’s Citywest contract.
- 6.10 Due to the ongoing service failures caused in particular by Linbrooks over reliance on sub contractors Linbrook contract management team increased to 34 staff (including temps) by January 08.

7 Legal Issues Relating to Co-location

- 7.1 The Landlord of Chancel House confirmed that Linbrook could move into existing BHP office accommodation as long as they are not given security of tenure.
- 7.2 Officers proposed that Linbrook's be given an agreement to move into the office which could be terminated with six months notice.

8. Why of Lean Fundamentals

- 8.1 BHP Directors became aware of the work of John Seddon and Systems Thinking in 2007 and the Director of Technical Services attended a Lean Fundamentals workshop in August 2007. John Seddon also gave a presentation at Brent Council's Senior Management Conference in September 07.
- 8.2 BHP's Directorate Management Team agreed that BHP employ Vanguard Consulting to undertake a three day Introduction to Lean Fundamentals which took place in November 2007.
- 8.3 The Director of Technical Services spent a month working in the repairs contact centre observing current practice and speaking to all the BHP contact centre staff. The Director of Technical Services also observed and met all the Linbrook contract staff working in Chancel House. The Director of Technical Services analysed over three thousand calls received in the repairs contact centre between the 5th November to 14th December 2007 .A summary report of his findings was presented to Graham Scott (Managing Director Linbrooks) at a meeting on Thursday 10th January 2008..
- 8.4 DMT agreed that Vanguard Consulting be employed to undertake a Lean Fundamentals System Intervention project and a budget of £50k was identified.
- 8.5 The Lean Intervention project commenced in March 2007. Three front line staff i.e. Jilna Shah, Vina Bhudia and John Farquharson was dedicated to work full time on the project group with Andrew McClean .from Vanguard Consulting. Gerry Doherty (Director Technical Services), Umesh Natalia (Head of Responsive Repairs), Andrew Reid (SK Technical Manager) plus Phil Brown (Linbrook Contract Manager) and Dave Kelly (Linbrook Contract Director) took part in workshops and reality checking exercises. A five man team of Linbrook operatives also took part in workshops.

9 Method of Undertaking Lean

- 9.1 The project group undertook the following tasks in the initial weeks of the intervention project
- Identifying the purpose of the system
 - Studying Demand from Customers
 - Measuring capability
 - Identifying current flow of work
 - Identifying types and quantity of waste
 - Joint inspections with BHP surveyors and Linbrook Inspectors

- Going out with Linbrook operatives for the day to observe working practices and to get their views.
- Re-designing the system on paper

9.2 The project group prepared a study of the flow of work and identified that a significant cause of waste designed in the existing system was as a result of the Schedule of Rates.

The team undertook a re-design of the system which attempted to only undertake the “value” work in the system.

9.3 It was agreed that this new system should be piloted to test these ideas in practice. The South Kilburn area was identified and a project team was set up led by Umesh Natalia in the existing South Kilburn Community Resource Centre offices.

9.4 The SKL Repairs Project Team moved to the South Kilburn area office on 21/04/08. The new system was managed from a Whiteboard, using sticky tags to record details of individual new jobs being issued to Linbrook operatives, for the SK area. Meetings were held with Linbrook operatives and sub-contractors to ensure that they were fully aware of the importance of them having to attend orders as soon as possible, complete it first time and to report back on the details required, for individual jobs.

9.5 The works orders were initially logged onto an Excel spreadsheet, which enabled jobs to be tracked and future appointments to be recorded.

9.6 Due to the level of jobs increasing on a daily basis, the Excel spreadsheet started to become more difficult to keep updated and maintained. Umesh Natalia worked closely with Martin Chivers (Linbrook IT manager) to give him a detailed brief on the requirements of a database that he then designed which was based on the needs of the System Thinking process,

9.7 The new Filemaker database - BLINK (re: Brent / Linbrook) was developed jointly by Martin Chivers and Umesh Natalia and is being used as the front-end system by BHP / Linbrook Repairs Administrators to manage the new repairs process.

9.8 There are current IT issues which need to be addressed to enable the new database to be further developed in order to cope with higher volumes and also for the interface with Brent's Northgate V5 system, and Linbrook's Lion system, to prevent duplication of data entry.

10 Features of the Initial Pilot System

10.1 Linbrook provided dedicated contract management staff to take part in the pilot who

were based in the South Kilburn office plus they also identified a group of operatives who were dedicated to working on the pilot.

10.2 BHP agreed to alter the method by which Linbrook were paid for works on the contract

Using the Schedule of Rates to value individual work items was replaced by an agreement to pay the actual cost of time and materials used. In order to agree hourly rates of operatives BHP benchmarked the Linbrook Citywest Homes contract and agreed that the tendered hourly rates used at Citywest would be appropriate for the pilot.

10.3 BHP raised orders for all works up to £500 at a value of £85. For works over this value an order is raised at £1000. Linbrooks complete the works and invoice these orders without varying their value. BHP /Linbrook undertake a quarterly reconciliation exercise which calculates the actual cost of labour and material used. Any difference over or below the amount paid to Linbrook will be either credited to BHP or paid to Linbrook.

10.4 Under the old system of organising repairs Linbrook issued between 7 -10 orders per day to operatives each morning. Orders that were undertaken by sub contractors were faxed to them at 4pm on the preceding day. This system took no account of the capability of the individual operatives or sub contractors. As a result many orders each day were either not completed, started or postponed and appointments were missed. This resulted in complex administration schemes to move this paperwork around the system which led to a lot of waste and poor service to the customer.

10.5 Under this new system each operative is issued one order at a time and is not given their next order until the works are complete.

10.6 In order to eliminate missed appointments by operatives and tenants orders are only given to operatives once BHP has confirmed that the tenant is at home and is available to have the repair carried out.

10.7 During the course of studying the previous system the project group went out with BHP surveyors and Linbrook Inspectors to observe how this process was undertaken. The operative's focus group was also consulted about the effectiveness and quality of orders raised by the Surveyors / Inspectors.

- 10.8 It was the view of the entire project group and the operatives that the role of the pre inspection added little value to the process and the quality of the inspections undertaken and the orders raised were poor with often over 50% of these orders needing to be varied and thus preventing the operatives undertaking the repair during the first visit.
- 10.9 Under the new system all repairs are immediately raised to operatives without having a pre inspection. (Except in the case of dampness and some other complex repairs).
- 10.10 The operative attends and completes all necessary works up to the value of £500. If the operative is unsure of what works to undertake or he thinks that the value is likely to go over £500 then he immediately telephones BHP and a surveyor or Linbrook supervisor is sent immediately to resolve the query so works can be completed during this first visit.
- 10.11 The pilot initially started by organising repairs in South Kilburn only. This proved to be effective, however it was accepted that this was well resourced in terms of operatives and office staff and therefore further testing of this system was required on a larger scale.
- 10.12 On the 19th May 2008 the pilot increased in scope to cover repairs in North Kilburn and South Kilburn. All the existing repairs staff based in South Kilburn who were not part of the original pilot team were merged into one team which required them to be trained in the new system and ways of working.
- 10.13 Increasing the size of the pilot area proved challenging as the manual systems that were suitable for a smaller scale pilot started to struggle with the increased workload.
- 10.14 Officers from BHP and Linbrook IT manager worked closely together to develop a bespoke IT system for managing this system called BLINK.
- 10.15 Officers worked closely with Linbrook IT and Brent's IT department to try and get BLINK and the councils V5 database to integrate automatically. It is felt that this is vital to the long term success of the project in order to cut down on current duplication that is in the system.

10.16 During the initial phase of the pilot all BHP and Linbrook staff were undertaking whatever task was necessary to operate the system. As the pilot area grew and more staff joined the team this became problematic and there were tensions between BHP and Linbrooks as to individual defined asks and responsibilities.

10.17 A workshop was held on Friday 27th June 2008 and specific roles and responsibilities were agreed as follow;.

11 Head of Responsive Repairs - BHP

- Overall manager responsible for Brent North and South Repair Teams
- Also responsible overall for newly created complaints team.

12 Repairs Manager

- Manager responsible for Brent North or Brent South Repairs Teams

13 Repairs Administrator - BHP

- Take calls
- Reception duties
- Inputting on V5/Blink, raising SRQ's
- Dealing with calls/enquiries regarding lifts, gas etc
- Decide if pre-inspection required
- Taking EET from operatives
- Day to day allocations
- Liaising with other depts.
- Standby's
- E-mails

14 Repairs Works Allocator - BHP

- Liaising with Technical Support
- Sharing V5/blink inputting duties with admin
- Push things on
- Planning future works
- Apply common sense around trade resource
- Picking up errors, feedback, coaching
- Managing old complaints

- Take call from operative of completed works including parts used
- Record finish time – multiple operatives, multiple times
- Check system to confirm operatives next customer/job
- Raise order on V5
- Complete order once authorised

15 **Technical Support- Linbrook**

- Advise allocations of work
- Technical advice & support
- Liaise with supervisors – directing
- Making decisions – subcontractors, extra pair of hands
- Follow-ups
- Managing sub-contractor works
- Decide recall or not

16 **Operative Supervisor- Linbrook**

- Visit operatives and subbies daily
- Maintenance of vans, parking permits
- Ensure compliance to 'standard'
- Check van stocks – site materials
- Liaising with Technical support/allocator/surveyor
- Residents liaison
- H&S issues
- HR issues (sickness)
- Post-inspections
- Training needs for operatives

17 **Repair Surveyor -BHP**

- Pre-inspections and feedback – writing reports for damp
- Attend forced entries
- Managing floods
- Liaising with other agencies
- Post-inspections
- Support 'big jobs' – authorising
- Trouble shooting
- Technical advice
- Supporting operatives – responsive, authorising (saying yes to what's appropriate)
- Group meetings

17.1 The system was then changed from the 2nd July 2008 and staff now

take on the roles as described above.

- 17.2 BHP Repairs Administrators receive calls from tenants
- 17.3 Details of works required are recorded and passed onto BHP Works allocators.
- 17.4 BHP uses BLINK and the White board to review all works pending to be allocated.
- 17.5 BHP Works Allocators telephone tenants and agree appointment for later the same day or the next day. BHP works allocators also plan each operative's first 8am appointment of the day. They also undertake forward planning for tenants who know they don't want work undertaken in the next week.
- 17.6 BHP works allocators issue the works via BLINK for the next available operative which they calculate from looking at the estimated completion time on their current job.
- 17.7 The BHP works allocator are to refer to an office based Linbrook Technical Support for advice on who to allocate work to and use of subcontractors etc.
- 17.8 Operative telephones into office and give details of works undertaken to the Linbrook Completion Administrators. They raise an order on BLINK and V5 which is then closed and ready for invoicing within 24 hours.
- 17.9 Where an operative thinks that the cost of the works are likely to be over £500, complex, or unsure of Linbrook responsibilities they telephone BHP and a surveyor is sent out immediately while the operative is on site to resolve the problem / authorise works so that the order can proceed and be completed on first visit.

18 Performance to date of Pilot

- 18.1 The performance results from the pilot were very encouraging for example;
- Over 99% of appointments have been met by Linbrook
 - There have been a 75% reduction in no access from a tenant (previous amounts 50-65 per week)
 - Average days to complete all repairs in the pilot was 4 days up to end of July
 - Only one formal complaints was raised as a result of works undertaken during the pilot

- Out of hours report that number of reported repairs in pilot areas had reduced.
- Percentage of works undertaken by sub contractors fell from 53.53% to 7.17%
- Feedback from individual tenants re evidence of significant improvements in tenant satisfaction with the new service.
- Repairs completed on first visit (where practically possible) close to 96%
- 98% pass rate of post inspections of completed works.
- Local Councillors commented positively on the new system.
- BSI assessor reported very favourably on the improvement in service and system design during a recent accreditation inspection.
- BHP tenant board members commented very favourably on the effectiveness of the new system.
- BHP staff survey confirms significant improvement in the quality of service delivered to customers.
- 100% of staff in the pilot thought the working relationship with Linbrook improved.
- 57% of staff thought the standard of customer service has much improved and 43% thought it slightly improved.
- 100% of staff felt that the standard of service for plumbing was better
- 100% of staff felt that the standard of service for Carpentry was better
- 100% of staff felt that the standard of service for Electrical was better
- 86% of staff felt that the standard of service for decorating was better
- 86% of staff felt that the standard of service for Glazing was better
- 86% of staff felt that the standard of service for roofing was better
- Linbrook operative survey confirmed that new system of working is a significant improvement to the current system.
- 85% of operatives think the standard of service to customers is much improved
- 57% of operatives think the management of work programmed to them has been much improved and 29% slightly improved.
- 71% of operatives report that the new system is “much improved” in enabling them to complete works first time.22% say slightly improved.
- 50% of operatives think the level of communication between operatives and Linbrook / BHP staff is much improved and 36% think it is slightly improved.
- Brent Council Chief Executive visited and was impressed with the initiative to improve service delivery and a presentation on the service improvements was given to Brent’s 2008 Senior Managers Conference.
- Presentation to Brent Council project group set up to implement BVPI “Reducing Unnecessary Customer Contact” was favourably received.
- Failure demand has been reduced from 45-55% to approximately 20% under the new system.

- Orders are raised completed and invoiced within 48 hours. There as previously an ongoing backlog of over 4000 orders that were at “issued and overdue status”

19 Challenges to overcome following implementing Lean System for all responsive repairs

19.1 There were a number of further areas of work and challenges that needed to be addressed following the decision to roll out the systems thinking process across all responsive repairs which are described below;

20 Performance Management

20.1 The performance management system for monitoring repairs is based on the current contract conditions and reports are generated on the council V5 database by identifying different orders either by their priorities e.g. P0 P1, P2 pr P3or via the schedule of rates codes used. The pilot repairs system does not use Schedule of rate codes or the priority codes therefore alternative methods of providing performance information are continually being refined and developed.

21 Leasehold Issues

21.1 In order for leaseholders to be billed for communal repairs at the tendered rates it was previously necessary to raise these communal repairs via the Schedule of Rates so that the appropriate tendered value will be generated on annual reports that are required for billing.

21.2 Under the new system the actual cost of works are not recorded against the individual order number. The order shows on V5 at the agreed average value (which for the pilot was £85) In order to operate the new system and charge leaseholders a share of the actual costs of the works it was necessary to retrospectively substitute the average order value on V5 with the actual cost of the works provided by Linbrook. BHP provided Linbrook with a list of the communal orders undertaken in a particular period then they provided the actual cost of works against each order from their system which was transposed in Excel. This process has now been successfully undertaken In July 2008 for the annual service charge billing process.

22 Sub Contracted Works

22.1 Linbrook increased their direct labour force on this contract from 11 operatives in November 07 to 61 operatives in September 2009. There are however a number of trades that will continue to be delivered by sub contractors e.g. roofing, scaffolding, glazing, locksmith services, vinyl flooring. BHP and Linbrooks managers have now introduced monthly performance monitoring meetings with sub contractors. to focus on their performance and to ensure that their systems of working are compatible with BHP's new lean processes

22.2 Figures supplied by Linbrook show the percentage of works orders undertaken by sub contractors were;

2006	39.29%
2007	53.53%
2008	7.17%

22.3 It is worth noting that one of the main reasons for performance problems on the Brent contract was Linbrooks over reliance on sub contractors. This has now been resolved through the employment of increased direct labour.

23 Materials Pricing

23.1 In order to ensure BHP achieves full value for money in respect of materials purchasing it was be necessary for BHP to be involved in supply chain management with Linbrook.

23.2 Currently Linbrook source the majority of their materials directly from Travis Perkins, Builders Merchants. BHP needed to be satisfied that Linbrook are passing onto BHP the full discounted rates that they are getting from Travis Perkins and that there were no additional "cash back" in the form of credit notes that Linbrook receive directly from Travis Perkins for purchasing large amounts of materials.

24 Appointments System

24.1 The pilot system has largely moved away from a dedicated appointment based system. However there is a need for some customers to have fixed appointments and

Effective planning and issuing works orders to operatives requires mixed skills not normally found in one particular individual e.g. this task requires excellent IT and administrative skills but it also requires some in depth working knowledge of maintenance tasks. There were differing views between the contractor and BHP project team over whether BHP or Linbrook are best placed to carry out this function. It was the settled view that this is a task is shared and requires close co-operative between a BHP Repairs Allocator's and Linbrook Supervisors.

24.3 To illustrate the following was observed by the Director of Technical Services during a visit to the pilot.

24.4 A carpenter was issued with an order at 10.10am to replace a front door by the BHP Repairs Controller. The carpenter told the BHP member of staff that there was not enough time to undertake that work that day. The BHP member of staff accepted what the carpenter told them and began to arrange that work for the following day. The conversation was overheard by the Director of Technical Services who then immediately discussed it with a Linbrook Supervisor. The outcome was that the Linbrook supervisor spoke directly to the carpenter and insisted that they undertake the work the same day.

25 Works Operatives Supervision

25.1 Under the old systems used it was found that there was virtually no supervision of works operatives as the Linbrook supervisor's time was spent on doing large amounts of paperwork that could be called failure demand and was not helpful in delivering a good service to tenants.

25.2 One of the underlying principles behind Lean Systems is that if you treat the staff properly and give them a good system to work in they will respond positively and become more effective.

25.3 BHP has found this to be largely true through the experience of the pilot, however there is still concern that over the longer term operatives may slow down and become less productive i.e. take longer to complete works and therefore be less value for money.

25.4 The key to avoiding inefficient working is to have an effective system of operative supervision. It is proposed to have two supervisors in each area. BHP has

worked closely with Linbrook to develop these roles so that the supervisors undertake functions that add value to the process and the performance levels of individual operatives are established.

For example the supervisor must ensure that;

1. Visits operatives on a daily basis and check workmanship and attendance (hours).
2. Provides adequate guidance on job procedures to operatives
3. Monitoring the absence or inadequacy of any operative.
4. Reports any need for training of any operative.
5. Ensuring adequate cover in event of operative absence through sickness or otherwise.
6. Liaison with residents and reports any problems or complaints to base office.
7. Liaison where necessary, he liaises and/or consults with technical support; allocator; surveyor.
8. Ensuring all Health & Safety practices are adhered to.
9. Accident reports are properly documented.
10. Van and plant maintenance is to good standard.
11. Relevant parking permits, scaffold permits, etc. are valid
12. Check, on a regular basis, suitability and levels of all van stocks and ensure relevant paperwork is being kept up to date.
13. On job completion he post inspects a minimum of x% of works to ensure completion and adherence to standards i.e. check quality of workmanship and, where applicable, prepare a snagging schedule for action by operatives.
14. Preparation relevant timesheets, material usage, reports, and job assessment sheets.

26 **IT**

- 26.1 The current V5 housing repairs system is not designed around the functionality required to operate and manage the systems developed in the pilot area. As an interim measure BHP has worked closely with Linbrook's IT manager to develop a complimentary IT system called Filemaker. The system has been designed specifically to manage the systems involved in the new processes. The locally adapted version of file maker is called BLINK.

26.2 It is currently necessary to duplicate information on BLINK and on V5 so that BHP has the necessary repairs info on its system and so that the contractor can be paid in accordance with current invoicing requirements.

26.3 BHP has developed the Council V5 repairs system, which will now become the primary system for dealing with repairs. Automatic downloads will take place on the hour which will electronically download information from V5 to Linbrooks IT system thereby cutting out a lot of duplication and possibility for error. This is due to go live in November 2009.

27 Repairs and Complaints Performance Data for April 2009 – September 2009

Quarter 1 April – June 2009

- Percentage of repairs made and kept 99%
- Percentage of repairs finished on first visit 91%
- Percentage of tenants satisfied with the repairs service 97%
- Percentage of post inspections passed 97%
- Percentage of repairs resulting in complaints, 1.5 %
- Percentage of Stage 1 complaints answered in target 94%
- Average number of days to respond to complaints 11 days
- Percentage of members enquiries responded to in target 91%

Quarter 2 June – September 2009

- Percentage of repairs made and kept 99%
- Percentage of repairs finished on first visit 92%
- Percentage of tenants satisfied with the repairs service 97%
- Percentage of post inspections passed 97%
- Percentage of repairs resulting in complaints 1%
- 15,409 repairs undertaken , 203 complaints received.
- Percentage of Stage 1 complaints answered in target 94%
- Average number of days to respond to complaints 11 days
- Percentage of members enquiries responded to in target 85%

27.1 BHP now regularly receives letters of thanks from Brent tenants and leaseholders, in relation to the standard of service they receive from repairs, these are recorded on BHP's staff intranet and a selection have been included in appendix 1 for information.

BHP received 1686 customer satisfaction cards from residents relating to Linbrook. Each card was read by BHP managers. There were 35 (2%) responses from customers who although confirmed they were satisfied with the repair they were not fully satisfied with all aspects of BHP's repairs service. Each of these residents has been written to acknowledge their views and to explain what further measures BHP is taking to continually improve the repair service. Out of the 1686 cards received customers added written comments on 381 cards. These cards will be brought along to the Finance and Performance sub Committee meeting for members to review if they wish.

27.2 BHP is aware that the current repairs process is not perfect and there are still areas where improvements can be made and greater efficiency achieved particularly in the area of greater use of IT.. Managers and officers in BHP are currently repeating the CHECK process and studying how the current system is working to identify any waste that may have crept into the system since it was launched.

28 Management of Void Properties

28.1 Brent Housing Partnership undertook a review of its void management processes in 2005 and devised a strategy which brought all of the stakeholders in the voids process into a single team.

28.2 The contract to repair void properties was externally tendered and was won by BHP's Repairs and Voids Team for a period of 5 years extendable by a further 5 years. The contract started on the 1st April 2006.

28.3 BHP was able to bring all the stakeholders together upon relocation to the new office premises in Chancel House in 2006. Previously to that the direct labour organisation was located in offices on the St Raphael's estate, the voids management team were located in the Dyne Road Housing office and the voids viewing officers were located in Mahatma Gandhi House and the South Kilburn Estate office.

28.4 The contract to repair void properties now covers all the different types of works where as previously security, gas repairs and clearing of voids were undertaken by third party contractors.

28.5 There are weekly voids progress meetings held with the Director Technical Services and the voids team where the progress of each void is reviewed and performance

monitored.

28.6 BHP reports both on the average time taken to re –let council housing and the average time taken to get a property ready for letting.

28.7 In order to overcome any delays in the process that may be caused as a result of the Locata magazine only being published on a fortnightly basis, BHP is now able to advertise voids in Locata before they are actually vacated by the current tenants when we have been given notice that they are due to leave.

28.8 Voids turnaround performance has been consistently improving over the last three years;

Average Days to re-let council housing 2006/07 was 31 days

Average Days to re-let council housing 2007/08 was 27 days

Average Days to re –let council housing “008/09 was 26 days

28.9 The current performance for re-letting council housing for the period April to June 2009 was 28 days. BHP is confident of improving on this figure during the remainder of the financial year.

28.10 The average number of days taken to get a property ready to let is currently 23 days

28.11 The percentage of tenants satisfied with the condition of the property is currently 93%

29 BHP Capital & Responsive Report to performance & Finance select committee

29.1 This part of the report provides information relating to Brent Housing Partnership's responsive and capital works programmes highlighting performance in these areas.

30 Context & Asset Management

30.1 Brent Housing Partnership (BHP) was created in October 2002 to bring Brent Council's housing stock up to the decent homes standard. In March 2007, BHP became one of the first ALMOs in the country to complete its' decent homes programme and achieve 100% decency in the stock we manage.

30.2 Since the end of the decent homes programme, BHP has focused on the ongoing maintenance requirements of the housing stock. BHP has implemented an element based stock condition database that is used to plan future programmes of work. BHP

has also prepared a capital investment plan which forecasts investment needed to the stock over a 30 year period. BHP has been working closely with the Council and its' partner organisation, Tribal Group to evaluate the investment plan. Tribal Group carried out a stock condition validation exercise in June 2009 to test the accuracy and suitability of BHP stock condition information. Results from this exercise were issued to the Council in July 2009.

31 South Kilburn Regeneration

- 31.1 The south Kilburn estate has been marked for regeneration for a number of years and was excluded from the original ALMO bid to secure funding to deliver the Decent Homes Standard to Brent Council's housing stock. However BHP was successful in a subsequent bid to include 775 south Kilburn properties that were previously marked for regeneration within the ALMO remit and thus bring them up to the Decent Homes Standard.
- 31.2 This left approximately 1700 stock that was still planned for regeneration. BHP's remit has been to manage this stock on a day to day basis until it is transferred to a housing association.
- 31.3 BHP was informed by Brent Council in Summer/Autumn 2008 that as a result of the current economic climate labelled the 'credit crunch' and falling property values, the regeneration scheme is not feasible in its current form. Brent Council has indicated that BHP would retain management of this stock for at least another five years.
- 31.4 Following this BHP has assessed the investment needed to these properties to ensure they are maintained to an adequate standard until they are demolished. BHP has submitted a number of progress reports and made recommendations to the Council relating to this issue which are summarised in points 3.6 to 3.21.
- 31.5 The Council has provided funding of approximately £3 million in 2009/10 to undertake recommended health and safety works.

32 Window Surveys

- 32.1 BHP has carried out urgent window repairs identified through a resident questionnaire and surveys. In addition to this window restrictors have been fitted to all communal windows. It is estimated that this work has cost in the region of £60k.

33 Window Repair Programme (High Rise Bison Blocks - Austen, Bronte, Dickens, Fielding, Gloucester, Hereford)

- 33.1 BHP has received tenders to carry out a full window repair programme with other general repairs and localised communal decorations. The tenders still need to be fully evaluated however the lowest value tenders equate to £2.3m.

34 Window Repair Programme (Medium Rise Blocks – Blake, Masefield, Wordsworth, Exeter, Durham)

34.1 It is our intention to undertake a similar window and general repair programme as above to Blake Court, Masefield House and Wordsworth House in the 2010/11 financial year. We estimate that this will cost in the region of £400k (111 properties at £3.5K)

34.2 We will also be considering a programme to replace the communal windows alongside a general repair and decorations programme at Durham & Exeter Court in 2010/11. We estimate the cost of this programme at £150k (72 properties at £2k).

35 Structural Survey

35.1 The survey found no underlying structural issues with the medium or high rise bison blocks and concluded there is no structural reason why they cannot continue in their present use with suitable maintenance.

36 Concrete Safety Testing

36.1 All bison blocks have been tested and made safe. We are currently awaiting quotes from specialised contractors before undertaking further remedial work. We estimate the cost of the remedial work will be in the region of £100k and expect this work to be complete by the end of 2009.

37 Communal Decorations

37.1 We do not expect to undertake any communal decorations in this financial year and will review if decorations should proceed in 2010/11 based on other priorities. We have still allowed a budget of £200k.

38 External Works & Window Repairs/Replacements to Town Houses (Hampton Close, Stafford Road, Stuart Road)

38.1 As these town houses will not form part of the regeneration scheme we will be preparing a specification for external repairs, decorations and window replacement by the end of the financial year with the intention of undertaking the work in 2010/11. We estimate the cost of the programme will be in the region of £240k. (30 properties at £8k each)

39 External Works & Window Repairs/Replacements to Low Rise Blocks (Neville House, Wood House, Zangwill House, 4-26 Stuart Rd)

- 39.1 The latest regeneration phasing indicates that all these blocks will not be demolished in the next ten years. These buildings are in poor external and decorative condition. In addition all these buildings have original crital windows which are in poor condition all of which would require repairs and/or painting within the next 2 years and then every seven years from then on.
- 39.2 We propose to undertake a programme of external repairs, decorations, and window replacement to these buildings in 2010/11. We estimate this will cost in the region of £320k (40 properties at 8k each).

40 Electrical Safety Tests

- 40.1 465 electrical safety tests have been completed out of a total of 747 dwellings in South Kilburn that had not been tested within 10 years as best practice recommends. The majority of properties tested required an upgrade to main earth bonds, earth cross bonding and replacement of the customer consumer unit. Some properties required a full rewire while a small proportion (5%) did not require any works
- 40.2 The cost of the safety tests and remedial works to all 747 properties is estimated at 700K. We have spent or committed £275k to date in the 2009/10 financial year. The remainder is intended to be spent by the end of the 2009/10 financial year or will roll over into 2010/11 depending on the access rate to properties.
- 40.3 A further 235 properties will require an electrical test up to 2015 with an estimated cost of £50k per year.
- 40.4 We have not included properties that are intended to be demolished before 2015 in these figures.

41 Remedial Work following Roof Safety Inspections

- 41.1 Roof safety inspections have been carried out to blocks where a danger has been specifically identified. The estimated cost of remedial work to South Kilburn blocks that have been inspected is £21k. We expect this work to complete by the end of the financial year.

42 Fire Safety Works

- 42.1 We have carried out a fire risk assessment of all the high rise blocks and undertaken necessary remedial works such as improving signage and fire doors. Based on assessments carried out we anticipate a volume of general remedial works will be required.
- 42.2 It is difficult to estimate the cost of the required remedial works as we will need to specify the works and approach several specialised contractors for quotes. We estimate that approximately £50k has been spent in this financial year to date and that a further £300k will be required for all fire safety remedial work which will be spent in 2009/10.

43 Lifts

- 43.1 Having analysed the condition and performance of lifts, we have identified 19 lifts that were last modernised 25-30 years ago and would benefit from modernisation within the next two years.
- 43.2 However when considering the intended phasing for regeneration some of the blocks are due for regeneration within the next five years; therefore on this basis we have revised our recommendation to state that these lifts should not be modernised unless the intended dates for regeneration are delayed or change so that these buildings will remain in occupation for more than five years. On this basis we are recommending lifts to the following blocks be modernised at a cost of £1.4 million.

44 Lifts Recommended to be Replaced

- John Ratcliffe House - £370k
- Crone Court - £350k
- Winterleys - £350k
- Craik Court - £350k

Lifts that will Not be Modernised

- Wells Court - £280k
- Wordsworth House - £130k

45 Communal Heating Plants

We have spent £40k in 2009/10 on upgrading the William Saville House district heating plant. We will continue to assess the expenditure required to ensure all communal heating plants remain operational and estimate a further £40k will be required in 2010/11.

46 Asbestos Removal Programme

46.1 A sample of void properties have been tested for asbestos content. The results of this exercise showed that it would be prudent to implement a planned programme to test asbestos in occupied properties. We propose to undertake such a programme and estimate an initial budget of £150k for 2010/11.

47 Door Entry

47.1 We will be replacing the door entry system to Wells Court in 2009/10 to replace the current system which is beyond economical repair. We estimate the cost of this system will be £50k.

48 Repairs to Surrounding Environment (Paving)

48.1 We estimate the total cost of all required repairs will amount to £50,000 and expect to undertake these in either 2009/10 or 2010/11.

48.2 A further note to make is that the estate is surrounded and dissected by paving that is the responsibility of the Brent Streetcare department which is in significantly worse condition than the paving on Estate grounds.

49 2008/09 Capital Programme

a. Brent Housing Partnership delivered various types of planned projects during the 2008/09 financial year. The following table shows projects that were carried out in full or in part during the 2008/09 financial year. The total spend from the capital budget during 2008/09 was £13.3 million.

Project Name	Type of Work
Contract 51 – Carlton House & South Kilburn Street Properties	External repairs and decorations including external cladding to Carlton House.
Contract 52 – Alpha, Gorefield, Canterbury	External repairs and decorations.
PS07001 – Various Properties	External repairs and decorations to street properties, kitchen & bathroom replacements to previous refusals, full refurbishment of long term void properties (34,35,36 Allington Rd, 116 Tennyson Rd, 25-30 Victoria Mansions)
PS07002 – Tackling Overcrowding	Single storey extensions or loft conversions to overcrowded

	households.
PS07004 – Slade Court	External repairs, decorations and window replacement.
MLO6001 – Kilburn Square Lift Refurbishment	Refurbishment of 3 lifts at Kilburn Square.
PS08052 – Carlton House & Slade Court Digital TV Installation	Installation of digital TV system to Carlton House & Slade Court

b. A customer satisfaction survey undertaken by an independent market research company resulted in a 94% satisfaction rate with the 2008/09.

c. Before and after photos of recent/current projects:

Slade Court (96% Satisfaction Rate)



Before



After

Carlton House (Satisfaction rate not yet available)



Before



After

Alpha House (Satisfaction rate not yet available)



Before



After

50 2009/10 Capital Programme

51.1 The value of BHP's 2009/10 capital works programme is estimated at £19.5 million. This includes £5.4 million of funding that has been brought forward from the 2010/11 MRA funding allocation into the current financial year. The government offered local authorities the opportunity to bring forward funding on the provision that funds are spent by the end of the 2009/10 financial year to assist the construction sector and the local and national economy.

51.2 The following table lists the projects that have been or are intended to be carried out in full or in part during the 2009/10 financial year.

Project Name	Type of Work
Contract 51 – Carlton House & South Kilburn Street Properties	External repairs and decorations including external cladding to Carlton House.
Contract 52 – Alpha, Gorefield, Canterbury	External repairs and decorations.
PS07010 – Brentfield Estate Warmer Homes	External repairs, over cladding, double glazing, roof renewals, solar panels, water harvesting.
PS08014 – Kilburn Externals	External repairs, decorations, window repairs/replacement
PS08015 – Harlesden & Wembley Externals	External repairs, decorations, window repairs/replacement
PS08016 – Summit Court	External repairs, decorations, window replacement
PS08017 – 92 Sinclair Road	External repairs and decorations
CW09018 – Barry & Mandela Close	External repairs, decorations, window replacement
CW09019 – Joules & Landau House	External repairs, decorations, window replacement
CW09020 – James Dudson Court	External repairs, decorations, window replacement
CW09022 – William Dromey Court	External repairs, decorations, window replacement
CW09023 – Clarendon Gardens Estate	External repairs, decorations, window replacement
CW09026 – Alan Preece Court & John Barker	External repairs, decorations, window replacement

CW09027 – Geoffrey Jones & Haycroft Mansions	External repairs, decorations, window replacement
CW09029 – SKL Bison Blocks 1	External repairs, window repairs
CW09030 – SKL Bison Blocks 2	External repairs, window repairs
BSE060002 – Digital TV Installation Programme	Digital TV installation
PS08053 – Digital TV Installation to Alpha, Gorefield, Canterbury	Digital TV installation
Insulation Programme	Loft insulation and cavity wall insulation where possible
Electrical Safety Testing Programme to Dwellings	Electrical safety testing of dwellings and associated remedial works

52 2010/11 Capital Programme

- 52.1 BHP expects to undertake a limited capital investment programme in 2010/11 due to a large portion of the funding being brought forward into the 2009/10 financial year. Projects have not yet been confirmed for 2010/11.
- 52.2 BHP has also bid for a further £3.4 million from the Council to fund remedial work required to properties in south Kilburn and to address recommendations from fire risk assessments (mainly installing emergency lighting).

53 The Future

- 53.1 BHP will plan future programmes of work for each financial year based on the funding available, relative need, and priorities for that year. BHP aims to meet all commitments given to tenants and leaseholders through tenancy or lease agreements however will continue to prioritise health and safety related work.
- 53.2 The upcoming Housing Revenue Account (HRA) review by central government may change the landscape of how social housing is funded. BHP will continue to work with Brent Council to assess capital investment plans and the impact of the outcomes of the HRA review.

54 Access to Information

- 54.1 Access to information is non confidential

Contact Officer:-

Gary Doherty, Director of Technical Services, Brent Housing Partnership

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Agenda Item 6



Performance and Finance Select Committee

28th October 2008

For Information

Wards Affected:
ALL

Waste Contract Performance

This report provides an update on the performance of the Council's Waste Services Contract with Veolia, specifically with respect to waste and recycling, street cleansing, missed collections and complaints.

Waste & Recycling

Last year's good performance has been maintained so far this year. Consolidated data to the end of August shows a recycling rate of 32.56%, a four percentage point increase on the same period last year. This includes a 16% increase in the amount of organic waste collected for composting, a 7% increase in the amount of waste recycled and a 7% drop in the amount of waste sent to landfill. To the end of August, 2335 fewer tonnes had been landfilled.

Household Waste 2009/10

Month	Household Dry recycling	Household Organic recycling	Household Total recycling	Household Total landfilled	Household landfilled and recycled	Dry %	Organic %	Total %	% Landilled
Apl	1525.71	1434.96	2960.67	5417.45	8378.12	18.21%	17.13%	35.34%	64.66%
May	1414.69	1656.14	3070.83	7626.84	10697.67	13.22%	15.48%	28.71%	71.29%
Jun	1520.23	1652.14	3172.37	5870.41	9042.78	16.81%	18.27%	35.08%	64.92%
Jul	1401.60	1512.00	2913.60	5041.21	7954.81	17.62%	19.01%	36.63%	63.37%
Aug	1407.33	1495.40	2902.73	7160.28	10063.01	13.99%	14.86%	28.85%	71.15%
Sep									
Totals	7269.57	7750.64	15020.21	31116.19	46136.39	15.76%	16.80%	32.56%	67.44%

Household Waste 2008/9

Apl	1214.09	831.74	2045.83	5727.71	7773.54	15.62%	10.70%	26.32%	73.68%
May	1309.61	1598.82	2908.43	6996.38	9904.81	13.22%	16.14%	29.36%	70.64%
Jun	1313.28	1467.98	2781.26	7531.95	10313.21	12.73%	14.23%	26.97%	73.03%
Jul	1451.36	1405.85	2857.21	6184.84	9042.05	16.05%	15.55%	31.60%	68.40%
Aug	1508.05	1358.74	2866.79	7011.09	9877.88	15.27%	13.76%	29.02%	70.98%
Sep									
Totals	6796.39	6663.13	13459.52	33451.97	46911.49	14.49%	14.20%	28.69%	71.31%

Month	Household Total recycling 2009/10		Household Total recycling 2008/9		Household Total landfilled 2009/10	Household Total landfilled 2008/9	Household landfilled and recycled 2009/10	Household landfilled and recycled 2008/9
Apl	2960.67		2045.83		5417.45	5727.71	8378.12	7773.54
May	3070.83		2908.43		7626.84	6996.38	10697.67	9904.81
Jun	3172.37		2781.26		5870.41	7531.95	9042.78	10313.21
Jul	2913.60		2857.21		5041.21	6184.84	7954.81	9042.05
Aug	2902.73		2866.79		7160.28	7011.09	10063.01	9877.88
Sep								
Totals	15020.21		13459.52		31116.19	33451.97	46136.39	46911.49

% Rates	32.56%		28.69%		67.44%	71.31%	Overall decrease	1.65%
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Street Cleansing

The first tranche of scores have now been received. They show a drop in performance against the same period last year. 23% of streets failed to meet an acceptable standard compared to 13% last year.

This may generate some concern, but it is worth noting that, whilst the Tranche 1 scores represent the period April – July and Tranche 2, the period August – November, the Tranche 1 survey (late July 09, early April 08) was only one calendar week different from the Tranche 2 survey last year (early August 08). With seasonal factors having a significant bearing, this would suggest a comparison with last year's Tranche 2 score may be more accurate.

A true comparison may only be possible after all 3 scores have been received. Officers will continue to monitor the situation.

2008/09	Target	BV199	NI195	
		19%	L	D
	Tranche 1	13%	5%	11%
	Tranche 2	22%	9%	21%
	Tranche 3	14%	6%	10%
	Average	16%	7%	14%
2009/10	Tranche 1	23%	7%	22%



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Missed Collections

Collection rounds have been reorganised. The change was necessary to accommodate the removal of 1 refuse collection round. Although the system of 'same day' collections for refuse and recycling has been maintained, some residents had their collection day changed. This happened from week commencing 17th August.

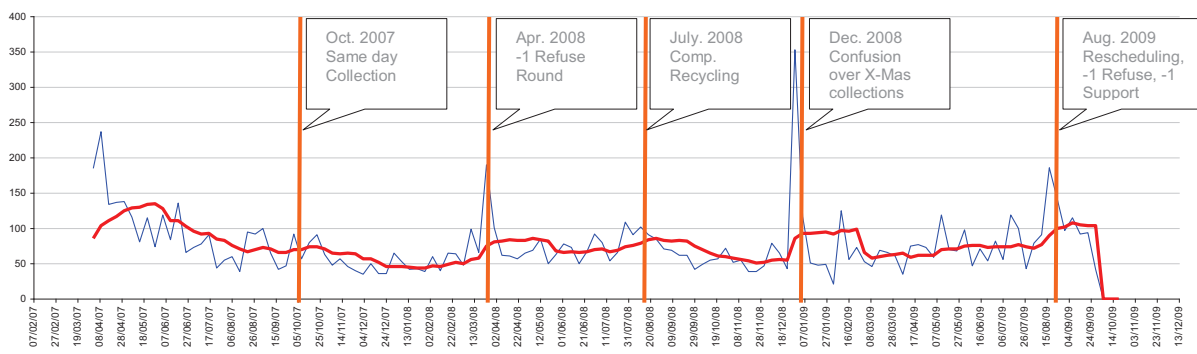
The reported missed-collections (below) show no major ongoing concerns.



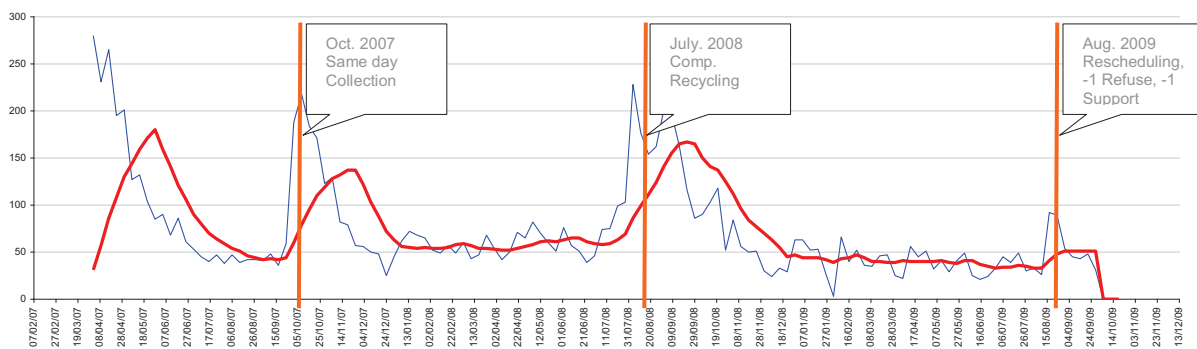
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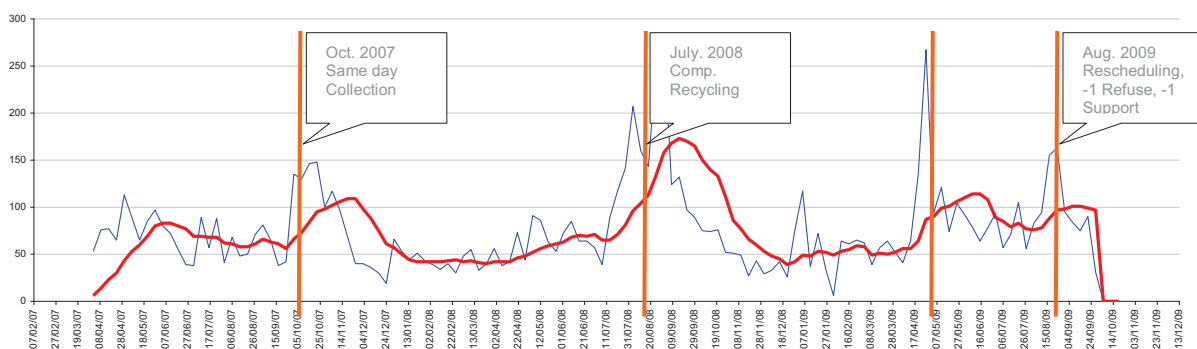
REFUSE



DRY RECYCLING



ORGANIC WASTE



Complaints

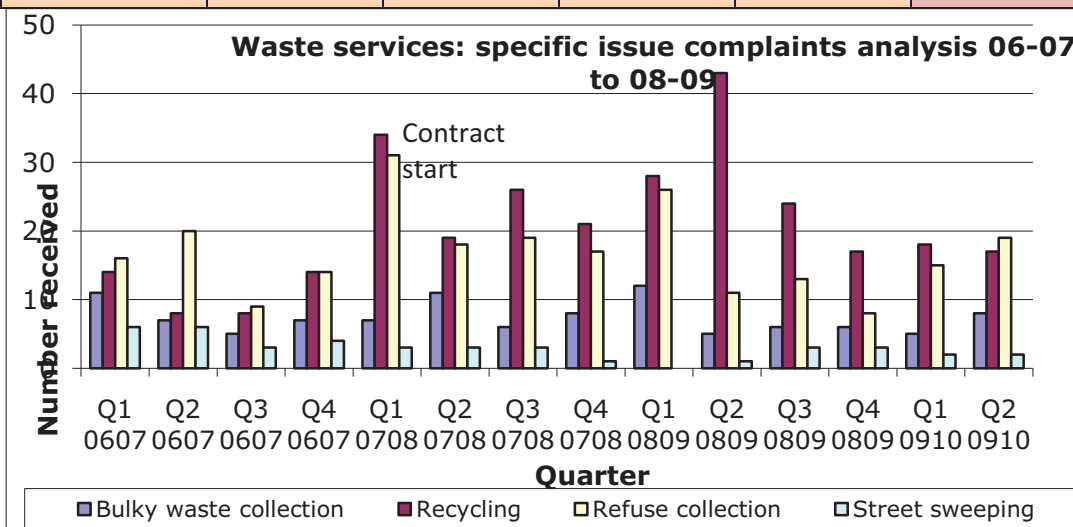
Levels of complaints have been consistent over the past 3 quarters and have remained relatively low. The rise in refuse complaints in Q2 can be attributed to the round reorganisation and the change to some collection days. We would expect this to drop in Q3.



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Quarter	Bulky waste collection	Recycling	Refuse collection	Street sweeping	Total
Q1 0607	11	14	16	6	47
Q2 0607	7	8	20	6	41
Q3 0607	5	8	9	3	25
Q4 0607	7	14	14	4	39
Q1 0708	7	34	31	3	75
Q2 0708	11	19	18	3	51
Q3 0708	6	26	19	3	54
Q4 0708	8	21	17	1	47
Q1 0809	12	28	26	0	66
Q2 0809	5	43	11	1	60
Q3 0809	6	24	13	3	46
Q4 0809	6	17	8	3	34
Q1 0910	5	18	15	2	40
Q2 0910	8	17	19	2	46
Totals	104	291	236	40	379
Total 0607	30	44	59	19	152
Total 0708	32	100	85	10	227
Total 0809	29	112	58	7	206
Total 0910	13	35	34	4	86



Resident Attitude Survey 2009

The 2009 Residents Attitude Survey showed that the highest levels of satisfaction have continued to be with services such as refuse collection (86 per cent), recycling facilities (81 per cent) and street cleansing. Refuse collection is the council service residents are most satisfied with.



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The largest increases in satisfaction include recycling facilities (17 percentage point increase) and street cleansing (16 percentage point increase).

Q12 How satisfied or dissatisfied are you with the quality of each of the following services in your local area?	2009	2005	Difference in Satisfaction 2005 to 09
	% Satisfied		
Refuse collection	86	80	+6
Street lighting	85	75	+10
Parks and open spaces	82	68	+14
Recycling facilities	81	65	+16
Street sweeping	79	63	+16
Libraries	69	57	+12
Road and footpath maintenance	55	50	+5
Road safety and traffic calming	55	44	+11
Sports facilities	49	31	+18
One stop services	48	47	+1
Community safety & crime prevention work	46	34	+12
Primary schools	45	45	0
Car parking	41	27	+14



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	<p style="text-align: center;">Performance and Finance Select Committee</p> <p style="text-align: center;">28th October 2008</p> <p style="text-align: center;">Report from the Director of Environment and Culture</p>
For Information	Wards Affected: ALL
Waste Strategy Development	

This report provides an update on the development of a revised Waste Strategy for Brent.

Background.

The current waste strategy was adopted by the council in 2005. The revision will set out ways in which Brent will seek to meet the requirements of the new Waste Strategy for England.

Other major drivers for improvement include the annual Landfill Tax increase set at £8 per tonne and the Landfill Allowance Trading Scheme (LATS) which significantly limits the amount of municipal waste that can be disposed of to landfill. Failure to reduce the landfilling of waste to a level within an agreed allocation could see Brent being subject to significant fines.

The strategy will provide a framework for decisions to be taken on the management of municipal solid waste (MSW) in Brent over the next 10 years. It will cover only municipal waste and will seek to conform with the 'Zero Waste' vision that has been set out by the West London Waste Authority (WLWA) and with the overall requirements of the National Waste Strategy for England.

WLWA Zero Waste.

WLWA have set out a new aspiration to recycle and compost 70% of municipal waste. Whilst 2020 has been suggested, WLWA and the boroughs have yet to agree a realistic date by which this rate of diversion can be achieved.

Waste Strategy for England.

The main requirements of the National Waste Strategy include the following:

- More effective incentives for individuals and businesses to recycle waste, leading to at least 40 per cent of household waste recycled or composted by 2010, rising to 50 per cent by 2020. This is a significant increase on the targets in the previous waste strategy, published in 2000.
- A strong emphasis on waste prevention with householders reducing their waste (for example, through home composting and reducing food waste) and business helping consumers, for example, with less packaging. There is also a new national target to help measure this - to reduce the amount of household waste not re-used, recycled or composted from 22.2 million tonnes in 2000 to 12.2 million tonnes by 2020 - a reduction of 45 per cent.

- A challenge to see recycling extended from the home and office and taken into public areas like shopping malls, train stations and cinema multiplexes, so that it becomes a natural part of everyday life.
- These proposals will mean that local authorities will have to commission or provide convenient recycling services for their residents and commercial customers and advice and information on how to reduce waste. They will also have to work with their communities to plan and invest in new collection and reprocessing facilities.

The objectives for Local Authorities appear to be:

- More emphasis on waste prevention and reuse.
- Meet and exceed the Landfill Directive diversion targets for biodegradable waste.
- Increase diversion of non-municipal waste.
- Secure the investment in infrastructure needed to divert waste from landfill.

The Process in Brent.

The revision of the strategy is set out as an objective in the **StreetCare Service Plan for 2009/2010.**

It is now also included as a Gold project in the council's new **One Council Improvement and Efficiency Action Plan 2010-2014.** It is intended that a revised **Strategy will include a set of fully considered proposals designed to deliver a recycling rate in excess of 40% by the end of 2011 and much greater rates of diversion for the period up to 2020.** These proposals will be ready for consideration by the new Administration in early June 2010.

The timetable, and the main actions to be undertaken, are set out below.

1. Process of preparing the strategy - COMPLETE

General

- Project team and strategy development team set up
- Time period that strategy covers identified
- Assess the need for external agencies support and at what stage this support would be required (eg waste compositional analysis)

Members involvement

- Plan prepared for involving members throughout the strategy development
- Full council or executive meeting dates identified and dates plotted
- Decision making structures and process of adopting the strategy set



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Partnership arrangements and critical friends involvement

- Meetings with Veolia set up
- Meetings with GLA set up
- Meetings with WLWA set up
- Meetings with planning set up

Communities and external stakeholders involvement

- Plan for how to engage citizens and stakeholders developed
- Consultation
- Consultation plan developed and timed

2. Self assessment – (NOVEMBER-DECEMBER 2009)

Literature review

- To include: European Directives, WS2007, PPS10, London Plan, Mayor of London's MWMS, WLWA Joint MWMS, Policy and good practice reports
- Review other local authorities strategies
- Links to council corporate policies
- Community strategy, LAA, LDF, Regeneration, Planning guidance, Urban design, previous Brent strategies and targets

Map of priorities against time

- To include: Targets, LATS, Contracts, Infrastructure, Local/external drivers, Procurement, Land use planning

3. Where are we today? – (NOVEMBER-DECEMBER 2009)

Policy and Legal requirements

- Review legal and policy requirements
- Horizon scanning for upcoming legislation and policy
- Brief summary of main requirements included in headline strategy
- Contextual information

Socio-economic and geographical data

- Evidence Base

Customer satisfaction

Communications

- Review communications and waste awareness (ie education in schools)



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Current waste contracts

- Existing contracts reviewed (identify limitations; approaches to renegotiating etc)

Enforcement activity

- Review current enforcement structures and benchmark against other local authorities
- Non household waste

Existing collection infrastructure

- Description of collection infrastructure to cover full range of collection methods.
- Description of collection service (eg frequency, container types, coverage, existing policies etc)
- Costs of existing services set out
- Understand the spatial configuration of infrastructure to inform improvements in waste handling and logistics

Waste data collection

- Review data management system: collation, recording, reconciliation and reporting.
- Waste data analysis
- Performance against existing targets.
- Comparison with other local authorities
- Analysis of historic data for specific sub streams
- Attempts made to explain movements in historic data
- Waste forecasting
- Carry out forward projections.
- Limitations in projections identified (sensitivity analysis)
- Forward projections under Business as Usual (gap analysis)
- Risk assessment

Summary report produced to include analysis of:

Current situation; Past growth rates; Factors influencing future waste production; Gap analysis; Forward projections of arisings.

4. Where do we want to get to? (JANUARY -FEBUARY 2010)

Setting, testing and refining objectives and targets

- Working objectives are agreed
- Working objectives are refined once information on performance, potential costs and what is achievable is made available from the appraisal of options



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Targets established

- Final objectives, targets and policies set out on reduction, reuse, recycling and composting and residual waste

5. What do we need to do to get there? (MARCH-MAY 2010)

Appraisal of options and initiatives

- Criteria established for assessing options with reference to stages of the hierarchy

Prevention and Reuse

- Research available good practice
- Wide range of options for waste prevention and reuse identified.
- Options assessed against a range of criteria
- Effects of initiatives selected used to develop waste projections (eg revised tonnage forecast, composition)
- Risk assessment

Recycling and composting

- Research available good practice
- Options for separate collection of recyclables and compostables identified, to cover all main waste streams and treatment options
- Markets considered (working with Veolia and WLWA)
- Measures to enhance materials captures and system performance considered and adopted where appropriate
- Different options for recycling assessed
- Requirement for new treatment facilities considered
- Potential to treat non-municipal wastes considered
- Options assessed and evaluated against a range of criteria
- Quantity and composition of waste calculated based upon estimated impact of initiatives selected (eg revised tonnage forecast, composition, LATS balance)
- Risk assessment

Residual waste treatment

- Link with WLWA and constituent authorities

LATS strategy

- Link with WLWA and constituent authorities

Output of Options Appraisal

- The output of the options appraisal provides an evidence base to support the strategy objectives and targets and inform the development of action plans.



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6. Revise headline strategy (MAY – JUNE 2010)

For discussion



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	<p style="text-align: center;">Performance and Finance Select Committee</p> <p style="text-align: center;">28th October 2009</p> <p style="text-align: center;">Report from the Directors of Finance and Corporate Resources and Policy and Regeneration</p>
<p>Wards Affected: ALL</p>	
<p>Performance and Finance Review Quarter 1, 2009/10</p>	

Forward Plan Ref PRU-08/09-06

1. Summary

1.1 This report summarises Brent Council's spending, activity and performance in Quarter 1, 2009/10 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an analysis of high risk areas. The report is accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.

2.0 Recommendations

The Executive is asked to:

- 2.1 Note the council's spending, activity and performance in the first quarter of 2009/10.
- 2.2 Require that all directors ensure that spending is kept within budget and underperformance tackled, and that measures are taken, in consultation with relevant portfolio holders, to achieve this.
- 2.3 Agree the virements detailed in appendix F.

3.0 Background

- 3.1 The success of the council is ultimately measured by the delivery of the priorities within the Corporate Strategy and its jointly agreed outcomes in the Local Area Agreement. That is principally determined by the council's overall strategic planning framework and reviewed through the annual report to Council in November on progress against the Corporate Strategy and the Annual Review published in late summer. Regular Performance and Finance Review reports allow members to ensure that council finances and performance remain on track to help achieve these priorities.
- 3.2 This approach to monitoring and reporting reflects other changes in the council's approach in recent years, including strengthening the link between the Corporate Strategy and the Medium Term Financial Strategy, active performance monitoring and management, a greater focus on outcomes as part of capital programme monitoring, and bringing together financial and performance monitoring of partnership activity through the Local Area Agreement. It provides more clarity about the relationship between spending, performance and activity – for example the impact of reductions in the number of children in different forms of care on the children's service provision and budget – and provides a basis for assessing the potential impact of future decisions. It also provides a more holistic view of the council's spending and activity by bringing together revenue and capital, the General Fund, Schools Budget and Housing Revenue Account budgets, and council and partnership activity and performance in one report.
- 3.3 Appendices included in this report are as follows:

Appendix A	General Fund services – Financial, activity and performance monitoring information for each of the council's main service areas:
- A1	- A Great Place
- A2	- A Borough of Opportunity
- A3	- One Community
Appendix B	Capital programme
- B1	- Children and Families
- B2	- Environment and Culture
- B3	- Housing and Community Care
- B4	- Corporate Centre
Appendix C	Housing Revenue Account
Appendix D	Local Area Agreement
- D1	Local Area Agreement 1
- D2	Local Area Agreement 2
Appendix E	Budget Summary
Appendix F	Budget Virements
Appendix G	Vital Signs – high and medium risk performance

3.4 Supplementary documentation circulated to members includes a Vital Signs report providing detailed explanation of performance and an activity monitoring report.

4.0 Corporate context

4.1 The long term objectives for Brent were agreed by the council in the Corporate Strategy which sets out the main aims of making Brent a great place, a borough of opportunity and one community. The themes reflect the broad approach in our inter-agency Community Strategy for 2006-10 and also results of local polling about residents' concerns. These aims need to be achieved within the context of a reduction in real terms in government grant, members' ambitions to keep council tax increases low, and significant budget pressures resulting from the current economic climate, demographic pressures, the increasing costs of waste disposal and increased cost of continuing care.

4.2 Continuous improvement has been at the centre of the council's approach to service development and financial planning, and we have demonstrably raised the effectiveness, relevance and quality of our public services. Despite these real and sustained improvements, the organisation has recognised the need to go beyond reliance on silo-based or incremental approaches to secure future changes in performance and efficiency. Brent is undertaking an ambitious change programme set out in the new Improvement and Efficiency Strategy. The change programme is structured around three themes:

- *Making the 'One Council' approach a reality*
Development of the organisational infrastructure and establishment of a Business Transformation department to integrate critical support functions
- *Raising performance and maximising efficiency*
Service reviews run by cross-council teams to develop and implement more customer-focused and effective service delivery models
- *Delivering on major projects*
Delivering large capital schemes notably the Civic Centre, the expansion programme for schools, regeneration of Wembley and South Kilburn and the North Circular Road project

4.3 The impact of recession and recent heightened public concern about child protection means that the council has had to reassess its priorities. However, this does not mean that the council has fundamentally changed its approach. A lot of what we already do supports people who might be most affected by recession by helping them find work through Brent-in2-Work, adult and community education and other employment and training initiatives, preventing homelessness and providing accommodation when people become homeless, ensuring people receive the state benefits to which they are entitled, and supporting those with social care needs. We also have a programme in place to transform our children's social care service which has

improved from an 'adequate' (2 out of 4) service that overspent, to a 'good' service (3 out of 4) that lives within its budget. The 2009/10 budget includes additional measures aimed at helping combat the impact of recession and strengthen our child protection structures and these are areas that will need to be a particular focus of attention through the Performance and Finance Review process in 2009/10.

5.0 Overall financial position

General Fund Revenue budget

- 5.1 A summary of the 2009/10 budget position is included in Appendix E.
- 5.2 The 2008/09 provision outturn was reported to the Executive as part of the quarter 4 2008/09 Performance and Finance review on 14th July 2009. That showed an improvement in balances brought forward from 2008/09 of £41k, from £8.013m forecast when the 2009/10 budget was set to £8.054m. This improvement is provisional, pending completion of the audit of the 2008/09 accounts by the Audit Commission. The Executive agreed at the July meeting to allocate £22k towards the cost of the Wembley Central by-election in July from balances effectively reducing forecast balances to £8.031m.
- 5.3 It is an early stage in the financial year. However, a number of the budget pressures that emerged in the latter part of last year and caused overspends in 2008/09 are still evident. Service areas have already taken urgent action to reduce the level of these overspends though it is likely that further measures will be required. The table below shows a forecast net overspend of £4.5m at the end of quarter 1. This is made up of two main areas of overspend Children and Families (£2.8m) and Environment and Culture (£1.6m). Action is being taken in order to significantly reduce these projected overspends. On the basis of forecasts at the end of Quarter 1, general fund balances at 31st March 2010 would fall to £3.1m including the monies agreed for the by-election and the £500k of balances used to support the 2009/10 budget (as set out in the budget report to Full Council on 2nd March). This would be more than £4m below our target balances of £7.5m and, unless resolved during this year, would seriously impact on the 2010/11 budget setting process.

	Latest Budget £'000	Forecast £'000	Variance £'000
Children and Families	58,990	61,761	2,771
Environment and Culture	47,858	49,433	1,575
Housing & Community Care:			
o Housing	14,188	14,188	0
o Adult social care	87,741	87,877	136
Finance & Corporate Resources / Central Units / Business Transformation	25,542	25,542	0
Service Area Total	234,319	238,801	4,482
Central items	44,065	44,065	0
Area Based Grants	(16,048)	(16,048)	0
Total council budget	262,336	266,818	4,482
Application of balances	(500)	(4,982)	(4,482)
Total after application of balances	261,836	261,836	0

5.4 There are some general underlying issues that are causing pressure on budgets across the council, there is the state of the economy and the downturn in income, there are areas of overspending from 2008/09 which are continuing into 2009/10 and there are increasing demand pressures. The main issues in individual services areas are as follows:

- Children and Families. The major risk areas to the General Fund budget in 2009/10 are the cost of children's placements for children in care and costs associated with children with disabilities. The children's placement budget is projected to overspend by £2.0m. There are a number of factors contributing to that overspend. The budget for 2009/10 anticipated a reduction in the total number of looked after children and a greater proportion of those children being placed with Brent foster carers. Although the overall number of looked after children has decreased over recent years there has been an increase during the first quarter of 2009/10. In addition the level of placements with independent fostering agencies has been steadily rising, from 111 (March 2008) to 132 (June 2009), whilst the level of placements with Brent carers has remained constant at 90. Overall placement costs have also increased as the cost of supporting non-looked after children has risen. These are children who have been permanently placed in the care of others either through adoption, special guardianship or residence orders. Children are also choosing to stay in care rather than move into semi independent living leading to greater cost pressures. A review of foster care services in Brent is planned to look at these various issues. The other area of main concern is children with disabilities which is predicting an overspend of £600k. This is a budget that historically has been under pressure and this has been exacerbated by increases in the number direct payments together with pressures on the respite care units. As an overall measure Children and Families have implemented a spending freeze across the service area to limit non-essential expenditure but further action may be required.

- Environment and Culture. The most significant issue in Environment and Culture is the effect of the recession on the level of income across the service area. This is particularly true of parking income where there is a shortfall of more than £1m – this continues to be a problem across London where income has fallen by 11%. In addition land search income fell sharply during the past year and is now projected to overspend by £166k even allowing for the additional £400k virement put forward within this report. Pressures on section 52(9) disposal costs for recycling have continued into 2009/10 and there is also overspending in the Libraries budget. In response to the fall off in income there have already been reductions in agency staff within Building control and Planning and plans to make savings on the parking contract and off street parking. Environment and Culture has set internal targets across its units to make further savings. It is felt that these measures could achieve savings of £500k of the forecast £1.575m overspend. Further action would need to be agreed to meet the remaining £1.1m.
- Adult Social Care Service pressures identified to the end of June amounted to a year end forecast overspend of £745k. However taking account of the increase in ASC transformation grant for 2009-10 of £609k reduces the forecast overspend to £136k. Significant pressures continue to impact on the ASC budget. These include the increasing demand for care services, transitions, delayed hospital discharges and the implementation of the transformation programme. The transformation programme, which is modernising the traditional ways of providing care services (such as switching to direct payment) needs to, and continues to, be monitored carefully.

5.5 A series of meetings have been held with Service Directors and their management teams over the summer to review the budget pressures and there is ongoing work to identify those actions required to bring the budget back into line without affecting front-line service delivery. If any actions are needed over and above these they will be brought to a future Executive for consideration.

5.6 The forecast for central items is for breakeven. Although there are pressures on the efficiency and income generation budgets it is felt that these can be managed in the context of the overall budget.

5.7 There are a number of budget virements in 2009/10 which members are asked to agree. These are included in Appendix F and are as follows:

- Subsequent to the setting of the 2009/10 budget there have been two changes to Area Based Grant (ABG) funding. An additional £12k has been allocated in respect of the designated teacher training fund and this money will be vired to Children and Families. In addition £250k for preventing violent extremism which was originally planned to be funded through a specific grant has now been included in ABG funding and so the budget will need to be transferred to Communications and Diversity.

- Monies of £85k held centrally for job evaluation staff as part of the remuneration strategy budget need to be vired to Human Resources to cover two posts.
- A net transfer of £98k needs to be made to Streetcare in Environment and Culture for the additional section 52(9) waste costs. These were included centrally as part of the West London Waste Levy budget.
- Additional growth monies of £400k were provided centrally in the 2009/10 budget to meet the reduction in land charge income as a result of the recession and downturn in the housing market. It is proposed that these monies are transferred to Environment and Culture given the continuing shortfall in income. This is a one off transfer for 2009/10 though £200k has been earmarked for 2010/11 if income does not fully recover.
- A technical adjustment moving £70k leasing income to the capital financing budget is required to better reflect the prudential borrowing regime. A number of minor adjustments are also being made to reflect changes in HRA recharges.

In addition the July Executive agreed £22k for the Wembley Central by-election to be met from general fund balances. This increases the contribution from balances to £522k in 2009/10 budget.

The above changes will be reflected in the second quarter monitoring report.

Housing Revenue Account

- 5.7 The Housing Revenue Account (HRA) is a ring-fenced account containing the income and expenditure relating to the Council's Landlord duties for more than 9,000 dwellings.
- 5.8 The HRA forecast outturn for 2009/10 indicates a surplus of £1.2m, which is £0.8m more than that provided for in the original budget due to a higher surplus brought forward from 2008/09.

Schools Budget

- 5.9 The ring-fenced Schools Budget is split into two parts. The first part delivers delegated funding to schools - school budget shares. The second part is termed central items expenditure and covers local authority retained elements to support activities such as pupil referral units and payments to non maintained nurseries.
- 5.10 The central items budget for 2009/10 is £20.4m and the latest forecasts indicate there will continue to be pressures on this budget due to increased numbers of children being given Special Education Needs (SEN) statements

in schools. We will have a clearer picture of the position after the start of the new school year. Any overspend will be met by the earmarked central items' reserve, which is £0.7m in 2009/10. An SEN review is being undertaken which will amongst other things is seeking to identify measures to reduce pressure on the SEN budget.

Capital programme

5.11 Financial monitoring information for the capital programme is included in Appendix B.

5.12 There have been a number of changes to the forecast outturn position for 2009/10 since the budget was set in March 2009, including the inclusion of re-phased expenditure from 2008/09 which was detailed in the Quarter 4 Performance and Finance Review report to the Executive in July 2009. The following paragraphs detail those changes to the forecast outturn position not previously reported.

Children and Families capital

5.13 Additional grant allocations have been received, as follows:

- £219k – Ring Fenced Grant Notifications.
- £1.712m – Surestart Grant.
- £1.417m – Co-Location Fund, this has been profiled as £709k in 2009/10 and £708k in 2010/11 and is proposed for use on integrated service schemes.
- £860k – Playbuilder Grant, this has been profiled as £418k in 2009/10 and £442k in 2010/11
- £645k – Practical Cooking Grant allocated as £300k for Preston Manor and £345k for Cardinal Hinsley.
- £4.977m – Myplace Grant from the Big Lottery Fund to be utilised at the Roundwood Youth Centre. This has been profiled as £1.244k in 2009/10, £2.489k in 2010/11 and £1.244k in 2011/12.
- £814k – Targeted Capital Fund grant to St Mary Magdalen's.
- £1.492m – School Kitchens and Dining Areas, this has been profiled as £746k in 2009/10 and £746k in 2010/11.
- £21.977m – ARK Academy scheme funding from the DCSF.

5.14 In line with the Council's policy the Capital Board has agreed the use of £76k of the capital receipt arising from the sale of the caretaker's house at Fryent Primary by the school.

5.15 Allocated resources of £35k for BACES are no longer required and have been taken as a saving on the programme reducing the level of unsupported borrowing accordingly.

Environment and Culture capital

5.16 Additional Contaminated Land Grant of £29k has been received relating to St. Raphaels Estate, Wembley.

- 5.17 A new self funded scheme totalling £70k has been agreed by the Capital Board for the provision of additional burial vaults at New Willesden Cemetery.

Housing and Community Care: Adults capital

- 5.18 A total of £32k has been transferred from the Learning Disabilities Kiosk Project to a new scheme at Kensal Rise Senior Club to bring the passenger lift back into service and bring into compliance with DDA requirements.

- 5.19 Additional grant of £164k for Social Care and £147k for Mental Health has been received from the Department of Health in both 2009/10 and 2010/11.

Housing and Community Care: Housing capital

- 5.20 The re-phasing of £140k from 2008/09 for new units is not required and has been taken as a saving on the programme reducing the level of unsupported borrowing accordingly.





Prudential Indicators

- 5.21 Prudential indicators were introduced as part of the prudential borrowing regime introduced as part of the Local Government Act 2003. The arrangements are aimed at ensuring authorities exercise their borrowing powers responsibly, with capital expenditure plans that are affordable, external borrowing that is prudent and sustainable, and treasury management decisions taken in accordance with good professional practice. Prudential limits are set as part of the budget process, monitored during the year, and actual performance reported at outturn. There are no variations to report for quarter 1.

6.0 Overall performance position

Corporate and Community Strategies

- 6.1 Overall the council has made good progress towards delivering the key objectives in the Corporate and Community Strategies in Quarter 1 with the majority of Vital Signs indicators considered critical to the success of the council performing broadly in line with target. 55% are currently on target (green star) or just below target (blue circle) and 31% are well below target (red triangle).

Overall Council Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	42%	13%	31%	16%





Local Area Agreement Update

- 6.2 The Local Area Agreement for 2008-2011 was refreshed between January and March of 2008/09. The Local Area Agreement is currently made up of 29 targets, seven of which are local indicators. March 2008/09 was the final year in which the 12 stretch targets were reported. This is the first Local Area Agreement report under the new Comprehensive Area Assessment regime (CAA). The CAA replaces the Comprehensive Performance Assessment that came to an end in 2008/09.

Performance by theme

- 6.3 The following section of the report provides a summary of the performance against each theme and highlight in detail priority projects in the LAA which are below target.

- **A Great Place**

A Great Place				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	47%	0%	35%	18%

- 6.4 Key risks for the council in this theme include: pressures on budgets as a result of the state of the economy, levels of acquisitive crime in the borough, progress of the waste contract to provide improvements in recycling and the progress of partnership working on graffiti. The council and partners continue to monitor the impact of the recession. Transformation is in place to look at aspects of the waste contract. This report sets out the measures that have been put in place to respond to any poor progress towards the corporate objectives. Further explanation of the rest of the key indicators for the council is included in the Vital Signs appendix (G).





Please note that the indicators that reflect 'no data' are collected 4-monthly and will report figures in the second quarter.

LAA Priorities:

- 6.5 ***3 Violent crime** NI015 serious violent crime rate. This quarter's performance is being reviewed (Metropolitan Police Service wide) in respect of the changes to the Home Office classifications and concerns over data collation last year. There were 30 crimes identified from last year that could be reclassified as MSV (most serious violence). We are currently awaiting the results of this review. Brent has also identified a number of MSV crimes from this year (80) that have been reviewed and may potentially not be in the correct classification. MPS has since raised questions regarding the baseline for last year.

- 6.5.1 ***25 Youth Crime Prevention** NI111 Reduce First Time Entrants to the Youth Justice System. Provisional figures show that this target was achieved. Data for this indicator was taken from the Youth Offending Information System database. It showed that there were 63 first time entrants recorded against the target of 100. However, this figure may increase due to factors which are beyond the Youth Offending Service such as out of borough court cases and information sharing processes. It usually takes the best part of the first month into the new quarter before all FTE notifications are received.
- 6.5.2 ***18 Sports Participation** The annual number of visits by young people (under 17) taking part in sport and physical activities at council owned sports centres (not part of a school, club or term time learn to swim course). This quarter saw an increase against target (27,734) on the number of visits made by young people which was 32,435.
- 6.5.3 ***7 Recycling and composting** NI192 Percentage of household waste sent for reuse, recycling and composting. Performance for this quarter shows that the target of 31.75% has been exceeded. With the current performance it is likely that the remaining quarterly targets may be achieved as they are consistent throughout the year.
- 6.5.4 ***8 Climate change adaptation with partners** NI188 Planning to adapt climate change. This is an annual indicator which measures the level of preparation the local authority has made to manage climate risks and opportunities and incorporate necessary actions between local authority and partners' strategic planning. There are five levels of preparation used to measure this indicator 0 to 4, with 0 being the baseline. According to the project milestones, the council is aiming to achieve a Level 2 by March 2010.
- 6.5.5 ***9 Climate change reducing emissions** NI185 CO2 reductions from local authority operations. Research undertaken indicates that there is a potential increase of CO2 emissions by schools in the borough and a small number of services within the council due to increased energy use. There is a high risk that this indicator would not be met at the end of the year

• **A Borough of Opportunity**

A Borough of Opportunity				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	13%	27%	33%	27%

- 6.6 Key risks for the council in this theme include: pressures on budgets as a result of the state of the economy, expected impact of the recession on employment levels in the borough. The council and partners continue to monitor the impact of the recession. This report sets out the measures that have been put in place to respond to any poor progress towards the corporate

objectives. Further explanation of the rest of the key indicators for the council is included in the Vital Signs appendix (G).

Please note that the indicators that data collection for some adult social care indicators are unavailable until the second quarter (see appendix G).





LAA Priorities:

6.7 ***11 Access to Employment for Social Housing Tenants** NI152 Working age people on out of work benefits (percentage of working age population) When the LAA for 2008-2011 was being refreshed, it was agreed that no formal target should be included due to the current economic climate. There were inaccuracies with data being reported. Part of the calculation was measuring the number of people on incapacity benefit, which was being replaced by the Employment Support Allowance. Department of Work and Pensions has given no indication as to when this measure will be reinstated or revised.

6.7.1 ***12 Improving access to employment for those with mental health needs** NI150 Adults in contact with secondary mental health services in employment. This target has not been achieved this quarter due to the current economic climate and reduction in job opportunities for everybody. There are measures in place to tackle this target such as vocational workers working closely with local employers. The team are looking at service users gaining more voluntary work experience so that they have better opportunities to compete in the current challenging labour market.

6.7.2 ***13 Income maximisation** Annual amount of additional benefit in payment as a result of advice and assistance provided by relevant services in the borough. This is a 3 year project to map, assess and coordinate improved and new services, in order to maximise the income of local residents. Recruitment for this project is currently taking place and it expected that this will be completed by September 2009.

- **One Community**

One Community				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 1 PIs	49%	13%	29%	9%

6.8 Key risks for the council in this theme include: pressures on budgets as a result of the state of the economy, expected impact of the recession the number of houses built in the borough, the limited numbers of school places to meet need in the borough, the continued need for more local foster carer placements, and the limited data available on some aspects of social care in the first year of the new national indicators. The council and partners continue to monitor the impact of the recession, work is underway to plan for

improving school provision in the borough in future and the transformation programmes in children's and adult's social care are addressing key risks identified here. This report and the Vital Signs appendix (G) set out the measures that have been put in place to respond to any poor progress towards the corporate objectives.

LAA Priorities:

6.9 This section provides more detail on the LAA priority projects under this theme.

6.9.1 ***22 Increasing Affordable Homes** NI 155 Number of Affordable Homes (delivered gross). Performance on this quarter was achieved. Second and third quarter targets will be more challenging 152 and 177 affordable homes to be delivered respectively. This is due to the current economic climate and the starts on site are still impacted by the current slowdown in construction for the Delivery of Affordable Housing Programme. Granville New Homes Project is due to be completed at the end of July 2009. Brent Housing Partnership has consulted with residents and is undertaking a programme of viewing so that letting can commence as soon as the sale is completed.

6.9.2 ***23 Additional Housing** NI 154 Net Additional Homes Provided
This is an annual target benchmarked against the London Plan target for Brent which is 915 additional homes. However, it would not be possible to ascertain the number of additional homes that could be delivered in 2009/10. This is due to crucial 'housing sites started/in progress' monitoring database cannot be fully developed until the conclusion of the 2008/9 housing sites survey, which is targeted for the end of August in accordance with the statutory submission requirements of the London Development Database (GLA).

6.9.3 ***26 Child Obesity** CF/VS09.3 Number of families attending the 10-week MEND programme (child obesity).
During this quarter 25 families were recruited for the MEND programme subsequently 2 families dropped out. The recruitment strategy (advertising, flyers to schools, INSETs and referrals through GPs etc) resulted in a pool of 35 families expressing interest in the MEND programme. Of the 35, 25 families wanted to commence the programme in April. Drop out rates for MEND across London are in the range of 2-4 families per programme so out drop out of 2 families across two programmes is lower than expected.

6.9.4 ***27 Improving Outcomes for LAC** NI 63 Stability of Placements of Looked After Children: Length of Placement. This measure refers to the increase in long term stability of children who remain in care for significant periods of time (continuously for a minimum of 2.5 years, or in the same placement for 2 years). There were 65 placements against the target of 79 thus not meeting the target this quarter. The potential risks for this project arise as we become more successful in diverting some young people from becoming looked after, those who then do become looked after tend to have the most complex needs which can put great demand and strain on their placements. This is now proving to be an additional challenge for recruiting foster carers, who have the

capacity and level of skills to care for young people with complex needs. More local foster placements need to be achieved for young people and this part of the I2S projects has been the most challenging to achieve.

- 6.9.5 ***34 Increasing Self Directed Support** NI 130 Social Care Clients Receiving Self Directed Support per 100,000 Population. Figures have slightly reduced in Physical Disabilities (PD) and Brent Mental Health Service (BMHS) are investigating the possible causes. Finalising new streamlined staff guidance for Direct Payments (DP) has taken longer than expected and the personal budget pilot has not yet started. Therefore, staff are currently still dependent on DPs to meet target but direct payments are not attractive to all service users.

To tackle performance of this target, pilot teams have been identified to test self-directed support processes in Physical Disabilities and Older Peoples Services and BMHS from July onwards. Team leaders have been identified as project co-ordinators. In addition, staff and teams are to be given individual direct payment targets by managers.

- 6.9.6 ***38 Volunteering** The Number of People Volunteering for 100 Hours or More. This target was exceeded with 139 new volunteers against the target of 120. One of the significant achievements for this project was the “Match, Munch, Mingle” event held during Volunteers’ Week to match up volunteers with available volunteer opportunities. Good practice training for volunteer coordinators and a volunteering information fair are some of the milestones for this target.

Comprehensive Area Agreement (CAA)

- 7.0 A new set of national indicators has been put in place to support the new CAA regime which began on 1st April 2009. 29 of the national indicators are the focus of the Local Area Agreement.

8.0 Financial implications

- 8.1 These are set out in the body of the report.

9.0 Legal implications

- 9.1 The capital programme is agreed by Full Council as part of the annual budget process. Changes to, or departures from, the budget during the year other than by Full Council itself can only be agreed in accordance with the scheme of Transfers and Virements contained in the Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget set out in March 2009 and are not covered by the Scheme of Transfers and Virements will therefore need to be referred to Full Council.

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

10.0 Diversity implications

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

11.0 Background documents

11.1 Corporate Strategy 2006/10
Community Strategy 2006/10
Local Area Agreement 2008/11
Budget Report 2008/09
Best Value Performance Plan 2008/09

12.0 Contact officers

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