



**Brent**

**Performance & Finance  
Review**

**Performance**

**Report**

**2013-14**

**Quarter 2**

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

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







# How to interpret this report





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

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

**Performance information** is assessed using the following "Alert" symbols:










	If performance is below target.
	If performance is below the level of expected performance but is within tolerance of the target.
	If performance is as expected and the target has been met or exceeded.
	If performance cannot be fairly measured against a target because it is difficult to set a target or influence performance due to external factors then the indicator is marked as contextual information only.

**Finance information** is assessed using the following symbols:









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



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

# ADULT SOCIAL CARE











Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
ASS NI 150	Adults in contact with secondary mental health services in employment.	9%	7%	8.7%	8%		Bigger is better. Measures the percentage of adults in contact with secondary mental health services in employment.
ASS NI 130	Social Care clients offered self-directed support in the community.	-	-	100%	100%		Cumulative. Bigger is better. Measures the percentage of clients offered self-directed support per 100,000 of population in the community.
ASS NI 132	Mental Health contacts which reach assessment within 4 weeks	54%	-	37%	86%		Cumulative. Bigger is better. Measures the percentage of adult Mental Health assessments completed within 4 weeks.
ASS LPI1	Proportion of clients receiving a service (Homecare and Direct Payments)	83%	-	74%	88%		Bigger is better. Proportion of Customers receiving a community based service as a proportion of all Customers receiving a service.
ASS CA5	Number of Fair Access to Care Service screenings deemed eligible.	3,108	-	1,237	1,600		Cumulative. Smaller is better. Measures the number of eligible fair access to care service screenings.
ASS Local	Domiciliary care Customer numbers	1,184	-	1,228	1,250		Bigger is better. Number of Domiciliary care Customers - Personal Care, Domestic support and Independent Living.
ASS LPI11	Number of customers in residential care who suffer from dementia	308	-	298	350		Latest. Smaller is better. Gives a snapshot of the number of residential care clients who also have dementia.
ASS LPI13	Number of clients in nursing and residential care.	985	-	995	960		Latest. Smaller is better. Gives a snapshot of social care clients in nursing and residential care in the borough.
ASS Local	The reduction of the number of residents in care placements	985	-	995	Contextual Information Only		Measures the number of residential and nursing care








# CHILDREN & FAMILIES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
C&F EDC 05	Number of Primary Schools that are judged as good or outstanding by Ofsted	-	-	45 (77%)	50 (85%)		Bigger is better. Measures the number of Primary Schools that are judged as good or outstanding
C&F EDC 06	Number of Secondary Schools that are judged as good or outstanding by Ofsted	-	-	12 (85%)	12 (85%)		Bigger is better. Measures the number of Secondary Schools that are judged as good or outstanding
C&F EDC 07	Number of Primary Schools that are judged as inadequate by Ofsted	-	-	3	0		Smaller is better. Measures the number of Primary Schools that are judged as inadequate
C&F EDC 08	Number of Secondary Schools that are judged as inadequate by Ofsted	-	-	3	0		Smaller is better. Measures the number of Secondary Schools that are judged as inadequate
C&F NI 148	Percentage of care leavers in employment, education or training	63%	62.8%	57.7%	70%		Bigger is better. Measures the percentage of care leavers who are in Education, Employment or Training.
C&F NI 062	Stability of placements for looked after children (LACs): 3 or more placement moves.	15%	-	7%	13%		Cumulative: Smaller is better. Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.
C&F CSC MT 66	Number of LACs placed with in-house (Brent) foster carers.	125	-	125	130		Bigger is better. Measures the number of looked after children placed with local foster carers in Brent.
C&F CSC MT 65	Number of LACs placed with Independent Fostering Agencies.	90	-	97	88		Smaller is better. Measures the number of looked after children placed with independent fostering agencies.











Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
CSC ADOPT 07	Average time between a child entering care and moving in with its adoptive foster family, for children who have been adopted (days)	565	-	440	530 (Annual)		Smaller is better. Average time between a child entering care and moving in with its foster family, for children who have been adopted by their foster parents (days)
SC TF 11	Number of 'troubled families' where Payment by Results (PbR) outcomes have been achieved	-	-	144	For 3 year period (2012-15) – 50% of 810 as target		Bigger is better. Number of 'troubled families' where outcomes have been achieved and a claim has been made. Outcomes refer to employment (adults), crime and ASB (adults and children) and education (children).

# ENVIRONMENT & NEIGHBOURHOODS



Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN LIB07	Number of library visits per 1000 population	4,814	2,532	2,415	1,412		Cumulative. Bigger is better. Measures the number of visits to Brent libraries.
EN LIB08	Active library users (as a % of population)	20.3%	-	20.31	22.00		Bigger is better. Measures the proportion of people to borrow books from the libraries.
EN LIB11	Number of online and automated phone interactions with the library service	224,025	-	118,400	111,076		Bigger is better. Measures online and automated phone interactions with the library service, including transactional data for online reservations and online renewals.
EN SP10	Total number of sports visits to council sports centres.	1.27m	-	722,478	655,702		Bigger is better. Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.
EN CST	Total number of incidents of burglary	2,799	-	593	545		Cumulative. Smaller is better. Measures the number of residential and non – residential burglaries
EN CST	Total number of incidents of robbery	1,370	-	302	345		Cumulative. Smaller is better. Measures the number of personal and business robberies
EN CST	Total number of incidents of violence with injury	2,294	-	1,178	1,090		Cumulative. Smaller is better. Measures the number incidents of violence with injury
C&F NI 019	Rate of proven re-offending by young offenders in Brent.	37%	4.2%	19%	37%		Smaller is better. Measures the percentage of young offenders who go on to re-offend.
EN NI 192	Percentage of household waste sent for re-use, recycling and composting	42.4%	35.8%	42.29%	52%		Bigger is better. Measures the percentage of household waste which arises and is sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion
EN NI 191	Residual household waste	116.83	280.4	249.08	178		Smaller is better. Measures the number of kilograms of household waste collected, that is not sent for reuse, recycling, or is not composted or anaerobic digestion per head of population

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN NI 195a	Percentage of Streets Below Standard for Litter	12.5%	-	13.65%	12%		Smaller is better. Measures the percentage of streets below standard for litter. The Borough is inspected every 4 months with all land classes being included in the sample in each survey period.
EN EP RW 05	Tonnes of waste sent to landfill.	67,560	-	33,807	27,367		Smaller is better. Measures the volume of waste sent to landfill sites.
EN EP SS 03	Number of small reported flytips	2,203	-	932	1,130		Latest. Smaller is better. Measures the number of small fly tipping incidents reported
EN EP SS 04	Number of large reported flytips	4,591	-	2,371	2,150		Latest. Smaller is better. Measures the number of large fly tipping incidents reported
EN EP SS 05	Flytipping Enforcement: No of Inspections and Investigations	1,560	-	7,177	2,000		Latest. Bigger is better. Measures the number of inspections and investigations relating to fly tipping incidents
EN EP SS 06	Flytipping Enforcement: No of Enforcement Actions Taken	219	-	348	200		Latest. Bigger is better. Measures the number of enforcement actions taken relating to fly tipping incidents
EN NI 184	Food premises broadly compliant	84%	-	82.36%	85%		Bigger is better. Measures the percentage of food establishments within Brent which are broadly compliant with food law.

# REGENERATION & GROWTH

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G NI 157a	Percentage of major Planning applications processed within 13 weeks.	41%	58.4%	66.67%	70%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G NI 157b	Percentage of minor Planning applications processed within 8 weeks.	67%	65.7%	64.84%	80%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G NI 157c	Percentage of other Planning applications processed within 8 weeks.	81%	77.8%	78.60%	90%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G HE 16	Percentage of empty commercial properties in the borough	12.64%	-	11.8%	Contextual Information only		A snapshot of the level of empty commercial properties in the borough expressed as a percentage.
R&G HE 02	Percentage of working age residents in employment	65.9%	-	62.1%	Contextual Information only		Measures the percentage of eligible age residents who are currently employed.
R&G HE 15	Proportion of residents with no qualifications	1.9%	-	-2.6%	Contextual Information only		Highlights the difference between the proportion of working age residents in Brent with no formal qualifications against the rest of London
R&G BHP02	Percentage of repairs completed on first visit	97.25%	-	97.78%	95.00%		Bigger is better. Measures the efficiency of the Housing Repairs system.
R&G NI154	Net additional homes provided	1,065	-	-	-		Reported Annually. Bigger is better. Measures the number of annual additional homes provided.
R&G NI156	Number of households living in Temporary Accommodation.	3,249	1,129	3,410	3,435		Cumulative. Smaller is better. Measures the number of households in temporary accommodation provided under Homelessness legislation.
R&G BV009D	Council Tax collection rates.	95.9%	56.4%	30.63%	30.03%		Cumulative. Percentage. Measures Council Tax collected as an amount against the net debit raised at the start of the financial year.



Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G NI 181	Time taken to process all new Benefit claims.	8.47	27.4	10	8.50		Measures the average number of days taken to process all new Housing Benefit/Council Tax Benefit claims and change events.
R&G Local	Average number of working days lost due to sickness absence.	0.85	6.9	1.02	2		Measures the average number of days lost across the Council due to sickness absence.









# COMPLAINTS

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
<b>Complaints: Assistant Chief Executive</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	0	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Chief Finance Officer</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	79	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	6	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Governance and Corporate Services</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	0	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Adult Social Care</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	1	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
<b>Complaints: Childrens Social Care</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	28	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Early Help and Education</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	12	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Environment and Neighbourhoods</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	342	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	12	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
<b>Complaints: Regeneration and Growth</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	336	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	21	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
<b>Complaints: Brent Housing Partnership</b>							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	236	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	8	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

# One Council Programme Quarterly Snapshot Position

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
<b>Projects in Delivery and Reporting into the OC Programme (8)</b>			
1. Brent One Oracle (formerly called Project Athena: E-business suite)	Andy Donald	Delivery	
2. Streamlining Management & Corporate Services	Christine Gilbert	Delivery	
3. Alternative Education Behaviour & Attendance	Sara Williams	Delivery	
4. Parking Enforcement Review	Michael Read	Delivery	
5. Managing the Public Realm	Jenny Isaac	Delivery	
6. Improving Waste Management	Jenny Isaac	Delivery	
7. Supporting People Phase 1	Steven Forbes	Delivery	
8. ASC Mental Health Review	Phil Porter	Delivery	
<b>Other Projects (not reporting directly into the OC Programme) (6)</b>			
1. Realigning Corporate and Business Support	Fiona Ledden	Delivery – PSR not required	N/a
2. Review of Employee Benefits	Fiona Ledden	Awaiting closure	N/a
3. Civic Centre (including Move to the Civic Centre)	Andy Donald	Awaiting closure	N/a
4. Services for Young People (Phase 1)	Cathy Tyson	Awaiting closure	N/a
5. Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Awaiting closure	N/a
6. Review of School Improvement Service	Sara Williams	Awaiting closure	N/a
<b>Planned Projects (at the pre-Delivery stage) (1)</b>			
1. Working with Families Phase3	Fiona Ledden	Pre-delivery	N/a
<b>Completed Projects (25)</b>			
1. Finance Modernisation Project	Clive Heaphy	Closed	N/a - closed
2. Income Maximisation	Clive Heaphy	Closed	N/a - closed
3. Staffing & Structure Review Wave 1	Gareth Daniel	Closed	N/a - closed
4. Staffing & Structure Review Wave 2	Gareth Daniel	Closed	N/a - closed
5. Temporary Labour Project	Fiona Ledden	Closed	N/a - closed
6. Strategic Procurement Review	Fiona Ledden	Closed	N/a - closed
7. Future Customer Service	Toni McConville	Closed	N/a - closed
8. Procurement (Training and Practice / E-Procurement / Additional Operational Savings from Procurement Activities)	Fiona Ledden	Closed	N/a - closed
9. Web Enhancement	Toni McConville	Closed	N/a - closed
10. Digital Post Room	Margaret Read	Closed	N/a - closed
11. Customer & Visitor Management (CC Operations)	Margaret Read	Closed	N/a - closed
12. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
13. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed
14. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
15. Children with Disabilities	Graham Genoni	Closed	N/a - closed
16. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
17. Libraries Transformation	Jenny Isaac	Closed	N/a - closed
18. Highways	Jenny Isaac	Closed	N/a - closed
19. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
20. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
21. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Closed	N/a - closed
22. Housing Needs Transformation	Andy Donald	Closed	N/a - closed
23. Working with Families Phase1	Phil Newby	Closed	N/a - closed
24. Developing a Model for Public Health in Brent	Phil Newby	Closed	N/a - closed
25. Working with Families Phase 2	Fiona Ledden	Closed	N/a - closed

**PMO Note** – Snapshot taken from OC Programme Delivery Board – 26/09/13

**Performance and Finance Review**
















# **Finance Report**




# SUMMARY

Overall Summary						
	Original Budget £m	Latest Budget £m	Forecast £m	Variance £m	Alert	
<b>Departmental Budgets</b>						
Adult Social Services	109.0	108.7	109.0	0.3		
Children and Families	44.2	43.8	44.5	0.7		
Environment and Neighbourhood Services	36.1	35.5	35.5	0		
Regeneration & Major Projects	30.5	30.2	28.5	(1.7)		
Finance & Corporate Services & Central Services	41.6	42.8	42.8	0		
Transfer to Reserves	0	0	1.5	1.5		
<b>Total</b>	<b>261.4</b>	<b>261.0</b>	<b>261.8</b>	<b>0.8</b>		
<b>Central Items</b>						
Capital Financing and Other Charges	25.0	25.0	25.0	0		
Levies	3.4	3.4	3.3	(0.1)		
Premature Retirement Compensation	5.2	5.2	5.2	0		
Insurance Fund	1.5	1.5	1.5	0		
Centrally Held Cost Pressures	0.2	0.2	0.2	0		
Transformation Enabling Fund	2.5	2.5	2.5	0		
One Council Programme	(0.5)	0	0	0		
South Kilburn Development	0.9	0.9	0.9	0		
Affordable Housing PFI	0.1	0	0	0		
Carbon Tax	0.1	0.1	0.2	0.1		
Redundancy & Restructuring Costs	2.6	2.6	2.6	0		
Inflation Provision	3.5	3.5	3.5	0		
Government Grants	(22.9)	(22.9)	(23.8)	(0.9)		
Other Items	1.5	1.5	1.5	0		
<b>Total central items</b>	<b>23.1</b>	<b>23.5</b>	<b>22.6</b>	<b>(0.9)</b>		
Movement in Reserves	(0.2)	(0.2)	(0.2)	0		
Contribution to/(from) balances	0	0	0.1	0.1		
<b>Total Budget Requirement</b>	<b>284.3</b>	<b>284.3</b>	<b>284.3</b>	<b>0</b>		
<b>Balances</b>						
Balances Carried Forward 1 <sup>st</sup> April 2013	12.0	12.0	12.0	0		
Contribution from balances	0	0	0.1	0.1		
<b>Total Balances for 31<sup>st</sup> March 2014</b>	<b>12.0</b>	<b>12.0</b>	<b>12.1</b>	<b>0.1</b>		



# ADULT SOCIAL SERVICES

Budget: GENERAL FUND					
Adult Social Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
<b>Welfare Payments</b>	15.1	15.4	15.4	0	
<b>Social Care</b>					
Transitions	6.8	6.2	6.2	0	
Adults with Learning Disabilities	15.2	15.4	15.6	0.2	
Adults with Physical Disabilities	7.2	6.4	6.2	(0.2)	
Adults with Mental Illness	6.9	6.9	7.6	0.7	
Older People	21.4	22.5	22.2	(0.3)	
Reablement	2.8	2.8	2.8	0	
Support Planning	2.6	2.6	2.6	0	
Direct Services	5.5	5.5	5.5	0	
Client Affairs & Safeguarding	1.2	1.4	1.4	0	
Grants	1.3	1.0	0.9	(0.1)	
Public Health	0.0	17.4	17.4	0	
<b>Total Social Care</b>	<b>70.9</b>	<b>103.7</b>	<b>104.0</b>	<b>0.3</b>	
<b>Directorate</b>	<b>4.9</b>	<b>5.0</b>	<b>5.0</b>	<b>0</b>	
<b>Total</b>	<b>90.9</b>	<b>108.7</b>	<b>109.0</b>	<b>0.3</b>	

Budget: CAPITAL					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Adults: Individual schemes	0.4	0.1	0.1	0	
Supported Living to Extra Care	0	1.8	1.8	0	
<b>Total</b>	<b>0.4</b>	<b>1.9</b>	<b>1.9</b>	<b>0</b>	

## Key Financial Risks

### Adult Social Services Revenue

The quarter 2 forecast is an overspend of £0.3m this is a reduction of £0.1m from the quarter 1 overspend of £0.4m. The main factor is the £0.7m overspend within Mental Health Residential Care and supported living costs. An efficiency programme has been agreed to reduce the overspend and is being monitored on a monthly basis to review progress. A number of one off savings have helped to reduce the overspend.






### Adult Social Services Capital

All schemes are forecast to be within budget. £1.2m has been re-phased from unspent 2012-13 budgets.



## CHILDREN & FAMILIES

### Budget: GENERAL FUND

#### Children and Families

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Early Help & Education	47.5	52.2	51.9	0.7	
Social Care	35.4	32.4	32.4	0	
Central Support & Other	1.4	3.1	3.1	0	
Schools and Dedicated School Grants	(34.2)	(43.9)	(43.9)	0	
<b>Total</b>	<b>50.2</b>	<b>43.8</b>	<b>44.5</b>	<b>0.7</b>	

### Budget: CAPITAL

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Increasing PVI nursery provision for two year olds	0	0.9	0.9	0	
<b>Total</b>	<b>0.4</b>	<b>0.9</b>	<b>0.9</b>	<b>0</b>	

## Key Financial Risks

### Children and Families Revenue





Children & Families is forecasting an overspend of £0.7m for quarter 2 an increase of £0.5m from £0.2m forecast last quarter. The main pressure is a forecast overspend of £0.8m in the SEN transport budget where targets have not been met over the last couple of years due to problems with the WLA transport hub. The service is now implementing the new eligibility policy where it is projected savings will start to fall out over the coming months. The effect of the savings will hit in 2014/15

The schools budget is now forecasting an overspend of £0.7m, compared to an underspend of £0.1m for quarter 1. This change is mainly due to redundancy costs resulting from the recovery plan at Copland School which will help to bring the budget back in line. There continues to be pressures on the Pupil Parent Services mainly due to a £1m overspend on pupils without places and it is likely there will be continued pressures on this budget with the new September 2013 intake of pupils. This has been offset by the anticipated savings from the review of the Alternative Education Services.










### Children and Families Capital

Capital schemes are forecast to be within budget. £0.9m has been re-phased from unspent 2012-13 budgets.

## ENVIRONMENT AND NEIGHBOURHOOD SERVICES

Budget: GENERAL FUND					
Environment and Neighbourhood Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Directorate	0.8	0.8	0.8	0	
Neighbourhood Services	8.8	9.1	9.1	0	
Environment & Protection	24.9	25.6	25.6	0	
<b>Total</b>	<b>34.5</b>	<b>35.5</b>	<b>35.5</b>	<b>0</b>	

## Budget: CAPITAL

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
TfL grant funded schemes	4.4	4.5	4.5	0	
Civic Centre CCTV	0.3	0.3	0.3	0	
Leisure & Sports schemes	0.9	2.4	2.4	0	
Environmental Initiative schemes	0	0.1	0.1	0	
Public Realm	4.4	0	0	0	
Highways schemes	3.1	4.7	4.7	0	
Parks & Cemeteries schemes	0.8	0.3	0.3	0	
Libraries Schemes	0	0.1	0.1	0	
<b>Total Environment &amp; Neighbourhoods Capital Programme</b>	<b>13.9</b>	<b>12.3</b>	<b>12.3</b>	<b>0</b>	

### Key Financial Risks

#### Environment and Neighbourhood Services Revenue

Environment and neighbourhood Services is forecasting in quarter 2 a small underspend an improvement of £0.1m on the overspend of £0.1m reported in quarter 1. The main factor in this is an improvement in the position on the waste and recycling budget with a reduction in the forecast waste tonnages and the factoring in of income from the recyclates contract. The introduction of the new parking contract in July has resulted in transitional problems which have led to a temporary reduction in the number of PCNs issued and reduced income collection rates. Measures have been put in place to offset these shortfalls. This overspend is currently offset by underspends in Transport Services, Safer Streets and Business and Consumer Protection.

#### Environment and Neighbourhood Services Capital

All schemes are forecast to be within budget. £2.0m has been re-phased from unspent 2012-13 budgets.

# REGENERATION & MAJOR PROJECTS

## Budget: GENERAL FUND



Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Property & Asset Management	8.8	6.8	6.8	0	
Directorate & Business Support	0.6	0.6	0.6	0	
Planning & Regeneration	1.1	2.2	2.2	0	
Non Housing PFI & Social Care	0	1.1	1.1	0	
Civic Centre & Major Projects	1.8	0	0	0	
Housing	18.4	19.4	17.7	(1.7)	
<b>Total Regeneration and Major Projects</b>	<b>30.8</b>	<b>30.2</b>	<b>28.5</b>	<b>(1.7)</b>	

## Budget: CAPITAL






Housing	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
PSRSG & DFG Council	4.8	7.9	7.9	0	
Housing: Individual schemes	0.4	2.3	2.3	0	
<b>Total Housing Capital Programme</b>	<b>5.2</b>	<b>10.2</b>	<b>10.2</b>	<b>0</b>	
<b>Total Housing Revenue Account Capital Programme</b>	<b>10.9</b>	<b>21.0</b>	<b>21.0</b>	<b>0</b>	

## Budget: CAPITAL

Regeneration & Major Projects	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Civic Centre	48.5	9.0	9.0	0	
Children & Families	36.5	71.8	71.8	0	
Property	0	2.3	2.3	0	
Strategy, Partnership and	16.6	24.6	24.6	0	

Improvement					
S106 & CIL Works	2.5	5.5	5.5	0	
<b>Total Regeneration and Major Projects Capital Programme</b>	<b>104.1</b>	<b>113.2</b>	<b>113.2</b>	<b>0</b>	

### Budget

Housing Revenue Account (HRA)	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Income	(53.9)	(56.0)	(56.0)	0	
Expenditure	53.6	57.6	57.6	0	
<b>Total</b>	<b>(0.3)</b>	<b>1.6</b>	<b>1.6</b>	<b>0</b>	
Balances Brought Forward	(2.3)	(2.0)	(2.6)	0	
Surplus Carried Forward	(2.6)	(0.4)	(1.0)	0	

### Key Financial Risks

#### Regeneration and Major Projects Revenue

Regeneration and Major Projects are forecasting an underspend of £1.7m in quarter 2 an improvement of £0.2m from the quarter 1 underspend of £1.5m. The improvement is due to a saving following a review of the supporting people contracts.

As part of the 2013/14 budget process additional resources of £2.4m were provided to reflect changes in the housing benefit subsidy for temporary accommodation coming into force during 2013. These are in addition to changes resulting from the introduction of the Local Housing Allowance caps.

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

In addition 2013/14 forecasts have taken into consideration a revised go live date of 12 August 2013 for the Overall Benefit Cap and proposals to reduce the Temporary Accommodation budget by 30% over the next four years. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £1.5m to reflect this. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14 and beyond.

## Key Financial Risks

### **Housing Revenue Account (HRA) Revenue**

As with quarter 1 the HRA is forecast to be in line with budget though within this there are a number of variances. There continue to be pressures on the rental income budget due to the on-going decanting of dwellings at South Kilburn and Braham Park. These are being met by a forecast £0.3m underspend on impairments as rent arrears are anticipated to be lower than expected. The general management budget is also forecast to underspend by (£0.4m). This is mainly due to the review of the Water Rates Bill and it is expected to yield a refund of £0.2m from Thames Water with the additional £0.2m from other HRA operational budgets. The £0.4m overspend on the insurance budget resulting mainly from the impact of under provision for outstanding insurance claims when the 12/13 HRA Account was closed in March 13 is offset by additional capitalisation of revenue repairs spend in the repairs and maintenance budget.

### **Regeneration and Major Projects Capital**

All schemes are forecast to be within budget. £41.6m has been re-phased from unspent 2012-13 budgets. Dollis Hill House is forecast to underspend by £0.1m and there is a virement proposed to reduce the budget to reflect this.







### **Housing General Fund Capital**




All schemes are forecast to be within budget.

### **Housing Revenue Account (HRA) Capital**

Rephasing from 12-13 for the HRA is £4.3m. All schemes are forecast to be within budget

# CENTRAL SERVICES

Budget: GENERAL FUND					
Central Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Chief Executive's Office	0.4	0.3	0.3	0	
Customer & Community Engagement	3.8	3.1	3.1	0	
Legal and Procurement	5.3	10.1	10.1	0	
Finance & Corporate Services	20.4	23.4	23.4	0	
Strategy, Partnerships and Improvement	5.0	5.9	5.9	0	
<b>Total</b>	<b>34.9</b>	<b>42.8</b>	<b>42.8</b>	<b>0</b>	

Budget: CAPITAL					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
ICT schemes	2.5	0.9	1.4	0.5	
Central Items	1.6	0.8	0.8	0	
<b>Total Corporate Capital Programme</b>	<b>4.1</b>	<b>1.7</b>	<b>2.2</b>	<b>0.5</b>	

## Key Financial Risks

### Central Services Revenue

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

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

### Central Services Capital

An overspend of £0.5m has been identified within ICT schemes. Action will be taken to reduce the impact of this through limiting these costs and looking for alternative funding sources.



# BUDGET VIREMENTS

The first table to this report reflects the impact on the quarter 1 position of the Council restructure. The second table shows the quarter 2 virement proposals under the old structure and will be shown in the new structure in the quarter 3 report.

## Revenue Virements following the Council Restructure 2013/14

	Adults	Children & Young People	Environment & Neighbourhoods	Regeneration & Growth	Corporate Directorates	Central Items
	£000,	£000,	£000,	£000,	£000,	£000,
Quarter 1 Position						
Chief Executive					322	
Strategy, Performance & Improvement					5,892	
Customer & Community Engagement					3,142	
Legal & Procurement					10,041	
Finance & Corporate Services					23,372	
Adult Social Care	108,748					
Children & Families		43,781				
Environment & Neighbourhoods			35,495			
Regeneration & Major Projects				30,231		
Central Items						23,273
Public Health	(16,987)				16,987	
Integrated Community Safety			919		(919)	
Registration & Nationality			75		(75)	
Customer Services				7,670	(7,670)	
BACES		1,048		(1,048)		
<b>Total</b>	<b>91,761</b>	<b>44,829</b>	<b>36,489</b>	<b>36,853</b>	<b>51,092</b>	<b>23,273</b>

The above adjustments reflect the revised quarter 1 budget position following the council restructure as agreed at general purposes committee on 7 November 2013.

## Revenue Virement Schedule 2013/14 – Quarter 2

	Adult Social Services £000,	Children & Families £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	Central Items £000,
Pay Award	172	308	168	117	135	194	(1,094)
Civic Centre – Training Centre						(154)	154
Public Health	(734)	665	69				
Oyster Cards	(4)	(7)	(4)	(3)	22	(4)	
Insurance	(54)	(154)	(111)	(295)	(25)	(51)	690
Retained Estate – New Builds	(231)			218			13
<b>Total</b>	<b>(851)</b>	<b>812</b>	<b>122</b>	<b>37</b>	<b>132</b>	<b>(15)</b>	<b>(237)</b>

1. The monies for the 1% pay award were held centrally and following the confirmation of the award in August these monies are being distributed across service areas.
2. The transfer of savings from the move of the training centre to the Civic Centre.
3. Monies allocated as part of the Public Health grant are being aligned to the relevant services that will spend the monies.
4. The Oyster cards budget is being centralised within the Business Support section.
5. As part of move to the Civic Centre the budgets for building and contents insurance are being centralised.
6. Transfer of the property costs of John Billam and the New Millennium Day Centre.
7. These quarter 2 virements will be reflected in the new organisational structure once the new oracle system is live.

## Revenue Virements following the Council Restructure 2013/14

	Adults	Children & Young People	Environment & Neighbourhoods	Regeneration & Growth	Corporate Directorates	Central Items
	£000,	£000,	£000,	£000,	£000,	£000,
Quarter 1 Position						
Chief Executive					322	
Strategy, Performance & Improvement					5,892	
Customer & Community Engagement					3,142	
Legal & Procurement					10,041	
Finance & Corporate Services					23,372	
Adult Social Care	108,748					
Children & Families		43,781				
Environment & Neighbourhoods			35,495			
Regeneration & Major Projects				30,231		
Central Items						23,273
Public Health	(16,987)				16,987	
Integrated Community Safety			919		(919)	
Registration & Nationality			75		(75)	
Customer Services				7,670	(7,670)	
BACES		1,048		(1,048)		
<b>Total</b>	<b>91,761</b>	<b>44,829</b>	<b>36,489</b>	<b>36,853</b>	<b>51,092</b>	<b>23,273</b>

The above adjustments reflect the revised quarter 1 budget position following the council restructure as agreed at general purposes committee on 7 November 2013.

## Capital Virement and Adjustment Schedule 2013/14

Service Area	Unit	Programme	Change in budget (£000s)
Adult Social Services (1)	Adults: Individual schemes	Campus Reprovision Programme	(450)
Adult Social Services (1)	Supported Living to Extra Care	Supported Living to Extra Care	450
Environment, and Neighbourhood Services (2)	Environmental Initiative schemes	Air Quality Works	60
Environment, and Neighbourhood Services (3)	Leisure & Sports schemes	Delivering the Sports Strategy	77
Environment, and Neighbourhood Services (4)	Leisure & Sports schemes	Delivering the Sports Strategy	40
Environment, and Neighbourhood Services(4)	Leisure & Sports schemes	Delivering the Sports Strategy	210
Environment, and Neighbourhood Services (6)	Leisure & Sports schemes	Vale Farm Improvements	1,145
Finance and Corporate Services (7)	IT	Combined Property and ICT Initiatives	(400)
Finance and Corporate Services (7)	IT	ICT Initiatives	400
Finance and Corporate Services (8)	IT	ICT Initiatives	458
Finance and Corporate Services (9)	Central	Carbon Reduction Measures	(233)
Regeneration and Major Projects (10)	Housing: Individual schemes	Additional Affordable Housing	640
Regeneration and Major Projects (11)	Housing: Individual schemes	Private Sector Renewal Support Grant and Disabled Facilities Grant	5
Regeneration and Major Projects (12)	Children & Families	Woodfield School Expansion	(200)
Regeneration and Major Projects (13)	Children & Families	Ashley Gardens Early Learning Centre	300
Regeneration and Major Projects (14)	Property	Asset Management Plan	(3)
Regeneration and Major Projects (9)	Property	Carbon Reduction Measures	233
Regeneration and Major Projects (15)	Property	Dollis Hill House	(89)
Regeneration and Major Projects (16)	Strategy, Partnership and Improvement	South Kilburn Regeneration Project	3,419
Regeneration and Major Projects (13)	Strategy, Partnership and Improvement	Willesden High Street Shop Fronts Improvement	3
Regeneration and Major Projects (17)	Housing Revenue Account	Disabled Facilities Works (on council properties)	141
Regeneration and Major Projects (17)	Housing Revenue Account	Major repairs of council properties	(141)
<b>Total</b>			<b>6,065</b>

### Notes

1. Transfer of remaining funds from Campus Reprovision Programme to Supported Living to Extra Care
2. Inclusion of grant previously outside capital programme

3. Northwick Park pitch improvement project funded by additional grant from the Football Foundation
4. Additional funding from The London Marathon Charitable Trust to construct a Multi Use Games Area in Sherrens Farm Open Space.
5. Inclusion of additional grants received for sports strategy from the NHS, Football Foundation, and Lottery
6. Prudential borrowing approved for Vale Farm Improvements by May Executive
7. Renaming of Combined Property and ICT Initiatives to clarify capital programme
8. IT plan to use £458k of reserves on the telephony project
9. Transfer of Carbon Reduction Measures to RMP to create a single budget for Carbon Reduction Measures
10. Monies from right to buy sales held for Social Housing schemes
11. Ashley Gardens Early Learning Centre to be funded by receipt from sale of Clement Close agreed by Executive in July
12. Additional disabled facilities grant
13. Reduction in Woodfield School Expansion budget to reflect loss of the school contribution from the budget
14. Reduction in Asset Management Plan budget to fund overspend on Willesden High Street Shop Fronts
15. Reduction in council contribution to Dollis Hill House scheme to reflect forecast underspend
16. South Kilburn programme increased by £5,176k to reflect above forecast receipts in 12-13, £3,419k phased to 13-14, and £1,757k phased to 14-15
17. Transfer of £141k from Major repairs of council properties to Disabled Facilities Works (on council properties) within the Housing Revenue Account