



**Brent**

**Performance & Finance  
Review**

**Performance**

**Report**

**2013-14**

**Quarter 3**

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: Assistant Chief Executive and  
Finance & Corporate Services**







# How to interpret this report





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

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

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









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

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









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



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

# ADULT SOCIAL CARE











Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q3	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%	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%	93%		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%	-	46%	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%	-	87%	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	-	1895	2,400		Cumulative. Smaller is better. Measures the number of eligible fair access to care service screenings.
ASS Local	Domiciliary care Customer numbers	1,184	-	1,265	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	-	245	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	-	974	960		Latest. Smaller is better. Gives a snapshot of social care clients in nursing and residential care in the borough.








# CHILDREN & FAMILIES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q3	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	-	-	47	50		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	12		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	-	-	2	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%	65.7%	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%	-	11%	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	-	128	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	-	87	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 Q3	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	-	406	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	-	-	88	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 & NEIGHBOURHOOD


Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN LIB07	Number of library visits per 1000 population	4,814	4,842	3,680	3,850		Cumulative. Bigger is better. Measures the number of visits to Brent libraries.
EN LIB08	Active library users (as a % of population)	20.3%	-	20.2	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	-	183,096	168,860		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	-	1,047,326	985,445		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	-	2,134	2,642		Cumulative. Smaller is better. Measures the number of residential and non – residential burglaries
EN CST	Total number of incidents of robbery	1,370	-	893	1,143		Cumulative. Smaller is better. Measures the number of personal and business robberies
EN CST	Total number of incidents of violence with injury	2,294	-	1,725	1,636		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%	10.8%	32%	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%	35.9%	42.1%	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	457	400	369.5	267		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 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN NI 195a	Percentage of Streets Below Standard for Litter	12.5%	-	7.5%	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	-	50,576	41,624		Smaller is better. Measures the volume of waste sent to landfill sites.
EN EP SS 03	Number of small reported flytips	2,203	-	1,532	1,695		Latest. Smaller is better. Measures the number of small fly tipping incidents reported
EN EP SS 04	Number of large reported flytips	4,591	-	3,635	3,225		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	-	7,539	3,000		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	-	561	300		Latest. Bigger is better. Measures the number of enforcement actions taken relating to fly tipping incidents
EN NI 184	Food premises broadly compliant	84%	-	81.6%	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 Q3	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%	59.5%	71.43%	60%		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%	68.6%	55.92%	65%		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%	80.3%	68.67%	80%		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%	-	-	Indicative 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%	-	-	Indicative only		Measures the percentage of eligible age residents who are currently employed.
R&G HE 15	Proportion of residents with no qualifications	1.9%	-	-	Indicative 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%	-	97.85%	95.00%		Bigger is better. Measures the efficiency of the Housing Repairs system.
R&G NI154	Net additional homes provided	1,065	696.3	-	-		Reported Annually. Bigger is better. Measures the number of annual additional homes provided.
R&G HE 36 (NI156)	Number of households living in Temporary Accommodation.	3,249	1,206.6	3,293	3,600		Cumulative. Smaller is better. Measures the number of households in temporary accommodation provided under Homelessness legislation.
R&G FIN RB 14 (BV009D)	Council Tax collection rates.	95.9%	86%	82.77%	82.73%		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 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G FIN RB 12	Time taken to process all new Benefit claims.	8.47	-	9.79	8.50		Measures the average number of days taken to process all new Housing Benefit claims and change events.










# 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	Indicative 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	Indicative 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).		-	124	Indicative 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)		-	11	Indicative 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).		-	2	Indicative 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	Indicative 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).		-	82	Indicative 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)		-	3	Indicative 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).		-	85	Indicative 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)		-	2	Indicative 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).		-	32	Indicative 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)		-	3	Indicative 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).		-	510	Indicative 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)		-	28	Indicative 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).		-	151	Indicative only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1) – Excl. BHP
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	26	Indicative only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2) – Excl. BHP

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).		-	352	Indicative 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)		-	15	Indicative 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 (9)</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	
9. Working with Families Phase3	Ben Spinks	Delivery	
<b>Other Projects (not reporting directly into the OC Programme) (1)</b>			
1. Realigning Corporate and Business Support	Christine Gilbert	Awaiting closure	N/a
<b>Planned Projects (at the pre-Delivery stage) (0)</b>			
-	-	-	-
<b>Completed Projects (30)</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. Review of Employee Benefits	Fiona Ledden	Closed	N/a - closed
13. Civic Centre (including Move to the Civic Centre)	Andy Donald	Closed	N/a - closed
14. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
15. Services for Young People (Phase 1)	Cathy Tyson	Closed	N/a - closed
16. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
17. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed
18. Children with Disabilities	Graham Genoni	Closed	N/a - closed
19. Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Closed	N/a - closed
20. Review of School Improvement Service	Sara Williams	Closed	N/a - closed
21. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
22. Libraries Transformation	Jenny Isaac	Closed	N/a - closed
23. Highways	Jenny Isaac	Closed	N/a - closed
24. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
25. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
26. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Closed	N/a - closed
27. Housing Needs Transformation	Andy Donald	Closed	N/a - closed
28. Developing a Model for Public Health in Brent	Phil Newby	Closed	N/a - closed
29. Working with Families Phase1	Phil Newby	Closed	N/a - closed
30. Working with Families Phase 2	Fiona Ledden	Closed	N/a - closed

**PMO Note** – Snapshot taken from Feedback from OC Programme Delivery Board – 19/12/13




























**Brent**

**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	107.9	108.0	0.1	
Children and Young People	44.2	44.6	45.6	1.0	
Environment and Neighbourhoods	36.1	36.6	36.5	(0.1)	
Regeneration & Growth	30.5	37.9	33.7	(4.2)	
Corporate Services	41.6	34.3	34.3	0	
Transfer to Reserves	0	0	3.5	3.5	
<b>Total</b>	<b>261.4</b>	<b>261.3</b>	<b>261.6</b>	<b>0.3</b>	
<b>Central Items</b>					
Capital Financing and Other Charges	25.0	25.2	25.2	0	
Levies	3.4	3.4	3.3	(0.1)	
Premature Retirement Compensation	5.2	5.2	5.2	0	
Insurance Fund	1.5	2.5	2.5	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	2.4	2.4	0	
Government Grants	(22.9)	(22.9)	(24.3)	(1.4)	
Other Items	1.5	1.1	1.1	0	
<b>Total central items</b>	<b>23.1</b>	<b>23.2</b>	<b>21.8</b>	<b>(1.4)</b>	
Movement in Reserves	(0.2)	(0.2)	(0.2)	0	
Contribution to/(from) balances	0	0	1.1	1.1	
<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	1.1	1.1	
<b>Total Balances for 31<sup>st</sup> March 2014</b>	<b>12.0</b>	<b>12.0</b>	<b>13.1</b>	<b>1.1</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>	<b>15.1</b>	<b>15.4</b>	<b>15.4</b>	<b>0</b>	
<b>Social Care</b>					
Transitions	6.8	6.2	6.2	0	
Adults with Learning Disabilities	15.2	15.4	15.7	0.3	
Adults with Physical Disabilities	7.2	6.5	6.3	(0.2)	
Adults with Mental Illness	6.9	6.9	7.2	0.3	
Older People	21.4	22.5	22.5	0	
Support Planning	2.8	2.8	2.8	0	
Reablement	2.6	2.6	2.6	0	
Direct Services	5.5	5.5	5.4	(0.1)	
Client Affairs & Safeguarding	1.2	1.4	1.4	0	
Grants	1.3	1.1	1.0	(0.1)	
Public Health	0.0	16.7	16.7	0	
<b>Total Social Care</b>	<b>70.9</b>	<b>103.0</b>	<b>104.0</b>	<b>0.2</b>	
<b>Directorate</b>	<b>4.9</b>	<b>4.9</b>	<b>4.8</b>	<b>(0.1)</b>	
<b>Total</b>	<b>90.9</b>	<b>107.9</b>	<b>108.0</b>	<b>0.1</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	0	(1.8)	
<b>Total</b>	<b>0.4</b>	<b>1.9</b>	<b>0.1</b>	<b>(1.8)</b>	

## Key Financial Risks

### Adult Social Services Revenue

The quarter3 forecast is for an overspend of £0.1m this is a reduction of £0.2m from the quarter 2 overspend of £0.3m. The main factor is the £0.3m overspend within Mental Health Residential Care and supported living costs. An efficiency programme has been initiated to mitigate the pressure and this is being monitored with the help of CNWL colleagues on a monthly basis and to date £0.4m of efficiency savings have been identified. There are also pressures the on the budget for supported living placements in Adults with Learning Disabilities.






### Adult Social Services Capital

All schemes are forecast to be within budget. £1.8m of supported living through extra care is planned to be re-phased from 2013-14 to 2014-15.



## CHILDREN & YOUNG PEOPLE

### Budget: GENERAL FUND

#### Children and Young People

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	52.5	53.5	1.0	
Social Care	35.4	32.6	32.6	0	
Central Support & Other	1.4	3.6	3.6	0	
Schools and Dedicated School Grants	(34.2)	(44.1)	(44.1)	0	
<b>Total</b>	<b>50.2</b>	<b>44.6</b>	<b>45.6</b>	<b>1.0</b>	

### Budget: CAPITAL

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
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 Young People Revenue

Children & Young People is forecasting an overspend of £1.0m for quarter 2 an increase of £0.3m from £0.7m 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 a new eligibility policy where it is projected savings will start to fall out over the coming months. The effect of the savings will impact in 2014/15.






### Schools Budget

The schools budget is now forecasting an underspend of £0.2m, compared to an overspend of £0.7m for quarter 2. The main pressures on this budget are the redundancy costs resulting from the recovery plan at Copland School and continued demand on the Pupil Parent Services mainly due to a £1m overspend on pupils without places. The position on the schools budget is now clearer and it has now been possible to release monies from the schools budget contingency which accounts for the movement between quarters.










### Children and Young People Capital

No overspend is forecast on Children and Young People's Capital.

## ENVIRONMENT AND NEIGHBOURHOODS

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	0.9	0.9	0	
Neighbourhood Services	8.8	2.5	2.6	0.1	
Environment & Protection	24.9	32.2	32.1	(0.1)	
Other Services	0.0	1.0	0.9	(0.1)	
<b>Total</b>	<b>34.5</b>	<b>36.6</b>	<b>36.5</b>	<b>(0.1)</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	5.8	1.3	
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	0.0	(0.1)	
<b>Total Environment &amp; Neighbourhoods Capital Programme</b>	<b>13.9</b>	<b>12.3</b>	<b>13.5</b>	<b>1.2</b>	

### Key Financial Risks

#### **Environment and Neighbourhoods Revenue**

Environment and neighbourhoods is forecasting in quarter 3 an improvement of £0.1m on the breakeven position reported in quarter 2. The main factor in this is the underspend on the Registration and Nationality Service due to the overachievement of income targets. There remains a pressure on the parking area with the introduction of the new parking contract in July which has seen under performance on the on-street enforcement. To mitigate the current overspend of £0.3m in this area officers are working on various efficiency and income generation strategies to reduce this overspend. This overspend is currently offset by underspends in Transport Services, Sports and Business and Consumer Protection.

#### **Environment and Neighbourhoods Capital**

All schemes are forecast to be within budget. Transportation has been awarded an extra £1.3m by Transport for London. The libraries scheme is only expected to spend £5k of their £0.1m budget.

# REGENERATION & GROWTH

## 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	0.0	1.1	1.1	0	
Civic Centre & Major Projects	1.8	0	0	0	
Customer Services	0.0	7.7	7.6	(0.1)	
Housing	18.4	19.5	15.4	(4.1)	
<b>Total Regeneration &amp; Growth</b>	<b>30.8</b>	<b>37.9</b>	<b>33.7</b>	<b>(4.2)</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	5.9	(2.0)	
Housing: Individual schemes	0.4	2.3	1.9	(0.4)	
<b>Total Housing Capital Programme</b>	<b>5.2</b>	<b>10.2</b>	<b>7.8</b>	<b>(2.4)</b>	
<b>Total Housing Revenue Account Capital Programme</b>	<b>10.9</b>	<b>21.0</b>	<b>22.3</b>	<b>1.3</b>	

## Budget: CAPITAL

Regeneration & Growth	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	75.7	3.9	
Property	0	2.3	2.7	0.4	

Strategy, Partnership and Improvement	16.6	24.6	26.3	1.7	
S106 & CIL Works	2.5	5.5	5.5	0	
<b>Total Regeneration &amp; Growth Capital Programme</b>	<b>104.1</b>	<b>113.2</b>	<b>119.2</b>	<b>6.0</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)	(54.9)	(53.7)	1.2	
Expenditure	53.6	56.5	55.8	(0.7)	
<b>Total</b>	<b>(0.3)</b>	<b>1.6</b>	<b>2.1</b>	<b>0.5</b>	
Balances Brought Forward	(2.3)	(2.0)	(2.6)	(0.6)	
Surplus Carried Forward	(2.6)	(0.4)	(0.5)	(0.1)	

### Key Financial Risks

#### Regeneration and Growth Revenue

Regeneration and Growth is forecasting an underspend of £4.2m in quarter3 an improvement of £2.5m from the quarter 2 underspend of £1.7m. The improvement is due to a £2m improvement on the temporary accommodation budget and a further £0.4m of savings following a review of the supporting people contracts and £0.1m underspend on Customer Services.

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. In addition the use of Discretionary Housing Payments (DHP) to support families where a commitment has been made to join the 20 week PSA scheme has meant that less expenditure has been committed on moving families to lower cost accommodation outside of Brent. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £3.5m to reflect this. It is

## Key Financial Risks

proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14 and beyond.

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

The HRA budget is forecast to deliver a slightly higher carry forward than budgeted 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 £0.1m from Affinity Waters, £0.1m from the recovery of transactional costs associated with right to buy sales with the additional £0.2m from other HRA operational budgets. The £0.5m 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 Growth Capital**

Children & Families programme forecast has increased by £3.9m to reflect receipt of additional targeted Basic Need funding. There is currently a review of the Section 106 programme, so far this has resulted in the identification of a £1.3m to landscaping programme within Strategy, Partnership and Improvement. The landscaping programme is mostly funded by section 106. Other changes in Strategy, Partnership and Improvement are £0.1m for the Pop Down Square project, and £0.3m to include the element of the Willesden Green Library Development funded by capital receipt. These changes are funded within the council's existing budget. All other programmes are forecast to remain within their current budget.







### **Housing General Fund Capital**




It is estimated that £2.0m of the PSRSG & DFG programme will not be spent in 2013-14. Additional affordable housing monies will be spent in 2014-15 within the HRA. The Barham programme is forecast to underspend by £480k on the current capital programme, and there is expected to be an additional £750k of spending funded by Notting Hill housing association.

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

All schemes are forecast to be within budget. An additional £1.3m of spend is expected on affordable housing funded by capital receipts.

# CORPORATE 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	10.2	0.1	
Finance & Corporate Services	20.4	15.7	15.9	0.2	
Strategy, Partnerships and Improvement	5.0	5.0	4.7	(0.3)	
<b>Total</b>	<b>34.9</b>	<b>34.3</b>	<b>34.3</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	0.0	(0.8)	
<b>Total Corporate Capital Programme</b>	<b>4.1</b>	<b>1.7</b>	<b>1.4</b>	<b>(0.3)</b>	

## Key Financial Risks

### Corporate Services Revenue

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

- Higher than anticipated printing volumes following the move to the Civic Centre resulting pressures on the IT budget, loss of income within payroll following the decision to cease providing payroll services for schools and higher legal activity on behalf of departments.
- 

### Corporate Services Capital

An overspend of £0.5m has been identified within ICT schemes. Action is being taken to reduce the impact of this through limiting these costs. No spend is expected within the central items programmes this year.



# BUDGET VIREMENTS

## Revenue Virement Schedule 2013/14 – Quarter 3

	Adult Social Services £000,	Children & Young People £000,	Environment & Neighbourhoods £000,	Regeneration & Growth £000,	Corporate Services £000,	Central Items £000,	Total £000,
Community Safety			918		(918)		
Registration & Nationality Service			74		(74)		
Customer Services				7,656	(7,656)		
Gwenneth Rickus Property Budget		(284)				284	
Short Break Centre Property Budget		(70)		70			
Civic Centre Costs				(616)		616	
Audit Fees – Customer Services				(30)		30	
<b>Total</b>	<b>0</b>	<b>(354)</b>	<b>992</b>	<b>7,080</b>	<b>(8,648)</b>	<b>930</b>	<b>0</b>

1. The transfers of Community Safety, Registration & Nationality Service and Customer Services reflect the organisational changes in the Authority.
2. The transfer of costs for Gwenneth Rickus is part of the Civic Centre transfers.
3. The transfer of the property costs of the Short Break Centre reflect a change in responsibility for the retained estate
4. The transfer of Civic Centre costs reflect the movement of capital financing charges.
5. Audit fees are being centralised to reduce the number of internal recharges.

## Capital Virement, Re-phasing and Adjustment Schedule 2013/14

Service Area	Unit	Programme	Change in budget (£000s)
Adult Social Services (1)	Adults: Individual schemes	Supported Living to Extra Care	(1,804)
Regeneration and Growth (2)	Major Projects	Pop Down Square	100
Regeneration and Growth (3)	Housing	Additional Affordable Housing	(640)
Regeneration and Growth (4)	Major Projects	Willesden Green Library Development	300
Regeneration and Growth (5)	Property	Asset Management Plan	555
Regeneration and Growth (5)	Property	Project Management	(555)
Regeneration and Growth (6)	School Scheme	Contingency for final accounts	(167)
Regeneration and Growth (6)	School Scheme	Expansion of Secondary/Primary School Places	167

Regeneration and Growth (7)	School Scheme	Expansion of Secondary/Primary School Places	3,867
Regeneration and Growth (8)	School Scheme	Expansion of Secondary/Primary School Places	163
Regeneration and Growth (8)	School Scheme	Schools Asset Management Plan	(163)
Regeneration and Growth (9)	Major Projects	Landscaping Programme	1,337
Regeneration and Growth (10)	Property	Enfranchisement	424
Regeneration and Growth (11)	HRA	Additional Affordable Housing	1,335
Regeneration and Growth (12)	Housing	Barham Park Regeneration	(537)
Regeneration and Growth (13)	Housing	Barham Park Regeneration	750
Environment and Neighbourhoods (14)	Transportation	Transport for London Funded Schemes	1,267
<b>Total</b>			<b>6,399</b>

## Notes

1. Re-phasing of Supported Living to Extra Care to 2014-15 from 2013-14 as part of the 2014-15 budget setting process
2. Pop Down Square project is forecast to spend £100k in 2013-14 funded by a revenue contribution
3. Additional Affordable Housing has been re-phased to 2014-15 as part of the 2014-15 budget setting process
4. Willesden Green Library Development will utilise £300k of capital receipts to cover the council's costs
5. The Asset Management Plan and Project Management budget lines have been merged with a common name of Asset Management Plan to reflect that they are managed by the same team and used for similar purposes
6. The Contingency for final accounts is planned to be used to fund Expansion of Secondary/Primary School Places
7. £3,867k of additional Targeted Basic Need funding has been allocated to Expansion of Secondary/Primary School Places
8. £163k Schools Asset Management Plan is planned to be used to fund Expansion of Secondary/Primary School Places
9. The Landscaping Programme is being recognised within the capital programme as part of the review of section 106 funded schemes.
10. £424k of capital receipt has been received for the enfranchisement scheme
11. £1,335k of capital receipts has been included in the HRA capital programme to fund additional affordable housing
12. Barham Park Regeneration has been reduced by £537k to reflect a reduction in the expected spend on the current capital programme
13. Barham Park Regeneration has been increased by £750k to reflect to probable additional CPOS to be funded by Notting Hill Housing Association
14. £1,267k of additional Transport for London funding is to be received.