



**Executive  
17 August 2011**

**Report from Director of Strategy,  
Partnerships and Improvement  
and Director of Finance and  
Corporate Services**

Wards Affected:  
ALL

**Performance and Finance Review, Quarter 4, 2010-11**

**1. Introduction**

The Council has refreshed its performance management framework and a series of complementary initiatives have been introduced to enable improved performance monitoring. A set of departmental performance scorecards have been introduced to strengthen internal monitoring and a more flexible service planning framework has also been rolled out.

As part of the refresh, the format of this report has changed to make it more accessible to members. In the future performance and finance information will be reported along departmental lines to guide lead members and facilitate a more holistic appraisal. In response to the abolition of the Local Area Agreement and changes to the national indicator set, the report will primarily focus on local priorities.

Brent's Borough Plan sets out three overarching strategic objectives:

1. To create a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.
2. To provide excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life.
3. To improve services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

The unprecedented 28% reduction in central government funding continues to intensify pressure on Council services. The difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will have an enduring effect on the borough.

Despite these challenges, the Council remains committed to preserving services and protecting the most vulnerable residents. However the context of depleted resources and rising demand does mean that change is unavoidable. More tough decisions will need to be taken in the coming months and the Council will not shy away from its responsibilities to take these decisions, however painful, in order to protect the long-term interests of the borough and secure a sustainable legacy for residents.

We will continue to optimize our use of resources and secure value for money. The One Council project programme remains central to the Council's Improvement and Efficiency Strategy and has already delivered savings of £11.8m gross in 2010-11, which represents 60% of the target needed. The move to the Civic Centre in 2013 will substantially reduce our operating costs and widen access to partner services. Regeneration projects across Brent will help to attract inward investment into the borough and improve quality of life for local residents.

## 2.0 Report Structure

This report summarises Brent Council's budget position and performance in relation to the delivery of the Borough Plan, Our Brent Our Future 2010-2014. The report is structured as follows and further details can be found in the supporting appendices.

4.0	Executive summary – overall budget position
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Appendix A	Very latest budget position – if major changes have occurred

	between period end and executive reporting dates. <b>Not applicable for this quarter.</b>
Appendix B	Detailed summary of the council's finance position
Appendix C	Exception report of strategically important key performance indicator set.
Appendix D	Detailed report of all performance indicators.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information in order to equip them to take informed decisions and manage performance effectively.

### 3.0 Recommendations

The Executive is asked to:

Note the Finance and Performance information contained in this report and agree remedial actions as necessary.

Agree the 2010-11 budget virements contained in the report.

### 4.0 Executive Summary - FINANCE

The Council's budget draft position for the quarter 4 is as follows:

Item	Budget £000	Outturn Position £000	Variance £000
Children & Families	56,169	56,542	373
Environment & Neighbourhood Services	45,354	44,931	(423)
Housing & Community Care – Adult Social Care	88,118	89,421	1,303
Housing & Community Care – Housing	25,371	24,430	(941)
Finance & Corporate Services / Regeneration & Major Projects / Central Units	26,849	28,226	1,377
<b>Departmental Total</b>	<b>241,861</b>	<b>243,550</b>	<b>1,689</b>
Central Items	51,371	49,760	(1,611)
Area Based Grants	(26,355)	(26,458)	(103)
<b>Total Council Budget</b>	<b>266,877</b>	<b>266,852</b>	<b>(25)</b>
Application of balances	(1,408)	(1,383)	25
<b>Total after application of balances</b>	<b>265,469</b>	<b>265,469</b>	<b>0</b>

The Council submitted a set of accounts for 2010/11 to the District Auditors by the statutory deadline of 30<sup>th</sup> June 2011. The accounts show an improvement in outturn of £319k on the position reported in quarter 3 and included in the forecast outturn as part of the budget setting report to Council in February. The figures in the accounts are in draft form and subject to audit and the final accounts will be approved by the Audit Committee on 22<sup>nd</sup> September 2011.

- Departmental budgets overspent by £1.689m which was in line with the quarter 3 forecast of £1.692m with main areas of overspending falling within Adult Social Care and the Corporate Units.
- An improvement of £316k in the position on central items since quarter 3 means that Brent is now reporting general fund balances of £7.580m at the 31<sup>st</sup> March 2011 an overall improvement of £319k and £25k better than the latest budget.

## 5.0 Executive Summary - PERFORMANCE

Of the current set of Vital Signs, 56% are currently on target or just below target, representing a 3% decrease from last quarter. 24% are below target, compared to 23% last quarter.

<b>Overall Council Performance</b>				
	<b>Low risk</b>	<b>Medium risk</b>	<b>High risk</b>	<b>No data</b>
All quarter 4 key performance indicators	41%	15%	24%	20%
<b>Departmental breakdown</b>				
Housing and Community Care	30%	10%	30%	30%
Children and Families	31%	15%	15%	39%
Central Services	57%	7%	0%	36%
Environment and Culture	57%	29%	14%	0%
Human Resources	25%	0%	75%	0%
Corporate Complaints	38%	25%	38%	0%

Overall Complaints handling across the Council improved in 2010-11.

High risk indicators include:

**Adult Social Care:**

- NI130 (*Clients receiving self- directed support*)
- NI135 (*Carers receiving needs assessments*)

Neither of these indicators achieved their target for 2010-11 and data quality continues to be a problem. A number of PCT indicators do not have any data but we are actively developing a more robust set for Quarter 1 2011-12 with colleagues from the PCT.

**Children & Families:**

- NI 019 (*rate of proven re-offending for young offenders*)
- *Number of 18 year olds subject to a Child Protection plan.*
- NI 51 (*Child and Adolescent Mental Health Services*)

No data has been received for these indicators, and trend performance earlier this year reveals the number of Child Protection plans to be increasing. The annual target for NI 51 (*CAMHS*) was also not achieved.

**Central Services:**

- NI 016 (*serious acquisitive crime*).

Data collection is proving problematic at present because of changes to the definition.

**Environment & Neighbourhood Services:**

- NI 192 (*percentage of household waste sent for re-use, recycling and composting*)
- *Number of active library book borrowers.*

Although both indicators have shown slight improvement through the year, both have failed to achieve their annual target for 2010-11.

**Regeneration & Major Projects:**

- NI156 (*number of households living in temporary accommodation*).
- NI 152 (*percentage of working age people on out of work benefits*)

The Temporary Accommodation indicator was performing well but performance has deteriorated this quarter and is expected to get worse during 2011-12 as the impact of changes to the Housing Benefit system emerge. Reductions in grant funding coupled with the weak national economy have negatively impacted on the Council's ability to progress worklessness-related initiatives and as a consequence the target for 2010-11 has not been achieved.

## **6.0 Background**

'Brent Our Future 2010-14' is a four year strategy document, which sets out the Administration's priorities over the coming years. These priorities form the core of our corporate Planning Framework, and monitoring is facilitated through a series of performance scorecards. These scorecards are designed to provide managers with a consistent set of management information. Each indicator has a designated owner who is individually responsible and accountable for validating and reporting. This newly introduced system enables us to be more performance-oriented and cost-aware at an operational level, as well as being more evidence-focussed when taking decisions at a strategic level.

## **7.0 Corporate context**

Given the depressed economic outlook and the policy changes which continue to emanate from central government, difficult decisions will need to be taken over the coming years. The challenge to balance reduced funding with the anticipated sustained increase in demand for services, particularly by the most vulnerable in our community, remains constant.

Therefore prudent financial planning and continuous improved performance are essential to preserve service quality and provision for the medium term. To this end, in 2010 we rolled out the Oracle Financial system across the organisation and the system is now fully operational. This system will improve the quality of financial reporting and improve the efficiency of transactional processes.

'One Council' is Brent's four year project delivery programme, which comprises a broad and diverse portfolio of strategic service improvement projects. The aim of the One Council Programme is to improve significantly the way the council organises itself and delivers services in order to limit the impact of budget reductions on Brent residents. It provides a robust framework to deliver complex change quickly and effectively. To date, the programme has delivered substantial savings and is on track to deliver more in the future as we seek to mitigate the negative impacts of a prolonged period of reduced funding.

### **Departmental Summaries**

As a result of recent internal restructuring, Housing has recently transferred over to the newly created Regeneration and Major Projects department. From next quarter therefore this report will reflect the new organisational structure.

## **8.0 HOUSING AND COMMUNITY CARE - FINANCE**

General Fund			
Item	Budget 2010-11 £000,	2010-11 Out-turn £000,	(£) = underspend Variance £000,
Adult Social Care	£88,118	£89,421	£1,303
Housing	£25,371	£24,430	(£941k)

In quarter 3 Housing and Community Care declared an over spend of £755k predominantly within Adult Social Care. The outturn for quarter 4 now shows the over spend reducing to £362k.

- The over spending in Adult Social Care improved from £1.464m to £1.303m. The deficit within the main service blocks remained relatively constant at £3.7m but there were savings of £2.4m within their core services from the under use of bad debt provision and reduced expenditure on the consultancy and transformation budget.
- The Housing under-spend improved from £709k in quarter 3 to £941k. The under-spend has mainly arisen from additional grant monies received, under-spends on incentives paid to landlords and a reduction in rent payments on void expenditure.

### **Housing & Community Care Capital**

The main capital issues for quarter 4 are as follows:

#### **Adult Social Care**

- Forecast expenditure totalling £622k for the Walm Lane redevelopment has been re-phased from 2010/11 to 2011/12 in order to reflect adjusted scheme cash flows.
- Expenditure and resource relating to the Social Care Reform grant totalling £165k had been duplicated in the capital programme, where funding already within the Walm Lane scheme. There was a nil impact to the programme overall arising from this adjustment.

#### **Housing**

- Forecast expenditure totalling £2.439m for Private Sector Renewal Support Grant has been re-phased from 2010/11 to 2011/12 in order to reflect reduced take up during 2010/11.

- Additional Disabled Facilities Grant totalling £317k was received to fund the programme.
- Housing capital programme expenditure increased against budget by £527k in relation to the Granville New Homes and South Kilburn Regeneration schemes. This was offset in full by additional resources from South Kilburn earmarked reserves and Granville New Homes earmarked capital receipts. There was a nil impact to the programme overall arising from these movements.

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

The Housing Revenue Account is a ring-fenced account containing the income and expenditure relating to the Council's Landlord duties for more than 9,000 properties.

The HRA surplus for 2010-11 has increased from £466k to £1.841m between quarters 3 and 4. This change is due lower capital financing and general/special management costs partly offset by reduced HRA subsidy being received and a higher provision for bad debts.

### **HRA Capital**

The main HRA capital issues for quarter 4 are as follows:  
Forecast expenditure to be funded from an HRA revenue contribution to capital outlay increased against budget by £2.857m. This was offset in full by an additional revenue contribution from the HRA. There was a nil impact to the programme overall arising from these movements.

## **8.1 HOUSING - PERFORMANCE**

### **NI 156 Number of Households Living in Temporary Accommodation**

The target for this priority has been exceeded by almost 2.5%. Overall, the Temporary Accommodation figure has been stable for some months, with only minor variances. However, changes to the Local Housing Allowance which come into effect later in 2011-12 are expected to result in an increase in homeless approaches and therefore client numbers in Temporary Accommodation from April 2011 onwards.

### **NI 155 Number of Affordable Homes Delivered (gross)**

The gross number of affordable homes delivered in 2008-09 was 705 homes. In 2009-10 an additional 679 homes were completed, and in this current year 1,068 homes were completed. Therefore, the combined total of 2,452 over the three year period has far exceeded the mayor's revised three year target.

## **8.2 ADULT SOCIAL CARE (ASC) – PERFORMANCE**



Data quality continues to be a problem in ASC, particularly relating to the number of clients receiving Self-Directed Support (NI 130) and carers receiving needs assessments (NI 135). The main issue to be addressed is the poor quality of returns from the Brent Mental Health service and general under reporting across all ASC services.

However, a variety of complementary initiatives are currently underway which are expected to bring about cross-cutting improvements. The Customer Journey and ASC Transformation projects have adopted revised processes and an improvement in data quality is expected over the course of the next financial year. The new Department Scorecard combined with the introduction of a new operational performance management framework will also take effect by the next reporting period.

### **NI 130 Social Care Clients receiving Self Directed Support**

With an actual performance figure of 24.86% against a target of 30%, this priority has not met its quarterly target nor has it achieved its overall target for 2010-11.

However, as part of the Customer Journey Project, adult social care has been redesigned to have a more robust system in place. This includes an improved simplified customer experience, better use of time by staff and increased transparency of how resources and budgets are directed.

The objective of delivering a new system that is simpler, quicker and less bureaucratic for staff and customers has been achieved, but there were challenges during the process of change which negatively affected performance. Moving forward it is expected that the single end to end process rolled out at the beginning of April 2011 will help to achieve and sustain an increase in the number of people using self-directed support (personal budgets).

### **NI 135 Carers receiving Needs Assessment or Review**

This priority has not achieved its target, due to carers' assessments not being completed and/or recorded accurately onto the Frameworki system, and where assessments are being completed as part of a joint assessment these are not being picked up.

### **NI 141 Vulnerable People achieving Independent Living**

The performance data for this indicator has a time lag of 6 weeks and hence the data provided relates to actual data for Quarter 3, where 71 out of 97 departures from homes were 'planned moves'. The variation in performance

is attributable to the number of evictions and abandonments in general from vulnerable client groups such as offenders, young people, single homeless people and drug & alcohol abusers.

However, this performance level is seen as a one off, particularly when compared to the two year average; discussions are ongoing with all providers as part of our routine contract monitoring processes and it is anticipated that performance will improve significantly in the next quarter.

### **NI 131 Reducing Delayed Transfers of Care**

There have been problems with this indicator for the past few quarters and no performance information was provided again for this quarter. The lack of information makes it impossible to evaluate performance and risk from a strategic perspective at this time.

## **8.3 PUBLIC HEALTH**

### **NI 150 Adults in Contact with Secondary Mental Health Services in Employment**

There have been problems with this indicator for the past few quarters and no performance information was provided again from Brent Mental Health Trust for this quarter. The lack of information makes it impossible to evaluate performance and risk from a strategic perspective at this time.

### **NI 40 Number of Drug Users Recorded as being in Effective Treatment**

Although there is a three month performance reporting time lag, this indicator remains high risk. Latest National Drug Treatment Monitoring System data shows the cumulative figure to be 486, against an annual target of 1040.

### **Tuberculosis Treatment Completion Rate**

This priority has exceeded its target for 2010-11. The target was 85% and 86.8% was actually achieved. The unit maintains its high levels of treatment completion alongside high performance in other areas, such as HIV testing of tuberculosis patients.

### **NI 121 Mortality Rate from all Circulatory Diseases at Ages under 75**

The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes and kidney disease. Everyone between the ages of 40 and 74, who has not already been diagnosed with one of these conditions, will be invited (once every five years) to have a check to assess their risk of acquiring one of these conditions, and to provide support and advice to help them reduce or manage the risk.

In Brent, a decision was made to introduce the NHS Health Checks as a pilot to the most deprived locality. A 6 month pilot was agreed with ten GP

practices in Harlesden and conducted between October 2010 and March 2011. Out of the total number of eligible patients (12,843), 1181 had completed health checks - 31 of which were undiagnosed diabetes, 18 had hypertension and 611 received physical activity advice.

### **NI 112 Under 18 Conception Rate**

This indicator has an 18 month reporting delay and conception data is calculated on calendar years. The rolling quarterly average continued to decrease in Q4 (October – December 2009), although this quarter saw the highest number of conceptions for the year – 44.9. The figures for Brent have remained lower than the London average for 3 consecutive quarters (45.5) and this quarter the rate is in par with the England average.

Whilst there has been a clear reduction in the conception rate this year (2009) against previous years, with an actual number of conceptions being 158 by the end of quarter 4, the target of a 41.4% reduction (i.e. no more than 128 conceptions) has not been met.

## **9.0 CHILDREN & FAMILIES – FINANCE**

General Fund			
Item	Budget 2010-11 £000,	2010-11 Out-turn £000,	(£) = underspend Variance £000,
Children and Families	£56,169	£56,542	£373k

The Children and Families overspend for quarter 4 increased by £36k from £337k in quarter 3 to £373k.

- The main pressure on the budget was the cost of children’s placements for children in care where there was an overspend of £2.3m. Although the numbers of looked after children continued to rise in the last quarter there was a further shift from the use of independent fostering agencies to in house fostering which has continued into the new financial year as new in house foster carers have been recruited.
- There were also pressures on alternative education costs and support for the capital programme. These were offset by underspending in early years and youth centres budgets as well as from non schools standard fund monies, transport costs and restructuring within Strategy and Partnerships.

### **Children & Families Capital**

The main capital issues for quarter 4 are as follows:

- Forecast expenditure totalling £3.660m has been re-phased from 2010/11 to 2011/12 in relation to Devolved Formula Capital and other ring-fenced grants in order to reflect utilisation by the schools.
- Net adjustment of £493k has been included within Quarter 4 to reflect reductions in grant received for both schools and youth services against that forecast.
- Forecast expenditure totalling £1.298m in relation to Popular Schools Initiative Grant has been excluded from the capital programme as this funding is passed directly to the schools and the Council does not control expenditure of these sums.

### **Schools Budget**

The ring-fenced Schools Budget is split into two parts. The first element delivers delegated funding to schools – school budget shares. The second part is termed central items expenditure and covers local authority retained elements.

For 2010-11 the central items expenditure overspent by £2.761m which now results in a very concerning position of a cumulative overspend on the Schools Budget of £5.738m when the 2009-10 overspend of £2.977m is included. This will need to be recovered by reducing the amount of centrally held DSG available for future services.

- The situation for 2010-11 comes primarily from overspending on SEN budgets arising from pressure on recouPMENT, residential, out of borough and in year 'Statementing'. An increase in pupils with statements and limited capacity in Brent schools has resulted in an increase in expensive out of borough placements in independent or private provision.
- In setting the Schools Budget for 2011-12 a reduction of £1.5m was planned to bring the 2010-11 overspend under control and eliminate it over 2-3 years. The further worsening of the position means the Council in consultation with the Schools Forum must look again at resolving this problem.
- In setting the Schools Budget for 2012-13 consideration will be given to reducing the overspend significantly and this will put pressure on all central budgets as well as schools delegated budgets. In addition a major One Council project is under way which aimed at increasing in-borough provision and thus reducing the need for more expensive out of borough placements.

## **9.1 CHILDREN & FAMILIES – PERFORMANCE**

Brent was judged to be 'performing well' in the Annual Children's Services Assessment 2010. Notable strengths were secondary schools and most provisions for learning after age 16, 3 out of the 4 pupil referral units, fostering and adoption services for Looked After Children, and the majority of nursery and primary schools. It was also noted that provision for primary school pupils and for those from children's homes and young children could be improved.

The Children and Families Service is generally performing well, although the rate of proven re-offending (NI019) shows a high risk status this quarter when previous quarters were low risk. The actual number is 46 compared to the target of 38. Performance may be affected by a decrease in resources and the Youth Offending Service is confident that robust case management processes will mitigate this risk.

The number of under-18 year olds subject to a Child Protection Plan has no target and the actual number of 261 this quarter shows the direction of travel worsening this quarter. CPPs are being very closely monitored by the safeguarding and children's social care management teams as a control measure.

Children & Families performance continues to improve overall but the shortage of local school places means that the service remains under constant pressure to meet rising demand.

#### **NI 108 Key Stage 4 Black Caribbean Boys and Somali Boys**

The Local Authority has set up a multi agency approach to improving outcomes for Black Caribbean and Somali pupils. The strategy group is chaired by the Deputy Director of Children and Families and its purpose is to improve outcomes and reduce exclusions for Black Caribbean and Somali boys for the ages of 9-13 years and 14-19 years.

Schools that are achieving better outcomes have been identified and a meeting was held to identify ways in which good practice can be shared. A website has been set up (will be launched in the spring term) with leading schools to share good practice and ways of narrowing the gap for Black Caribbean and Somali boys. There is a robust evaluation methodology in place which includes an annual update and analysis of many key educational, economic and social indicators.

#### **NI 111 First Time Entrants to the Youth Justice System aged 10-17**

The Youth Offending Service Triage Programme is an early intervention programme that diverts First Time Entrants (FTEs) away from the Youth Criminal Justice System by issuing final warnings and reprimands. The

success of this Triage programme has been a key factor in reducing the number of FTEs to the Criminal Justice System.

During the first three quarters of 2010-11, 204 young people who would otherwise have been sent to the criminal justice system were referred to the Triage programme by the police. Brent Youth Inclusion Programme's (YIP) services ceased with effect from 31<sup>st</sup> March 2011. This quarter's performance was 64 against a target of 102 FTEs, and the total number of first time entrants to the criminal justice system for 2010/11 was 190 against a target of 408 FTEs.

### **NI 56 Child Obesity in Primary School (year 6)**

The performance for this indicator is based on the National Child Measurement Programme (NCMP) results released on 15 December 2010, which indicates childhood obesity in year 6 has decreased by 1.2% and hence the target set for 2010-11 has been achieved. The quarterly target of 24 families to have attended the Mind, Exercise, Nutrition, Do it (MEND) programme has been exceeded by 6 families this quarter.

In addition, a total of 18 MEND programmes have now been delivered to date, with a total of 218 families having attended these programmes, this exceeds the target of 216 families. However, due to funding cuts for the Childhood Obesity programme, the MEND programme ceased in March 2011.

The school meals data is still being collected and data will not be available until July 2011.

### **NI 63 Stability of Placements of Looked After Children**

The out-turn for this target for the previous 3 years has been 61-64% which is broadly in line with our statistical neighbours out-turn of 65.8% (2009-10). The performance target is also impacted upon by the total number of children in care, which is currently approximately 20% higher than last year.

Rising costs and an increased number of care proceedings significantly impacts on the capacity and resources of the care planning service in providing robust and focussed support to all children and young people in care. To mitigate this risk the Council adopts a pro-active approach to the identification of cases where there are initial signs of disruption.

### **Children's Sports Participation**

Performance for this quarter of 23,978 visits has exceeded its target of 20,497. This was achieved by having a good number of dry-side visits and paid swimming usage.

### **NI 51 Effectiveness of Child and Adolescent Mental Health Services (CAMHS)**

Unfortunately, the CAMHS team have been unable to meet its final target on their local sub-indicator. The shortfall is attributed to a score 3 against a target of 4 on the range of early intervention support services. This was mainly due to the cuts in funding within the Area Based Grant, the disaggregation of NHS Brent and LAA budgets as well as the loss of key posts.

#### **NI 54 Disabled Children's Services**

This indicator has now been abandoned by the Department for Education because the data collection process proved to be too problematic to be meaningful and add value.

### **10.0 FINANCE & CORPORATE SERVICES, REGENERATION AND MAJOR PROJECTS, CENTRAL SERVICES - FINANCE**

General Fund			
Item	Budget 2010-11 £000,	2010-11 Out-turn £000,	(£) = underspend Variance £000,
Finance and Corporate Services, Regeneration and Major Projects and Central Services	£26,849	£28,226	£1,377

The Corporate Unit budgets have an over-spend for quarter 4 of £1.377m.

- This includes overspends on Housing Benefit payments and under recovery of council tax and NNDR summons income, though the position has improved in this area from the £700k forecast in quarter 3.
- During 2010/11 there have been various Council restructures and the movement of budgets. There has also been an elimination of major parts of the internal trading system which has required the cleansing of historic data relating to anticipated income. These changes have meant there have been issues over the realignment of budgets and the remaining internal charging mechanisms. There has consequently been an under recovery of internal income across a number of the corporate units which has led to overspending in these areas. As this has related to purely internal transactions there has been no effect on the overall financial position of the Council.

#### **Central Services Capital**

The main capital issues for quarter 4 are as follows:

- Forecast expenditure totalling £406k for the ICT Sharepoint Initiative has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.
- Provision for liabilities totalling £683k has been re-phased from 2010-11 to 2011-12 in order to maintain a provision in the current financial year.
- Forecast expenditure totalling £205k for Carbon Trust Works has been re-phased from 2010-11 to 2011-12 to reflect demand for loans from the funding pot.
- Forecast expenditure totalling £182k for Grange Road Acquisition and Sure-start contribution has been re-phased from 2010/11 to 2011/12 to allow continuing provision for costs arising.
- Capitalisation of Redundancy costs totalling £950k has been included in the capital programme reflecting the Direction received from the Secretary of State.
- Capitalisation of Oracle System implementation costs have reduced against budget by £1.030m. However, Performance Reward Grant forecast to fund these costs was not available and the sum of £969k has been met from additional unsupported borrowing.
- Provision for forecast levels of re-phasing in the overall programme totalling £4.673m has been removed to be replaced by actuals.

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

The main capital issues for quarter 4 are as follows:

#### **Civic Centre**

- Forecast expenditure totalling £3.525m for the Civic Centre has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.

#### **Children & Families**

- Forecast expenditure totalling £9.619m across all school schemes has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.
- Forecast expenditure totalling £3.497m for the Roundwood Youth Centre has been re-phased from 2010-11 to 2011-12 in order to reflect delays incurred in confirmation of Big Lottery Fund grant funding.



- Additional expenditure totalling £3.578m has been included in the programme reflecting capital expenditure incurred directly by the schools on the council's assets. This has been offset in full by additional contributions from the schools. There was a nil impact to the programme overall arising from these movements.
- There has been a net reduction of £3.896m against budget across the remainder of the Children and Families RaMP schemes reflecting under-spends and adjusted levels of grants and contributions received.

### Culture

- Harlesden Library completion costs have under-spent against budget by £49k which is reflected in reduced levels of grant and contributions.
- The Installation of RFID automation systems across Brent's libraries has overspent by £159k.
- This scheme is funded from self funded prudential borrowing and additional debt charges arising will be met from existing revenue budgets.

### Adults and Social Care

- Forecast expenditure totalling £172k for individual schemes has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme requirements.

### Housing

- Forecast expenditure totalling £527k for Chalkhill has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flow.

### Corporate

- Forecast expenditure totalling £1.655m for Property schemes has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.
- South Kilburn Regeneration costs have increased in year by £753k against budget. This has been offset against the 2011-12 budget allocation to reflect the adjusted scheme cash flow.
- This movement is funded by capital receipts generated by the scheme with a nil net impact to the programme overall.
- Forecast expenditure totalling £56k for Safer Stronger Communities has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.

## S106

- Available S106 agreement funding totalling £7.119m has been re-phased from 2010-11 to 2011-12 to reflect potential for utilisation.

## **Central Items**

For quarter 4 the actual under spend has increased to £1.714m from £1.398m.

- The outturn under-spend on capital financing costs is £1.788m. This is due to lower than expected external financing costs from debt restructuring which took place in October 2010, also because of additional savings on HRA interest costs and lower than expected use of contingencies.

## **10.1 FINANCE & CORPORATE SERVICES, REGENERATION AND MAJOR PROJECTS, CENTRAL SERVICES – PERFORMANCE**

### **Central Services**

The main area of high risk is Community Safety where no data has been supplied. There has also been no returned data for the Brent claimant count this quarter but figures for the number of people on out of work benefits shows an increase since September 2010 which has remained.

### **NI 16 Serious Acquisitive Crimes**

1654 cases were recorded against a target of 1800. However this indicator remains high risk because accurate data collection has proved to be problematic. Previous issues relating to the theft of gold jewellery and the ease with which it can be sold on continues. Police have been undertaking operations around gold jewellery vendors to regulate and investigate the sale of stolen property. An emerging trend relates to burglaries where the keys to 'high end' motor vehicles are being stolen.

### **NI 24 Satisfaction with the way the Police and Council deal with ASB**

This quarter's performance has been faultless. 100% of victims supported rated the service they received between good and excellent against a target of 87%. The support of a 4<sup>th</sup> ASB officer has assisted greatly in spreading the work load and achieving higher satisfaction. However, the overall target for the year 2010/11(87%) has fallen short by 3%.

## **NI 15 Serious Violent Crimes**

This quarter's progress is positive with 63 cases recorded compared to the target of 174. The police have been pro-active in targeting those who are perpetrating weapon enabled robberies, particularly around gold jewellery theft. There have also been pro-active partnership operations around particular areas where gang crime has been on the increase.

### **9.2 Complaints Handling**

Overall there has been a 20% decrease in the number of complaints received in Brent Housing Partnership and a 21% decrease in the Planning Service compared to those recorded in 2009-10. Complaints in Revenue & Benefits reduced by two thirds in 2010-11, and this significant reduction is largely attributed to the LEAN Review which was successfully conducted during the year.

Refuse collection and Parking enforcement represented the bulk of complaints received in Environment & Neighbourhood Services, and the department's decrease of 37% for Stage 1 complaints is mainly due to improvements to local customer-facing services. Children & Families performance has remained static this year, principally because the majority of complaints reflect the wider shortage of school places in the locality and the ongoing challenge to realistically manage parents' expectations in this area. A marked reduction in Stage 2 and 3 complaints in the Housing department reflects improved ability to resolve issues satisfactorily at Stage 1.

### **Regeneration & Major Projects**

This newly created department officially came into being on 1<sup>st</sup> April 2011 and has recently added Housing to the portfolio.

The department faces a number of pressures over the coming months. The poor economic outlook and reduced grant funding will continue to negatively impact upon the Council's ability to tackle worklessness in the borough.

Further, the cap on Housing Benefit is expected to cause displacements which will put pressure on the Temporary Accommodation budget. However the department is currently engaged in a variety of horizon-scanning exercises in an effort to ascertain the potential impacts of national policy changes, with a view to developing a robust response.

## **NI 152 Working Age People on Out of Work Benefits**

The gap between Brent and the rest of London remains the same as in Q3 2010-11. This is partly due to continued effects of the economic downturn on the labour market, but again mostly due to a revision in the calculation of working age population which has caused a drop in Brent by 18,200 people between Q1 & Q2 2010-11, and a rise in benefit claimants of 740 people.

Funding for worklessness-related activities has been reduced significantly and the replacement of FND2 with the Work Programme (WP) has limited the direct influence over our employment activities in the borough. The WP providers have been announced, and we are currently working on a strategy to influence delivery of outcomes in our priority areas, and securing further Section 106 funding to pay for delivery additional outcomes in the borough – particularly around construction.

This priority has not achieved its target for the year due to continued plans for government spending cuts, lack of general funding and the limited impact that the reduced Brent In2 Work service can provide in such circumstances.

#### **NI 156 Number of Households Living in Temporary Accommodation**

The target for this priority has been exceeded by almost 2.5%. Overall, the Temporary Accommodation figure has been stable for some months, with only minor variances. However, changes to the Local Housing Allowance which come into effect later in 2011-12 are expected to result in an increase in homeless approaches and therefore client numbers in Temporary Accommodation from April 2011 onwards.

#### **NI 155 Number of Affordable Homes Delivered (gross)**

The gross number of affordable homes delivered in 2008/09 was 705 homes. In 2009/10 an additional 679 homes were completed, and in this current year 1,068 homes were completed. Therefore, the combined total of 2,452 over the three year period has far exceeded the mayor's revised three year target.

### **10.0 ENVIRONMENT & NEIGHBOURHOOD SERVICES - FINANCE**

General Fund			
Item	Budget 2010-11 £000,	2010-11 Out-turn £000,	(£) = underspend Variance £000,
Environment and Neighbourhood Services	£45,354	£44,931	(£423k)

The out-turn for Environment & Neighbourhood Services improved by £523k from the forecast overspend in quarter 3 of £100k to a surplus of £423k.

- The main pressures in this area were the shortfall in income and grants within Planning and the shortfall on parking income. These have been more than offset by surpluses within Parks, Sports and the Environment Directorate.

### **Capital Programme**

The main capital issues for quarter 4 are as follows:

- Transport for London grant funded schemes were overspent by £183k.
- Forecast expenditure totalling £1.824m for the Stadium and Estate Access Corridors has been re-phased from 2010-11 to 2011-12 awaiting final resolution of outstanding land claims.
- Forecast expenditure totalling £1.729m for Environmental, Highways, Parks, Cemeteries and Sports schemes has been re-phased from 2010-11 to 2011-12 in order to reflect adjusted scheme cash flows.
- The Pavements and Roads capital programme expenditure increased against budget £624k, of which £451k was offset by an additional contribution to scheme costs from South Kilburn NDC. This resulted in a net overspend of £173k.
- The CCTV Enforcement of Moving Traffic Contraventions has underspent by £309k. This scheme is funded from self funded prudential borrowing and reduced debt charges arising from this saving will be fall on existing revenue budgets.
- Individual Environment schemes expenditure reduced against budget by a net £74k., In addition, further grant and contributions totalling £149k were received to fund this expenditure reducing the level of unsupported borrowing required to fund the programme.
- Net adjustment of £108k has been included within Quarter 4 to reflect reductions in grant received against that forecast.

## **10.1 ENVIRONMENT & NEIGHBOURHOOD SERVICES – PERFORMANCE**

Areas of high risk include the number of active borrowers (local libraries indicator) and the percentage of waste recycled, reused and composted (NI192). The Libraries Transformation project is designed to improve levels of borrowing in the longer-term, and the business case anticipated disruption in the short-term. However it is increasingly clear that visitors use the library

service for a variety of reasons and not solely for the purpose of borrowing books (e.g. access to I.T or community activities). Therefore as the project progresses, the service will continue to closely monitor visitor numbers to ensure that future provision is tailored to meet their needs.

Waste management services have been under increasing pressure as resources for recycling in the borough have become more limited since the beginning of 2009. However, a new Waste Strategy has been adopted for Brent and will be implemented throughout 2011 in an effort to improve performance.

### **NI 192 Percentage of Household Waste sent for Reuse, Recycling and Composting**

With an actual performance level of 28.46% and a target of 34.10%, performance is significantly below target for this quarter. However it is anticipated that the new Waste collection service, due to be rolled out this year, will increase the recycling rate to help the Council achieve its target of 60% by 2014.

### **Children's Sports Participation**

Performance during quarter 4 exceeded target, and the annual target has seen an overall increase of 6%. This was mainly achieved through an increase in the number of clients making 'dry side' visits at the sports centres, as well as improved take up rates for paid swimming sessions.

### **NI 188 Plans to adapt to Climate Change**

Overall this priority has achieved its Level 3 target of adapting to climate change. Actions are being undertaken to achieve Level 4, but many of these need to be developed further and integrated more deeply into strategic council-wide decision-making. In addition, adaptive responses need to be more readily considered and taken up, so they become more common place. Therefore the next quarter will address areas where there has been some unevenness in emphasis during this quarter.

### **NI 185 CO<sub>2</sub> Reductions from Local Authorities**

This indicator has just been given a higher priority as there is a risk of financial penalties being incurred by the council and the Council's tax liability needs to be as accurate as possible. Therefore the Council has adopted a revised target of a 25 % reduction by 2014, and a business case for the Carbon Management Programme is currently being developed. Actual performance figures for 2010-11 will be available by quarter 2.

## **12.0 Financial implications**

These are set out in the main body of the report.

### **13.0 Legal implications**

The capital programme is agreed by Full Council as part of the annual budget process. Changes to, or departures from, the budget during the year other than 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.

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.

### **14.0 Diversity implications**

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

### **15.0 Contact officers**

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