



Performance & Finance Review

Performance Report Quarter 4 2011-12

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 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 (i.e. where the service can have no direct influence over its performance) 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. |

PUBLIC HEALTH












| Reference | Performance Indicator | 2010-11 End of Year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|-----------------------|--|---------------------------|----------------------------|------------------------------|--|---|
| Local via the PCT | Number of hospital admissions for over 65s. | n/a | 1735 (Q3) | n/a | n/a | <i>Cumulative. Measures the number of people aged 65 and over who are admitted to hospital.</i> |
| NI 40 via the PCT | Number of drug users recorded as being in effective treatment. | n/a | 1403 (Q3) | n/a | n/a | <i>Cumulative on a 12 month rolling programme. Measures the number of drug users recorded as being in effective treatment after triage.</i> |
| Local via the PCT | Tuberculosis Treatment completion rates, (% of cases). | n/a | 85.9 | 85 |  | <i>In arrears. Rolling year Jan-Dec 2011. Measures the number of people who, having been diagnosed with TB complete treatment programmes.</i> |
| NI 121 via the PCT | Mortality rate from all circulatory diseases at ages under 75. | n/a | 76.5 | 73.1 |  | <i>In arrears. March 2010. Measures mortality rates from all circulatory diseases per calendar year.</i> |
| NI 112 via the PCT | Under 18 conception rates. | n/a | 35.2 | 41.4 |  | <i>Q4 2010 actual. Delayed reporting 12 months in arrears. Data supplied by PCT.</i> |
| | | | | | | |
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Key Risks

Drugs (PCT): There are no targets set on partnerships to determine the numbers in effective treatment; we do however still collect this information. There is an expectation of all agencies, commissioned to deliver substance misuse services, to increase the numbers. The NTA (National Treatment Agency) does however monitor the growth in the number of individuals in effective treatment, as this does have an impact on future funding: Quarter 3, opiates – 1% growth; non-opiates growth 5% all drugs growth 2%

The National Strategy 2010 focuses performance on “recovery” and abstinence through **successful completions** which is an outcome, again this is another measure that does impact on future funding. Quarter 3, successful completions as a proportion of the total number in treatment; 14% for opiate users; 41% for non-opiate users and overall 25% for all drug users. Growth in successful completions from 2010/11 baseline data show growth in successful completions by 15% for opiate users, 14% for non-opiate users and 14% for all drug users.

ADULT SOCIAL CARE

| Reference | Performance Indicator | 2010-11 End of year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|----------------|---|---------------------------|----------------------------|------------------------------|--|---|
| NI 125 | % of over 65s who are still at home after 91 days following discharge. | 90% | 89% | 90% |  | <i>Measures the % of over 65s who are still at home after 91 days following hospital discharge into the Council's re-ablement services.</i> |
| NI 130 | Social Care clients receiving self-directed support. | 32% | 48% | 60% |  | <i>Cumulative. Measures the % of clients receiving self-directed support per 100,000 of population.</i> |
| NI 131 | Delayed transfers of care. | 4 | 3 | 9 |  | <i>Cumulative. Measures the weekly number of delayed transfers from hospitals to community settings.</i> |
| NI 132 | Timeliness of Social Care assessments. | 76% | 64% | 90% |  | <i>Cumulative. Measures the % of adult assessments completed within 4 weeks</i> |
| NI 133 | Timeliness of Social Care packages following assessment. MENTAL HEALTH ONLY | 85% | 76% | 95% |  | <i>Cumulative. Measures the % social care packages put in place within the recommended timelines following assessment.</i> |
| NI 135 | % of carers receiving needs assessment or review and a carer's service. | 19% | 29% | 30% |  | <i>Cumulative. Measures the % of carers receiving needs assessment or review and a specific carer's service, or advice and information.</i> |
| Local | Number of clients living in the community. | 5395 | n/a | Indicative only |  | <i>Measures the number of clients who are currently living independently in the community.</i> |
| Local | Number of clients in residential care who suffer from dementia | n/a | 231 | Indicative only |  | <i>Latest. Gives a snapshot of the number of residential care clients who also have dementia.</i> |
| Local | Number of clients in nursing and residential care. | 991 | 1019 | Indicative only |  | <i>Latest. Gives a snapshot of social care clients in nursing and residential care in the borough.</i> |
| Local | Number of adult contacts who were eligible after Fair Access to Care screening. | n/a | 849 | Indicative only |  | <i>Cumulative. Measures the total number of clients who were eligible to receive re-ablement or long-terms services after assessment.</i> |
| Local CMP10 | Total number of complaints received (stage 1). | 13 | 33 | Indicative only |  | <i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i> |

| | | | | | | |
|----------------|--|---|---|-----------------|--|--|
| Local CMP11 | Total number of complaints escalated to stage 2. | 2 | 0 | Indicative only |  | <i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i> |
| Local CMP12 | Total number of complaints reaching stage 3. | 1 | 0 | Indicative only |  | <i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i> |

Key Risks

NI125 has been given green status because the end of year target has been met. The figures are more accurate as a representation of the clients leaving hospital due to the new reporting methods used.

NI130 does not include those who get only professional support. Therefore, a large volume of mental health clients do not qualify for Self-Directed Support.

NI131 – we have included the social services delays part of this indicator only as we cannot directly influence the NHS part of the delays.


NI132 includes a huge backlog of cases from the previous financial year which has affected overall performance for this year.









NI133 is for mental health only. Please note this is now a local indicator.

NI 135 – there is a data quality issue with this indicator for Q4.

Complaints: Based on the first three quarters of this year stage 1 complaint volumes are on course to decrease by 15%. Escalated complaints for the year were very low at just 4%. The complaints manager is continuing to work with service managers to ensure that the quality of investigations is maintained.

CHILDREN & FAMILIES













| Reference | Performance Indicator | 2010-11 End of year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|-----------|---|---------------------------|----------------------------|------------------------------|---|---|
| NI 114 | Rate of permanent exclusions. | 0.96 | 0.67 | 0.5 |  | Measures the annual rate of exclusions from Brent-maintained schools per 1000 pupils. |
| Local | Net shortfall of places at Key Stage 1 | n/a | -439 | 0 |  | Measures the number of unplaced pupils in Reception, Year 1 and Year 2 compared to the number of vacancies for 4-6 year olds. Negative = shortfall, positive = surplus. |
| Local | Net shortfall of places at Key Stage 2 | n/a | +57 | 0 |  | Measures the number of unplaced pupils in Years 3,4,5,6 compared to the number of vacancies for 7-10 year olds. Negative = shortfall, positive = surplus. |
| Local | Net shortfall of places at Key Stage 3 | n/a | +388 | 0 |  | Measures the number of unplaced pupils in Years 7,8,9,10,11 compared to the number of vacancies for 11-16 year olds. Negative = shortfall, positive = surplus. |
| NI 117 | Percentage of 16 to 18 year old NEETs | 5% | 3.9% | 4% |  | Measures the percentage of 16 to 18 year olds who are not in Education, Employment or Training. |
| NI 148 | Percentage of care leavers in employment, education or training | 71% | 64% | 80% |  | Measures the percentage of care leavers who are in Education, Employment or Training. |
| Local | Percentage of teenage mothers registered with children's centres. | n/a | 52% | 50% |  | Measures the percentage of teenage mothers registered with Brent children's centres. Demand led = target represents the London Average. |
| Local | Proportion of child referrals to social care, which are repeat referrals. | 17% | 17% | 17.2% |  | Measures the percentage of children within the social care service which are repeat referrals. |
| Local | Number of under 18 year olds subject to a child protection plan. | 258 | 171 | 255 |  | Indicative only: target for monitoring. Measures the number of under-18 year olds who have a child protection plan in place. |

| | | | | | | |
|-------------|---|-------|-------|-----------------|---|---|
| NI 062 | Stability of placements for looked after children (LACs): number of moves. | 15.7% | 14.2% | 13% |  | <i>Cumulative: Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.</i> |
| NI 062 d | Number of looked after children in Brent. | 387 | 371 | 350 |  | <i>Snapshot: Measures the number of looked after children in Brent.</i> |
| Local | Number of looked after children placed with Independent Fostering Agencies. | 112 | 101 | 89 |  | <i>Measures the number of looked after children placed with independent fostering agencies.</i> |
| Local | Number of looked after children placed with in-house foster carers. | 103 | 113 | 127 |  | <i>Measures the number of looked after children placed with local foster carers in Brent.</i> |
| NI 019 | Rate of proven re-offending by young offenders in Brent. | 46% | 35% | 38% |  | <i>Measures the percentage of young offenders who go on to re-offend.</i> |
| Local CMP10 | Total number of complaints received (stage 1). | 170 | 49 | Indicative only |  | <i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i> |
| Local CMP11 | Total number of complaints escalated to stage 2. | 6 | 5 | Indicative only |  | <i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i> |
| Local CMP12 | Total number of complaints reaching stage 3. | 3 | 0 | Indicative only |  | <i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i> |

Key Risks

Complaints: Complaint volumes are in line with those received in 2010/11. A total of 5 stage 2 requests were received in the quarter. A recent Ofsted inspection concluded that on the whole the department was effective at responding and resolving complaints. The low rate of escalation was noted. The inspectors did comment that improvements needed to be made in the area of learning from complaints. An action plan is being developed to address the points arising from the inspection.

ENVIRONMENT & NEIGHBOURHOOD SERVICES













| Reference | Performance Indicator | 2010-11 End of year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|----------------|--|---------------------------|----------------------------|------------------------------|--|---|
| NI 191 | Volume of residual waste kg per household. | 644 | 570 | 556 |  | Cumulative. Measures household waste that is not re-used, recycled or composted. |
| NI 192 | % of household waste sent for recycling. | 33 | 37 | 45 |  | Measures the % of household waste re-used, recycled or composted. |
| Local | Tonnes of waste sent to landfill. | 80,000 | 73,524 | 69,000 |  | Measures the volume of waste sent to landfill sites. |
| NI 196a | Number of fly-tipping incidents | 3882 | 4440 | 3000 |  | Latest. Measures the number of fly-tipping incidents around the borough. |
| NI 196b | Number of fly-tipping enforcement actions. | 5855 | 5670 | 3000 |  | Latest. Measures the average monthly score for enforcement actions against fly-tipping in the borough. |
| Local | Number of library visits per 100,000 population. | 6660 | 5873 | 6400 |  | Cumulative. Measures the number of visits to Brent libraries. |
| Local | Active library borrowers as a % of population. | 18.6 | 15.6 | 19.0 |  | Measures the proportion of people to borrow books from the libraries. |
| Local | Number of Adult visits to Brent Sports Centres to partake in sports activity | 1.27m | 1.24m | 1.25m |  | Cumulative. Measures the number of adults to visit sports centres to actively partake in sport. |
| NI 195a | % of Streets below standard for litter. | 10.2% | 15.3% (Mar) | 9% |  | Measures the % of streets which fail to meet environmental cleanliness standards. Per 4 month tranche. |
| Local CMP10 | Total number of complaints received (stage 1). | 405 | 105 | Indicative only |  | Cumulative. Measures the number of new complaints relating to each service area at the first stage. |
| Local CMP11 | Total number of complaints escalated to stage 2. | 46 | 12 | Indicative only |  | Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |
| Local CMP12 | Total number of complaints reaching stage 3. | 15 | 4 | Indicative only |  | Cumulative. Measures the number of complaints that reached the final stage of the complaints process. |









Key Risks

Waste and flytipping: please note that results are in arrears (Q3) for the following indicators - NI196a number of flytipping incidents and NI196b number of flytipping enforcements.

Complaints: The number of Stage 1 complaints corresponded with the numbers received in 2010/11 although in keeping with the general trend, stage 2 complaints reduced by 17% . There has been an increase in complaints relating to the Parking Shop and parking enforcement in general. This has been partly due to the backlog of representations that service has experienced. A strategy for addressing the problem has been developed and is being progressed by the Head of Safer streets together with colleagues.

REGENERATION & MAJOR PROJECTS

| Reference | Performance Indicator | 2010-11 End of year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|-----------|--|---------------------------|----------------------------|------------------------------|--|--|
| NI 155 | Number of affordable homes delivered. | 1068 | 516 | 330 |  | <i>Cumulative. Measures the number of new build completions.</i> |
| NI 157a | % of major Planning applications processed within 13 weeks. | 73% | 41% | 70% |  | <i>Measures the efficiency of the Planning applications process.</i> |
| NI 157b | % of minor Planning applications processed within 8 weeks. | 78% | 67% | 80% |  | <i>Measures the efficiency of the Planning applications process.</i> |
| NI 157c | % of other Planning applications processed within 8 weeks. | 89% | 81% | 90% |  | <i>Measures the efficiency of the Planning applications process.</i> |
| Local | % of working age residents in employment | 67% | 64.2% | 68.2% |  | <i>Measures the % of eligible age residents who are currently employed.</i> |
| NI 152 | Gap between Brent and London for working age people on out of work benefits. | 3% | 3.45% | 1.4% |  | <i>Measures how Brent's cohort of working age people on out of work benefits compares to the London average figures.</i> |
| Local | Total funding secured by regeneration and major projects activities | n/a | £49.5m | Indicative only |  | <i>Cumulative. Measures the amount of new investment into the borough.</i> |
| NI 156 | Number of households living in Temporary Accommodation. | 3019 | 3176 | 3500 |  | <i>Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.</i> |
| Local | Proportion of residents with no qualifications | n/a | -4.8 | 12.0 |  | <i>Latest. Measures the percentage gap between Brent and London average. Minus figure reflects higher than average.</i> |
| Local | Number of empty commercial properties in the borough | n/a | 60 | 60.6 |  | <i>Latest. Percentage of total commercial properties which remain unoccupied.</i> |
| Local | Current rent collection rate as a % of total rent due (excl. arrears) | 98% | 97.6% | 98% |  | <i>Latest. Percentage of rent collected by the Council as a proportion owed by Housing Revenue Account dwellings.</i> |
| Local | Average days taken to re-let Council properties | 27 | 26.7 | 27 |  | <i>Measures the average number of days taken to re-let Council properties.</i> |











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|--|--|-----|-------|-----------------|--|--|
| Local | % of repairs completed on the first visit. | 95% | 91.2% | 95% |  | <i>Measures the efficiency of the Housing Repairs system.</i> |
| Local | Number of tenancies benefitting from mandatory Enforcement action. | 768 | 827 | 650 |  | <i>Cumulative. Measures the number of tenancies where mandatory Enforcement action was taken.</i> |
| Local CMP10 | Total number of complaints received (stage 1). | 287 | 69 | Indicative only |  | <i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i> |
| Local CMP11 | Total number of complaints escalated to stage 2. | 55 | 12 | Indicative only |  | <i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i> |
| Local CMP12 | Total number of complaints reaching stage 3. | 34 | 1 | Indicative only |  | <i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i> |
| Brent Housing Partnership (BHP) | | | | | | |
| Local CMP10 | Total number of complaints received (stage 1). | 672 | 115 | Indicative only |  | <i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i> |
| Local CMP11 | Total number of complaints escalated to stage 2. | 143 | 13 | Indicative only |  | <i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i> |
| Local CMP12 | Total number of complaints reaching stage 3. | 40 | 9 | Indicative only |  | <i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i> |

Key Risks

Complaints (Regeneration): Housing stage one complaints are broadly in line with last year. Stage 2 complaints showed a 25% decrease. Planning complaints which make up the remainder are broadly in line with 2010/11. The impact of the benefit changes is likely to limit the pool of private sector properties available for housing homeless and potentially homeless people. This in turn is likely to lead to an increase in complaints. Discussions are on-going between the department and F&CS to ensure that a strategic approach is taken to limiting the impact of the restrictions.

Complaints (Brent Housing Partnership): The significant reduction in escalated complaints achieved by BHP has been commented on above. An escalation rate of just 10% from stages 1 to 2 in the quarter is a further indication of the improved approach to investigating and resolving complaints. First stage complaint numbers reduced by 16% in comparison with 2010/11 and is an indication of the effectiveness of the approach taken by the department to resolve issues before they become complaints.

CENTRAL SERVICES

| Reference | Performance Indicator | 2010-11 End of year | 2011-12 Year to date | 2011-12 Current Target | Alert | Definition |
|--|--|---------------------------|----------------------------|------------------------------|---|---|
| NI 015 | Serious violent crime rate. | 1.64 | 1.95 | 2.76 |  | Measures the number of serious crimes recorded by the police per 1000 of population. |
| NI 016 | Serious acquisitive crime rate. | 31.82 | 33.93 | 28.2 |  | Measures the number of serious thefts, burglaries etc. recorded by the police per 1000 of population. |
| NI 028 | Serious knife crime rate. | 2.05 | 2.13 | 1.92 |  | Measures the number of serious violent offences involving the use of a knife or other sharp instrument recorded by the police per 1000 of population. |
| NI 029 | Gun crime rate. | 0.39 | 5.3 | 0.48 |  | Measures the number of serious violent offences involving the use of a gun recorded by the police per 1,000 of population. |
| NI 181 | Time taken to process Benefit claims. | 9.77 | 8.19 | 8.0 |  | Measures the average number of days taken to process NEW Housing Benefit/Council Tax Benefit claims and change events. |
| Local | Council Tax collection rates. | 95.59 | 96.02 | 95.75 |  | Cumulative. Percentage. Measures Council Tax collected as an amount against the net debit raised at the start of the financial year. |
| NI 185 | Volume of CO2 emissions from council main buildings. | 3.0mil | 2.8mil | Indicative only |  | Cumulative. Measures the amount of CO2 emissions in tonnes from Mahatma Gandhi House, Brent House and Town Hall. |
| Local | Average number of working days lost due to sickness absence. | 4.35 | n/a | n/a |  | Measures the average number of days lost across the Council due to sickness absence. |
| Complaints: Strategy partnerships and improvement | | | | | | |
| Local CMP10 | Total number of complaints received (stage 1). | 0 | 0 | Indicative only |  | Cumulative. Measures the number of new complaints relating to each service area at the first stage. |
| Local CMP11 | Total number of complaints escalated to stage 2. | 0 | 0 | Indicative only |  | Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |


















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|--|--|-----|-----|-----------------|--|---|
| Local CMP12 | Total number of complaints reaching stage 3. | 0 | 1 | Indicative only | | Cumulative. Measures the number of complaints that reached the final stage of the complaints process. |
| Complaints: Customer and community engagement | | | | | | |
| Local CMP10 | Total number of complaints received (stage 1). | 19 | 37 | Indicative only | | Cumulative. Measures the number of new complaints relating to each service area at the first stage. |
| Local CMP11 | Total number of complaints escalated to stage 2. | 4 | 0 | Indicative only | | Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |
| Local CMP12 | Total number of complaints reaching stage 3. | 1 | 0 | Indicative only | | Cumulative. Measures the number of complaints that reached the final stage of the complaints process. |
| Complaints: Finance and corporate services | | | | | | |
| Local CMP10 | Total number of complaints received (stage 1). | 250 | 200 | Indicative only | | Cumulative. Measures the number of new complaints relating to each service area at the first stage. |
| Local CMP11 | Total number of complaints escalated to stage 2. | 47 | 16 | Indicative only | | Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2. |
| Local CMP12 | Total number of complaints reaching stage 3. | 3 | 7 | Indicative only | | Cumulative. Measures the number of complaints that reached the final stage of the complaints process. |










Key Risks

Complaints (customer services): Complaints relating to the service itself – as opposed to those it receives on behalf of other parts of the Council remain very low. The Complaints Service Manager continues to work closely with the Brent Customer Services Improvement Team to explore ways to increase the percentage of complaints resolved at the first point of contact.

Complaints (Finance and corporate services): All the complaints recorded by the department related to Revenues & Benefits. Complaints escalating from stage 1 to 2 reduced by 65% in comparison with 2010/11. Stage 1 complaint numbers overall reduced by approximately 20% in comparison with 2010/11. We need to bear in mind however that the full effects of the changes in HB legislation and their impact on complaints will not be felt until later on in 2012/13.

One Council Quarterly Snapshot Position

| PROJECT NAME | PROJECT SPONSOR | PROJECT STAGE | ALERT |
|--|-----------------|---------------|---|
| Live Projects | | | |
| Children's Social Care Transformation | Krutika Pau | Delivery |  |
| Future Customer Service | Toni McConville | Delivery |  |
| Strategic Procurement Review | Fiona Ledden | Delivery |  |
| Move to the Civic Centre | Gareth Daniel | Delivery |  |
| Adult Social Care: Commissioning Phase 1 | Alison Elliott | Delivery |  |
| Libraries Transformation | Sue Harper | Delivery |  |
| Transfer of Public Health Function | Phil Newby | Delivery |  |
| Complex Families | Fiona Ledden | Initiation |  |
| Project Athena: Phase 1 HR & Payroll | Clive Heaphy | Initiation |  |
| Adult Social Care: Transitions into Adult Life | Alison Elliott | Delivery |  |
| Adult Social Care: Commissioning Phase 2 | Alison Elliott | Delivery |  |
| Housing Needs Transformation (process) | Andy Donald | Delivery |  |
| Housing Needs Transformation (policy) | Andy Donald | Delivery |  |
| Waste & Street Cleansing (2011/12) | Sue Harper | Delivery |  |
| Special Educational Needs (SEN) Review: Phase 2 | Krutika Pau | Initiation |  |
| Integrating Health and Social Care | Alison Elliott | Initiation |  |
| Review of employee Benefits 2012/13 | Clive Heaphy | Initiation |  |
| Planned Projects | | | |
| Review of Admin. Support | Clive Heaphy | | |
| Fundamental Review of Youth Services | Cathy Tyson | | |

| | | | |
|---|----------------|--------|---|
| Early Years: Localities and Placements | Krutika Pau | | |
| Children with Disabilities | TBC | | |
| Parking | Michael Read | | |
| Highways | Jenny Isaac | | |
| Rationalisation of Grounds Maintenance | Jenny Isaac | | |
| Commissioning Temporary Accommodation | Andy Donald | | |
| Facilities Management | TBC | | |
| Review of School Improvement Service | TBC | | |
| Traded Services to Schools | TBC | | |
| Trade Waste | TBC | | |
| Completed Projects | | | |
| Finance Modernisation Project | Clive Heaphy | Closed |  |
| Income Maximisation Project | Clive Heaphy | Closed |  |
| Staffing & Structure Review Wave 1 | Clive Heaphy | Closed |  |
| Staffing & Structure Review Wave 2 | Clive Heaphy | Closed |  |
| Temporary Labour Project | Fiona Ledden | Closed |  |
| Special Educational Needs (SEN) Phase 1 | Krutika Pau | Closed |  |
| Adult Social Care: Direct Services | Alison Elliott | Closed |  |
| Adult Social Care: Customer Journey | Alison Elliott | Closed |  |
| Review of Employee Benefits | Clive Heaphy | Closed |  |








Performance and Finance Review

Finance Report




ADULT SOCIAL SERVICES

Budget: GENERAL FUND

Adult Social Services

| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Older People / Reablement & Safeguarding | 38,699 | 26,757 | 26,845 | 88 |  |
| Learning Disabilities | 20,080 | 17,879 | 18,487 | 608 |  |
| Physical Disabilities | 13,800 | 8,144 | 8,223 | 79 |  |
| Mental Health | 10,582 | 7,487 | 7,351 | (136) |  |
| Support Planning & Review | | 3,399 | 3,450 | 51 |  |
| Core / Client & Operational Services | 6,260 | 25,283 | 24,593 | (690) |  |
| Total | 89,421 | 88,949 | 88,949 | 0 |  |

Budget: CAPITAL

| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Adults: Individual schemes | 0 | 0 | 0 | 0 |  |
| Ring-fenced grant notifications for adult care | 94 | 1,200 | 300 | (900) |  |
| Total | 94 | 1,200 | 300 | (900) |  |

Key Financial Risks

Adult Social Services Revenue

The Adults budget came in break-even after allowing for reserve movements. This is an improvement of £292k on the quarter 3 forecast.

The main variances in the out-turn are:

- Learning Disabilities transitions - £580k.

The responsibility for paying the cost of care transfers each year on 1st August from Children and Families for all young people aged 19. The majority of the transfers relate to learning disabilities and can require residential, homecare respite and day care services.

- Mental Health under spend was mainly due to a one off contribution to residential and home care of £311 partly offset by a loss of section 117 income.
- Day Centres overspent by £1.137m due to Brent Transport costs of £899k and staff overspends of £238k.
- The Day Centre overspend is offset by operational under spends in client services from staff £170k and HIV grants of £350k. In addition there is £1.1m from PCT contributions as part of the JET monies..






Adult Social Services Capital

Capital Programme was under spent by £900k. This slippage of £900k unallocated grant has been transferred to 2012/13 for utilisation.










CHILDREN & FAMILIES

Budget: GENERAL FUND

Children and Families

| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
|-------------------------------------|------------------------------|----------------------------|------------------------------|--|---|
| Achievement & Inclusion | 29,886 | 32,243 | 31,984 | (259) |  |
| Social Care | 41,451 | 51,752 | 52,284 | 532 |  |
| Central Support & Other | 6,281 | 1,656 | 1,734 | 78 |  |
| Schools and Dedicated School Grants | (21,076) | (32,536) | (32,887) | (351) |  |
| Total | 56,542 | 53,115 | 53,115 | 0 |  |

Budget: CAPITAL

| Unit | 2010/11 Out-turn £000 | 2011/12 Budget £000 | 2011/12 Out-turn £000 | 2011/12 (Under)/Over Spend £000 | Alert |
|--|-----------------------------|---------------------------|-----------------------------|---------------------------------------|---|
| School Schemes | 0 | 0 | 0 | 0 |  |
| Non-School Schemes | 114 | 0 | 0 | 0 |  |
| Ring Fenced Grant Notifications | 1,058 | 0 | 0 | 0 |  |
| Children's Centre Surestart Grant | 0 | 0 | 0 | 0 |  |
| LEA Controlled Voluntary Aided Programme | 0 | 0 | 0 | 0 |  |
| Devolved Formula Capital | 3,177 | 0 | 0 | 0 |  |
| Additional External Grant | 0 | 0 | 0 | 0 |  |
| School Loan Scheme | 43 | 0 | 0 | 0 |  |
| Total Children and Families Capital Programme | 4,392 | 0 | 0 | 0 |  |

Children and Families Revenue






This budget came in break-even after allowing for reserve movements an improvement of £108k on the quarter 3 position. Achievements and Inclusion has seen SEN pressures of £1m offset by income relating to the standards fund. The majority of the under spend is due to the Youth Service and Connexions.










The Social Care overspend includes £184k for the social care legal budget. This follows in recent years significant increases in the number of child care cases following the death of baby Peter. Other pressures on this budget included around £1m for social care placements, safeguarding costs and placement service costs these costs have been predominantly offset by savings within early years. There are also costs of 217k from the delayed closure of Crawford Avenue respite centre. Additional monies of £243k were also earmarked to reserves for locality teams.


Children and Families Capital

Capital expenditure and grant allocations transferred to Regeneration and Major Projects capital programme.

ENVIRONMENT AND NEIGHBOURHOOD SERVICES

| Budget: GENERAL FUND | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Environment and Neighbourhood Services | | | | | |
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| Directorate | 1,961 | 698 | 844 | 146 |  |
| Neighbourhood Services | 11,564 | 9,690 | 9,172 | (518) |  |
| Environment & Protection | 29,062 | 26,208 | 26,632 | 424 |  |
| Other | 2,344 | 0 | 0 | 0 |  |
| Total | 44,931 | 36,596 | 39,648 | 52 |  |

| Budget: CAPITAL | | | | | |
|----------------------------------|------------------------------|----------------------------|------------------------------|--|---|
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| TfL grant funded schemes | 4,408 | 4,146 | 4,179 | 33 |  |
| Estate Access Corridor | 74 | 1,794 | 593 | (1,201) |  |
| Stadium Access Corridor | 870 | 30 | 0 | (30) |  |
| Leisure & Sports schemes | 440 | 1,354 | 643 | (711) |  |
| Environmental Initiative schemes | 619 | 2,699 | 3,389 | 690 |  |
| Highways schemes | 5,885 | 5,081 | 5,081 | 0 |  |
| Parks & Cemeteries schemes | 426 | 1,201 | 483 | (718) |  |
| Library schemes | 0 | 0 | 0 | 0 |  |
| S106 works | 0 | 0 | 0 | 0 |  |

| | | | | | | |
|---|---------------|---------------|---------------|--|----------------|---|
| Total Environment & Neighbourhoods Capital Programme | 12,722 | 16,305 | 14,368 | | (1,937) |  |
|---|---------------|---------------|---------------|--|----------------|---|

Key Financial Risks

Environment and Neighbourhood Services Revenue

The out-turn position has moved from a break-even position in quarter 3. The main variances were












- Within Neighbourhood Services slippage from the libraries closure programme of £418k offset by staff savings and income in Transportation £662k and under spends within Parks , Cemeteries and Sports.
- For Environment & Protection. There was overspending in waste and recycling £591k and Safer Streets £551k offset additional income from Brent Transport Services of £759k.

Environment and Neighbourhood Services Capital







The variance on the Environment and Neighbourhood Services capital programme has arisen as a result of:

- Underspend of £1,201k on the Estate Access corridor, this has been rephased to 12-13
- Underspend of £711k on Leisure and Sports schemes, this has been rephased to 12-13
- The quarter 3 budget has been updated to reflect additional use of Section 106 funds, and greater than expected disposals.
- The Overspend on Environmental Initiative schemes, and the additional spend on Highways schemes have largely been financed by use of these additional resources.
- Slippage of £832k on Parks & Cemeteries schemes, combined with a £114k overspend (largely financed by use of Section 106 funds, and greater than expected disposals)









REGENERATION & MAJOR PROJECTS

| Budget: GENERAL FUND | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Housing | | | | | |
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| Housing Benefit Deficit | 443 | 500 | 710 | 210 |  |
| Advice Centres | 692 | 11 | 19 | 8 |  |
| Housing Resource Centre | 6,424 | 6,440 | 7,184 | 744 |  |
| Housing Solutions | 1,562 | 1,425 | 1,330 | (95) |  |
| Private Housing Services | 969 | 729 | 710 | (19) |  |
| Supporting People | 12,303 | 10,553 | 10,383 | (170) |  |
| Other Housing Services | 2,037 | 419 | 585 | 166 |  |
| Total | 24,430 | 20,077 | 20,921 | 844 |  |
| Regeneration and Major Projects | | | | | |
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| Regeneration and Major Projects | (159) | 13,919 | 12,168 | (1,751) |  |
| Total | (159) | 13,919 | 12,168 | (1,751) |  |
| Total Regeneration and Major Projects | 24,271 | 33,996 | 33,089 | (907) |  |














Budget: CAPITAL

| Housing | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| PSRSG & DFG Council | 4,158 | 5,031 | 4,169 | (862) |  |
| New units | 0 | 0 | 0 | 0 |  |
| Housing: Individual schemes | 786 | 115 | 115 | 0 |  |
| Right to buy administration costs | 0 | 0 | 34 | 34 |  |
| Total Housing Capital Programme | 5,038 | 5,146 | 4,318 | (828) |  |
| Total Housing Revenue Account Capital Programme | 14,493 | 14668 | 10,835 | (3,834) |  |

Budget: CAPITAL

| Regeneration & Major Projects | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Civic Centre | 16,131 | 29,501 | 34,042 | 4,541 |  |
| Children & Families | 44,697 | 59,136 | 47,139 | (11,997) |  |
| Culture | 539 | 0 | (57) | (57) |  |
| Adults & Social Care | 0 | 0 | 0 | 0 |  |
| Housing | 564 | 627 | 0 | (627) |  |
| Strategy, Partnership and Improvement | 9,608 | 17,231 | 8,935 | (8,296) |  |
| S106 Works | 547 | 10,734 | 0 | (10,734) |  |
| Total Regeneration and Major Projects Capital Programme | 72,086 | 117,229 | 90,059 | (27,170) |  |

| | | | | | |
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|--|--|--|--|--|--|

| Budget | | | | | |
|-------------------------------------|------------------------|----------------------|------------------------|----------------------------------|---|
| Housing Revenue Account (HRA) | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| Rent and Rates | 963 | 1,478 | 1,459 | (19) |  |
| Capital Financing | 20,131 | 20,659 | 19,946 | (713) |  |
| Depreciation (MRA) | 2,363 | 8,078 | 8,078 | 0 |  |
| General/Special Management/Services | 13,955 | 14,651 | 15,035 | 384 |  |
| Housing Repairs | 11,858 | 11,763 | 11,018 | (745) |  |
| Provision for Bad Debts | 1,140 | 258 | 736 | 478 |  |
| HRA Subsidy | (5,670) | (8,552) | (8,000) | 552 |  |
| Rent Income | (45,342) | (47,313) | (47,498) | (185) |  |
| Other Income | (98) | (280) | (641) | (361) |  |
| Transfer to/(from) Reserves | 1,033 | (676) | (676) | 0 |  |
| Total | 333 | 66 | (543) | (609) |  |
| Balances b/fwd | (2,174) | | (1,841) | |  |
| Surplus c/fwd | (1,841) | | (2,384) | |  |

Key Financial Risks

Regeneration and Major Projects Revenue

The main pressure within Regeneration and Major Projects relates to the housing benefit scheme changes resulting from the introduction of the Local Housing Allowance caps in April 2011 much of the expected over spends has not come through in 2011/12 but a £1m reserve has been set aside to meet additional costs in 2012/13 . On the non housing side there has been a large under spend mainly due to slippage in projects partly offset by overspends of £248k on Planning and Building control from income shortfalls.

Housing Revenue Account (HRA) Revenue

The HRA budget's outturn was in surplus by £543k once the reserve movement of £676k is included. This gives a balance carried forward of £2.384m.

Regeneration and Major Projects Capital

The variance on the Regeneration and Major Projects capital programme has arisen predominantly as a result of the following:

- Progress on the Civic Centre was faster than forecast in the revised capital programme. Additional spend reflects this progress.
- There has been slippage of £14,383k on the Children and Families items. This was offset by higher than budgeted capitalisation by schools, this capitalisation is funded from schools' budgets, not Regeneration and Major Projects.
- Of the £8,296k underspend on Strategy, Partnership and Improvement, £8,278k was slippage to the next financial year.
- £2,106k of Section 106 monies was allocated to Environment in 2011-12

Housing General Fund Capital







Slippage of £862k Private Sector Renewal Support Grant and Disabled Facility Grant to 2012/13. Right to buy administration costs are funded from the capital receipts for Right to Buy.







Housing Revenue Account (HRA) Capital

The variance on the Housing Revenue Account capital programme has arisen principally as a result of:

- £221k of Health & Safety Works in South Kilburn has been slipped to 2012-13
- £2.087m of Health & Safety Works to Housing Blocks has been slipped to 2012-13
- £88k of Loft Conversions have been slipped to 12-13
- £651k of Major repairs Allowance works have been slipped to 2012-13
- The Main programme has under spent by £778k.

CENTRAL SERVICES

| Budget: GENERAL FUND | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Central Services | | | | | |
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| Chief Executive's Office | 496 | 704 | 487 | (217) |  |
| Customer & Community Engagement | 7,274 | 3,611 | 3,577 | (34) |  |
| Legal and Procurement | 2,145 | 1,192 | 1,245 | 53 |  |
| Finance & Corporate Services | 14,861 | 21,125 | 21,150 | 25 |  |
| Strategy, Partnerships and Improvement | 3,609 | 4,726 | 4,554 | (172) |  |
| Total | 28,385 | 31,358 | 31,013 | (345) |  |

| Budget: CAPITAL | | | | | |
|--|------------------------------|----------------------------|------------------------------|--|---|
| Unit | 2010/11 Out-turn £000, | 2011/12 Budget £000, | 2011/12 Out-turn £000, | 2011/12 (Under)/Over Spend £000, | Alert |
| ICT schemes | 367 | 806 | 1,780 | 974 |  |
| Property schemes | 0 | 0 | 0 | 0 |  |
| Strategy, Partnerships and Improvement Schemes | 0 | 0 | 0 | 0 |  |
| Central Items | 5,147 | 1,120 | 2,765 | 1,645 |  |
| S106 works | 0 | 0 | 0 | 0 |  |
| Total Corporate Capital Programme | 5,514 | 1,926 | 4,545 | 2,619 |  |

| Key Financial Risks |
|--|
| <p><u>Central Services Revenue</u></p> <p>There has been an improvement of £231k between quarters 3 and 4 giving a final under spend of £345k . The</p> |

main variances include:

- The Chief Executive's Office had an under spend £200k on its performance fund.
- There was an over spend on the procurement budget of £166k mainly staffing offset by additional trading income from legal and under spending on Democratic Services .
- Strategy, Partnerships & Improvement had under spends in the Programme Management Office and Environment Policy from staffing costs and additional income..
- Customer and Community Engagement had shortfalls in income from the print shop of £93k covered by underspends by the Registration and Nationality Service
- Finance & Corporate Services had overspends from the termination of photocopier leases and costs associated with the oracle migration and writing off council wide bad debts. These have been offset by income and restructuring savings within Customer services and lower recruitment and training costs within People and Development.


Central Services Capital

The principal variances with Central Services Capital are:

- Within ICT schemes, there was an overspent of £974k on combined property and ICT initiatives.
- Cental items contains £2,358k of overspend on capitalisation of staff redundancy, and £280k on Oracle licenses.
- £956k of other central items has been slipped to 2012-13.

SUMMARY

| Overall Summary | | | | | | |
|-----------------------------|--|-----------------------------|---------------------------|-------------------|-------------------|-------|
| | | Original Budget £000, | Latest Budget £000, | Out-turn £000, | Variance £000, | Alert |
| Departmental Budgets | | | | | | |
| | Adult Social Services | 92,155 | 88,949 | 88,949 | 0 | |
| | Children and Families | 57,831 | 53,115 | 53,115 | 0 | |
| | Environment and Neighbourhood Services | 42,567 | 36,596 | 36,648 | 52 | |
| | Regeneration & Major Projects | 21,974 | 33,996 | 33,089 | (907) | |
| | Finance & Corporate Services & Central Services | 26,407 | 31,358 | 31,013 | (345) | |
| | Total | 240,934 | 244,014 | 242,814 | (1,200) | |
| Central Items | | | | | | |
| | Capital Financing and Other Charges | 25,359 | 25,359 | 23,304 | (2,055) | |
| | Levies | 2,238 | 2,238 | 2,203 | (35) | |
| | Premature Retirement Compensation | 5,148 | 5,148 | 5,156 | 8 | |
| | Insurance Fund | 1,800 | 1,800 | 1,800 | 0 | |
| | New Homes Bonus | (1,250) | (1,065) | (1,065) | 0 | |
| | Regeneration | 1,250 | 0 | 0 | 0 | |
| | Efficiency Programme | (31) | 1,101 | 1,742 | 641 | |
| | Remuneration Strategy | 229 | 229 | 0 | (229) | |
| | South Kilburn Development | 900 | 900 | 900 | 0 | |
| | Affordable Housing PFI | 1,159 | 1,159 | 1,159 | 0 | |
| | Schools Refurbishment | 1,500 | 0 | 0 | 0 | |
| | Carbon Tax | 227 | 227 | 172 | (55) | |
| | Redundancy & Restructuring Costs | 6,354 | 6,354 | 4,307 | (2,047) | |
| | Inflation Provision | 2,520 | 860 | 640 | (220) | |
| | Centrally Held Cost Pressures | 2,000 | 2,000 | 1,500 | (500) | |
| | Government Grants | (25,999) | (25,999) | (26,098) | (99) | |
| | Transformation Reserve | | | 2,702 | 2,702 | |
| | Employment Initiatives | | | 3,000 | 3,000 | |
| | Other Items | 1,051 | 1,064 | 1,064 | 0 | |
| | Total central items | 24,455 | 21,375 | 22,486 | 1,111 | |
| | Contribution to/(from) balances | 2,500 | 2,500 | 2,589 | 89 | |
| | Total Budget Requirement | 267,889 | 267,889 | 267,889 | 0 | |
| | | | | | | |
| | Balances c/Fwd 1 st April 2011 | 7,261 | 7,580 | 7,580 | 0 | |
| | Contribution from balances | 2,500 | 2,500 | 2,589 | (89) | |

| | | | | | |
|--|--------------|---------------|---------------|-------------|---|
| Total Balances for 31st March 2012 | 9,761 | 10,080 | 10,169 | (89) |  |
|--|--------------|---------------|---------------|-------------|---|