



Brent

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>



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		<i>Cumulative. Measures household waste that is not re-used, recycled or composted.</i>
NI 192	% of household waste sent for recycling.	33	37	45		<i>Measures the % of household waste re-used, recycled or composted.</i>
Local	Tonnes of waste sent to landfill.	80,000	73,524	69,000		<i>Measures the volume of waste sent to landfill sites.</i>
NI 196a	Number of fly-tipping incidents	3882	4440	3000		<i>Latest. Measures the number of fly-tipping incidents around the borough.</i>
NI 196b	Number of fly-tipping enforcement actions.	5855	5670	3000		<i>Latest. Measures the average monthly score for enforcement actions against fly-tipping in the borough.</i>
Local	Number of library visits per 100,000 population.	6660	5873	6400		<i>Cumulative. Measures the number of visits to Brent libraries.</i>
Local	Active library borrowers as a % of population.	18.6	15.6	19.0		<i>Measures the proportion of people to borrow books from the libraries.</i>
Local	Number of Adult visits to Brent Sports Centres to partake in sports activity	1.27m	1.24m	1.25m		<i>Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.</i>
NI 195a	% of Streets below standard for litter.	10.2%	15.3% (Mar)	9%		<i>Measures the % of streets which fail to meet environmental cleanliness standards. Per 4 month tranche.</i>
Local CMP10	Total number of complaints received (stage 1).	405	105	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.	46	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.	15	4	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>









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>











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.

















Local CMP12	Total number of complaints reaching stage 3.	0	1	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>
Complaints: Customer and community engagement						
Local CMP10	Total number of complaints received (stage 1).	19	37	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.	4	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>
Complaints: Finance and corporate services						
Local CMP10	Total number of complaints received (stage 1).	250	200	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.	47	16	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	7	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>










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)	
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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

Central Services Revenue

There has been an improvement of £231k between quarters 3 and 4 giving a final under spend of £345k . The

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.
- Central 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 1st April 2011						
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)	
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