



**Brent**

Performance & Finance Review

# **Performance**

# **Report**

# **Quarter 1 2012-13**

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	2011-12 End of Year	Benchmark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local via the PCT	Number of hospital admissions for over 65s.						Cumulative. Measures the number of people aged 65 and over who are admitted to hospital.
NI 40 via the PCT	Number of drug users recorded as being in effective treatment.	1245					Cumulative on a 12 month rolling programme. Measures the number of drug users recorded as being in effective treatment after triage.
Local via the PCT	Tuberculosis Treatment completion rates, (percentage of cases).	87.4		87.4 (Q4)			In arrears. Rolling year Jan-Dec 2011. Measures the number of people who, having been diagnosed with TB complete treatment programmes.
NI 121 via the PCT	Mortality rate from all circulatory diseases at ages under 75.			76.5			In arrears for 2010. Measures mortality rates from all circulatory diseases per 100,000 per calendar year.
NI 112 via the PCT	Under 18 conception rates.			36.2 (Q2) 2010			Q4 2010 actual. Delayed reporting 12 months in arrears. Data supplied by PCT.

## Comments

# ADULT SOCIAL CARE










Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 125	Percentage of over 65s who are still at home after 91 days following discharge.	89%	-	Annual	90%		Measures the percentage of over 65s who are still at home after 91 days following hospital discharge into the Council's reablement services.
NI 130	Social Care clients receiving self-directed support.	53.48%	37.20%	58.53%	16.25%		Cumulative. Measures the percentage of clients receiving self-directed support per 100,000 of population.
NI 131	Delayed transfers of care.	4.57	4.5	4.82	2.25		Cumulative. Measures the weekly number of delayed transfers from hospitals to community settings.
NI 132	Timeliness of Social Care assessments: (Mental Health Only).	75.51%		49.06%	70%		Cumulative. Measures the percentage of adult assessments completed within 4 weeks
NI 133	Timeliness of Social Care packages following assessment. (Mental Health Only).	100%		100%	95%		Cumulative. Measures the percentage social care packages put in place within the recommended timelines following assessment.
NI 135	Percentage of carers receiving needs assessment or review and a carer's service.	29%	8.60%	3.96%	7.50%		Cumulative. Measures the percentage of carers receiving needs assessment or review and a specific carer's service, or advice and information.
Local	Number of clients living in the community and receiving a service.	4852		3964	Indicative only		Measures the number of clients who are currently living independently in the community.
Local	Number of clients in nursing and residential care.	1220		1300	Indicative only		Latest. Gives a snapshot of social care clients in nursing and residential care in the borough.
Local	Number of clients in residential care who suffer from dementia	152		164	Indicative only		Latest. Gives a snapshot of the number of residential care clients who also have dementia.








Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local	Number of adult contacts who were eligible after Fair Access to Care screening.	3028		783	Indicative only	●	Cumulative. Measures the total number of clients who were eligible to receive re-ablement or long-term services after assessment.
Local CMP10	Total number of complaints received (stage 1).	95		27	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.	3		0	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

#### Comments

- NI 125: Annual mid-year indicator, captured as a snapshot between 1st Oct – 31st Dec
- Complaints: A third of the complaints received in the quarter relates to the review team and are based around the cessation of care packages. As there is no right of appeal clients are using the complaint route.

# CHILDREN & FAMILIES

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 114	Rate of permanent exclusions.	0.60	0.1	0.6	0.5		Measures the annual rate of exclusions from Brent-maintained schools per 1000 pupils.
Local	Net shortfall of places at Key Stage 1	-439		-198	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. <b>Negative = shortfall, positive = surplus.</b>
Local	Net shortfall of places at Key Stage 2	57		10	0		Measures the number of unplaced pupils in Years 3,4,5,6 compared to the number of vacancies for 7-10 year olds. <b>Negative = shortfall, positive = surplus.</b>
Local	Net shortfall of places at Key Stage 3	388		326	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. <b>Negative = shortfall, positive = surplus.</b>
NI 117	Percentage of 16 to 18 year old NEETs	3.9%	5.6%	3.6%	5%		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	64%	57.6%	64%	64%		Measures the percentage of care leavers who are in Education, Employment or Training.
Local	Percentage of teenage mothers registered with children's centres.	31%		72%	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%		14.9%	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.	173		152	N/A		Indicative only: target for monitoring. Measures the number of under-18 year olds who have a child protection plan in place.

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 062	Stability of placements for looked after children (LACs): number of moves.	14.2%	6.4%	5.8%	13%		Cumulative: Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.
NI 062 d	Number of looked after children in Brent.	371		354	350		Snapshot: Measures the number of looked after children in Brent.
Local	Number of looked after children placed with Independent Fostering Agencies.	101		100	100		Measures the number of looked after children placed with independent fostering agencies.
Local	Number of looked after children placed with in-house foster carers.	113		110	127		Measures the number of looked after children placed with local foster carers in Brent.
NI 019	Rate of proven re-offending by young offenders in Brent.	35%	1.0% (only 8 returns)	23%	37%		Measures the percentage of young offenders who go on to re-offend.
Local CMP10	Total number of complaints received (stage 1).	181		58	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.	13		2	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

#### Comments

- NI 114 Rate of permanent exclusions: It needs to be borne in mind that this target represents a **cumulative** figure, and although the position might be closer to 0.5 in any one quarter, the final figure will be nearer 1.0. Please note this is based on academic year not financial year.
- NI 117 (NEETs): The target is an annual target, measured as an average over 3 key months November 2011 to January 2012, and hence performance measured over same time period. However the quarterly figure provided is an estimated figure for 30 June 2012.
- Looked After Children (LACs): These figures are based on rolling three year averages as per the DfE recently published adoptions scorecard.

# ENVIRONMENT & NEIGHBOURHOOD SERVICES

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 191	Volume of residual waste kg per household.	564	592.2 (Q4 2010/11)	557 (Q4)	556 (Q4)		Cumulative. Measures household waste that is not re-used, recycled or composted.
NI 192	Percentage of household waste sent for recycling.	37%	33.5% (Q4 2010/11)	37% (Q4)	45% (Q4)		Measures the percentage of household waste re-used, recycled or composted.
Local	Tonnes of waste sent to landfill.	73,524		73,524 (Q4)	69,000 (Q4)		Measures the volume of waste sent to landfill sites.
Local	Number of small reported flytips	2106		515	525		Latest. Measures the number of small fly tipping incidents reported
Local	Number of large reported flytips	5046		1,236	1250		Latest. Measures the number of large fly tipping incidents reported
Local	Flytipping Enforcement: No of Inspections and Investigations	4337		446	950		Latest. Measures the number of inspections and investigations relating to fly tipping incidents
Local	Flytipping Enforcement: No of Enforcement Actions Taken	614		33	38		Latest. Measures the number of enforcement actions taken relating to fly tipping incidents
Local	Number of library visits per 1000 population.	5873		1328	1530		Cumulative. Measures the number of visits to Brent libraries.
Local	Active library borrowers as a percentage of population.	15.6%		15.0%	15.3%		Measures the proportion of people to borrow books from the libraries.
Local	Number of visits to Brent Sports Centres to partake in sports activity	1.24m		323,164	323,038		Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.
NI 195a	Percentage of Streets below standard for litter.	15.3%	7.1%	15.3% (Mar)	15%		Measures the percentage of streets which fail to meet environmental cleanliness standards. Per 4 month tranche.
Local CMP10	Total number of complaints received (stage 1).	410		139	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.



















Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local CMP11	Total number of complaints escalated to stage 2.	36		4	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

#### Comments

- NI 191, NI 192 and Tonnes of Waste Land Filled: reported a quarter in arrears
- Flytipping indicators: New Local indicators.
- Number of library visits per 1000 population: Target revised upwards from that originally quoted, to reflect the fact that Willesden Green will not close for refurbishment in September 2012 as originally planned.
- Active library borrowers as a percentage of population: The definition of this indicator has been revised. Previously this indicator showed the figure from April 1<sup>st</sup> to date, however it now shows the figure for the last twelve months (i.e. from 1<sup>st</sup> July 2011 to 30<sup>th</sup> June 2012). This will make it easier to compare performance on a rolling quarterly basis.
- Complaints: The highest complaint areas were Recycling & Waste and Safer Streets with 48 complaints each. Within these, the two highest areas overall were Refuse collection (36) and Parking enforcement (29).

# REGENERATION & MAJOR PROJECTS

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
NI 154	Net additional homes provided		653.3 (only 7 returns)				Cumulative: Measures the number of additional homes provided
NI 157a	Percentage of major Planning applications processed within 13 weeks.	41%	62.3%	80%	70%		Measures the efficiency of the Planning applications process.
NI 157b	Percentage of minor Planning applications processed within 8 weeks.	67%	75.5%	78%	80%		Measures the efficiency of the Planning applications process.
NI 157c	Percentage of other Planning applications processed within 8 weeks.	81%	85.6%	85%	90%		Measures the efficiency of the Planning applications process.
Local	Percentage of working age residents in employment	64.2%	68%	62.1%	Indicative only		Measures the percentage of eligible age residents who are currently employed.
NI 152	Gap between Brent and London for working age people on out of work benefits.	3.45%	12.4%	3.5%	Indicative only		Measures how Brent's cohort of working age people on out of work benefits compares to the London average figures.
NI 156	Number of households living in Temporary Accommodation.	3176	1152.6	3118	3600		Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.
Local	Percentage of residents with no qualifications	-4.8%		-4.8%	Indicative only		Latest. Measures the percentage gap between Brent and London average. Minus figure reflects higher than average.
Local	Percentage of empty commercial properties in the borough	14.99%		14.99%	Indicative only		Latest. Percentage of total commercial properties which remain unoccupied.

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
Local	Current rent collection rate as a percentage of total rent due (excl. arrears)	99.1%		97.4%	98%		Latest. Percentage of rent collected by the Council as a proportion owed by Housing Revenue Account dwellings.
Local	Average days taken to re-let Council properties	27		34	27		Measures the average number of days taken to re-let Council properties.
Local	Percentage of repairs completed on the first visit.	95%		97%	95%		Measures the efficiency of the Housing Repairs system.
Local CMP10	Total number of complaints received (stage 1).	281		68	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		9	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.
<b>Brent Housing Partnership (BHP)</b>							
Local CMP10	Total number of complaints received (stage 1).	540		110	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.	74		21	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.	22		0	Indicative only		Cumulative. Measures the number of complaints that reached the final stage of the complaints process.

#### Comments

- NI 154 Net additional homes provided: As the figure for Quarter 1 2012/13 requires a full survey of all housing permissions, the Mayor of London allows 4 months for the return to be made. It is unlikely that there will be a definitive figure until the end of July; however a preliminary figure can be sought in time for Q2.
- Proportion of residents with no qualifications: Please note the number of Brent residents with 'other qualifications' which includes those not officially recognised within the UK is 38.5% compared to London's 13.8%.
- Percentage of empty commercial properties in the borough: This indicator has been developed to monitor the health of business within the borough. Total no of commercial properties: 8257 (up by 16 units from Q4), Occupied: 7034 (up by 31 units from Q3), Empty: 1238 (down by 15 since Q4). Statistics provided by Business Rates.
- Complaints: BHP will be moving to the 2 stage process in Q2

# CENTRAL SERVICES

Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current YTD Target	Alert	Definition
NI 015	Serious violent crime rate.	0.16	0.3	0.15	0.15		Measures the number of serious crimes recorded by the police per 1000 of population.
NI 016	Serious acquisitive crime rate.	2.87	6.6	2.85	2.35		Measures the number of serious thefts, burglaries etc. recorded by the police per 1000 of population.
Local	Number of Personal Robberies: cumulative.	1758		434	417		Cumulative: Measures the number of personal robberies in the year to date.
Local	Number of Residential Burglaries: cumulative	3663		684	668		Cumulative. Measures the number of residential burglaries
NI 181	Time taken to process all Benefit claims.	8.19		5.90	8.0		Measures the average number of days taken to process Housing Benefit/Council Tax Benefit claims and change events.
Local	Council Tax collection rates.	96.02%	97.2%	32.03%	31.95%		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.	2.76m		644,505	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.	5.34		1.02	2		Measures the average number of days lost across the Council due to sickness absence.
<b>Complaints: Strategy partnerships and improvement</b>							
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.





Reference	Performance Indicator	2011-12 End of year	Bench mark 2011-12 Q1	2012-13 Year to date	2012-13 Current Target	Alert	Definition
<b>Complaints: Customer and community engagement</b>							
Local CMP10	Total number of complaints received (stage 1).	37		5	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.
<b>Complaints: Finance and corporate services</b>							
Local CMP10	Total number of complaints received (stage 1).	221		17	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.	16		4	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

#### Comments

Residential Burglary: the Metropolitan Police Service have reported an error in the 2011/12 outturn figure for number of burglaries in some boroughs including Brent. The revised figures are reflected above.

While in the case of our borough the final number for the financial year is substantially reduced, because of how the error came about this does not affect the percentage rise over that year. Given this reported error all figures are being verified by the Metropolitan Police and the Council prior to next reporting point to ensure the validity of the data.

# One Council Quarterly Snapshot Position

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	ALERT
<b>Live Projects</b>			
Future Customer Service	Toni McConville	Delivery	
Web Enhancement	Toni McConville	Delivery	
Digital Post Room	Toni McConville	Delivery	
Civic Centre (including Move to the Civic Centre)	Gareth Daniel	Delivery	
Review of Employee Benefits	Clive Heaphy	Delivery	
Project Athena: ERP	Clive Heaphy	Delivery	
Realigning Corporate and Business Support	Gareth Daniel	Delivery	
Procurement: Training and Practice	Fiona Ledden	Delivery	
Procurement: E-Procurement	Fiona Ledden	Delivery	
Procurement: Additional Operational Savings from Procurement Activities	Fiona Ledden	Delivery	
Services for Young People (Phase 1)	Cathy Tyson	Delivery	
Special Educational Needs (SEN) Review: Phase 2	Krutika Pau	Delivery	
Libraries Transformation	Jenny Isaac	Delivery	
Parking Enforcement Review	Michael Read	Delivery	
Highways	Jenny Isaac	Delivery	
Adult Social Care: Direct Services Learning Disabilities	Alison Elliott	Delivery	
Supporting People Phase 1	Alison Elliott	Delivery	
Housing Needs Transformation	Andy Donald	Delivery	
Developing a Model for Public Health in Brent	Phil Newby	Delivery	
<b>Planned Projects</b>			

Review of School Improvement Service	Sara William	Pre-delivery	
Managing the Public Realm	Jenny Isaac	Pre-delivery	
Integrating Health and Social Care	Alison Elliott	Pre-delivery	
Working with Families Suite of Projects	Phil Newby	Pre-delivery	
<b>Completed Projects</b>			
Finance Modernisation Project	Clive Heaphy	Closed	
Income Maximisation	Clive Heaphy	Closed	
Staffing & Structure Review Wave 1	Gareth Daniel	Closed	
Staffing & Structure Review Wave 2	Gareth Daniel	Closed	
Temporary Labour Project	Fiona Ledden	Closed	
Strategic Procurement Review	Fiona Ledden	Closed	
Transitions into Adult Life	Alison Elliott	Closed	
SEN Review Phase 1	Krutika Pau	Closed	
Children's Social Care Transformation	Krutika Pau	Closed	
Children with Disabilities	Graham Genoni	Closed	
Waste & Street Cleansing Review	Sue Harper	Closed	
Adult Social Care: Customer Journey	Alison Elliott	Closed	
Adult Social Care Commissioning	Alison Elliott	Closed	
















**Performance and Finance Review**

# **Finance Report**






# ADULT SOCIAL SERVICES

## Budget: GENERAL FUND

Adult Social Services					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
<b>Operational</b>					
Directorate	1,743	2,358	2,358	0	
Voluntary Sector	1,344	1,364	1,364	0	
Reablement & Safeguarding	3,011	2,942	2,942	0	
Support Planning & Review	3,450	3,374	3,374	0	
Day Centres	6,946	5,092	5,092	0	
Client Services	14,557	16,060	16,060	0	
<b>Total Operational</b>	<b>31,051</b>	<b>31,190</b>	<b>31,190</b>	<b>0</b>	
<b>Purchasing</b>					
Older People's Services	23,833	23,196	23,196	0	
Learning & Disability	18,487	19,782	20,732	950	
Mental Health	7,351	7,440	7,440	0	
Physical Disability	8,223	7,944	7,944	0	
<b>Total Purchasing</b>	<b>57,894</b>	<b>58,362</b>	<b>59,362</b>	<b>950</b>	
<b>Total</b>	<b>88,945</b>	<b>89,552</b>	<b>90,502</b>	<b>950</b>	

## Budget: CAPITAL

Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Adults: Individual schemes	0	0	0	0	
Ring-fenced grant notifications for adult care	300	1,184	2,084	900	

Total	300	1,184	2,084		900	
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### Key Financial Risks

#### **Adult Social Services Revenue**

The current forecast is an overspend of £950k overspend due to shortfalls in transitions growth over the last two financial years. Work is on going to reduce this with compensating underspends in other areas of the budget.






#### **Adult Social Services Capital**

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

# CHILDREN & FAMILIES

## Budget: GENERAL FUND

### Children and Families

Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Achievement & Inclusion	31,984	31,083	31,161	109	
Social Care	52,284	52,199	53,104	905	
Central Support & Other	1,734	1,441	1,441	0	
Schools and Dedicated School Grants	(32,887)	(33,321)	(33,321)	0	
<b>Total</b>	<b>53,115</b>	<b>51,402</b>	<b>52,416</b>	<b>1,014</b>	

### Key Financial Risks

#### Children and Families Revenue

Children & Families are currently forecasting an overspend of £874k. There is a current Social Care overspend of £905k, placement pressures from 2011/12 have continued into 2012/13:

- The spending pressure primarily relates to having to place a number of new Looked After Children (LACs) with relatively complex needs in more expensive provision. For example 1 recent new additional residential school placement is costing an additional £180k per annum.
- Similarly the number placed with Independent Fostering Agencies has been above target for the first quarter although the latest position for June has moved to being on target.
- Measures to ensure the needs of clients are met in the best way while at the same time ensuring the placements represent the best value for money continue to keep control of expenditure. Some initial savings arising from the WLA Children's Efficiency Project have been fed into these current projections and as further negotiations with providers are concluded to achieve reduced charges these will also be fed into future monitoring reports.
- In addition, savings from across Children and Families are being identified to reduce the forecast overspend as far as is possible and will be fed into the departmental monitoring position once they are more firmly identified.
- Within Achievement and Inclusion there are spending pressures on the Pupil Parent Services due to the lack of school places and increasing number of pupils coming into the borough. This has been partly offset by £300k from the closure of one of the Pupil Referral Units.





The schools budget is currently forecasting an overspend of £952k mainly on SEN. Expenditure










continues to cause budget pressures, which is a continuation of pressures from 2011/12 and previous years. Through the SEN One Council Project a great deal is being done to control future commitments, however the financial impact of this will take some time to feed through into reduced expenditure due to a large element of expenditure being linked to historic statements. The current forecast is also subject to further review once the final Dedicated Schools Grant allocation for 2012/13 has been announced by the DfE and a firmer forecast should be available at that point.


### **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	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Directorate	844	804	804	0	
Neighbourhood Services	9,172	9,210	9,210	0	
Environment & Protection	26,632	24,059	24,059	0	
<b>Total</b>	<b>39,648</b>	<b>34,073</b>	<b>34,073</b>	<b>0</b>	

Budget: CAPITAL					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
TfL grant funded schemes	4,179	4000	4000	0	
Estate Access Corridor	593	0	1201	1201	
Stadium Access Corridor	0	0	30	30	
Leisure & Sports schemes	643	535	1,247	712	
Environmental Initiative schemes	3,389	0	2	2	
Highways schemes	5,081	2,920	2,975	55	
Parks & Cemeteries schemes	483	80	912	832	
Library schemes	0	0	0	0	
S106 works	0	0	0	0	

<b>Total Environment &amp; Neighbourhoods Capital Programme</b>	<b>14,368</b>	<b>7,535</b>	<b>10,367</b>		<b>2,832</b>	
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### Key Financial Risks

#### **Environment and Neighbourhood Services Revenue**

The quarter 1 position is for break-even on the forecast for 2012/13. There is a risk around the recycling and waste savings of £1.4m for 2012/13 as this is dependent in the reduction of waste tonnages. The department is seeking to contain the pressure within its cash limit but this may not be possible if waste tonnages do not reduce.

#### **Environment and Neighbourhood Services Capital**

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

# REGENERATION & MAJOR PROJECTS

## Budget: GENERAL FUND

Housing					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Housing Benefit Deficit	710	500	500	0	
Housing Resource Centre	7,184	6,597	6,597	0	
Housing Solutions	1,330	1,414	1,414	0	
Private Housing Services	710	731	731	0	
Supporting People	10,383	9,953	9,953	0	
Other Housing Services	604	320	320	0	
<b>Total</b>	<b>20,921</b>	<b>19,515</b>	<b>19,515</b>	<b>0</b>	
Non Housing					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Civic Centre & Major Projects	436	981	981	0	
Directorate & Business Support	516	3,070	3,070	0	
Planning & Building Control	1,330	1,115	1,115	0	
Policy & Regeneration	126	478	478	0	
Property & Asset Management	9,778	8,118	8,118	0	
<b>Total</b>	<b>12,168</b>	<b>13,762</b>	<b>13,762</b>	<b>0</b>	
<b>Total Regeneration and Major Projects</b>	<b>33,089</b>	<b>33,272</b>	<b>33,272</b>	<b>0</b>	

## Budget: CAPITAL










Housing	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
PSRSG & DFG Council	4,169	6,969	7,830	862	
New units	0	0	0	0	

Housing: Individual schemes	115	0	527	527	
Right to buy administration costs	34	0	0	0	
<b>Total Housing Capital Programme</b>	<b>4,318</b>	<b>6,969</b>	<b>8,357</b>	<b>1,389</b>	
<b>Total Housing Revenue Account Capital Programme</b>	<b>10,835</b>	<b>13,846</b>	<b>16,894</b>	<b>3,049</b>	

Budget: CAPITAL					
Regeneration & Major Projects	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Civic Centre	34,042	62,393	57,852	(4,541)	
Children & Families	47,139	71,461	85,843	14,383	
Culture	(57)	0	0	0	
Adults & Social Care	0	0	0	0	
Housing	0	0	0	0	
Strategy, Partnership and Improvement	8,935	18,112	26,390	8,278	
S106 Works	0	13,986	26,826	12,840	
<b>Total Regeneration and Major Projects Capital Programme</b>	<b>90,059</b>	<b>165,952</b>	<b>196,911</b>	<b>30,960</b>	

Budget					
Housing Revenue Account (HRA)	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Rent and Rates	1,459	1,638	1,638	0	
Capital Financing	19,946	11,456	11,456	0	
Depreciation (MRA)	8,078	13,720	13,720	0	
General/Special	15,005	17,345	17,345	0	



Management/Services					
Housing Repairs	11,018	11,528	11,528	0	
Provision for Bad Debts	736	658	658	0	
HRA Subsidy	(8,000)	0	0	0	
Rent Income	(47,498)	(53,638)	(53,638)	0	
Other Income	(641)	(521)	(521)	0	
Transfer to/(from) Reserves	(676)	(1,890)	(1,890)	0	
<b>Total</b>	<b>(573)</b>	<b>296</b>	<b>296</b>	<b>0</b>	
Balances b/fwd	(1,695)	(2,268)	(2,268)	0	
Surplus c/fwd	(2,268)	(378)	(378)	0	

### 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. Temporary Accommodation includes growth of £1.134m in order to assist in managing the cost pressures and increased service demand.

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

The HRA forecast is currently in line with budget.

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

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

#### **Housing General Fund Capital**

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.







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

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.









# CENTRAL SERVICES

## Budget: GENERAL FUND

Central Services					
Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
Chief Executive's Office	487	479	479	0	
Customer & Community Engagement	3,577	3,873	3,873	0	
Legal and Procurement	1,245	1,223	1,223	0	
Finance & Corporate Services	21,150	22,256	22,256	0	
Strategy, Partnerships and Improvement	4,554	4,719	4,719	0	
<b>Total</b>	<b>31,013</b>	<b>32,550</b>	<b>32,550</b>	<b>0</b>	

## Budget: CAPITAL

Unit	2011/12 Out-turn £000,	2012/13 Budget £000,	2012/13 Forecast £000,	2012/13 (Under)/Over Spend £000,	Alert
ICT schemes	1,780	400	400	0	
Property schemes	0	0	0	0	
Strategy, Partnerships and Improvement Schemes	0	0	0	0	
Central Items	2,765	50	1,006	956	
S106 works	0	0	0	0	
<b>Total Corporate Capital Programme</b>	<b>4,545</b>	<b>450</b>	<b>1,406</b>	<b>956</b>	

### Key Financial Risks

#### Central Services Revenue



























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

- Pressure on Legal and Procurement from legal disbursements offset by potential savings from the Legal Services Review and additional external income.
- For Finance & Corporate Services there are additional costs of £240k from extending the payroll contract offset by additional income from schools.

**Central Services Capital**

All the variances between budget and forecast reflect slippage between 2011-12 and 2012-13.

# SUMMARY

Overall Summary						
	Original Budget £000,	Latest Budget £000,	Forecast £000,	Variance £000,	Alert	
<b>Departmental Budgets</b>						
Adult Social Services	89,552	89,552	90,502	950		
Children and Families	51,402	51,402	52,416	1,014		
Environment and Neighbourhood Services	34,073	34,073	34,073	0		
Regeneration & Major Projects	33,277	33,277	33,277	0		
Finance & Corporate Services & Central Services	32,550	32,550	32,550	0		
<b>Total</b>	<b>240,854</b>	<b>240,854</b>	<b>242,818</b>	<b>1,964</b>		
<b>Central Items</b>						
Capital Financing and Other Charges	25,343	25,343	25,343	0		
Levies	2,579	2,579	2,579	0		
Premature Retirement Compensation	5,416	5,416	5,416	0		
Insurance Fund	1,800	1,800	1,800	0		
New Homes Bonus	(2,794)	(2,794)	(2,794)	0		
Efficiency Programme	(734)	(734)	(734)	0		
Remuneration Strategy	229	229	229	0		
South Kilburn Development	900	900	900	0		
Affordable Housing PFI	1,288	1,288	1,288	0		
Carbon Tax	304	304	304	0		
Redundancy & Restructuring Costs	4,354	4,354	4,354	0		
Inflation Provision	2,025	2,025	2,025	0		
Council Tax Freeze Grant	(2,575)	(2,575)	(2,585)	(10)		
Government Grants	(24,638)	(24,638)	(24,638)	0		
Transformation Enabling Fund	3,500	3,500	3,500			
Other Items	1,541	1,541	1,541	0		
<b>Total central items</b>	<b>18,538</b>	<b>18,538</b>	<b>18,528</b>	<b>(10)</b>		
Contribution to/(from) balances	1,000	1,000	(954)	(1,954)		
<b>Total Budget Requirement</b>	<b>260,392</b>	<b>260,392</b>	<b>260,392</b>	<b>0</b>		
Balances c/Fwd 1 <sup>st</sup> April 2012	10,080	10,080	10,080	0		
Contribution from balances	1,000	1,000	(954)	(1,954)		
<b>Total Balances for 31<sup>st</sup> March 2013</b>	<b>11,080</b>	<b>11,080</b>	<b>9,126</b>	<b>(1,954)</b>		



# BUDGET VIREMENTS

1. There are a number of accommodation and property transfers introduced to rationalise property recharges.
  - Ashley Gardens Portacabin (£23k)
  - 8/9<sup>th</sup> Floor Brent House -Capita Contract (£129k)
  - Bridge Park Business Units (£152k)
  - Library rents (£178k)
2. The establishment of Brent Customer Services requires a number of further transfers to be agreed around the funding of the web team, Adults and E&NS contact teams and school recharges.
3. As part of the move to reduce internal charging a number of budgets have been centralised
  - Legal Services (£3.768m)
  - Commensura agency overhead charges (£288k)
  - Framework i (£150k)
  - Connecta – remote access (£143k)
  - Health & Safety (£399k)
4. Learning and Development budgets are being allocated from People Development to Adults and Children & Families respectively.
5. Additional monies of £14k included within the Learning Disability and Reform Grant is being distributed for Health Watch and Deprivation of Liberty Safeguards.
6. A transfer between Housing and Strategy, Partnerships & Improvement for Housing Advances Grants and a re-alignment of budgets between Adults and Housing is required.
7. To better reflect the current structure of the council the grants programme budget is transferring from Adults to Strategy, Partnerships & Improvement and the centrally held element of the Affordable Housing PFI is transferring to Regeneration and Major Projects.

## Virement Schedule 2012/13

	Adult Social Services £000,	Children & Families £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	Central Items £000,
Accommodation /Property Services		(23)	101	(178)		(129)	229
Customer Services	(227)		(404)	(60)	(112)	708	95
Re-alignment of	(244)	(2,717)	12	(605)	3,700	(434)	288

recharges							
Learning & Development	256	281				(537)	
Additional Grant Monies	7				7		(14)
Housing Advances - Grants				(10)	10		
Budget re-alignment salaries	42			(42)			
Grants Programme	(1,554)				1,554		
Affordable Housing PFI				1,288			(1,288)
<b>Total</b>	<b>(1,720)</b>	<b>(2,459)</b>	<b>(291)</b>	<b>393</b>	<b>5,159</b>	<b>(392)</b>	<b>(690)</b>