



One Council Overview and Scrutiny Committee

Wednesday 9 October 2013 at 7.00 pm

Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Ashraf (Chair)
Colwill (Vice-Chair)
Chohan
Harrison
Lorber
Long
Mitchell Murray
Powney

first alternates

Councillors:

Brown
BM Patel
Hossain
Kabir
Clues
Ketan Sheth
Jones
Van Kalwala

second alternates

Councillors:

Green
Kansagra
Allie
Kataria
Hopkins
Hector
Gladbaum
Adeyeye

For further information contact: Gayle Fentiman, Democratic Services Officer
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democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
2 Deputations (if any)	
3 Minutes of the last meeting held on 10 July 2013	1 - 6
The minutes are attached.	
4 Matters arising	
5 Performance and Finance report Quarter 1 2013/14	7 - 42
Contact Officer: Cathy Tyson Assistant Director of Corporate Policy cathy.tyson@brent.gov.uk	
6 Parking update	43 - 46
Contact Officer: Michael Read Operational Director of Environment and Protection michael.read@brent.gov.uk	
7 One Council Programme update	47 - 62
Contact Officer: Irene Bremang PMO Manager irene.bremang@brent.gov.uk	
8 One Council Overview and Scrutiny work programme.	63 - 66
The work programme is attached.	
9 Date of next meeting	

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 26 November 2013.

10 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to ***SWITCH OFF*** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE **Wednesday 10 July 2013 at 7.00 pm**

PRESENT: Councillor Ashraf (Chair), Councillor Colwill (Vice-Chair) and Councillors Chohan, Harrison, Lorber, Long, Mitchell Murray and Powney ,

Also present: Councillors Butt

1. Declarations of personal and prejudicial interests

None declared.

2. Minutes of the last meeting held on 29 May 2013

RESOLVED:

That the minutes of the meeting held on 29 May 2013 be approved as a correct record of proceedings.

3. Matters arising

None.

4. Brent Borough Plan 2013/14 and the Administration's Priorities

Christine Gilbert, Interim Chief Executive introduced the refresh of the Borough Plan. The document had been updated to reflect the changing environment and emerging challenges that the council and the borough was facing. The plan incorporated current policies and plans across the Council and consultation with partners across the borough on the shared objectives to achieve improved outcomes locally. The Plan had six strategic priorities underpinned by specific targets and outcomes to be delivered up to December 2014. The Borough Plan will define the more detailed Council corporate plan which will set out key service targets and directorate responsibility for delivery. Performance against the Corporate Plan would be monitored by Department Management Teams, the Corporate Management Team and reported on a regular basis to Members.

Members were informed that information on lead officers and responsibility for the action would be included in the detailed partner plans rather than the high level Borough Plan. Monitoring of the plan would be carried out through the delivery plans that support the Borough Plan such as the corporate plan, service plans and team work programmes. All employees should be able to see how their role contributes to achievement of the council's priorities and would be monitored through regular supervision and the council's performance appraisal arrangements. Members asked whether the impact of the welfare reform had been reflected in the Borough Plan priorities, as well as the proposed action of creating jobs at the retail park and whether this was a satisfactory aspiration of employment for the residents

of Brent. The Interim Chief Executive stressed the need for ambition in terms of employment. It was clarified that there was a detailed welfare reform plan in place which had monthly steering meetings chaired by the Interim Chief Executive. This level of detail was not appropriate for the Borough Plan but one of the six priorities focused on creating jobs and growth in the borough and incorporated the council's response to the impact of welfare reform. Members requested clarification on which definition of affordable housing was used in the Borough plan and it was agreed that clarification would be sought.

Members asked the basis on which the targets within the Borough Plan had been defined and there was particular concern about those from Environment and Neighbourhoods. The Interim Chief Executive informed the Committee that targets had been set on the basis of being challenging but also recognising the realities of the financial position of the council. This took into account comparative data where it was available and a number of targets that were considered to be unambitious had been revised upwards. Targets had been set taking into account the need not to create additional spending requirements. Christine Gilbert confirmed that there were funds available for staff training where additional needs were identified although these were more limited than previously, given the financial constraints. .

Members highlighted a number of local issues which they felt were particular priorities including affordable housing, local employment opportunities, fuel poverty and enforcement for fly-tipping and illegal food outlets. The Borough Plan included targets to improve performance across all these issues

The Leader of the Council acknowledged that these were key local issues but also highlighted that the capacity of the Council had to be taken into consideration when setting ambitious and realistic targets formulated in line with Council and partner resources. The Interim Chief Executive commented that targets would be closely monitored and were appropriately reviewed to ensure ambitious performance was sustained.

With regard to welfare reform, a seminar will be held after the summer to discuss the impact and the actions being taken by the Council and partners to support residents affected by the changes.

Cathy Tyson, Assistant Director Corporate Policy informed the Committee that there was no longer a standard set of national indicators or set methodology to benchmark against. There are voluntary arrangements in place between London boroughs to share performance data and Brent participates in this arrangement for bench marking performance.

Members requested clarification on the council's current responsibilities for school improvement. Christine Gilbert explained that though the council retained a number of statutory duties, and a legitimate focus on the needs and interests of children in the area, schools themselves held the prime responsibility for improvement and funding had been devolved for that purpose. Nevertheless, Ofsted had begun inspecting local authorities. The Interim Chief Executive stressed the importance of the work of the Education Commission which would really get underway in September. It would focus on the ways of accelerating improvement in Brent schools in the future. This would entail looking at the role of the local authority in this regard.

Following queries regarding the external funding to be provided to community groups it was clarified that £250,000 related only to community sports group and work would be carried out to enable them to access funding from companies such as Sport England. The Borough Plan also includes a target of a 4% increase in external funding accessed by voluntary and community groups in general.

The Committee were informed that a new initiative 'Weeks of Action' would be commencing later in July initially as a pilot with a view to rolling it out across the borough. The aim of the project is to make a demonstrable impact in one week by addressing local ward issues such as environmental conditions, to improve communication and focus enforcement and street cleaning actions. Consultation with the Police was underway to identify wards with the greatest need for action as well as wards which were greatest impacted by the welfare reforms. A programme for the remaining wards would be developed in consultation with the Police.

RESOLVED:

- (i) That the Borough Plan be noted
- (ii) That clarification on the definition of affordable housing be provided
- (iii) A seminar be held in relation to Welfare Reform impact and actions.
- (iv) Clarification regarding targets and spending figures be sent to members - if over and above or in line with the previous borough plan
- (v) That the targets be regularly monitored and reviewed if necessary

5. Council Senior Management Recruitment

At the previous One Council Overview and Scrutiny Committee members requested further information regarding the Senior Management restructure particularly in terms of the political vision and the practical arrangements of the restructure. Christine Gilbert, Interim Chief Executive, informed the Committee that the political vision of the restructure was set out in the report of the General Purposes Committee and highlighted the need to have a slimmer, more strategic and focused senior management which would also save costs. The Interim Chief Executive continued to highlight the need to work in partnership and more directly with local people to address what was important to the residents of Brent. To enable this, the new posts would have a greater strategic role and allow the Council to work collaboratively by having a more outward facing role. It is intended that the Strategic Director posts should operate in a strategic framework that was flexible and robust with a greater role in community engagement to meet the changing needs of local government. Following queries, it was clarified that the Strategic Directors may not have specific expertise in all the areas they would be responsible for although it was stressed that operational directors would still have service specific knowledge and expertise. It was clarified that each role would be required to have greater communication and community engagement responsibilities and the new structure would enable this to take place.

Members requested information on the timeline for new appointments. Christine Gilbert informed the Committee that the Council would be making appointments where possible before the August recess. Posts had been advertised and interviews for some of the posts had taken place. She informed the Committee that in an effort to make appointments before the end of July, about 4 weeks had been

shaved off the recruitment consultants' usual timetable for appointing to such posts. She highlighted that the strategic director post with the responsibility of health, education and social care was proving difficult to recruit to. It was reported that there had been a large proportion of applications for the post of Assistant Chief Executive. The Interim Chief Executive informed the Committee that the Council aimed to have the majority of posts filled by the end of October following the completion of interviews and the successful applicants serving their notice.

Members asked if the difficulties of recruiting to the Strategic Director for Health, Education and Social Care could have been anticipated. The Chief Executive clarified that the post of Director of Children's Services (DCS) was universally difficult because of the level of risk involved. The specific post was therefore anticipated as being difficult to appoint but the addition of Health might attract existing DCS and therefore some flexibility on the appropriate salary level was required as had been agreed by GPS. It was confirmed that the restructure was currently on schedule with a cost neutral effect during the current year as a result of redundancy costs and the target of £2m savings likely to be achieved the following financial year. It was noted that there may be some transitional issues but through anticipation of risk and contingency planning, these would be minimised.

Councillor Powney requested further information on spend on consultants and agency staff and it was agreed that the Interim Chief Executive would provide clarity.

RESOLVED:

- (i) That the report be noted
- (ii) That information be provided in regarding the spend on consultants and agency staff

6. Update on the Working with Families Programme

Susan Gates, Head of Early Years and Support, gave an overview to the working with troubled families programme that was introduced in 2012 which changed the way families were worked with to break the cycle on intergenerational issues. 810 families had been identified for the three year programme with a dedicated officer coordinating the needs of a family, with an early help team established and trained. It was highlighted that Brent previously had limited early help available which had been a challenge.

Susan Gates informed the Committee of the multi agency hub that would be located at the civic centre acting as a central point for all services to RAG rate all referrals and identify the support required quickly. The multi agency hub went live on the 1 July 2013 although the Police cabling had difficulties function but had subsequently been resolved. It was explained that work with young children and adolescents was taking place to divert them away from the care system and save money on costly services in the future. The aligned services strategy enabled the team to meet the needs of the entire family through accessing a variety of services including the support of staff from other agencies and it was hoped a family nurse would soon join the team to work with young parents. It was explained that 303 families had been identified for the first year and the Council was now able to demonstrate that they were working with all 303 families and would be able to receive the funding

with 75 families being turned around and funding expected to be received in October following the submission of data. Susan Gates informed the committee that the programme had been extended for a further two years and would focus on public health.

During discussion it was clarified that the programme was funded by NHS England with compliments being received on the model adopted and the approach of the Council, although there were concerns regarding the capacity of the team. It was explained that there were some issues surrounding data sharing with schools but progress was being made and schools were keen to engage with the team as the programmes reputation grew. It was noted that many of the families were affected by the welfare changes and work was being undertaken with families to address long term unemployment where appropriate and to help them access benefits and education where necessary. It was explained that there was not a standard approach as each family had different needs. It was hoped that the scheme would become sustainable in the future and be funded by the savings made on not accessing social services further down the line.

RESOLVED:

Members noted the report

7. One Council Overview and Scrutiny work programme

The Chair informed the Committee that projects previously requested would be added to the work programme. During discussion it was requested that the integration of public health be added to the work programme. The Chair advised that this may be addressed through the Health Partnership Overview and Scrutiny Committee but if it was a One Council project the Committee felt strongly about it could be added to the work programme.

RESOLVED:

That the work programme be noted.

8. Date of next meeting


It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled to take place on 9 October 2013.

9. Any other urgent business

None.

The meeting closed at 9.15 pm

J Ashraf
Chair

 Brent	One Council Overview & Scrutiny Committee 9 October 2013 Report from Assistant Director of Policy and Deputy Director of Finance
Wards Affected: ALL	
Performance and Finance Review, Quarter 1, 2013-14	

1.0 Introduction

A revised Borough Plan for 2013 - 2014 was agreed by Full Council June 2013. The Borough Plan – creating opportunities, improving lives, provides a vision for the borough and sets out the key priorities for achieving that vision. The priorities are:

- Building a Strong Community
- Improving Health and Well-Being
- Better Lives for Children and Families
- Making Brent Safer, Cleaner and Greener
- Promoting Jobs, Growth and Fair Play
- Developing Better Ways of Working

The Borough Plan is an overarching plan interconnected with a range of other plans including the Council's Corporate Plan which is currently being developed. The performance reporting section of this report will be redesigned to reflect the key performance indicators highlighted in the Corporate Plan once it is finalised. The performance section of the appendix therefore represents a transition towards revised performance reporting.

The planned reduction in central government funding continues to intensify pressure on Council services, and difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will have an enduring effect on the borough. However despite these challenges, the Council remains committed to preserving services and protecting the most vulnerable residents.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively.





2.0 Recommendations

The Executive is asked to:

- Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- Challenge progress with responsible officers as necessary.
- Agree the budget virements as set out within the appendix to this report.

3.0 Executive Summary - Performance

There are currently 39% on target (green) or just below target (amber) and 13% are well below target (red). The rest are considered indicative only and have no targets set. Please note that indicators with no data returns against them are classed as high risk.

Overall Council Performance						
						Total
	Low	Med	High	IO	MD	Total
Adult social care	4	0	0	8	0	12
Children & F	6	5	3	4	0	18
Environment & N	5	2	5	2	1	15
Regeneration & G	3	1	0	9	3	16
Central services	3	0	2	8	0	13
Total	21	8	10	30	5	74
Percentage	28	11	13	41	7	100

The performance section of the Performance and Finance Review report includes a benchmarking column which will provide information from the London Council's benchmarking club. Benchmarking will only be available for those indicators that other councils also wish to benchmark against. To

ensure that the information relevant and meaningful it is drawn from the same quarter in the previous financial year. So for this quarter the information provided comes from Q1 2012/13.

3.1 ***Adult Social Services***

A new set of national indicators for Adult Social Care will be phased in over a period of two years and they are designed to more accurately reflect practice changes which have occurred over the last three years. In the meantime a set of local indicators will be monitored to ensure that the service closely monitors productivity and expenditure.

3.2 ***Children and Families***

New indicators are included for Q1 which are designed to reflect how schools in Brent have been judged by Ofsted. The number of secondary and primary schools judged as being inadequate is showing as below the target of zero and red. A new indicator which provides the estimated number of troubled families where successful engagement has been achieved is just below target with an amber rating. The rate of reoffending at 8% compares favourably with the 23% recorded in Q1 2012/13. While the percentage of care leavers in employment, education and training is, at 67%, just below the target of 70% this represents an improvement on 54% recorded in Q3 2012/13 and 64% in Q4 2012/13. The number of looked after children placed with in-house foster carers has gone down slightly since Q4 and the number placed in independent fostering agencies has gone up and showing a high risk status.

3.3 ***Environment and Neighbourhood Services***

The time lag means that figures for the volume of residual waste and percentage of household waste sent for recycling for Q1 are provisional and may be subject to amendment. All of the alerts for these indicators are currently showing as red and are therefore high risk. The number of flytipping inspections and investigation is below target and is red, however the number of enforcement actions taken remains above target. A new local indicator which reflects the number of active library users as a percentage of the population shows a year to date total of 20% against a target of 22% and is medium risk.

1.4 ***Regeneration and Major Projects***

The borough employment rate continues to show an upward trend, with the percent of working age residents in employment moving from 65.9% in Q4 2012/13 to 68.1% in Q1 2013/14. The number of households in temporary accommodation has been increasing since Q1 2012/13, though this is within the forecasted rise it is currently showing a medium risk status. Actions to mitigate the impact of welfare reform include ensuring that

those that are most impacted are supported into work and to make effective use of the flexibility provided by the housing reform. The current rent collection rate is on target and is highlighted in the appendix as a low risk. The average number of days taken to re-let a property is well below target, and a low risk.

3.5 **Central Service**

Performance against the national indicator N181, time taken to process all new Benefits claims, dipped in the first quarter of 2013/14 due to the exceptionally high demand on the Benefits' Service. This demand was as a direct consequence of the Welfare Reform changes, 21,000 customers were adversely affected by changes to how financial support is given for Council Tax alone and many customers contacted the council during the first quarter concerned about the changes. Performance in July is significantly better so it is anticipated that there will be a significant improvement in this indicator during the second quarter.

3.6 **Complaints Summary**

The number of complaints received was broadly in line with Q4 2012/13. BHP and Environment & Neighbourhoods continue to account for two-thirds of the complaints. They are also the two services that experience the best performance in terms of response rates with 80% of complaints responded to on time. Response rates across the rest of the council are mixed with less than 50% of Children & Families and Adult Social Care complaints being responded to on time. A series of projects are being progressed by the Complaints Service Team designed to bring about across the board improvements in response rates during 2013/14.

4.0 Executive Summary - FINANCE

4.1 The Council's revenue budget position for quarter 1 is as follows:

Item	Budget £000	Forecast £000	Variance £000
Adult Social Services	109,015	109,458	443
Children & Families	44,205	44,378	173
Environment & Neighbourhood Services	36,076	36,174	98
Regeneration & Major Projects	30,487	28,948	(1,539)
Central Services	41,638	41,638	0
Transfer to Reserves		1,539	1,539
Service Area Total	261,421	262,135	714
Central Items	22,876	22,876	0
Total Council Budget	284,297	285,011	714

- The Council is currently forecasting an over spend of £714k, due to various demand and cost pressures on service budgets. It is expected that action taken by service areas and the Council will ensure that by year end these over spends will be either brought back into balance or compensating savings will be found and there will no requirement to use the Council's non earmarked general fund balances to meet the overspend.
- For Adult Social Services there is a forecast overspend of £443k. The main factor contributing to the overspend relates to the Mental Health Service. In order to reduce this overspend an efficiency programme has been put forward and agreed by the department. The efficiency programme is being monitored on a monthly basis and a programme board has been set up to review progress.
- Children & Families are currently forecasting an overspend of £173k predominantly in the area of Social Care and more particularly in the purchasing and placements budget. The number of children in foster care has increased by 14 in June after an initial fall at the start of the year. This has seen increases in placements in both in house fostering and independent fostering agencies as the pressure on out of borough placements, the placing of siblings and children with very challenging needs has increased. There has been a reduction in residential placements though the full impact of this improvement is not expected until later in the year
- Environment and Neighbourhood Services Major Projects is forecasting an overspend of £98k with continuing pressures on the recycling and waste budget which is forecasting an overspend of £226k following higher than expected waste tonnage figures at the start of this financial year. This budget

is being closely monitored and action being taken to target improved performance.

- Regeneration and Major Projects is forecasting an underspend of £1.539m. In 2012/13 additional resources were provided for temporary accommodation for the changes resulting from the introduction of the Local Housing Allowance caps. Further resources of £2.45m were provided in the 2013/14 budget for the changes in the housing benefit subsidy coming into force in 2013. During 2012/13 the impact of the Local Housing Allowance caps was not as great as originally anticipated consequently this allowed the temporary accommodation budget to deliver an underspend at the end of the year and to allocate monies to reserves to meet pressures in 2013/14. The effects of this underspend have rolled into the 2013/14 temporary accommodation budget and together with a revised estimate following the go live date of 12 August 2013 for the Overall Benefit Cap this has led to a forecast underspend of £1.539m. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14.

4.2 The Council's capital budget position for Quarter 1 is as follows:

Item	2013/14 Budget	Forecast	Variance
	£000	£000	£000
Adult Social Services	722	722	0
Children & Families	0	0	0
Environment & Neighbourhood Services	8,789	8,789	0
Regeneration & Major Projects	70,007	70,007	0
Housing – General Fund	6,868	6,868	0
Housing - HRA	17,232	17,232	0
Central Services	450	450	0
Total Capital Programme	104,068	104,068	0

The Council's quarter 1 position shows the current forecast to be line with budget. The rephrasing of 2012/13 carry forwards will be incorporated into the quarter 2 figures. Further details of the budgets are included in the appendix to this report.

5.0 Financial implications

These are set out in the attached Performance and Finance Review quarter 1 appendix.

6.0 Legal implications

The capital programme is agreed by Full Council as part of the annual budget process. Changes to or departures from the budget during the year (other than those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

The Deputy Director of Finance is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in this report.

7.0 Diversity implications

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

8.0 Contact officers

Cathy Tyson (Assistant Director of Policy) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1030

Mick Bowden (Deputy Director of Finance) Brent Town Hall, Forty Lane, Wembley Middlesex, HA9 9HD 020 8937 1460.

CATHY TYSON Assistant Director of Policy	MICK BOWDEN Deputy Director of Finance
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Brent

**Performance & Finance
Review**

Performance Report 2013-14 Quarter 1

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 "Alert" symbols:

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




Finance information is assessed using the following symbols:

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

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

ADULT SOCIAL CARE

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
CA5	Number of Fair Access to Care Services screenings deemed eligible.	3,108	-	641	n/a	●	Cumulative
SG1	Number of Safeguarding Alerts	812	-	167	n/a	●	Number of alerts by age, primary client group and gender of alleged victim.
LPI1	Proportion of Customers receiving a community based service as a proportion of all Customers receiving a service	83%	-	81%	n/a	●	Proportion of clients receiving a service (Homecare and Direct Payments)
NI 135	Carers receiving needs assessment or review and a carer's service.	686	13.7% (4.0%)	314	1000	●	Cumulative. Measures the number of carers receiving needs assessment or review and a specific carer's service, or advice and information.
LPI12	Number of delayed hospital discharges (Social Services).	15		3	12	●	Measures the quarterly number of delayed discharges from hospitals.
NI 130	Social Care clients receiving self-directed support in the community.	100%	50.4% (58.5)	100%	100%	●	Cumulative. Measures the percentage of clients receiving self-directed support per 100,000 of population in the community.
Local	Domiciliary care Customer numbers	1184	-	1193	n/a	●	Number of Domiciliary care Customers - Personal Care, Domestic support and Independent Living
LPI11	Number of customers in residential care who suffer from dementia	308	-	210	n/a	●	Latest. Gives a snapshot of the number of residential care clients who also have dementia.
LPI13	Number of clients in nursing and residential care.	985	-	971	n/a	●	Latest. Gives a snapshot of social care clients in nursing and residential care in the borough.

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
NI 132	Timeliness of Social Care assessments:	54%	-	86%	70%		Cumulative. Measures the percentage of adult assessments completed within 4 weeks
Local CMP10	Total number of complaints received (stage 1).	101	-	31	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	1	-	0	Indicative only		Cumulative. Measures the number of local resolution responses sent.

Comments

- This quarter we are seeking to consolidate improvements to date and have a number of local projects which are currently at the initiation phase of development. These projects are designed to further improve efficiency and improve existing working practices.
- Later this year we will see the introduction of a new set of national performance indicators for Adult Social Care. These will be phased in over a period of two years and have been eagerly anticipated because they are designed to more accurately reflect practice changes which have occurred over the last three years.
- The Care and Support Bill, which is currently out to consultation, is also welcomed as it will help us in our efforts to raise the profile of carers in the community and acknowledges the valued contribution which carers make. In order to prepare for these changes we have developed a project to improve our data recording practices. In the meantime we have strengthened our existing local indicators to ensure that we continue to monitor expenditure and productivity closely.








PUBLIC HEALTH









Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition




Comments

- The performance indicators for Public Health are currently under review, and will be made available as soon as they have been agreed.

CHILDREN & FAMILIES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EDC 05	Number of Primary Schools that are judged as good or outstanding by Ofsted	-	-	44	50		Number of Primary Schools that are judged as good or outstanding
EDC 06	Number of Secondary Schools that are judged as good or outstanding by Ofsted	-	-	11	12		Number of Secondary Schools that are judged as good or outstanding
EDC 07	Number of Primary Schools that are judged as inadequate by Ofsted	-	-	4	0		Number of Primary Schools that are judged as inadequate
EDC 08	Number of Secondary Schools that are judged as inadequate by Ofsted	-	-	2	0		Number of Secondary Schools that are judged as inadequate
CSC TF 05	Estimated number of troubled families where successful engagement has been achieved (a CAF/contract is in place)	-	-	75	76		Target number of families to be engaged with between April 2013-April 2014
EDC SEN 03	Percentage of statements issued within 26 weeks (including exceptions)	79%	-	91%	98%		Special Educational Needs – statements issued within 26 weeks including exceptions
NI 019	Rate of proven re-offending by young offenders in Brent.	37%	13% (35)	8%	37%		Measures the percentage of young offenders who go on to re-offend.












Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
CSC YS 08	Number of first time entrants to the youth justice system aged 10 to 17 years old.	151		48	210		The rate of first time entrants to the criminal justice system, where first time entrants are defined as young people (aged 10 - 17) who receive their first substantive outcome (relating to a reprimand, a final warning with or without an intervention, or a court disposal for those who go directly to court without a reprimand or final warning).
NI 148	Percentage of care leavers in employment, education or training	64%	58.1% (64)	67%	70%		Measures the percentage of care leavers who are in Education, Employment or Training.
CSC MT 23	Number of under 18 year olds subject to a child protection plan per 10,000 population.	24.2	-	22.7	n/a		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): 3 or more placement moves.	15%	6.0% (5.8)	4%	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 per 10,000 population	51.9	-	48.9	n/a		Snapshot: Measures the number of looked after children in Brent.
CSC MT 66	Number of looked after children placed with in-house (Brent) foster carers.	125	-	123	130		Measures the number of looked after children placed with local foster carers in Brent.
CSC MT 65	Number of looked after children placed with Independent Fostering Agencies.	90	-	98	88		Measures the number of looked after children placed with independent fostering agencies.
Local	The number of looked after children adopted to date	19	-	3	15		Measures the number of looked after children to date




Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
CSC ADOPT 07	Average time between a child entering care and moving in with its adoptive foster family, for children who have been adopted (days)	565	-	309	530 (Annual)		Average time between a child entering care and moving in with its foster family, for children who have been adopted by their foster parents (days)
Local CMP10	Total number of complaints received (stage 1).	167	-	37	n/a		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.	6	-	2	n/a		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments

- A first quarter reoffending rate of 8% represents an encouraging start to the year and compares favourably to the 23% recorded in quarter 1 2012/13
- The number of first quarter FTEs (48) represents a quarter on quarter increase of nine – there were a total of 39 in the previous quarter. Despite this progress remains on track to meet the annual target of 210 (this has been reduced this year from the 2012/13 target of 220).

ENVIRONMENT & NEIGHBOURHOOD SERVICES








Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
NI 191	Volume of residual waste kg per household.	464	150.8 (124.6)	119.7*	89		Cumulative. Measures household waste that is not re-used, recycled or composted.
NI 192	Percentage of household waste sent for recycling.	42.2%	35.3% (43.8)	42%*	55.6%		Measures the percentage of household waste re-used, recycled or composted.
EP RW 05	Tonnes of waste sent to landfill.	67,560		16,313*	13,110		Measures the volume of waste sent to landfill sites.
EP SS 03	Number of small reported flytips	2203		398	565		Latest. Measures the number of small fly tipping incidents reported
EP SS 04	Number of large reported flytips	4591		892	1075		Latest. Measures the number of large fly tipping incidents reported
EP SS 05	Flytipping Enforcement: No of Inspections and Investigations	1560		330	1000		Latest. Measures the number of inspections and investigations relating to fly tipping incidents
EP SS 06	Flytipping Enforcement: No of Enforcement Actions Taken	219		148	100		Latest. Measures the number of enforcement actions taken relating to fly tipping incidents
NB LIB 07	Number of library visits per 1000 population.	4,814		1,150	1,215		Cumulative. Measures the number of visits to Brent libraries.
NB LIB 08	Active library users as a percentage of population.	20.3%		20%	22%		Measures the proportion of people to borrow books from the libraries.
NI LIB 11	Online and automated phone interactions within the library service	224,025		57,899	54,824		Measures online and automated phone interactions with the library service, including transactional data for online reservations and online renewals.
NB SP 10	Number of visits to Brent Sports Centres to partake in sports activity	1.27m	20.8 (16.1)	365,964	1,286,546		Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.
NI 195a	Percentage of Streets below standard for litter.	12.5%		TBC	12.5%		Measures the percentage of streets which fail to meet environmental cleanliness standards. Per 4 month tranche.

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
NI 184	Food premises broadly compliant	84%		81.4%	85%		Measures the percentage of food establishments within Brent which are broadly compliant with food law.
Local	Percentage of local resolution complaints responded to on time	71%		79.5%	n/a		Cumulative. Measures the percentage of new complaints relating to each service area at the first stage.
Local CMP11	Percentage of complaints escalated to stage 2.	4.23%		3%	n/a		Cumulative. Measures the percentage of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments	
<ul style="list-style-type: none"> * These are provisional figures for the quarter. NB LIB 08 - Active library borrowers indicator has been replaced with active library users as this is more reflective of the way libraries are now being used, online etc. The target for active library users will be revised at the start of the new financial year to reflect the increase in population in Brent as per the 2011 census NI 195a - Percentage of streets below standard for litter is collected on a 4 month tranche period, and therefore is unavailable for reporting in this quarter. 	

REGENERATION & GROWTH










Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
NI 154	Net additional homes provided	TBC	0 (5 returns excl. Brent)	Annual	915	○	Cumulative: Measures the number of additional homes provided
NI 157a	Percentage of major Planning applications processed within 13 weeks.	33%	68.9% (80.0%)	23%	70%	●	Measures the efficiency of the Planning applications process.
NI 157b	Percentage of minor Planning applications processed within 8 weeks.	80%	67.9% (78.0%)	72%	80%	●	Measures the efficiency of the Planning applications process.
NI 157c	Percentage of other Planning applications processed within 8 weeks.	84%	77.8% (85.0%)	86%	90%	●	Measures the efficiency of the Planning applications process.
Local	Percentage of working age residents in employment	65.9%	68.1% (64.2%)	68.1%	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.	0.7%	12.2% (3.5%)	0.2%	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.	3249	1133.3 (3118)	3484	3600	●	Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.
Local	Percentage of residents with no qualifications	1.9%		-2.6%	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	12.64%		12.30%	Indicative only	●	Latest. Percentage of total commercial properties which remain unoccupied.

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Local	Current rent collection rate as a percentage of total rent due (excl. arrears)	98.7%		98%	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	19.4		16.6	20		Measures the average number of days taken to re-let Council properties.
Local	Percentage of repairs completed on the first visit.	97.25%		99.0%	95%		Measures the efficiency of the Housing Repairs system.
Local CMP10	Total number of complaints received (stage 1).	275		51	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.	38		0	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.
Brent Housing Partnership (BHP)							
Local CMP10	Total number of complaints received (stage 1).	428		94	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.	43		11	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 154 – These figures cannot be confirmed at present.













CENTRAL SERVICES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Local	Violence with injury offences.	2295	-	593	545		Cumulative: Measures the number of violence with injury offences
Local	Number of personal and business robbery: offences.	1454		302	345		Cumulative. Measures the number of personal and business robberies
Local	Number of residential and non – residential burglaries: cumulative	3706		646	880		Cumulative. Measures the number of residential and non – residential burglaries
NI 181	Time taken to process all new Benefit claims.	8.47		10.96	8.50		Measures the average number of days taken to process all new Housing Benefit/Council Tax Benefit claims and change events.
BV009D	Council Tax collection rates.	95.88%	31.7% (32%)	30.63%	30.03%		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.	2,807,036		794,207	n/a		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.	4.14	7.8 (excl. Brent)	0.78	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.
Complaints: Customer and community engagement							

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Local CMP10	Total number of complaints received (stage 1).	10		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.
Complaints: Finance and corporate services							
Local CMP10	Total number of complaints received (stage 1).	106		41	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.	6		1	Indicative only	●	Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Comments
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One Council Programme Quarterly Snapshot Position

PROJECT NAME		PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
Projects in Delivery and Reporting into the OC Programme (12)				
1.	Digital Post Room	Margaret Read	Delivery	
2.	Customer & Visitor Management (CC Operations)	Margaret Read	Delivery	
3.	Civic Centre (including Move to the Civic Centre)	Andy Donald	Delivery	
4.	Brent One Oracle (formerly called Project Athena: E-business suite)	Andy Donald	Delivery	
5.	Streamlining Management & Corporate Services	Christine Gilbert	Delivery	
6.	Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Delivery	
7.	Alternative Education Behaviour & Attendance	Sara Williams	Delivery	
8.	Parking Enforcement Review	Michael Read	Delivery	
9.	Managing the Public Realm	Jenny Isaac	Delivery	
10.	Improving Waste Management	Jenny Isaac	Delivery	
11.	Supporting People Phase 1	Steven Forbes	Delivery	
12.	Working with Families Phase 2	Fiona Ledden	Delivery	
Other Projects (not reporting directly into the OC Programme) (6)				
1.	Realigning Corporate and Business Support	Fiona Ledden	Delivery	N/a
2.	Review of Employee Benefits	Fiona Ledden	Awaiting closure	N/a
3.	Services for Young People (Phase 1)	Cathy Tyson	Delivery – PSR not required	N/a
4.	Review of School Improvement Service	Sara Williams	Delivery- PSR not required	N/a
5.	Libraries Transformation	Jenny Isaac	Awaiting closure	N/a
6.	Highways	Jenny Isaac	Awaiting closure	N/a
Planned Projects (at the pre-Delivery stage) (3)				
1.	ASC – Mutual	Phil Porter	Pre-delivery	N/a
2.	ASC Mental Health Review	Phil Porter	Pre-delivery	N/a
3.	Integrating Health and Social Care	Phil Porter	Pre-delivery (6mths +)	N/a
Completed Projects (20)				
1.	Finance Modernisation Project	Clive Heaphy	Closed	N/a - closed
2.	Income Maximisation	Clive Heaphy	Closed	N/a - closed
3.	Staffing & Structure Review Wave 1	Gareth Daniel	Closed	N/a - closed
4.	Staffing & Structure Review Wave 2	Gareth Daniel	Closed	N/a - closed
5.	Temporary Labour Project	Fiona Ledden	Closed	N/a - closed
6.	Strategic Procurement Review	Fiona Ledden	Closed	N/a - closed
7.	Future Customer Service	Toni McConville	Closed	N/a - closed
8.	Procurement (Training and Practice / E-	Fiona Ledden	Closed	N/a -
















PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
Procurement / Additional Operational Savings from Procurement Activities)			closed
9. Web Enhancement	Toni McConville	Closed	N/a - closed
10. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
11. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed
12. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed
13. Children with Disabilities	Graham Genoni	Closed	N/a - closed
14. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
15. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
16. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
17. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Closed	N/a - closed
18. Housing Needs Transformation	Andy Donald	Closed	N/a - closed
19. Working with Families Phase1	Phil Newby	Closed	N/a - closed
20. Developing a Model for Public Health in Brent	Phil Newby	Closed	N/a - closed




PMO Note – Snapshot taken from OC Programme Delivery Board – 18/06/13

Performance and Finance Review

Finance Report

ADULT SOCIAL SERVICES

Budget: GENERAL FUND					
Adult Social Services					
Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Welfare Payments	15,155	15,437	15,437	0	
Social Care					
Transitions	6,769	6,135	6,135	0	
Adults with Learning Disabilities	15,216	15,415	15,415	0	
Adults with Physical Disabilities	7,156	6,449	6,449	0	
Adults with Mental Illness	6,900	7,001	7,444	443	
Older People	21,381	22,484	22,484	0	
Reablement	2,843	3,001	3,001	0	
Support Planning	2,631	2,513	2,513	0	
Direct Services	5,496	5,573	5,573	0	
Client Affairs & Safeguarding	1,181	1,407	1,407	0	
Grants	1,294	1,362	1,362	0	
Public Health	0	17,417	17,417	0	
Total Social Care	70,867	88,757	89,200	443	
Directorate	4,899	4,821	4,821	0	
Total	90,921	109,015	109,458	443	

Budget: CAPITAL					
Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Adults: Individual schemes	360	0	0	0	
Supported Living to Extra Care	0	722	722	0	
Total	360	722	722	0	

Key Financial Risks






Adult Social Services Revenue

The current forecast is an overspend of £443k, the main factor contributing to the overspend relates to the Mental Health Service. In order to reduce this overspend an efficiency programme has been put forward and agreed. The efficiency programme is being monitored on a monthly basis and a programme board has been set up to review progress.

Adult Social Services Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

CHILDREN & FAMILIES

Budget: GENERAL FUND					
Children and Families					
Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Early Help & Education	47,537	51,518	51,519	1	
Social Care	35,438	32,623	32,795	172	
Central Support & Other	1,432	3,689	3,689	0	
Schools and Dedicated School Grants	(34,192)	(43,625)	(43,625)	0	
Total	50,215	44,205	44,378	173	

Key Financial Risks

Children and Families Revenue

Children & Families are currently forecasting an overspend of £173k predominantly in the area of Social Care and more particularly in the purchasing and placements budget. The number of children in foster care has increased by 14 in June after an initial fall at the start of the year. This has seen increases in placements in both in house fostering and independent fostering agencies as the pressure on out of

Key Financial Risks

borough placements, the placing of siblings and children with very challenging needs has increased. This is partly offset by a reduction in residential placements though the full impact of this improvement is not expected until later in the year.





The schools budget is currently forecasting an underspend of £100k. There are two main elements to this

- The review of the Alternative Education Services is anticipated to deliver full year savings of £1.027m
- The Pupil Parent Services has an overspend of £929k mainly due to a £1m overspend over pupils without places and it is likely there will be continued pressures on this budget with the new September 2013 intake of pupils.









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	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Directorate	840	1,166	1,165	(1)	
Neighbourhood Services	32,214	32,632	32,858	226	
Environment & Protection	1,454	2,278	2,151	(127)	
Total	34,508	36,076	36,174	98	

Budget: CAPITAL

Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
TfL grant funded schemes	4,445	4,539	4,539	0	
Civic Centre CCTV	320	0	0	0	
Leisure & Sports schemes	900	535	535	0	
Environmental Initiative schemes	7	0	0	0	
Public Realm	4,347	0	0	0	
Highways scheme	3,099	3,550	3,550	0	
Parks & Cemeteries schemes	820	165	165	0	
Total Environment & Neighbourhoods Capital Programme	13,938	8,789	8,789	0	

Key Financial Risks














Environment and Neighbourhood Services Revenue




Environment and neighbourhood Services is currently forecasting an overspend of £98k. The main factor in this is an overspend of £226k on the waste and recycling budget with higher than expected waste tonnages in April and May. As part of the 2013/14 budget process this budget received £1.325m of additional funding to meet demand and price pressures. Further investigation into this overspend is on-going and will be closely monitored. This overspend is partly offset by underspends in Transport Services and Business and Consumer Protection.

Environment and Neighbourhood Services Capital


The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

REGENERATION & MAJOR PROJECTS







Budget: GENERAL FUND					
Housing					
Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Housing Benefit Deficit	491	662	662	0	
Housing Needs	7,622	9,412	7,873	(1,539)	
Private Housing Services	727	685	685	0	
Supporting People	9,745	8,353	8,353	0	
Other Housing Services	1,260	345	345	0	
Total	19,845	19,457	17,918	(1,539)	
Non Housing					
Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Civic Centre & Major Projects	2,346	2,590	2,590	0	
Directorate & Business Support	561	608	608	0	
Planning & Building Control	1,036	644	644	0	
Policy & Regeneration	418	0	0	0	
Property & Asset Management	9,108	7,188	7,188	0	
Total	13,469	11,030	11,030	0	
Total Regeneration and Major Projects	33,314	30,487	28,948	(1,539)	

Budget: CAPITAL					
Housing	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
PSRSG & DFG Council	4,769	6,868	6,868	0	
Housing: Individual schemes	476	0	0	0	
Total Housing Capital Programme	5,245	6,968	6,968	0	









Budget: CAPITAL





Housing	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,		2013/14 (Under)/Over Spend £000,	Alert
Total Housing Revenue Account Capital Programme	10,875	17,232	17,232		0	

Budget: CAPITAL

Regeneration & Major Projects	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,		2013/14 (Under)/Over Spend £000,	Alert
Civic Centre	48,534	1,517	1,517		0	
Children & Families	36,542	48,508	48,508		0	
Property	0	610	610		0	
Strategy, Partnership and Improvement	16,610	13,872	13,872		0	
S106 & CIL Works	2,450	5,500	5,500		0	
Total Regeneration and Major Projects Capital Programme	104,136	70,007	70,007		0	

Budget

Housing Revenue Account (HRA)	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,		2013/14 (Under)/Over Spend £000,	Alert
Rent and Rates	1,317	1,744	1,744		0	
Capital Financing	10,742	10,536	10,536		0	
Depreciation (MRA)	10,826	14,052	14,052		0	
General/Special Management/Services	16,894	16,637	16,637		0	
Housing Repairs	12,925	11,402	11,402		0	
Provision for Bad Debts	515	1,158	1,158		0	
Rent Income	(53,186)	(53,519)	(53,519)		0	
Other Income	(726)	(438)	(438)		0	

Transfer to/(from) Reserves	375	0	0	0	
Total	(318)	1,572	1,572	0	
Balances b/fwd	(2,268)	(1,972)	(2,586)	0	
Surplus c/fwd	(2,586)	(400)	(1,014)	0	

Key Financial Risks

Regeneration and Major Projects Revenue

Regeneration and Major Projects are forecasting an underspend of £1.539m.

As part of the 2013/14 budget process additional resources of £2.45m were provided to reflect changes in the housing benefit subsidy for temporary accommodation coming into force during 2013. These are in addition to changes resulting from the introduction of the Local Housing Allowance caps.

The impact of the Local Housing Allowance caps in 2012/13 was not as great as originally anticipated either at the start of the year or at the time of budget setting for 2013/14. Consequently this allowed Temporary Accommodation to deliver a greater underspend at the end of the year and to allocate more monies to reserves to meet pressures in 2013/14. The effects of this underspend have rolled into 2013/14 budget.

In addition 2013/14 forecasts have taken into consideration a revised go live date of 12 August 2013 for the Overall Benefit Cap and proposals to reduce the Temporary Accommodation budget by 30% over the next four years. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £1.539m to reflect this. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14 and beyond.

Housing Revenue Account (HRA) Revenue

The HRA forecast is currently in line with budget. The provisional 2012/13 outturn figures for the HRA show that surplus carried forward is likely to increase from £2.268m to £2.586m subject to external audit and this will increase the forecast balances carried forward at the end of 2013/14.

Regeneration and Major Projects Capital

At the Executive on 19 August 2013 members agreed to the cost of providing the 40 place expansion at Woodfield School forecast at £1.5m, of which the school governing body has approved a contribution to the capital costs of £200k. The balance of funding is to be provided from unsupported borrowing which the Schools Forum has agreed to meet the capital repayment and borrowing charges from the Dedicated Schools Grant. The rephrasing of 2012/13 carry forwards will be detailed in quarter 2.

Key Financial Risks

Housing General Fund Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2







Housing Revenue Account (HRA) Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2




CENTRAL SERVICES

Budget: GENERAL FUND

Central Services

Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
Chief Executive's Office	414	327	327	0	
Customer & Community Engagement	3,755	3,283	3,283	0	
Legal and Procurement	5,286	10,055	10,055	0	
Finance & Corporate Services	20,436	22,171	22,171	0	
Strategy, Partnerships and Improvement	5,050	5,802	5,802	0	
Total	34,941	41,638	41,638	0	

Budget: CAPITAL

Unit	2012/13 Out-turn £000,	2013/14 Budget £000,	2013/14 Forecast £000,	2013/14 (Under)/Over Spend £000,	Alert
ICT schemes	2,497	400	400	0	
Central Items	1,607	50	50	0	
Total Corporate Capital Programme	4,104	450	450	0	

Key Financial Risks

Key Financial Risks

Central Services Revenue

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

- Various departments are currently been reviewed and restructured and there will be a clearer idea of the forecast once this has been complete.

Central Services Capital

The rephrasing of 2012/13 carry forwards will be detailed in quarter 2

SUMMARY

Overall Summary						
		Original Budget £000,	Latest Budget £000,	Forecast £000,	Variance £000,	Alert
Departmental Budgets						
Adult Social Services		109,015	109,015	109,458	443	
Children and Families		44,205	44,205	44,378	173	
Environment and Neighbourhood Services		36,076	36,076	36,174	98	
Regeneration & Major Projects		30,487	30,487	28,948	(1,539)	
Finance & Corporate Services & Central Services		41,638	41,638	41,638	0	
Transfer to Reserves		0	0	1,539	1,539	
Total		261,421	261,421	262,135	714	
Central Items						
Capital Financing and Other Charges		25,107	25,107	25,107	0	
Levies		3,427	3,427	3,427	0	
Premature Retirement Compensation		5,224	5,224	5,224	0	
Insurance Fund		1,500	1,500	1,500	0	
Centrally Held Cost Pressures		164	164	164	0	
Transformation Enabling Fund		2,500	2,500	2,500	0	
One Council Programme		(500)	(500)	(500)	0	
South Kilburn Development		900	900	900	0	
Affordable Housing PFI		76	76	76	0	
Carbon Tax		67	67	67	0	
Redundancy & Restructuring Costs		2,611	2,611	2,611	0	
Inflation Provision		3,467	3,467	3,467	0	
Government Grants		(22,883)	(22,883)	(22,883)	0	
Other Items		1,466	1,466	1,466	0	
Total central items		23,126	23,126	23,126	0	
Movement in Reserves		(250)	(250)	(250)	0	
Contribution to/(from) balances		0	0	(714)	(714)	
Total Budget Requirement		284,297	284,297	284,297	0	
Balances c/Fwd 1 st April 2013		12,041	12,041	12,060	19	
Contribution from balances		0	0	(714)	(714)	
Total Balances for 31st March 2014		12,041	12,041	11,346	(695)	

BUDGET VIREMENTS

Revenue Virement Schedule 2013/14

	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,
Trading Standards – Property Lease			60				(60)
Willesden Sports Centre PFI Contract			76				(76)
Waste & Recycling savings on contract			(533)				533
Homelessness Grant- funding secondment				100		(100)	
Accommodation for Metropolitan Police in Civic Centre	(8)	(8)		16			
Business Support Stationery transfer	(8)	(20)	(15)	(15)	88	(30)	
Customer Services – transfer of security posts		(24)		(47)		71	
Transfer of courier service					(10)	10	
Transfer of printing budgets	(24)	(75)	(49)	(40)	(35)	223	
Transport Strategy transfer			121	(121)			
Transfer of telephone and mobile budgets	(227)	(297)	(241)	(149)	(113)	1,027	
Total	(267)	(424)	(581)	(256)	(70)	1,201	397

1. The move of responsibilities between service areas for Transport strategy is reflected in the transfer of £121 between Regeneration & Major Projects and Environment & Neighbourhood Services.
2. There are number of transfers which have resulted from the move to the Civic Centre including additional storage for Trading Standards, the transfer of security posts, the courier service, accommodation for the Metropolitan Police, stationery and telephone budgets.

3. Other transfers are capturing savings including the additional income from recyclates as part of the Waste and Recycling Contract and reduction in printing costs from the introduction of One print .
4. In addition there is a transfer of homeless grant monies from Audit to Housing following a change in DCLG funding and a transfer of monies held centrally monies for the Willesden Sports Centre PFI Contract

There are also two transfers within central services for £3k of telephony charges between Customer & Community Engagement and Legal & Procurement as well £32k for administrative support between Strategy, Partnership & Improvement and Legal & Procu

One Council Overview & Scrutiny Committee 9th October 2013

Summary

This note updates Members of the One Council Overview and Scrutiny Committee on progress since the last report in March 2013 with the new three borough joint Parking Enforcement Contract. It covers:

- ◆ The award of the contract
- ◆ The savings projected and achieved
- ◆ Performance of the new contractor
- ◆ The withdrawal of scratch cards and the introduction of virtual visitor parking passes.

Award of Contract

The new parking enforcement contract was let following a joint procurement by the boroughs of Brent, Hounslow and Ealing to Serco plc. The contract went live in Brent on 4 July, 2013 in Hounslow on 5 August 2103 and in Ealing (for back office functions only) on 1 September 2013.

From Brent's point of view the complex mobilisation phase of the contract was overall successful with effective staff transfer and enforcement operations; migration of historic data to the new SiDem IT system which is working well, and successful transfer of CCTV enforcement functions to the Civic Centre.

Although the mobilisation was overall successful, there have been a number of well publicised problems with the performance of the contract in Brent which are discussed below in the section on Performance.

Expected and Achieved Savings

The contract was expected to deliver significant savings in costs in comparison with the previous APCOA contract. These savings are to be achieved partly through the innovative use of new technological solutions which will allow the deployment of fewer Civil Enforcement Officers (CEOs) to achieve the same level of driver compliance.

The report recommending the award of the contract identified eventual full year savings to Brent of a little over £850k per year phased as shown in the table below

F Y	April - Jun	Jul - Mar	FY Exp.	Saving
2013/2014	£ 1,145,404.50	£ 3,325,692.56	£ 4,471,097.06	-£ 110,520.94
2014/2015	£ 1,108,564.19	£ 2,794,080.24	£ 3,902,644.42	-£ 568,452.63
2015/2016	£ 931,360.08	£ 2,794,080.24	£ 3,725,440.32	-£ 177,204.11
2016/2017	£ 931,360.08	£ 2,794,080.24	£ 3,725,440.32	

Serco are now approaching their Target Operating Model, having completed the first phase of their staff consultation to allow them to begin to reduce staffing levels and savings generated from re-letting this contract are on-track with little variance between anticipated expenditure and actual expenditure.

It is likely that there have been some further savings achieved through reduced mobilisation and set up costs and these will be considered and identified through the open book contract management process. It is too early at present to deal with these in any more detail.

Performance

Serco's performance in terms of on-street enforcement has been satisfactory. Productivity of CEOs has been a little below the levels initially anticipated through the period of the staff consultation as they move to their Target Operating Model.

The technological innovations on which that model is predicated include ensuring that vehicles legally parked are identified by their Vehicle Registration Mark (VRM) on one of a number of on-line databases to allow automatic identification of vehicles likely to be illegally parked.

They also include a shift by customers to contact channels which are more convenient and cheaper to use with transactions taking place where possible online, by mobile phone or by text message. Brent's Parking Shops have now been closed since May 2012; and in spite of some initial customer service issues discussed below the usage of these channels is increasing.

There have been significant problems with:

- ◆ The on-line permit processing system provided through the previous enforcement contract by their sub-contractor which has proved to have significant operational problems leading to fewer permit related customer requests being satisfactorily resolved on line and many more telephone calls being received than anticipated
- ◆ The volume of calls presenting to the Serco contact centre which led to unacceptable waiting times and abandonment rates for those customers wanting to speak to an agent with a significant number of very poor customer experiences being reported

Serco have addressed these issues through remediation plans for both the permitting software and the contact centre performance. The plan for the software is systematically and forensically identifying and resolving problems with the functionality of the system to try to ensure that as many customers as possible who try to use it to obtain or renew permits are able to do so. Good progress is being made, which is evidenced in reducing numbers of calls to the contact centre from customers who have problems with the on-line system.

The contact centre is receiving more than three times the volume of calls anticipated when the contract was tendered. Serco have responded to the unacceptably long waiting times experienced by residents, and the consequent unacceptable high levels of abandoned calls. They firstly tripled the number of staff in the contact centre to ensure that as many calls as possible could be answered. This successfully brought average waiting times down to below two minutes against a contractual standard of one minute.

Subsequently they have opened a further contact centre in Leeds to deal with initial PCN challenges, allowing more of the staff in their base in Brent to deal with calls relating to permits. It is too soon to say what success this will have on reducing waiting times but officers are monitoring Serco's performance closely.

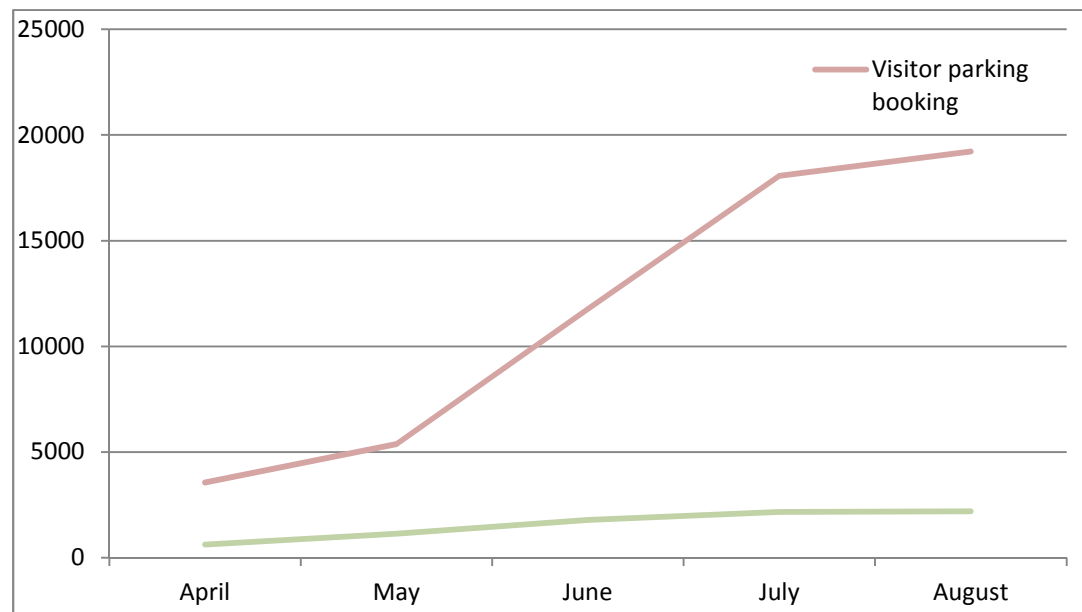
There have also been concerns over the structure of the automatic call handling menus which, for some residents, have proved difficult to navigate, and difficult to use to reach a person on the end of the line. Serco have agreed and are implementing a major revision of these menus to make them simpler, more intuitive and easier to use,

Scratch Cards

As discussed earlier, capturing details of the VRM of legally parked vehicles in an on-line database is critical to the achievement of efficiency savings through this contract. This is one major driver of the switch from scratch cards to virtual visitor parking passes. The other, is the elimination of the inconvenience to residents of having to travel to parking shops to queue to buy scratch cards in the first place.

The take up of virtual visitor parking is now accelerating as the graph below shows.

Electronic Visitor Bookings:



Whilst it is too early to benchmark success against traditional scratch cards (as they are still in circulation), data reveals that customers are spending an average of £14 per transaction, as opposed to £10 per transaction with scratch card books.

Officers are working on the final details of the Scratch Card exchange scheme with Serco; this is anticipated to go-live in October (where customers may exchange 10 cards for 11 electronic sessions). Serco are currently resourcing for this process.

Other non-urgent changes to permits and parking products will not be introduced until present arrangements have stabilised and acceptable levels of customer service are being achieved.

Michael Read

Operational Director Environment & Protection

David Thrale

Head of Safer Streets

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One Council Overview & Scrutiny Committee

9 October 2013

Report from the Strategic Director of Environment & Neighbourhoods

Wards Affected:
ALL

The One Council Programme – Second Update - 2013/14

1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, is designed to fundamentally change the way the council carries out its business. Its initial target was to deliver savings of £50m anticipated over 4 years, but the funding settlement following the Comprehensive Spending Review in 2010, meant that the target for savings over the four year period was revised upwards to between £90m and £100m.
- 1.2 The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.3 Overall the Programme delivered financial benefits of £11.7m in 2010/11 and further savings of £29.5m in 2011/12 and £13.4m in 2012/13. This has resulted in cumulative benefits of £54.6m per annum from the end of 2012/13. By the end of the Programme in 2014/15, cumulative benefits are budgeted at £76.4 per annum.
- 1.4 Progress since the last One Council Programme update report to the Overview and Scrutiny Committee on 28 May 2013 includes:
 - five projects that were in delivery when we reported in May are now completed and closed;

- one new OC project has been brought into the programme – Working with Families Phase 3 and two projects have progressed into delivery – Streamlining Management Structures & Corporate Services and ASC Mental Health;
- two existing OC projects – Integrating Health & Social Care and ASC Mutual - will be pursued as separate initiatives outside of the OC Programme;
- the Brent One Oracle project, which was Red rated when we reported in May has now moved to Amber;
- both financial and non-financial benefits continue to be delivered;
- the governance of the OC Programme Board has been revised.

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to note and consider the contents of this report.

3.0 The One Council Programme – Progress Update

- 3.1 There are 40 projects within the One Council Programme: sixteen cross-council, eighteen single department, two multi department and four partnership projects. In total twenty five projects have been formally closed by the Programme Board and a further five projects are awaiting closure.
- 3.2 Five projects have been completed and closed since the last report to the Committee – Digital Post Room, Customer & Visitor Manager (Civic Centre Operations), Libraries Transformation, Highways and Working with Families Phase 2. Another five further projects are awaiting closure – Review of Employee Benefits, Move to the Civic Centre, Services to Young People Phase 1, Review of School Improvement Service and SEN Review Phase 2.
- 3.3 Working with Families Phase 3 is a new project has been brought into the OC Programme since March and it is still in development. Streamlining Management Structures & Corporate Services and the ASC Mental Health projects are now in delivery.
- 3.4 The Integrating Health and Social Care agenda is being led by the ASC department through the delivery of number of inter-linked projects rather than a large single OC project. This will be delivered by the department rather than through the OC Programme although the commitment remains to achieve the original savings target of £2.2m from 2014/15.
- 3.5 A mutual model for the delivery of adult social services was one of the alternative delivery models that had been given some early consideration in ASC. However the renewed emphasis on health integration means that this is no longer a priority area of focus for ASC. CMT/OC Strategic Programme Board agreed that this should no longer be OC project for ASC, but recognised that developing mutual models of service delivery is an area of broader interest for members and needs to be taken forward in a different

way.

- 3.6 The Brent One Oracle project which was Red rated in the May report to the Committee has been moved to Amber as the main project resourcing issues have been addressed. This project is being delivered in partnership with five other councils and timescales and scope of work remains challenging.
- 3.7 The **Parking Enforcement Review** is a detailed project with five inter-related workstreams. The project delivery has been strengthened but the project remains red rated because of the difficulties with the introduction of the new online service. Brent staff have been working closely with the new service provider to address these service issues.
- 3.8 An outline of the current shape of the Programme can be found in **Appendix 1**. Details of project end dates are attached in **Appendix 2** and **Appendix 3** provides detail on the progress of live One Council projects.

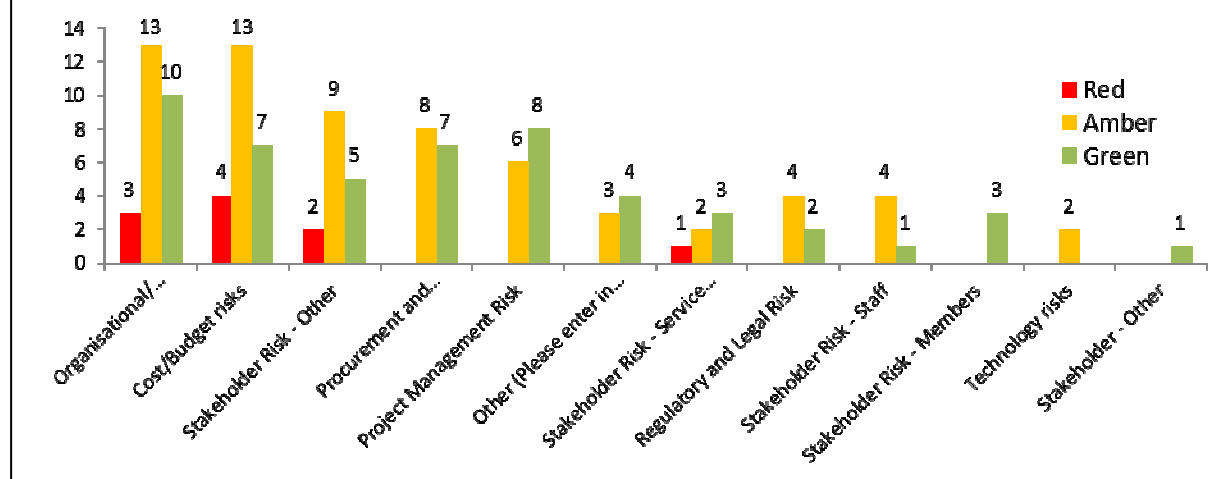
4.0 The One Council Programme – Programme and Project Management

- 4.1 The new internal governance arrangements for OC Programme were put in place in June 2013 following changes to the senior management posts in the council. The interim Chief Executive is now the OC Programme Sponsor. CMT now acts as the OC Strategic Programme Board and focus on cross-council projects, partnership projects and strategic matters for the Programme. Portfolio projects and general programme matters are the responsibility of a refreshed OC Programme Delivery Board chaired by the Strategic Director of Environment & Neighbourhoods.

5.0 The One Council Programme – Risks and Issues

- 5.1 The overall profile of programme level risks remains the same. The most significant areas of programme level risks are the delivery of financial benefits; organisational/operational risks and internal/external stakeholder buy in.
- 5.2 CMT/OC Strategic Programme Board and the Programme Delivery Board continue to carefully monitor the financial risks. Organisational /operational risks relate to internal changes in Brent and these risks are largely being addressed as appropriate by the relevant OC projects. OC projects take responsibility for addressing their particular internal and external stakeholder matters in the most appropriate way. Further communications support is provided by the internal and external change communications put in place across the OC Programme.
- 5.3 The increased number of completed and closed projects means that there has been a reduction in risks reported by live OC projects. In April, there were 155 risk reported across all live projects in the Programme. This has decreased to 114 reported project risks in September 2013.

Figure 1: One Council project risks – September 2013



- 5.4 The internal resourcing of the remaining and new potential OC projects is a challenge. The Programme Boards and Programme Management Office are considering short-term and long-term options to address the resourcing requirements of the OC Programme.

6.0 Financial Benefits

- 6.1 Financial benefits from the One Council Programme were incorporated in the 2012/13 budget report to Full Council on 25th February 2013. Table 1 includes the latest summary of savings and costs included in the Programme and **Appendix 4** sets out the detail together with RAG rating against the savings for each project.

Table 1: One Council Programme savings and costs – 2010/11 to 2014/15

	2010/11 Actual £'000	2011/12 Actual £'000	2012/13 Actual £'000	2013/14 Budget £'000	2014/15 Budget £'000
Total Programme Savings	11,689	41,154	54,548	64,763	76,370
Total Programme Costs	4,290	2,235	3,870	2,820	1,690
NET PROGRAMME SAVINGS	7,399	38,919	50,678	61,943	74,680

- 6.2 A savings reduction adjustment has also been made to reflect that the £2.2m budget saving in 2014/15 for Health & Social Care integration will be met by departments separately outside of the OC Programme.

7.0 Non-financial benefits – improvements and efficiencies

- 7.1 The council has committed itself through the One Council Programme to delivering financial savings through transforming services. A list of the main non-financial benefits achieved to date was reported to the Committee in December 2012. The Transformation Overview in **Appendix 5** provides a simplified overview of the OC project alignments to the eight strategic benefits of the OC Programme.

8.0 Legal Implications

- 8.1 At a Programme level, there are no current legal implications.
- 8.2 Projects continue to have a responsibility to identify legal implications at concept stage and seek appropriate legal advice throughout project delivery.

9.0 Diversity Implications

- 9.1 The equality and diversity implications at a project level vary with the nature of each project and its objectives. The Programme Management Office continues to maintain oversight of individual project assessments and a number of completed Equality Impact Assessments are now available for general viewing on the Brent Council website.

10.0 Staffing/Accommodation Implications (if appropriate)

- 10.1 None

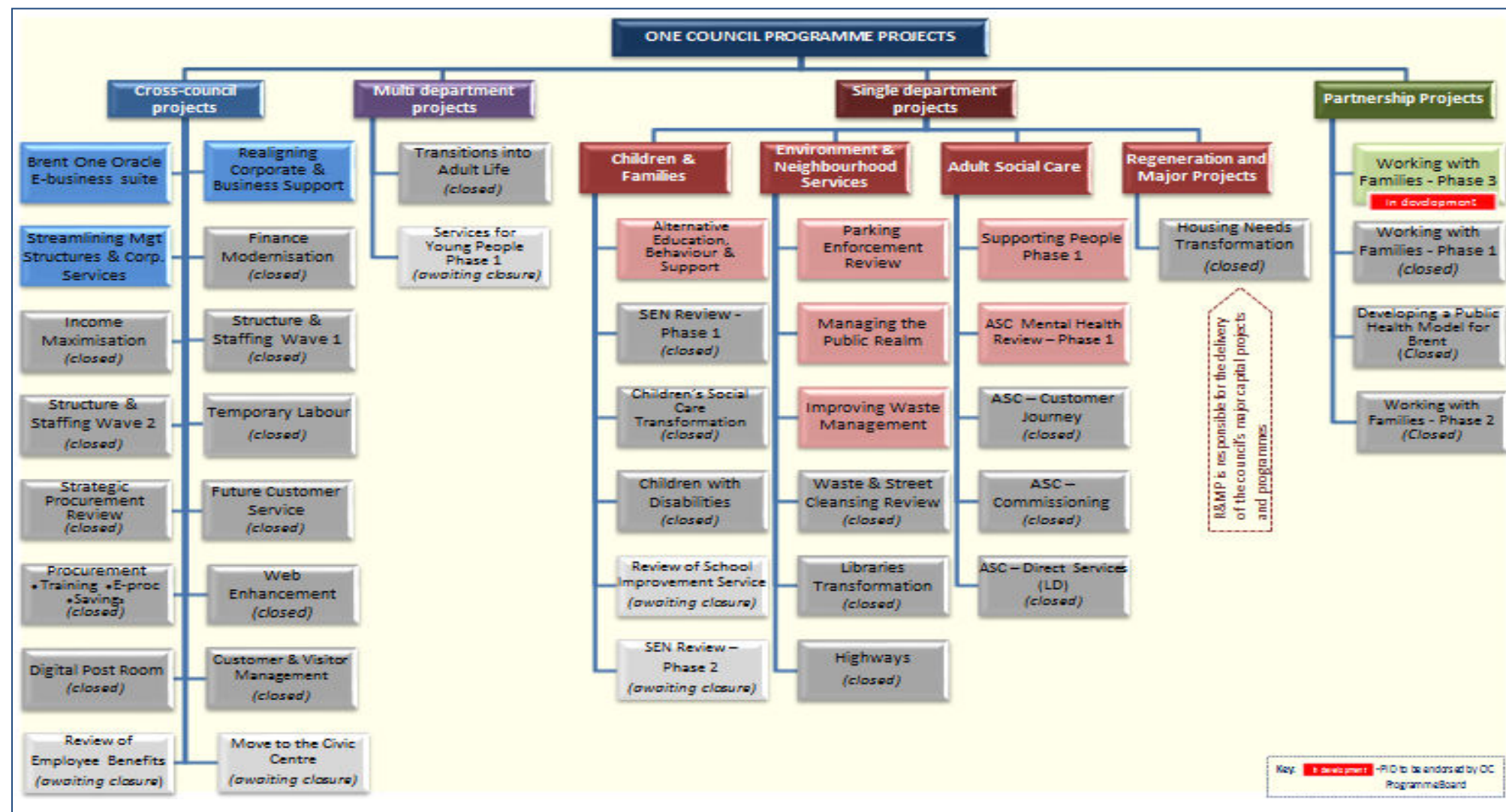
Background Papers

Contact Officers

Sue Harper
Strategic Director – Environment & Neighbourhoods

Irene Bremang
Programme Management Office Manager

Appendix 1 – One Council Projects – September 2013



Appendix 2 – One Council Projects – Closure Dates

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Cross-council	Realigning Corporate & Business Support	In delivery	December 2013
Cross-council	Streamlining Management Structures and Corporate Services	In delivery	October 2013
Cross-council	Brent One Oracle E-business suite	In delivery	March 2014
Cross-council	Finance Modernisation	Closed	May 2011
Cross-council	Income Maximisation	Closed	July 2011
Cross-council	Structure & Staffing Wave 1	Closed	February 2011
Cross-council	Structure & Staffing Wave 2	Closed	September 2011
Cross-council	Temporary Labour	Closed	February 2012
Cross-council	Strategic Procurement Review	Closed	April 2012
Cross-council	Future Customer Service	Closed	December 2012
Cross-council	Procurement (Training/E-procurement/Savings)	Closed	March 2013
Cross-council	Web Enhancement	Closed	April 2013
Cross-council	Digital Post Room	Closed	July 2013
Cross-council	Customer & Visitor Management (CC Operations)	Closed	July 2013
Cross-council	Review of Employee Benefits	Awaiting closure	October 2013
Cross-council	Move to Civic Centre	Awaiting Closure	November 2013
Multi department	Transitions into Adult Life	Closed	May 2012
Multi department	Services for Young People Phase 1	Awaiting closure	October 2013

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Single department (C&F)	Alternative Education, Behaviour & Support	In delivery	December 2013
Single department (C&F)	SEN Review - Phase 1	Closed	July 2011
Single department (C&F)	Children's Social Care Transformation	Closed	April 2012
Single department (C&F)	Children with Disabilities	Closed	June 2012
Single department (C&F)	SEN Review – Phase 2	Awaiting closure	October 2013
Single department (C&F)	Review of School Improvement Service	Awaiting Closure	November 2013
Single department (E&NS)	Parking Enforcement Review	In delivery	December 2013
Single department (E&NS)	Managing the Public Realm	In delivery	October 2014
Single department (E&NS)	Improving Waste Management	In delivery	March 2014
Single department (E&NS)	Waste & Street Cleansing Review	Closed	May 2012
Single department (E&NS)	Libraries Transformation	Closed	July 2013
Single department (E&NS)	Highways	Closed	August 2013
Single department (ASC)	ASC Mental Health Review - Phase 1	In delivery	January 2014
Single department (ASC)	Supporting People Phase 1	In delivery	March 2014
Single department (ASC)	ASC – Customer Journey	Closed	July 2011
Single department (ASC)	ASC – Commissioning	Closed	May 2012
Single department (ASC)	ASC – Direct Services (Learning Disability)	Closed	February 2013
Single department (R&MP)	Housing Needs Transformation	Closed	July 2012
Partnership	Working with Families - Phase 3	In development	TBC
Partnership	Developing a Public Health Model for Brent	Closed	April 2013

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Partnership	Working with Families – Phase 1	Closed	April 2013
Partnership	Working with Families – Phase 2	Closed	September 2013

Appendix 3 – One Council Project Updates – September 2013

Project Name	Project Aims	Update October 2013
Cross Council Projects – New Ways of Working		
Realignment of Corporate and Business Support	This project aims to review and restructure corporate and departmental support across the organisation to most effectively meet demand and support service delivery.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> The new Brent Integrated Business Support (BIBS) service went 'live' in the new Civic Centre in July 2013. Work being undertaken to embed the new service structures and address any outstanding 'teething problems' to ensure that that appropriate levels of support are delivered across the business. Project likely to close in October/November this year when CMT/Strategic Programme Board are assured that the service is operating effectively.
Streamlining Management Structures and Corporate Services	<p>The main project objectives are:</p> <ul style="list-style-type: none"> streamlining and refocusing Council departments, the Corporate Management Team and senior management streamlining middle management to ensure a sensible balance between management costs and business and operational requirements, as well as aligning this management tier with the new departmental structures reorganising corporate functions to reduce costs and strengthen their focus on strategic support to the organisation, as well as specialist support to departments delivering a minimum of £2.9 million savings from these changes. 	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> Initial proposals have been endorsed by CMT and the Executive. Consultation due to commence imminently.

Appendix 3 – One Council Project Updates – October 2013, cntd.

Project Name	Project Aims	Update October 2013
Cross Council Projects – Support Services		
Brent One Oracle e-Business Suite	Brent Council is a member of the pan-London Project Athena supported by Capital Ambition. The purpose of the programme is to lay the foundations to create a single Information and Communication Technology (ICT) platform for London public sector organisations to gain the opportunity and ability to deliver significant efficiencies and service improvements for ICT enabled support service functions standardising systems and processes across a range of back office functions such as Finance and HR.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The implementation of the Oracle system has been widened to provide an e-business platform which includes HR, Payroll, Finance and Procurement modules. • Project governance, plan and approach has been revised. • Currently on-track to migrate to the new system by December 2013. • Rigorous testing and data cleansing exercises underway in preparation.

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Project Name	Project Aims	Update October 2013
Department Projects - Children & Families		
Alternative Education, Behaviour & Support	This is a service transformation project to redesign and implement a flexible and cost effective Pupil Inclusion Service. The redesigned service will be focussed on meeting the diverse needs of pupils at risk of exclusion and working in close partnership with schools, families and other agencies. Preventing pupil exclusion is also linked with the aims of the Working with Families project.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Consultation complete and new delivery/staffing model agreed. • New service to go live in January 2014.

Project Name		Project Aims	Update October 2013
Single Department Projects - Environment & Neighbourhood Services			
Parking Enforcement Review		The aim of this project is to provide efficiencies in Parking Enforcement and Notice Processing through the retender of the parking contract and deliver improvements to ensure the incidences of non-compliance are minimised. This will be achieved by reviewing process and infrastructure within the Parking Team.	This project is currently in delivery <ul style="list-style-type: none"> • Three of the five project workstreams have been completed • Currently progressing the proposed parking tariff changes which should be implemented by mid October 2014 • The target end date for the project is 31st October 2013 to enable any residual issues arising from the tariff changes to be addressed and to finalise the cashless parking arrangements related to the decommissioning of pay and display machines
Managing the Public Realm		The main aims of this project are: <ul style="list-style-type: none"> • To develop an integrated approach to managing the public realm that maintains resident satisfaction and will contribute to delivering budget savings. • To design and procure an 'Environmental Services' contract for Brent. 	This project is currently in delivery <ul style="list-style-type: none"> • Consultation with staff closed on 13 September and a report seeking approval to award the contract to the preferred bidder will be discussed by the Executive at its meeting on 14 October 2013. Following this, stage 2 of the project (Procurement) should close in close in November 2013. • Contract mobilisation will begin in November 2013 and close in April 2014.
Improving Waste Management		This is a continuation of the Waste and Street Cleansing Review, a One Council Project that closed in May 2012. It serves as a formal and structured means of extending that work to further increase the council's recycling rate to 60% by March 2014 and reduce household waste levels.	This project is currently in delivery <ul style="list-style-type: none"> • August 2013 saw a further drop in landfill tonnage, which continues a downward trend experienced in the previous 4 months. The Year to Date trend compared to 2012/13 is a 7% reduction in landfill, which has had a positive impact on the projected budget position. • The impact of food recycling is being measured and further work will take place to address contamination • The scope of enforcement work twill also incorporate a focus on nurseries and care homes and a targeted approach in town centres

Appendix 3 – One Council Project Updates – October 2013, cntd.

Project Name	Project Aims	Update October 2013
Single Department Projects - Adult Social Care		
Supporting People Phase 1	The project aims to improve the Council's approach to helping people live at home and preventing homelessness, whilst at the same time making the best use of the council's resources.	This project is currently in delivery <ul style="list-style-type: none"> • New Framework was agreed late last year. • Main project activities now relate to putting the new arrangements/contracts in place. • Project is on track to exceed allocated savings target.
ASC Adult Social Care Mental Health Review	This project will review the effectiveness of current Mental Health provision in Brent to ensure that it is fit for purpose, structured effectively, able to meet the demands of the new policy framework, and providing maximum value for money.	This project is currently in delivery <ul style="list-style-type: none"> • Short 6 month project (until January 2014) in partnership with Central North West London Hospital Trust (current provider) to review the effectiveness and value for money being delivered by the existing contract. • A decision will be taken post January as to the new contractual/operating arrangements.

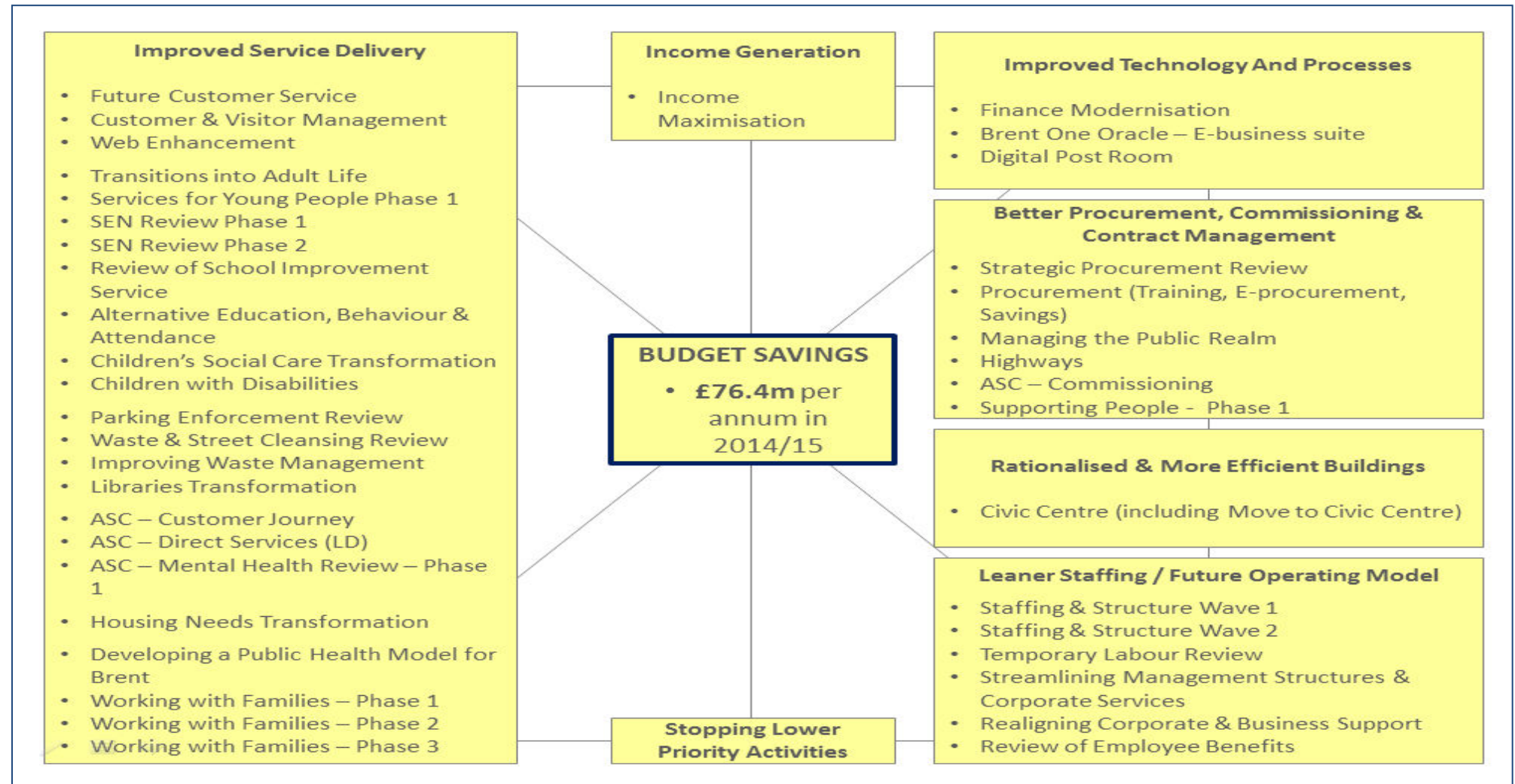
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Project Name	Project Aims	Update October 2013
Partnership Projects		
Working with Families – Phase 3	To ensure the effective delivery of the National Troubled Families Programme in Brent, whilst ensuring sustainable, multi-agency improvements to the way that services are delivered to vulnerable families in the Borough.	This project is in development <ul style="list-style-type: none"> • PID for the phase 3 project currently being developed. This will ensure that there is clarity around the vision, governance and scope of the project moving forward.

Appendix 4 – One Council Savings – 2013/14 Budget

ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - AGAINST THE 2010/11 PROGRAMME BASELINE - 29 AUGUST 2013								
(NET OPERATIONAL BENEFITS)	Saving/ cost avoid	2010/11 Actual £'000	2011/12 Actual £'000	2012/13 Actual £'000	2013/14 Budget £'000 Forecast £'000		Variation £'000	2014/15 Budget £'000
Cross-cutting projects								
Structure and Staffing	Saving	6,591	13,770	14,468	14,468	14,468	0	14,468
Streamlining Management Structures and Corporate Services	Saving	0	0	0	0	0	0	2,900
Review of employee benefits	Saving	1,000	2,085	2,860	2,997	2,997	0	2,997
Future Customer Services	Saving	0	686	1,441	1,501	1,501	0	1,501
Finance Modernisation	Saving	400	1,505	1,505	1,505	1,505	0	1,505
Brent One Oracle (Athena)	Saving	0	0	0	0	0		0
Realignment of Corporate and Business Support	Saving	0	0	0	1,913	1,913	0	2,170
One print project	Saving	0	0	433	494	494	0	702
Other Civic Centre savings not shown above	Saving	0	0	0	0	0	0	500
Strategic Property Review - 2011/12	Saving	496	681	1,211	1,211	1,211	0	1,211
Strategic Procurement - savings	Saving	1,249	2,147	2,147	2,647	2,647	0	4,147
Strategic Procurement - cost avoidance	Cost avoid	0	3,000	6,000	9,000	9,000	0	12,000
Income Maximisation	Saving	213	4,355	4,355	4,355	4,355	0	4,355
Recruitment advertising	Saving	150	150	150	150	150	0	150
Cross-cutting projects total benefits		10,099	28,329	34,570	40,241	40,241	0	48,606
Service projects								
Benefits	Saving	560	708	708	708	708	0	708
Revenues	Saving	0	1,200	1,200	1,200	1,200	0	1,200
Housing Needs Transformation - process	Saving	0	18	950	1,300	1,300	0	1,300
Housing Needs Transformation - policy	Cost avoid	0	0	500	1,000	1,000	0	1,500
Waste and street cleansing - budget savings	Saving	42	1,595	2,838	2,952	2,952	0	2,952
Waste and Street Cleansing - cost avoidance	Cost avoid	0	0	0	0	0	0	0
Public realm - contract in 2014	Saving	0	0	200	200	200	0	1,515
Libraries	Saving	0	317	816	816	816	0	816
Parking contract	Saving	0	11	277	588	588	0	588
Highways operations	Saving	0	0	200	284	284	0	284
Environment Regulatory Services	Saving	0	0	50	100	100	0	150
Adults Customer Journey	Saving	988	1,165	1,165	1,165	1,165	0	1,165
Adults Direct Services	Saving	0	635	1,068	1,068	1,068	0	1,068
Adults Commissioning	Saving	0	4,941	5,866	5,866	5,866	0	5,866
Supporting People	Saving	0	1,200	1,800	3,400	3,400	0	3,400
Transitions to Adult Life	Cost avoid	0	0	0	500	500	0	1,000
Children with Disabilities	Saving	0	0	60	60	60	0	60
Children's Social Care transformation	Cost avoid	0	1,035	1,050	1,050	1,050	0	1,050
Working with Families - placement costs	Saving	0	0	0	385	385	0	712
Working with Families - aligned services	Saving	0	0	0	0	0	0	300
SEN and adults transport	Saving	0	0	380	480	480	0	580
School Improvement Service	Saving	0	0	700	1,250	1,250	0	1,400
Traded Services to Schools	Saving	0	0	150	150	150	0	150
Service projects total benefits		1,590	12,825	19,978	24,522	24,522	0	27,764
Cross-cutting project total benefits		10,099	28,329	34,570	40,241	40,241	0	48,606
TOTAL PROGRAMME BENEFITS		11,689	41,154	54,548	64,763	64,763	0	76,370

Appendix 5 – One Council Transformation Overview



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One Council Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Ashraf

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
29th May 2013	Libraries Transformation	Members are interested in knowing the impact of the libraries being closed, evidence around how many people are using libraries and more information on future plans for libraries in Brent.	Jenny Isaac/Sue Mckenzie	Members were pleased with the positive progress being made by the library service in Brent. The chair requested for the presentation to be emailed to all committee members. This was done on 30/05/13.
	Services for Young People	Members will receive a verbal update on the progress made and how this project is being developed and what has been achieved to date.	Cathy Tyson	The update was noted. Timetable to implement the scheme should be in place in Autumn.
	One Council Work Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Irene Bremang	The update was noted. Members requested for the Senior Management Restructure project, Project Athena, Adult Social Care Mutual project and Civic Centre Project be added to the work programme.
10th July 2013	The administrations priorities and 2013- 2014 Borough Plan refresh / Council Priorities	The Committee will receive an update on the refreshing of the Borough Plan. The new plan will be live from July 2013 – December 2014.	Christine Gilbert / Muhammed Butt	The update was noted. Ms Gilbert offered to present the Corporate Plan (due to be completed in Sept) at the October meeting. Members requested further information regarding targets and spending figures be sent. Ms Gilbert offered to arrange Member training on the

	Senior Management Restructure	As requested from the May meeting, Ms Gilbert was asked to attend the meeting to answer questions regarding the Senior Management Restructure	Christine Gilbert	impact of welfare reforms in Brent The updated and answers given were noted.
	Working with families initiative	The committee will receive an update on how this project is being developed and what has been achieved so far.	Susan Gates	The update was noted.
October 2013	Performance and Finance report Q4 and Q1	To provide members with performance information	Cathy Tyson	Notice provided
	Parking	Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community.	Michael Read	Notice provided
	One Council Work Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Irene Bremang	Notice provided
26th November 2013	Future Customer Service Project	Members have requested for regular updates on this project. Report will include information on comparison figures on performance and	Margaret Read	

		processes for all services, and figures for average time, duration of calls and waiting times for callers – as requested by members.		
	Complaints Annual Report	Report will provide members with information on how the council has dealt with complaints during 2012/13 and progress since the last report presented in October 2012.	Philip Mears	Notice provided
	Adult Social Care	Adult Social Care Mutual project: This is a new project that will look at the alternative models for providing care in the future.	Phil Porter	
22nd January 2014	One Oracle (formerly Project Athena)	Report to provide members with an update, highlighting the main developments since February 2013.	Mick Bowden	
	Civic Centre Update	Report to provide members with update on Civic Centre savings achieved and projected.	Andrew Donald	
	Parks / Public Realm	Parks cleaning and Public Realm. There are concerns that the current contracts leave parks unkempt over weekends when most frequented.	Sue Harper / Michael Reed	
18th March 2014	Performance & Finance review Q2	To provide members with performance information.	Cathy Tyson	

	One Council Work Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Irene Bremang	
Items to be timetabled				
Adult Social Care Mutual project: This is a new project that will look at the alternative models for providing care in the future				
Civic Centre Project: Members are interested in knowing how the £1.5 million savings are being achieved				
Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community				