



Budget Panel

Thursday 14 January 2010 at 7.30 pm

Committee Room 4, Brent Town Hall, Forty Lane
Wembley HA9 9HD

Membership

Members

Councillors:

Mendoza (Chair)
V Brown (Vice-Chair)
Butt
Cummins
Gupta
Van Kalwala

First alternates

Councillors:

Detre
Corcoran
Coughlin
Bessong
Leaman
Beswick

Second alternates

Councillors:

H M Patel
Motley
Crane
C J Patel
Anwar
Jones

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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 this agenda.	
2 Deputations	
3 Minutes of the previous meeting	1 - 6
4 Matters arising	
5 Update on budget position	
Verbal update on latest position of 2009/10 and 2010/11 budgets.	
6 The work of Deloitte on Brent Council's improvement and efficiency action plan	
Verbal briefing on the work of Deloitte on the Council's improvement and efficiency action plan.	
7 Progress Report on Corporate Strategy 2006-2010	7 - 14
This report informs and updates the Budget Panel on the progress of the Corporate Strategy 2006-2010. The report confirms that progress to date has been strong in some areas, but that in others the pace of progress has been slower than anticipated with a number of projects currently at the "work in progress" stage of delivery. In all cases this reflects the complexity and cross-cutting nature of the projects and recent improvements to our partnership arrangements should facilitate improved performance in the future.	
8 Budget Panel's first interim report	
Discussion on the content of the Panel's first interim report, which will be sent to members of the Executive prior to the publication of the draft budget in February 2010.	

9 Date of next meeting

The next meeting of the Budget Panel is scheduled to take place on Wednesday 10 February 2010.

10 Any other urgent business

Notice of items to be 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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 - Catering facilities are on the first floor near the Paul Daisley Hall.
 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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LONDON BOROUGH OF BRENT

MINUTES OF THE BUDGET PANEL

Wednesday 2 December 2009 at 7.30 pm

PRESENT: Councillor Mendoza (Chair) and Councillors Gupta, C J Patel and Motley

Apologies were received from: Councillors V Brown and Cummins

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Deputations**

None received.

3. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on Wednesday 11 November 2009 be approved as an accurate record of the meeting.

4. **Matters arising**

Item 5 – First reading debate on the 2010/11 to 2013/14 budget

Duncan McLeod (Director of Finance and Corporate Resources) informed the Panel that Brent had been successful in being included in the next wave of Building Schools for the Future (BSF) funding. He added that it had also been announced that the Council would receive around £15m to fund additional primary school places in 2010/11.

Duncan McLeod also reported that the Office for National Statistics (ONS) had launched a consultation on Brent population statistics. In its 2008 mid-year estimate, ONS had amended Brent's population down to around 261,000. The Council's own estimate, as well as the GLA's, both arrived at independently, indicated a population of around 280,000. All the indications from the number of households, school pupils and demand for services were that the population was increasing, rather than decreasing. The final ONS figure would necessarily affect the level of funding of the Council and partner agencies. While there would be no major impact on the 2010/11 budget, this would be felt in 2011/12. In the meantime, the Council was lobbying and commissioning its own studies, and it would be important to get the best possible return from the next census.

5. Environment & culture budget issues

Richard Saunders (Director, Environment & Culture) gave a presentation and answered questions from Councillors on the department's budget position and service transformation. He pointed out that the department covered a wide and complex range of services, from libraries to planning and road safety, together with a significant number of corporate services. Turnover in the current year was £90m-£100m. The current budget pressures, amounting to a total of £2.2m, were driven mainly by the recession. For example, the parking account would be £1m short of the forecast figure of £11m. The number of penalty notices issued had gone down as a result of increased compliance and possibly also as a result of the recession. Fortunately, in some services income and expenditure were linked, but this was not the case in others – land charges, for example. Zero-budgeting exercises had taken place in libraries and streetcare, and it had been possible to take action to rebalance the budget in those areas. Service units had been asked to contribute a total of £600,000 but there remained a residual predicted shortfall of around £600,000. While the department was still working on reducing this, it was proving intractable.

Pressures on the 2010/11 budget included the continuing reduced parking account, pressure on regulatory income, and uncertainty following a ruling from the Information Commissioner that, under the Environmental Information Regulations, requests for information around land charges might no longer be charged for. The success of the organic waste collection meant that extra costs would be incurred, and waste disposal costs in general were uncertain, with costs rising as the recession drew to an end.

Service transformation was taking place in line with the Council's Improvement and Efficiency Strategy, with waste and recycling a key gold project. Another of the department's key gold projects was the Civic Centre project and the introduction of new ways of working. Floor space in Brent House was being reorganised in preparation for new ways of working, and Internet Protocol (IP) telephony was being piloted in preparation for flexible working and hot-desking. Key silver and bronze projects included income maximisation and the review of the Veolia contract. The Council had engaged in competitive dialogue with Veolia and, while the contract specification had seemed ambitious, targets had been met. There had been an improvement in street cleaning, and Local Area Agreement (LAA) targets had been met. The Residents' Attitude Survey (RAS) had reflected significantly increased levels of satisfaction since the introduction of the contract. The RAS had also shown increases in satisfaction with other services provided by the department and, while satisfaction with refuse collection had increased by only 6%, this – at 86% – remained one of the highest satisfaction ratings. The performance of recycling was improving, but was also costing more.

Asked about the speed of parking enforcement at weekends, Richard Saunders reported that actions at the weekend should be as effective as at other times and any reports of reduced productivity could be investigated.

In answer to a question about the use of camera systems for the issuing of penalty notices, Mike Read (Assistant Director, Policy & Regulation) informed the Panel that significant investment would be needed to introduce this, and that the Council would need to be able to take action on moving traffic offences, as well as parking offences, before these powers could be transferred from the police. He agreed to

contact the contractor about a member's concern at the difficulty of parking enforcement in Harlesden.

Answering a question on the level of grant funding received by the department, Mike Read reported that very little was received in grants. For example, in the current year £275,000 – out of a maximum of around £400,000 – had been received as housing and planning delivery grant (HPDG). However, he was confident that more would be received in the following year, as the grant would be more based on the provision of housing.

Asked about the possibility of reducing street cleaning in some areas in order to address the predicted budget shortfall, Richard Saunders informed the Panel that this was being considered, although there were areas where, even with cleaning three times a week, there were complaints. However, there were also areas where a reduction to twice a week would have minimal impact. The contractor did not use mechanical pavement sweepers, as these were not suited to narrow pavements with trees or street furniture. In general, the state of the pavements was such that their use was limited. Damage to pavements by contractors working for residents was a serious problem. While deposits were taken for Council-licensed skips, it was difficult to prove who caused damage, even when the Council took photos both before and after work had taken place. While officers checked, and residents or contractors sometimes paid up, this was not easy to enforce.

In answer to a question about parking enforcement around Wembley Stadium, Richard Saunders reported that the original Section 106 funding had been for the introduction of controlled parking, and not its maintenance. Maintenance needed to be funded from the parking account. The arrangements of signs and lines in some areas were now being reviewed, following a ruling from the adjudicator that they did not comply.

Pressed about the likelihood of being able to bridge the identified £600,000 gap, Richard Saunders informed the Panel that, while progress was often made in addressing this, it tended then to be offset by the need for funding elsewhere. Overtime and the use of agency staff was constantly under review, for example, but there were essential areas in which these were necessary. He added that, should the economic upturn come more quickly than expected, this could help increase income.

The Chair thanked Richard Saunders and Mike Read for attending the meeting and answering members' questions.

RESOLVED:

that the presentation be noted.

6. Structure & Staffing Review Implementation

Graham Ellis (Director of Business Transformation) presented the report and answered questions from members on the implementation of the Structure and Staffing Review, a gold project in the Council's Improvement and Efficiency Strategy action plan. Graham Ellis informed the Panel that this was one of the most important projects, with several purposes. For example, it would set the shape of the future Council alongside design principles, with the Chief Executive as the project sponsor. A minimum staffing reduction of 10% would be needed over the next four years. Discussions were taking place with staff, who were aware of the

economic situation. An example of how the Council needed to modernise was the issue of spans of control. These were currently at too low a ratio with, for example, too many cases of one manager managing one or two members of staff. An industry-standard average of one to six had been cited by PricewaterhouseCoopers (PwC). PwC had also drawn attention to the number of layers in the organisation, and in-depth reviews were taking place to address this.

Asked about staff morale, Graham Ellis told the Panel that what concerned staff was not knowing what was happening. It was the job of managers to talk to them, to minimise the impact of change and to keep looking to improve services. Managing change and engaging staff was not easy, but engagement was vital, and tools were available to monitor whether the necessary messages were being communicated.

Graham Ellis reported that the Council was looking at end-to-end services, and that the Chief Executive had talked about dealing with the economic pressures in a rational, intelligent way. Everyone understood that the future would not be the same as the past, and this was an opportunity to address issues and improve services. The more that could be done to plan, the more the Council would be in control of its own destiny. The review was still at the design stage, and Deloitte were helping with the programme management. The scope of the review might well change on advice from Deloitte.

Asked how quickly the projected savings of £8.5m could be quantified, Graham Ellis reported that this would be clearer after the feedback from Deloitte, in all likelihood before Christmas.

Addressing the issue of what could go wrong, Graham Ellis informed the Panel that most local authorities did not have experience of managing big change, and this was one of the reasons why the Council needed consultants such as Deloitte. Specific expertise was needed, and the scale of the project meant that it could not be done as part of managers' day jobs. The challenging financial climate continued to be a risk, with some projects requiring investment, at the same time as aiming to make big savings. The Council had no illusions about the scale of the task.

Responding to specific questions about waiting times in the One Stop Service and delay in the assessment of a disabled person, Graham Ellis agreed to investigate issues brought to his attention.

Asked about the PwC view that the proportion of frontline staff was low, Graham Ellis told the Panel that the Council was aiming for a 50-50 split, but that it was important to rationalise customer access points and avoid duplication of the work of frontline staff. He recognised that there were sensitive services that could not be reduced, but took the view that elements of even those could be streamlined and rationalised. Services needed to be based around residents and customers. Services around children should have a family focus, for example. The aim was to give residents a better service at one access point.

The Chair thanked Graham Ellis, commending the review as a bold and necessary project.

RESOLVED:

that the report be noted.

7. Strategic Procurement Review

Terry Osborne (Borough Solicitor) presented the report and answered questions from members on the Improvement and Efficiency Strategy gold project on the Review of Procurement, for which she was project champion. Terry Osborne informed the Panel that the main issue was that procurement was highly devolved within the Council, with minimal use of collaborative contracting and framework agreements. The recent report from PricewaterhouseCoopers (PwC) had indicated that, in addition to the equivalent of nine full-time staff employed by the Corporate Procurement Unit, a further 145 staff were involved in procurement in one way or another. More work was needed to verify the figure, which seemed high, and to establish how the work being carried out by these members of staff contributed to the delivery of the procurement function. External support was needed to analyse the situation and to restructure procurement to make best use of available opportunities. Category management – a radical change – would be used to ensure that goods and services were procured in the best possible way across the organisation. Savings targets were ambitious and not yet firm. The current view was that investment of around £2.825m over the next four years would be offset against £11.8m in savings over the same period, producing a net saving of approximately £8.975m.

Asked about the risks to the project, Terry Osborne reported that quantifying the savings from improved procurement was difficult, as was the timing of achieving any real savings, given the nature of the procurement process and the timescales involved. The processes were long, and realising the savings would take some time. Firmer information was more likely to be known within six months to a year.

In response to members' questions, Terry Osborne informed the Panel that some contract reviews, of the Veolia contract, for example, had started before the Improvement and Efficiency Strategy, as part of good practice. Duncan McLeod (Director of Finance and Corporate Resources) reported that, whilst some reviews of contracts had taken place in the past, with areas of good practice, they had not necessarily been carried out in a methodical or planned way. The proposal now was to carry out reviews in a more systematic and structured way.

Answering further questions from members, Terry Osborne informed the Panel that there was no intention for the central procurement team to carry out all procurement, although the current view was that the centre needed strengthening. One of the objectives of the project was to make better-informed decisions, taking account of all options, including establishing new or tapping into existing or emerging collaborative arrangements.

The Chair thanked Terry Osborne for attending the meeting and answering questions from members.

RESOLVED:

that the report be noted.

8. **Date of next meeting**

The Panel noted that the next meeting would take place on Wednesday 13 January 2010.

The meeting closed at 9.30 pm

A MENDOZA
Chair

	<p style="text-align: center;">Budget Panel 14 January 2010</p> <p>Report from the Director of Policy & Regeneration</p>
<p>For Information</p>	
<p style="text-align: center;">Progress Report on Corporate Strategy 2006 – 2010</p>	

1. Summary

- 1.1 The purpose of this report is to inform and update the Budget Panel on the progress of the Corporate Strategy 2006 -2010.
- 1.2 The report confirms that progress to date has been strong in some areas, but in others the pace of progress has been slower than anticipated with a number of projects currently at the “work in progress” stage of delivery. In all cases this reflects the complexity and cross-cutting nature of the projects and recent improvements to our partnership arrangements should facilitate improved performance in the future.

2. Recommendations

- 2.1 That the Budget Panel note the issues highlighted in the detail of this report and discuss any issues or risks in relation to the information supplied.

3. Detail

A Great Place

- 3.1 Enviro-crime continues to be tackled on a number of fronts with mainly local targets showing the best performance e.g. alley-gating, graffiti removal, street-lighting and the removal of abandoned vehicles.
- 3.2 Crime and anti-social behaviour initiatives also show improved impact, with a satisfaction rate of 97% compared to a target of 81% in the way the police and

the Council deal with this. CCTV installations have helped enforcement initiatives, particularly in relation to parking and community safety.

- 3.3 Road traffic accident statistics saw an average decrease of 8.2% (2006-8) and £100k will be invested in town centre public realm improvements for 2009-10. Future bids to TfL will focus on improving Harlesden and Willesden.
- 3.4 2008-9 saw a new pilot scheme to carry out cross-cutting regulatory inspections in the business sector. Early findings identified scope for more joined up working between council departments to improve outcomes for residents. Levels of enforcement activity have improved, with increased closures of non-compliant food premises and prosecutions for Trading Standards' offences.
- 3.5 2008-9 Street Cleansing targets have been met and waste recycling continues to be expanded across the borough. Improved facilities have been placed at Council buildings, schools, colleges and outside transport hubs.
- 3.6 A revised Carbon Management Strategy was submitted to the Executive in September 2009 and revised targets reflect improved data collection quality under National Indicator 185.
- 3.7 The quality of parks and open spaces continues to improve with 2 new district parks built in 2008-9, and 2 more acquiring Green Flag status. Playbuilder funding has helped to upgrade existing play spaces and increase the number of multi-use games areas. Play pitch improvements are also on target with a 4 year programme of capital investment. User numbers have increased by 35% between 2007 and 2009. In 2008-9 500 trees were planted across the borough and natural habitats were preserved or replaced to encourage wildlife.
- 3.8 Although library visitor numbers (5852) remain below the target of 7000, satisfaction levels in 2008 show an 80% rating, which exceeds the target of 77%.

4. Areas of Concern

- 4.1 Only limited aspects of the Council's green travel plan are approved at this stage, which could potentially undermine our efforts under NI185 to demonstrate civic leadership in this area.
- 4.2 Broadening the range of retail, leisure, housing and employment opportunities within Wembley will be a particular challenge in the short-term, given the current economic downturn. There is a risk therefore that the Wembley Master-plan delivery schedules may slip as a result.
- 4.3 Council initiatives to stimulate an increase in the numbers participating in sport and exercise have had mixed results. Performance figures were lower than expected for adults however they steadily improved during 2009 for young people.

5. A Borough of Opportunity

- 5.1 Brent in2 Work has placed over 1000 people into employment and March 2009 our local employment rate (73.3%) compared favourably to the London average (70.1%). Brent's Core Spatial Strategy sets out a framework for longer-term sustained economic development.
- 5.2 Following the Olympic Torch relay in April 2008, a programme of events has been launched in the lead up to the Olympic Games 2012. A 2012 action plan has also been developed which supports the West London Sports and Physical Activity Partnership agenda.
- 5.3 The final draft of the Health & Wellbeing Strategy was agreed in 2008 and key health priority targets have been integrated with LAA objectives. The strategy is targeted to reduce Coronary Heart Disease in those neighbourhoods with the highest rates, as well as improving early diagnosis rates for Diabetes.
- 5.4 A Strategy for Older People has been developed which includes a series of planned initiatives to improve engagement, independence, quality of life and wellbeing for borough residents aged over 50.
- 5.5 A variety of developments in Adult Social Care provision helped increase the number of people who can now live at home from 5417 to 5589 and reduce the numbers of people admitted to residential or nursing care. The Day Services Modernisation programme has prompted a reduction in the volume of in-house day services, and an increase in the range of services accessed by users.

6. Areas of concern

- 6.1 Levels of capital investment across the borough are likely to remain constant in the short-term, but beyond 2011 the economic downturn will inevitably have a detrimental impact. There is a risk that development schedules may slip as developers take mitigating action to reduce the impact of a prolonged recession.
- 6.2 Recent successes by Brent in2 Work might be eroded as the recession deepens. Current trends show a sustained increase in the number of Job Seeker Allowance claimants, which has fuelled increased competition for a reduced number of employment opportunities.
- 6.3 The number of disabled people working for the Council (3.78%) remains below our target of 5%.
- 6.4 Survey figures for the proportion of residents who do not like to leave their homes at night have improved from 57% (Place Survey 2008) to 45% (Residents Attitude Survey 2009), however the figures for those who do not let their children play outside have remained static at 57% (2005 and 2008).

7. One Community

- 7.1 Current levels of investment for new build properties have been sustained up to now and the new Core Spatial Strategy supports a policy of 'appropriate mix'. In 2008-9, 3651 households were living in temporary accommodation, beating our target for the year of 3715. In the same period 705 affordable homes were delivered (gross) exceeding our target of 458.
- 7.2 Brent nearly doubled its target for non-council-owned properties returned to occupation or demolished, achieving 119 against a target of 60. In 2008-9 283 private sector homes were transformed to make them decent homes. This far exceeded the target of 175 set for the year.
- 7.3 Brent secured the largest allocation of 2009-10 and 2010-11 HCS funding in West London - £68m of the £237m total. Meeting the needs of our diverse population will underpin the implementation of the new Housing Strategy from Autumn 2009.
- 7.4 Early Excellence initiatives include tackling overcrowding in the borough. The new Local Development Framework makes provision for improving the supply of more family-friendly affordable homes through individual negotiations with developers.
- 7.5 Brent's Crime Prevention Strategy Group adopts a partnership approach to reducing the fear of crime and anti-social behaviour. Recently expanded safe play, sport, culture and leisure facilities offer alternative options to young people, and a broad range of parenting programmes (of varying intensity) is available through Children's Centres.
- 7.6 The newly formed Integrated Early Years team (0-5 years) is co-located with the PCT's Child Development Service and is developing a 'team around the child' approach to support children in need.
- 7.7 Extended school services have increased throughout the borough and Ofsted's overall rating for 418 providers show 2.6% Inadequate, 44% Satisfactory, 31.6% Good and 3.1% Outstanding.
- 7.8 Brent's GCSE results for 2009 showed improved performance, with 56% of pupils obtaining 5 A* - C grades (including English and Maths) compared to the national average of 51%. Attainment levels for under-achieving groups (particularly Black Caribbean and Somali pupils) and 'Looked after Children' have also improved; based on a rolling programme a total of 65% schools in the borough were rated 'Good', with most schools providing a broad, balanced, rich and creative curriculum.
- 7.9 There is an increasing range of support services being developed to ensure that disabled children and young people enjoy equal access to education opportunities, and newly integrated service teams ensure that assessments are holistic and timely.

- 7.10 Connexions continues to support young people aged 16-19 at risk of becoming 'not in education, employment or training' (NEET) and Brent has already met its 2010 target of 6.5%.
- 7.11 There are currently 349 looked after children in Brent, representing a significant reduction from the high point of 407 in 2006-7.
- 7.12 Two locality-based preventative programmes targeting young people at risk of offending are proving to have a positive impact. Young people attend weekly educational and constructive leisure activities, as well as receiving advice from the police Youth Engagement Service on anti-weapons, healthy relationships etc.

8. Areas of concern

- 8.1 Although the gap in attainment at Foundation Stage between the lowest performing pupils and the rest was reduced by 1% in 2007-8, this figure is still wider than the gap nationally.
- 8.2 Demand for secondary places in the borough is still acute, particularly around the Wembley and Stonebridge areas. The development of Wembley Academy will help somewhat, as will the recent success of our funding application for the "Building Schools for the Future" programme.
- 8.3 The current teenage conception rate of 44 per 1000 15-17 year old girls (2007) exceeds our target of 31.6. Although new advice services have been commissioned in an effort to redress this, further preventative strategies need to be developed in consultation with key partners if the rising trend is to be reversed.

9. Civic Leadership

- 9.1 Performance has been achieved on the majority of stretch targets for LAA 1 (2006-9). LAA 2 (2008-11) has now been formally agreed and data is now available for the majority of indicators.
- 9.2 The Civic Centre project is still on track and within budget.
- 9.3 Brent's new Anti-Fraud Framework has now been rolled out. The Strategic Audit Plan is 96% complete, however lack of resources means that only 200 audit days could be devoted to schools instead of the planned 300 days.

10. Community Engagement

- 10.1 The combined elements of Neighbourhood Working in all wards and promotion of Area Consultative and Service User Forums have enhanced community engagement opportunities. Brent's Youth Parliament continues to thrive and the Citizen's Panel has a current membership of 2000 residents.
- 10.2 In 2008-9 the Neighbourhood Working team worked with all 21 safer neighbourhood teams, 15 schools and over 40 partners, including community groups, tenants and residents associations, Network Rail. They co-ordinated

numerous walkabouts, conducted face to face consultations and attended the annual Festivals programme in an effort to engage with local communities. As a result they identified local priorities and funded a diverse range of 155 local improvement projects.

- 10.3 Efforts to promote and encourage local volunteering among people from socially excluded groups show a total of 125 volunteers for 2008-9, exceeding the target of 100.
- 10.4 51% of residents confirm they feel a strong sense of community in their local area (Residents Attitude Survey 2009) compared to 37% in 2005, and 71% agreed that Brent is a place where people from different backgrounds get along well together.

11. Building our Capacity

- 11.1 A wide-ranging service improvement programme within Revenue & Benefits has yielded tangible improvements to processing times and enhanced customer experience. However as the recession deepens increased numbers of claimants is likely to increase pressure on the service.
- 11.2 The implementation of the HR Transformation programme has led to a number of service improvements including the creation of the People Centre, linked Workforce Development and Service Plans and the introduction of a new Flexible Working toolkit. However the H1N1 flu pandemic adversely affected average sick day statistics during 2009.
- 11.3 Brent's new Improvement and Efficiency Action Plan 2010 – 2014 builds on our Asset Management Strategy and provides a framework for the Council to rationalise assets and improve value for money through improved procurement and commissioning of services.
- 11.4 Brent's Council Tax in 2009-10 remains below the median for London boroughs as a whole and ranks 17th lowest out of 20 outer London boroughs.
- 11.5 The Council achieved £26.4m in efficiency savings by the end of 2007-8. This exceeded the LAA target by £3.8m.

12. Conclusion

- 12.1 The Council periodically carries out a Residents Attitude Survey (RAS) to establish how residents feel about living in Brent and ascertain their views about the Council and the services we provide. The survey also provides an up-to-date and robust evidence base for use in policy development and the service planning process.
- 12.2 Survey results for RAS 2009 are a 'good news' story for the Council. 65% of respondents were satisfied overall with the way Brent council runs things, which compares favourably to 48% in the 2005 survey and 45% in the 2008 place survey. This increase of 17% is the highest since we first conducted the survey back in 1990 and the positive trend reflects a sustained year on year increase since the year 2000.

- 12.3 Given the current economic climate, the challenge to protect front-line services is likely to remain acute for the foreseeable future. To this end therefore, the new Improvement and Efficiency Action Plan 2010-2014 sets out a bold and ambitious framework to raise future performance and equip the Council to maximise its use of resources.
- 12.4 A sustained reduction in public spending will inevitably have an impact and it is more important than ever that we continue to build on this platform of improvement in order to balance the needs of increased demands with reduced resources.

Contact Officers

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