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 t5he 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<br>• 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 |
|---|
| • * These are provisional figures for the quarter.<br>• 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<br>• 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 |
|---|
| • |

# 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

Brent

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.<br><br>The schools budget is currently forecasting an underspend of £100k. There are two main elements to this<br><br>• The review of the Alternative Education Services is anticipated to deliver full year savings of £1.027m<br>• 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.<br><br>**<u>Children and Families Capital</u>**<br><br>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**<br><br>The rephrasing of 2012/13 carry forwards will be detailed in quarter 2<br><br>**Housing Revenue Account (HRA) Capital**<br><br>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 1st 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