
AGENDA ITEM: 11 Pages: 63 – 66

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	One Barnet Programme Highlight Report
Report of	Commercial Director, Commercial Services
Summary	Appendix 1 provides a summary of the programme status of the One Barnet Programme for the period of 1 August to 13 September 2011

Officer Contributors	Craig Cooper, Commercial Director; Claire Johnston One Barnet Programme Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1: – One Barnet Programme Highlight Report
For decision by	Budget and Performance Overview and Scrutiny Committee

Contact for further information:

Claire Johnston, One Barnet Programme Manager, Commercial Services, 02083597022,
claire.johnston@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note the progress of the One Barnet work streams, as set out in the One Barnet Programme Board Highlight Report attached at Appendix 1.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**
- 2.2 The three priority outcomes set out in the 2011/13 Corporate Plan are: –**
- Better services with less money**
 - Sharing opportunities, sharing responsibilities**
 - A successful London suburb**
- 2.3 One Barnet has three overarching aims: –**
- A new relationship with citizens**
 - A one public sector approach**
 - A relentless drive for efficiency**

3. RELEVANT PREVIOUS DECISIONS

- 3.1 Budget and Performance Overview and Scrutiny Committee, 21 June 2011, Agenda item 12 (Highlight Report).**
- 3.7 Budget and Performance Overview and Scrutiny Committee, 21 July 2011, Agenda item 9 (Highlight Report).**

4. RISK MANAGEMENT ISSUES

- 4.1 Risks are considered on project by project and programme level basis. The One Barnet Programme Office has revised its risk registers to ensure they are aligned to new corporate risk management processes.**

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny responsibilities in relation to:**
- The Council's leadership role in relation to diversity and inclusiveness; and**
 - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.**

5.2 It is recognised that such a significant transformation of services is likely to have an impact on staff and service users in some, if not all cases. An evaluation of impact will be carried out at the point of developing a business case for each project.

5.3 Completed Equalities Impact Assessments will be updated periodically throughout the project lifecycle, as appropriate, to assess the impact of service transformation.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Resource implications for each work stream will be addressed at the appropriate stage of the projects

6.2 The financial information in Appendix 1 and table 1 overleaf reflects the indicative spend as at month 5 (August) 2011. The actual expenditure for the financial year 2011-12 at the end of August is £1,593,311.

6.3 Appendix 1 and table 1 overleaf also includes the latest budgeted figures for each project currently in the programme. The programme is still forecasting to deliver within the £9.2m budget agreed by Cabinet on 29 November 2010.

Table 1

Project	Budget (£)	Actual & Committed Spend (Month 5) (£)	Projected Remaining 2011/12 Spend (£)	Projected Outturn 2011/12 (£)	Variance (£) (under)/over
	a	b	c	d=b+c	e=d-a
AdSS (LATC)	346,877	94,452	253,394	347,846	969
CSO Transformation	306,733	198,124	105,121	303,245	(3,489)
Com Budgets & Com Coaches and other Children's projects	180,259	25,637	53,274	78,911	(101,348)
DRS	949,218	441,936	513,555	955,491	6,273
E-Recruitment	0	0	0	0	0
Housing Project	50,000	0	50,000	50,000	0
NSCSO	741,099	171,112	562,314	733,426	(7,673)
Passenger Transport	151,600	35,310	117,234	152,543	943
Parking	111,378	50,665	63,133	113,799	2,421
Programme Management	1,088,658	426,342	633,893	1,060,235	(28,423)
Prototyping Project	0	0	0	0	0
RIO	0	0	0	0	0
Rapid Improvement Project	3,500	3,500	0	3,500	0
(Early) Procurement Project	0	0	0	0	0
Right to Control	0	0	0	0	0
SAP Optimisation	201,158	124,988	76,400	201,388	230
Libraries	88,181	21,245	61,727	82,971	(5,210)
Contingency	693,346	0	0	0	(693,346)
Totals	4,912,007	1,593,311	2,490,044	4,083,355	(828,652)

7. LEGAL ISSUES

- 7.1 Legal issues, in respect of each work stream will be addressed at the appropriate stage of the projects.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

- 8.2 The Overview and Scrutiny Procedure Rules are set out in Part 4 of the Constitution.

- 8.3 The Terms of Reference of the Budget and Performance Overview Scrutiny Committee are contained within Part 4 of the Constitution (Overview and Scrutiny Procedure Rules). The Committee has the following responsibilities:

“To perform the overview and scrutiny role in relation to the One Barnet transformation programme, particularly performance and financial issues;

To receive and consider options appraisals, business cases and closure report for the One Barnet projects; and

To monitor the implementation of the One Barnet programme throughout the programme lifecycle.”

9. BACKGROUND INFORMATION

- 9.1 **Appendix 1** provides a summary of the current programme status of the One Barnet Programme

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

Legal: RP

Finance: MC/JH

One Barnet Programme Report w/c 5th September 2011

Programme Sponsor:	Nick Walkley, Chief Executive, LB Barnet	Programme RAG	A
Programme Manager:	Claire Johnston		
Report Date:	07/09/2011		
Last Updated By:	Claire Johnston / Bal Assra		

Category	RED	AMBER	GREEN
Schedule: Current status of project delivery timescales.	Insufficient or no plan. Major slippage likely on proposed end delivery date. Immediate action required to construct realistic project plan	Possible slippage on end project delivery date however mitigation in place to get back on schedule	Running to plan; no issues
Budget: Current status of actual project expenditure against base lined forecast and Budget related issues	Current trends of expenditure show project will be over budget. No signed off project budget. Immediate action required to resolve	Current trends of expenditure show project may be over budget however mitigation actions to resolve identified and agreed	Running to plan; no issues
HR: Current status of HR engagement and HR related project issues. This may include: TUPE, Pensions status, Agreement of staff within scope, Trade Union engagement, Staff engagement issues	Outstanding HR issues exist that require immediate action to resolve	HR issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Comms: Current status of Comms plan and Comms related issues. This may include: Staff engagement issues, Lack of coordination with regards to messages, Negative feedback on comms.	Insufficient or no Comms plan requiring immediate action to resolve. Outstanding Comms issue that required immediate action to resolve	Comms issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Resources: Current status of project resource availability and Resourcing related issues. This may include: Status of Resource plan, availability of required resources, availability and access to non-human resources	Insufficient resources available to deliver project to agreed timescales. Sign off required to free up or recruit resource	Current resource issues however mitigation plan in place to resolve	Running to plan; no issues

One Barnet Programme Report w/c 5th September 2011

<u>Project Name</u>	<u>Overall RAG*</u>	<u>Schedule</u>	<u>Budget</u>	<u>HR</u>	<u>Comms</u>	<u>Resources</u>
Development and Regulatory Services	G	G	G	G	G	G
New Support and Customer Services Procurement	A	G	G	A	G	G
Customer Service Transformation	A	A	A	G	G	G
Future of Parking	G	G	G	A	G	G
Transport	A	A	G	A	A	G
AdSS In-House Service Review	A	A	G	A	G	G
Right to Control	G	G	G	N/A	G	G
Rapid Improvement	C	C	C	C	C	C
LSP Governance	A	A	G	N/A	G	G
Community Based Budgets	A	A	G	G	G	G
Housing	G	G	G	G	G	G
Community Coaches	G	G	G	G	G	G

* verified by Project Sponsors

One Barnet Programme Report w/c 5th September 2011

Programme Commentary	<ul style="list-style-type: none">• DRS Competitive Dialogue 1 meetings concluded• Themes for Wave 2 of One Barnet programme agreed• Long list for NSCSO has been approved by Programme Board• Formal TUPE consultation period continues for those affected by Adults In House Services project• Recommendation for LATC and ASC designated body status approved at Pensions Fund Committee• Transport Business Case approved 30 August by Programme Board• Initial discussions taken place on the project management and investment appraisal approach to be taken going forward• Initial meeting held with Audit & Risk Management Assistant Director to discuss Risk Assurance support for One Barnet programme going forward• Terms of Reference agreed for One Barnet programme meeting• Governance arrangements of Implementation Partnership Board revised• The August edition of the 'One Barnet programme - project updates' was published on the intranet on Friday 26 August. This report was also sent to the CLG group for cascade to managers• Regular project update emails are being sent to staff in-scope for NSCSO, DRS, Parking and Adults LATC.
HR Activity	<p>Industrial Action</p> <ul style="list-style-type: none">• Action short of a strike continues on DRS, Revs and Bens and Parking• Unison have given Notice of Industrial Action to take place on 13/09/11• All AD's have been briefed on their responsibilities leading up to and on the day• Communication plan has been implemented for staff <p>TUPE workshops & Change and Me workshops are continuing through this period as planned</p> <p>NSCSO data room has been populated with HR data</p>

Project Status

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Future of Parking Tahir Mahmood	Oct 2010	Apr 2012	Project Initiation / Procurement	G	Due to the large number of clarification questions received over the last few weeks, suppliers have requested an extension to the deadline September. The deadline has been extended to 16 th September. An evaluation team and a timetable has been agreed for the ITT evaluation stage	Completed tenders returned ITT Evaluation period commences	G
Customer Service Transformation (CST) Andrew Cox	Feb 2011	Dec 2012	Project Initiation / Procurement	A	Content Management System (CMS): Content Audit underway - good engagement from services – slight delay in completion, but no impact on critical path. Technical specification delayed. Scoping: Tranche 2 90% complete except for Barnet Homes due to Barnet Homes resource availability in August. Face to Face: Report on current situation drafted but to include the data from scoping work. It will detail the current situation, action plan for addressing issues and proposal for the future Assisted Travel: High-level design completed.	Technical Specification presented to CST Board Scoping of Tranche 2 completed Tranche 3 kick off meetings Assisted Travel Business Case signed off by Project Board Face to Face report on current situation produced	A CMS project has experienced slippage on its critical path due to delay in the production of the Technical specification

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Development & Regulatory Services	Feb 2010	Jan 2013	Implementation	G	Dialogue 1 has concluded. Evaluation plan reviewed by Procurement.	Contracts gathered and clauses reviewed Evaluation period commences	G
Transport	Autumn 2010	July 2012	Project Initiation / Procurement	A	<p>CDG approved the presentation of recommendations from the Transport project board. It was decided that LBB will deliver the passenger transport services via the WLA (out of borough routes and the SEN contract) whilst carrying out internal transformation to realise the efficiency savings proposed in the Edge report. LBB will also retain the LATC transport budget and ensure that services are delivered centrally</p> <p>The project team continues to work with the WLA for the route sharing, procurement of the framework contract and to develop eligibility policies. The route sharing protocol has been agreed with the WLA and a number of routes provisionally agreed whilst further routes are being examined for further sharing.</p> <p>The current framework contract has been extended with the current suppliers up to 29th Feb 2012.</p>	<p>Business Case to CRC</p> <p>Passenger Transport review report submitted to Budget Performance Overview and Scrutiny</p>	A The Transport Bureau is expected to be up and running by 31 October 2011, two months later than planned

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
New Support and Customer Services Procurement	May 2010	Jan 2013	Project Initiation / Procurement	A	<p>Revenues and Benefits staff continue to work to rule. This situation continues to be monitored weekly by HR.</p> <p>The output specifications are being finalised before submission for the data room. Data has been received from a number of service areas in readiness for opening the data room.</p> <p>The Pre Qualification Questionnaire (PQQ) report has been approved by project board and CDG and bidders notified accordingly.</p> <p>The Invitation to Participate in Dialogue (ITPD) has been sent to the successful bidders.</p>	<p>Dialogue 1 meetings commence September 12</p> <p>Report to BPOSC on output specifications</p>	A Trade dispute with Revs & Bens, work to rule continues.
AdSS In-house service review	Feb 2010	Feb 2012	Project Initiation / Procurement	A	<p>Recommendation for LATC and ASC designated body status approved at Pensions Fund Committee, therefore a bond is not required.</p> <p>First draft of specification produced</p> <p>First draft of contract produced</p> <p>First draft of Articles of Associates produced</p>	<p>Due Diligence Report produced</p> <p>Companies registered</p> <p>LATC Business plan commences</p>	A Project plan could change depending on decisions made by the LATC holding company Implications on the ALMO status of Barnet Homes not understood - a change to this status could change their pension status

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Right to Control (RTC)	Mar 2010	Dec 2012	Implementation	G	<p>Job descriptions for the existing multi disciplinary team have been drafted. Staff briefings continue as to how the new model can be assimilated. BCIL (Barnet Centre for Independent Living) have agreed to undertake the function of support planning for multidisciplinary cases.</p> <p>Robust systems are currently being developed to collect retrospective data from Dec – August 2011. A working group has been established to ensure that systems are in place and all 'pre and post go live' data from the MDT/BCIL teams and partner organisations captured.</p> <p>2 ODI bid applications have been submitted for stretched funds to improve the outcomes for customers.</p> <p>All staff are receiving support planning and SWIFT recording training; both training programmes have incorporated aspects of RTC processes.</p> <p>The Web content mapping exercise is complete as well as the functional specification for the right to control internet processes</p> <p>Transformation Champions have been recruited and clinics for 'SW practice issue management' has commenced</p>	<p>Staff to be recruited to the MDT team</p> <p>Roles and responsibilities across organisations to be clarified.</p> <p>New Business process maps to be developed for RTC.</p> <p>MIS /SWIFT will still be prioritised as an area for further development internally and across partner organisations.</p> <p>Eligibility criteria to be agreed by all staff/partner/ customers organisation.</p> <p>Exploring the best options for piloting E-payment cards in Barnet for RTC</p>	G

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
LSP Governance	Sep 2010	Dec 2011	Implementation	A	One Barnet Partnership Board governance arrangements are yet to be confirmed	Proposal paper to Cabinet – Date TBC	A Slippage in end date
Rapid Improvement	Sep 2010	Aug 2011	Project Closure	A	Project Closure. Report summing up findings and follow on recommendations has been submitted to Pam Wharfe. All follow on actions/recommendations to be dealt with as BAU		C
Housing	March 2011	April 2012	Concept	N/A	Some delays in taking the project forward due to the need to update the Council's Housing Strategy before seeking Cabinet approval to proceed with an options appraisal and develop a business case.	Authority to proceed with the options appraisal and business case to being sought from Cabinet on 14 September.	G
Community Based Budgets	May 2011	March 2012	Project Initiation / Procurement	N/A	Information Sharing agreements have been signed by 18 agencies Finance has completed cost based analysis of 19 families. These are based on national indicators – actual Barnet costs and some partner interventions are yet to be established before costs are finalised	Proposal paper and presentation to be given at Children's Trust Board on the financial model Barnet are using– Meeting: 15/09/11 Results of the evaluation carried out on ICS (internal data management system). Final decision on whether to proceed with ICS will be made 16/09/11	A Delays in cost analysis due to availability over summer holidays

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Community Coaches Nandu Valji	Aug 2011	March 2012	Concept	N/A	Workshop set up with Project Team to kick off project and develop the high level plan	PID and detailed plan to be produced First Project Board meeting: 14/09/11	G

Major Risks (These are extracted from the One Barnet Programme Risk register and are those which score 15 or above)

Risk No.	Risk Description	Consequences of Risk	Assessment of Risk where VH=5,VL=1		Current Risk Score	Owner	Mitigation Action
			Likelihood	Impact			
CP0011	<p><u>Potential increased negativity to Outsourcing</u></p> <p><u>CAUSE:</u> Abolition of Workforce Code of Practice and Two tier workforce. Concern over perceived relocation</p>	Possible increased Trade Union activity. Low Morale. Dip in productivity.	4	4	16	Programme Board / AD-HR	Communications through Staff Groups, Management Groups, and wider corporate methods on the content of the code and how this may affect employees. Staff briefings at key milestones for the duration of the procurement Meet the bidder days agreed for staff at CD2 stage

Major Issues (These are extracted from the One Barnet Programme Issue register not specific to one deliverable)

Issue description	Action taken / to be taken in next 3 months	By When	By Whom	Priority for action
Prospective partners have not been informed that they will not be allowed to change any terms and conditions due to recent decisions made to continue to protect staff terms and conditions. This is most immediately impacting on the Parking and DRS procurements which are already in train.	Bidders to be informed of the council decision.	Sep 2011	Procurement / Project leads	A

Programme Finance

Revised approved project budgets 2010-13

Project	One Barnet Framework 2010-13 Budget	Forecast 2010-13 Expenditure	Variance	Explanation for variance
AdSS	358,913	510,156	151,243	Initial budget was created to develop business case - additional costs here are in respect of set up of the LATC itself
Children's	1,246,080	247,492	(998,588)	Early intervention and family intervention funding comes from Children's base budget. This funding is for project management and programme related costs for that programme of work. This budget includes support for community based budgets (business support and project management).
CSO Transformation	492,940	543,113	50,173	Wave 1 transformation included here. Additional spend due to wider scale transformation than originally scoped.
DRS	1,634,680	1,744,019	109,339	Additional legal costs, alongside longer than expected procurement period.
E-Recruitment	40,000	40,000	0	No variance
Libraries	210,800	148,181	(62,619)	This budget is for programme related costs associated with implementation of the libraries strategy. Capital costs will need to be funded from capital receipts in line with the libraries strategy.
NSCSO	1,474,355	1,654,439	180,084	Additional legal costs, and longer than anticipated procurement period.
Passenger Transport	281,713	209,566	(72,147)	Change of approach, anticipated partnership with the West London Alliance rather than a procurement project.
Parking	274,083	140,537	(133,546)	Change of approach, restricted procedure rather than competitive dialogue procurement.
PMO	1,632,431	2,315,850	683,419	Mainly due to the fact that these costs are spread over 2011/12 and 2012/13 (due to extended procurement period), whereas originally these were only part year 2012/13
Procurement Project	70,058	70,058	0	No variance

One Barnet Programme Report w/c 5th September 2011

Project	One Barnet Framework 2010-13 Budget	Forecast 2010-13 Expenditure	Variance	Explanation for variance
Prototyping Project	85,000	77,129	(7,871)	No significant variance
Revenue Income Optimisation	210,000	197,662	(12,338)	No significant variance
Rapid Improvement Project	0	22,000	22,000	Was not originally budgeted for in OBF. £30k agreed by CDG but only £22k spent to date and projects near closure.
SAP Opt	304,300	375,533	71,233	Pre delivery phase costs absorbed that had not been included in budget.
Total	8,315,353	8,295,735	(19,618)	
Contingency - allocated		417,199	(447,863)	
Contingency - unallocated	865,062	467,482	467,482	
Grand total	9,180,415	9,180,416	0	

One Barnet Programme Report w/c 5th September 2011

Revised approved project budgets 2011-12jnm

Project	Revised Budget 2011/12 (£)	Changes authorised at project board 2011/12 (£)
AdSS (LATC)	346,877	346,877
CBB	92,412	92,412
Children's Projects	57,847	57,847
Community Coaches	-	30,000
CSO Transformation	306,733	306,733
Housing Project	-	50,000
NSCSO	741,099	741,099
DRS	949,218	949,218
Libraries	88,181	88,181
Parking	111,378	111,378
Passenger Transport	151,600	151,600
Programme Management	1,088,658	1,088,658
Rapid Improvement Project	3,500	3,500
SAP Optimisation	201,158	201,158
Contingency	773,346	693,346
Total	4,912,007	4,912,007

One Barnet Programme Report w/c 5th September 2011

Financial expenditure - 2011/12

Project	Budget (£)	Actual & Committed Spend (Month 5) (£)	Projected Remaining 2011/12 Spend (£)	Projected Outturn 2011/12 (£)	Variance (£) (under)/over	Note	
	a	b	c	d=b+c	e=d-a		
AdSS (LATC)	346,877	94,452	253,394	347,846	969		
CSO Transformation	306,733	198,124	105,121	303,245	(3,489)	Community Based Budgets and Community Coaches projects remain in budget. There remains budget to be allocated to projects in the Children's Service	
Com Budgets & Com Coaches and other Children's projects	180,259	25,637	53,274	78,911	(101,348)		
DRS	949,218	441,936	513,555	955,491	6,273		
E-Recruitment	0	0	0	0	0		
Housing Project	50,000	0	50,000	50,000	0		
NSCSO	741,099	171,112	562,314	733,426	(7,673)		
Passenger Transport	151,600	35,310	117,234	152,543	943		
Parking	111,378	50,665	63,133	113,799	2,421		
Programme Management	1,088,658	426,342	633,893	1,060,235	(28,423)		Projected under spend related to Human Resources coming in below budget (up to period 5)
Prototyping Project	0	0	0	0	0		
RIO	0	0	0	0	0		
Rapid Improvement Project	3,500	3,500	0	3,500	0		
(Early) Procurement Project	0	0	0	0	0		
Right to Control	0	0	0	0	0		
SAP Optimisation	201,158	124,988	76,400	201,388	230		
Libraries	88,181	21,245	61,727	82,971	(5,210)		
Contingency	693,346	0	0	0	(693,346)		
Totals	4,912,007	1,593,311	2,490,044	4,083,355	(828,652)		