

**AGENDA ITEM: 11**

**Pages 55 - 70**

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	6 December 2011
<b>Subject</b>	One Barnet Programme Highlight Report
Report of	Deputy Chief Executive
Summary	Appendix 1 provides a summary of the programme status of the One Barnet Programme for the period of 22 <sup>nd</sup> September to 14 <sup>th</sup> November 2011

Officer Contributors	Andrew Travers, Deputy Chief Executive Ed Gowan, AD Commercial Services
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

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## **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 July 2011, Agenda item 9 (Highlight Report).**
- 3.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, Agenda item 11 (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 is 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 below reflects the indicative spend as at month 7 (October) 2011. The actual expenditure for the financial year 2011-12 at the end of October is £2,136,060. The projected outturn for the year is £4,124,233 – a budget variance of -£787,774 (under spend).

6.3 Appendix 1 and table 1 below 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 6) (£)	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	126,918	244,083	371,001	24,125
CSO Transformation	306,733	265,058	40,794	305,852	(882)
Com Budgets, Children's Projects & Com Coaches	180,259	34,905	48,342	83,247	(97,012)
DRS	949,218	439,561	423,726	863,287	(85,931)
Housing Project	50,000	0	50,000	50,000	0
NSCSO	741,099	339,200	422,831	762,031	20,932
Passenger Transport	151,600	40,184	112,310	152,493	893
Parking	111,378	76,717	43,510	120,226	8,849
Programme Management	1,088,658	649,196	478,487	1,127,683	39,025
Rapid Improvement Project	3,500	3,500	0	3,500	0
SAP Optimisation	201,158	126,988	80,000	206,988	5,830
Libraries	88,181	33,834	44,091	77,925	(10,256)
Contingency	693,346	0	0		(693,346)
Totals	4,912,007	2,136,060	1,988,173	4,124,233	(787,774)

## **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: PD**

**Finance: JH/MC**

# One Barnet Programme Report 14<sup>th</sup> November 2011

<b>Programme Sponsor:</b>	Nick Walkley, Chief Executive, LB Barnet	<b>Programme RAG</b>	<b>A</b>
<b>Programme Manager:</b>	Claire Johnston		
<b>Report Date:</b>	14/11/2011		
<b>Last Updated By:</b>	Claire Johnston		

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

1 | Page **Key – Green:** Progressing as planned **Amber:** Possible slippage but mitigation in place to get back on schedule **Red:** Immediate action required to get back on schedule,

## One Barnet Programme Report 14<sup>th</sup> November 2011

Project Name	Overall RAG	Schedule	Budget	HR	Comms	Resources
AdSS In House Service Review	A	G	G	A	G	A
Community Based Budgets	G	A	G	N/A	G	A
Community Coaches	G	A	G	N/A	G	G
Customer Services Transformation	A	G	A	G	A	G
Development & Regulatory Services	A	A	A	G	G	A
Future of Housing	G	G	G	G	G	G
Future of Parking	G	G	G	G	G	G
Legal Services	A	A	A	A	G	A
Libraries Strategy Programme	G	G	G	G	G	G
LSP Governance	G	G	G	N/A	G	G
New Support & Customer Services Organisation	G	G	G	G	G	G
Right to Control	G	G	G	N/A	G	G
Transport	A	A	G	A	A	G

2 | Page Key – Green: Progressing as planned Amber: Possible slippage but mitigation in place to get back on schedule Red: Immediate action required to get back on schedule,

<p><b>Programme Commentary</b></p>	<ul style="list-style-type: none"> <li>• The ISOS evaluation phase for the DRS completed (subject to approval)</li> <li>• NSCSO Competitive Dialogue phase 1 completed and ISOS issued</li> <li>• Company articles for <i>thebarnetgroup Ltd</i> and <i>Your Choice (Barnet)</i> approved and company names reserved</li> <li>• CDG agreed the outputs of the CST scoping work</li> <li>• Pre Qualification Questionnaires returned for Passenger Transport</li> <li>• Development of outline business case (including options appraisal) for the Future of Housing in progress</li> <li>• Communication:             <ul style="list-style-type: none"> <li>○ Staff in-scope for the Future of Housing project started receiving weekly email updates this month. Similar updates continue to be sent to staff in-scope for NSCSO, DRS, Parking and Adults LATC</li> <li>○ Staff group meetings took place for NSCSO, DRS, Parking and Adults LATC in October. A Housing staff group has been established and will start on Tuesday 1 November</li> <li>○ Briefings took place at NLBP and the Mill Hill Depot on Wednesday, 12 October for staff in scope for the Future of Parking project. A questions and answers document was published following these briefings</li> <li>○ New communication plans will be delivered for the Future of Housing and Passenger Transport projects will be delivered in November</li> </ul> </li> </ul>
<p><b>HR Update</b></p>	<p><b>Pension Presentations to staff</b>              Barnett Waddingham our actuarial provider will be running pensions sessions for staff on 14<sup>th</sup> and 17<sup>th</sup> November. The agenda is to cover national pensions with explanations of the Hutton Review and the consultation plus key implications for employees and employers. It will also cover Barnet specific matters on Admitted Body Status and the commitment made to employees earlier in the year.</p> <p><b>Budgets and Business Plans 2012/13</b>              The opening of consultation on budgets and business plans for 2012/13 in the week commencing 24/10 includes movement of staff, where appropriate, to align with OB projects including Parking to the Customer Contact Centre.</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)
AdSS In-house service review	Feb 2010	Feb 2012	Implementation	<b>A</b>	<p>Company articles for thebarnetgroup LTD and Your Choice (Barnet) approved and company names reserved. Revised articles for Barnet Homes approved.</p> <p>Work commenced to develop agreements between the council and thebarnetgroup for the purchasing of support services from the council.</p> <p>Adult Social Care performance framework agreed via shadow board.</p> <p>Work on the business plan progressed.</p>	Business plan reviewed by CRC January 2011	<p><b>A</b></p> <p>Timescales are tight for this project.</p> <p>Impact of thebarnetgroup on Barnet Homes pension status still being explored</p>
Community Based Budgets	May 2011	March 2012	Assessment	<b>A</b>	<p>20 families have been identified for the 2nd cohort</p> <p>Family Focus Workers official launch</p> <p>Families identified for cohort 3</p>	Model developed for actual and predicted costs	<b>G</b>
Community Coaches	Aug 2011	March 2012	Concept	<b>G</b>	Two Working Group sessions have been set up with partners (internal and external) to get the project started. A session took place on 19/10/11 to define key activities: data collection; operating model for	Define incentive scheme	<b>G</b>



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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)
					<p>Community Coaches; criteria and referral pathways from Adults and Children's Services.</p> <p>It was agreed at the last Board to commence engagement with Coaches in Grahame Park. Meeting was held on 21/10/11 at Grahame Park to start coaching. Items covered were: types of training required (including refresher training), referral pathways, accommodation, publicity and a volunteer incentive scheme.</p> <p>Operating Model has been drafted and sent to internal / external partners for comments.</p>		
Customer Service Transformation	Feb 2011	Dec 2012	Various	<b>A</b>	<p>Scoping and face to face work completed. Findings presented to the Customer Services Transformation Programme Board and framework developed to be reviewed by One Barnet Programme Board.</p> <p>Website Transformation: work ongoing and briefing held with services to update them.</p>	<p>Framework to CDG in January</p> <p>Contact Centre optimisation work stream to commence</p>	<p><b>A</b></p> <p>Detailed work to be done on a number of work streams, requiring ongoing focussed management</p>

# One Barnet Programme Report 14<sup>th</sup> November 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	Mar 2013	Implementation	A	<p>Outline solutions from bidders and evaluation report completed.</p> <p>Outline business case updated.</p> <p>Planning for dialogue 2 has commenced.</p>	<p>Evaluation report and outline business case update to CRC in December.</p> <p>Planning for dialogue 2 completed.</p>	<p><b>A</b></p> <p>Although it is still projected to be delivered on time, completion of dialogue 2 is to schedule cannot be guaranteed until planning currently underway is completed</p>
Future of Housing	March 2011	April 2012	Assessment	G	<p>Data capture continued</p> <p>Data analysis phase has commenced</p> <p>Housing Service staff have been briefed on the status of the project.</p> <p>A staff group has been established.</p>	<p>Outline business case (including Options Appraisal) to CRC January 2012</p>	<p><b>G</b></p>
Future of Parking	Oct 2010	Apr 2012	Procurement	A	<p>Evaluation process was completed and evaluation report drafted.</p> <p>Full business case progressed.</p>	<p>Full business case and contract award to CRC in December</p>	<p><b>G</b></p>

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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)
Legal Services	Nov 2011	April 2012	Assessment	N/A	Data gathering has commenced. Investigation of the possibility of a shared service with another local authority has commenced.	Outline business case to CDG in December 2011	<b>A</b> Timescales are extremely tight.  Budget & resources are will only be confirmed once the plan has been signed off.
Libraries	July 2011	Sep 2014	Project Initiation / Procurement	<b>G</b>	RFID: - Draft Project Plan and Brief completed - process mapping commenced  Community Bid timeline developed.  Discussions around landmark library commenced.	Complete Strategic Outline Case for RFID Project  Community Bid process concluded	<b>G</b>
LSP Governance	Sep 2010	Dec 2011	Assessment	<b>A</b>	LSP Paper submitted to CDG		<b>G</b>
New Support and Customer Services Procurement	May 2010	Jan 2013	Assessment	<b>G</b>	Invitation to Submit Outline Solution Issued  Dialogue 1 meetings completed.  Evaluation process planned and agreed.	Outline solutions returned from bidders  Evaluation process commenced.	<b>G</b>
Right to Control	Mar 2010	Dec 2012	Implementation	<b>G</b>	Facilitated workshop with RTC key partners (LB Barnet, BCIL, DWP) to	Review PID, finalise project	<b>G</b>

7 | Page **Key – Green:** Progressing as planned **Amber:** Possible slippage but mitigation in place to get back on schedule **Red:** Immediate action required to get back on schedule,

# One Barnet Programme Report 14<sup>th</sup> November 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)
				G	<p>agree how partners can work better together to make a success of RTC in Barnet.</p> <p>Reviewed project plan for next phase of programme including milestones (development of MDT and BCIL model, broadening the right into single funding streams, and building an evidence base) and mapped dependencies with other adult social care transformation activity.</p> <p>Attended Trailblazer Conference to contribute to best practice sharing.</p> <p>Hosted visit from Hugh Harris, Senior Advisor to No. 10, to share our learning from our multi-disciplinary approach to RTC.</p> <p>Attended DoH best practice sharing workshop with other sites for innovative social care pilot projects to inform national policy</p>	<p>plan and review risk and issues log/processes</p> <p>Update and sign off terms of reference for Programme Board</p> <p>Review purpose of the Experts by Experience.</p>	G

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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)
Transport	Autumn 2010	July 2012	Procurement/Implementation	<b>A</b>	<p>Route Sharing – further work has been carried to agree routes sharing. A further mini conference was held to bring together the participating boroughs and finalise route sharing.</p> <p>Transport Bureau – The working groups are implementing the proposal to migrate the passenger transport management system to the Transport Bureau. The staffing group has met to discuss the transfer of staff to the bureau.</p> <p>Framework procurement – All PQQ received and evaluated. There are some concerns about the number and the quality of the returns. These are being explored by the evaluation team. The specification for the ITT is currently in progress.</p> <p>Policy development – participating and leading on the development of adults and children's eligibility policies. The Adults team is now participating in the Assisted Travel project to develop this internally as well as working with the WLA to develop region-wide policies.</p> <p>Concessionary travel – internal</p>	<p>WLA transport bureau implementation commencement - November 2011</p> <p>PQQ Evaluation- November 2011</p>	<p><b>A</b></p> <p>The Transport Bureau is expected to be up and running later than planned, resulting in the end date being delayed from April 2012 to July 2012</p>

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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)
					meetings have taken place between Adults and the CSO to determine the scope of the CTU and the service to be delivered by the WLA.		

## Programme Finance

### Approved budget

Project	Note	Budget	Changes authorised at project board
		2011/12 (£)	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
		4,912,007	4,912,007

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## Financial expenditure - 2011/12

Project	Budget (£)	Actual & Committed Spend (Month 6) (£)	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	126,918	244,083	371,001	24,125	Additional support required to deliver the project
CSO Transformation	306,733	265,058	40,794	305,852	(882)	
Com Budgets, Childrens Projects & Com Coaches	180,259	34,905	48,342	83,247	(97,012)	Not all money allocated to date
DRS	949,218	439,561	423,726	863,287	(85,931)	Under spend on legal costs to date.
Housing Project	50,000	0	50,000	50,000	0	
NSCSO	741,099	339,200	422,831	762,031	20,932	Overspend forecast due to additional support needed during dialogue.
Passenger Transport	151,600	40,184	112,310	152,493	893	
Parking	111,378	76,717	43,510	120,226	8,849	
Programme Management	1,088,658	649,196	478,487	1,127,683	39,025	Overspend - Trade Union release costs
Rapid Improvement Project	3,500	3,500	0	3,500	0	
Right to Control	0	0	0	0	0	Cost of project is met by ring-fenced government grant, rather than programme budget.
SAP Optimisation	201,158	126,988	80,000	206,988	5,830	
Libraries	88,181	33,834	44,091	77,925	(10,256)	Under spend on project management costs to date
Contingency	693,346	0	0		(693,346)	
<b>Totals</b>	<b>4,912,007</b>	<b>2,136,060</b>	<b>1,988,173</b>	<b>4,124,233</b>	<b>(787,774)</b>	