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MEETING

BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

TUESDAY 24TH APRIL, 2012

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)

Chairman: Councillor Dean Cohen BSc (Hons) (Chairman),
Vice Chairman: Councillor Joan Scannell (Vice-Chairman)

Councillors

Alex Brodkin	Alison Moore	Alan Schneiderman
Brian Gordon	Hugh Rayner	Andrew Strongolou
John Marshall	Brian Schama	

Substitute Members

Eva Greenspan	Barry Rawlings
Ross Houston	Rowan Turner

You are requested to attend the above meeting for which an agenda is attached.

Aysen Giritli – Head of Governance

Governance Services contact: John Murphy 020 8359 2368 john.murphy@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING	
2.	ABSENCE OF MEMBERS	
3.	DECLARATION OF MEMBERS' INTERESTS a) Personal and Prejudicial Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)	
4.	PUBLIC QUESTION TIME (IF ANY)	
5.	MEMBERS' ITEMS (SUBMITTED IN ACCORDANCE WITH OVERVIEW AND SCRUTINY PROCEDURE RULE 9) (IF ANY)	
6.	WASTE COLLECTION OPTIONS FOR THE FUTURE	1 - 16
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9.	BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME	45 - 52
10.	ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT	
11.	MOTION TO EXCLUDE THE PRESS AND PUBLIC That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended): Exempt Agenda As Detailed Below:	
12.	ONE BARNET PROGRAMME HIGHLIGHT REPORT (EXEMPTION CATEGORY 3)	53 - 58

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	24 April 2012
Subject	Waste Collection Options for the Future
Report of Summary	Scrutiny Office Appendix A provides the committee with the Cabinet report outlining the options for a proposed waste collection methodology.

Officer Contributors	John Murphy
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Budget and Performance Overview and Scrutiny Committee
Enclosures	Appendix A Waste Collection Options for the Future
Contact for Further Information:	John Murphy, Overview and Scrutiny Officer, Tel. 020 8359 2368

1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Committee discuss and note the report on the Waste Collection Options for the Future, as set out in Appendix A**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 4/4/2012 Item 12 - Waste Collection Options

Resolved That Cabinet Agree:

1. Implementation of step 1 which is targeted communication work, enforcement of waste requirements (except when certain criteria are met) and provision of internal containers, with this work to start in 2012/13 once a communication plan has been agreed by the cabinet member for environment.
2. Implementation of Step 2 which is; the provision of 240 litre wheeled bins to households for the collection of mixed dry recycling on a weekly basis, to replace the current black and blue boxes. The provision of internal and external kitchen caddies to households for the separate collection of kitchen waste on a weekly basis and the provision of a fortnightly garden waste collection using the current green 240 litre wheeled bins, with the changes to take place from the end of the May Gurney Recycling Contract on or after 4 October 2013.
3. That the mixed dry recycling will be:
 - 3.1.1 (i) consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013, provided that menu pricing is in place; or,
 - 3.1.2 (ii) In the event that menu pricing is not in place, consigned to North London Waste Authority from the date that menu pricing is in place.
4. That the kitchen waste will be consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013.
5. That the garden waste will be consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013 provided that the garden waste is charged for at the market rate for an outdoor facility.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 As set out in Appendix A paragraph 3.

4. RISK MANAGEMENT ISSUES

- 4.1 As set out in Appendix A paragraph 4.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 As set out in Appendix A paragraph 5.

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

6.1 As set out in Appendix A paragraph 6.

7. LEGAL ISSUES

7.1 As set out in Appendix A paragraph 7

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

8.1 The roles and terms of reference of all scrutiny committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee, amongst other duties, is responsible for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.

8.2 The Budget and Performance Overview and Scrutiny Committee shall scrutinise the financial management of resources available to the council including: property and asset acquisitions and disposals; reviewing the council-wide property and asset strategy; and the capital investment programme.

8.3 The committee also has within its remit responsibility for scrutinising the effectiveness of the council's partnerships (not within the remit of other overview and scrutiny committees) in furthering the council's community and corporate plans, communication and public consultation including:

- Local Strategic Partnership
- Thematic Boards
- Partnerships and sub-Partnerships
- Relevant partner associations not covered by other stand alone committees

8.4 The Local Government Act 2000 determined that along with other responsibilities the remit of Overview and Scrutiny would include the responsibility to make recommendations to the executive on matters which affect the authority's area or inhabitants.

8.5 Additionally and insofar as relating to matters within its remit, the committee shall perform the overview and scrutiny role 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.

9. BACKGROUND INFORMATION

9.1 As set out in Appendix A paragraph 9

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer's initials)	SS
Cleared by Legal (Officer's initials)	JH

APPENDIX A

Meeting	Cabinet
Date	4 April 2012
Subject	Waste Collection options for the future
Report of	Leader and Cabinet Member for Environment
Summary	A decision is required on Barnet's future household waste collection methodology for residual waste, organic waste and dry recycling. This report sets out a proposed waste collection methodology for the future.

Officer Contributors	Lynn Bishop, Assistant Director – Environment, Planning and Regeneration, Nicola Cross, Environmental Services Manager – Waste Strategy, Michael Lai, Group Manager – Waste and Sustainability Team
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable

Contact for further information: Nicola Cross, Environmental Services Manager – Waste Strategy, 020 8359 7404.

1. RECOMMENDATIONS

- 1.1 To agree the implementation of Step 1 which is targeted communication work, enforcement of waste requirements except when certain criteria are met and provision of internal containers, with this work to start in 2012/13 once a communication plan has been agreed by the Cabinet Member for Environment.**
- 1.2 To agree the implementation of Step 2 which is; the provision of 240 litre wheeled bins to households for the collection of mixed dry recycling on a weekly basis, to replace the current black and blue boxes. The provision of internal and external kitchen caddies to households for the separate collection of kitchen waste on a weekly basis and the provision of a fortnightly garden waste collection using the current green 240 litre wheeled bins, with the changes to take place from the end of the May Gurney Recycling Contract on or after 4 October 2013.**
- 1.3 To agree that the mixed dry recycling will be:**
 - 1.3.1 consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013, provided that menu pricing is in place; or,**
 - 1.3.2 In the event that menu pricing is not in place, consigned to NLWA from the date that menu pricing is in place.**
- 1.4 To agree that the kitchen waste will be consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013.**
- 1.5 To agree that the garden waste will be consigned to the North London Waste Authority for processing from the end of the May Gurney Recycling Contract on or after 4 October 2013 provided that the garden waste is charged for at the market rate for an outdoor facility.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 North London Waste Authority – Inter Authority Agreement, Cabinet 3 November 2011. Cabinet agreed to the signing of the Inter Authority Agreement (IAA) and to authorise the Interim Director of Environment, Planning and Regeneration, in consultation with the Chief Finance Officer and the Cabinet Member for Environment to agree the final form of the IAA on the basis set out in the report. Cabinet also authorised the Interim Director of Environment, Planning and Regeneration, in consultation with the Chief Finance Officer and the Cabinet Member for Environment to agree Schedule 1 Part B and Schedule 2 Part B of the IAA as necessary to replace Schedule 1 Part A and Schedule 2 Part A in the IAA (decision item 8).**
- 2.2 North London Waste Authority – Inter Authority Agreement, Cabinet 14 September 2011, (decision item 9), which was that Cabinet agreed in principle to the signing of the Inter Authority Agreement, with the exception of Principle four, and that the Leader should write to the North London Waste Authority**

indicating such agreement in principle, subject to approval at a future meeting of the Cabinet.

- 2.3 North London Waste Authority procurement – PFI Outline Business Case Submission, Cabinet 23 October 2008, (decision item 5), which was that Cabinet agreed the Outline Business Case.
- 2.4 The Cabinet Member for Environment and Transport authorised sign-up to the North London Joint Waste Strategy on 29 August 2008, (Delegated Powers decision no. 626).
- 2.5 The Leader and Cabinet Member for Resources, and the Cabinet Member for Environment and Transport authorised sign-up to the Memorandum of Understanding – North London Waste Authority procurement on 31 August 2008, (Delegated Powers decision no. 630).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The strands of the Corporate Plan (2011 – 2013) that relate to this work are 'Better Services, Less Money' and 'Sharing Opportunities, Sharing Responsibilities'.
- 3.2 Under the strand 'Better Services, Less Money' there are the strategic objectives to 'manage resources and assets effectively and sustainably across the public sector in Barnet'. The options proposed for future waste collections are designed to deliver better services and cost savings when compared with a 'do nothing' scenario.
- 3.3 Under the strand 'Sharing Opportunities, Sharing Responsibilities' there is a strategic objective to 'decrease overall levels of household waste whilst increasing the proportion of waste being recycled'. The options proposed for future waste collections are designed to decrease overall levels of household waste and increase the proportion of waste being recycled.

4. RISK MANAGEMENT ISSUES

- 4.1 The costs for treating residual waste are increasing, and forecasts show that these are likely to increase substantially, as beyond 2016 the Council will no longer have use of a cheap waste disposal outlet in the form of the Edmonton incinerator as it is projected to be coming to the end of its life.
- 4.2 Over the last four years, Barnet has made only incremental improvements in recycling performance and waste reduction. Barnet is currently 15th out of 33 London Boroughs in relation to the percentage of its household waste that is recycled, reused or composted. Barnet is currently 27th out of 33 in relation to the amount of household waste per household that is sent for disposal. Other authorities are overtaking Barnet in performance terms and projections show that without significant changes to our services there will be no step change in our performance. Therefore there is a reputational risk to the Council.
- 4.3 In order to keep future costs to a minimum it is financially beneficial to recycle, compost or reduce waste as much as possible. Greater resident participation

in the recycling and organic waste services is essential. In addition the Council's current Recycling Services Contract is in the later stages of its life, therefore it is an opportune time to review the services in anticipation of decisions on future service provision.

- 4.4 Once the Council has provided Schedule B information to NLWA the council will be committed to a defined way of working for the next 25+ years. It will be possible to make changes through the agreed IAA Change Procedure but it is not possible to know what the cost implications of any changes could be.
- 4.5 The NLWA procurement, the National Waste Strategy 2007 and European legislation (the Waste Framework Directive) seek to achieve a 50% recycling rate by 2020. There are currently no financial penalties for non-achievement of this target. However the more that is recycled and composted, the less Barnet Council has to pay for waste disposal.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Corporate Plan (2011-2013) sets out a commitment that major policies, functions and activities should be assessed for their equalities and diversity risks.
- 5.2 Although this report proposes a number of steps for the future, it is not envisaged that any option will result in a detrimental effect on any resident(s) with 'protected characteristics', over and above the effect on those without 'protected characteristics', due to the universal nature of the service being provided. The challenge to the Council is to ensure that the accompanying communications plan includes both targeted and general messaging mechanisms to ensure that people with 'protected characteristics' understand the proposed options as well as those from non-protected groups. The Council understands its obligation to pay due regard to the Equality Act 2010 and will do everything necessary to ensure that due regard has been paid. The Council remains committed to providing an efficient, user friendly and cost-effective service for the benefit of all residents.

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

6.1 Finance

Barnet pays the NLWA for the disposal of its waste through a statutory default levy. For 2011/12 Barnet paid a household waste levy of £8.3m and a non-household waste levy of £1.6m. In 2012/13 these costs are £7.337m and £1.478m respectively. It is currently estimated that these costs will increase by 45.37% in 2013/14, 4% in 2014/15 and 3.8% in 2015/16. In future years costs for waste disposal are predicted to rise further.

- 6.2 The combined refuse and recycling budgets were £8.436m for 2011/12. The savings identified in the Medium Term Financial Strategy for refuse and recycling are: 2012/13 - £100k, 2013/14 - £500k and 2014/15 - £440k. The budgets and savings have been taken into account in the modelling work undertaken.

	Implementation Cost (£000's)		Indicative additional revenue costs of each step (£000's)			Impact on performance		
	Capital	Revenue	2013/14	2014/15	2016/17	2013/14	2014/15	2016/17
"As is" scenario – for comparison	0	0		2,861	9,737		31%	31%
Step 1	390	294	206			38%		
Step 2	3,804	672		1,661	5,637		41%	43%

	Indicative revenue saving as compared to "as is" scenario (£000's)		
	2013/14	2014/15	2016/17
"As is" scenario – for comparison		2,861	9,737
Step 2		(1,200)	(4,100)

6.3 Procurement

The NLWA is leading the procurement in accordance with European regulations, implemented, in the UK, by the Public Contracts Regulations 2006 (as amended). The NLWA is procuring contracts to deal with the waste arising from its seven constituent authorities.

The One Barnet Wave 2 project is reviewing options for future service delivery in Barnet.

6.4 Performance and Value for Money

This report sets out the performance and value for money implications for a proposed way forward and for a 'do nothing' scenario.

6.5 Staffing

The One Barnet Wave 2 project is reviewing options for future service delivery in Barnet, taking into account the expiry of the existing Recycling Services Contract in October 2013 or within two years of this date, together with the staffing implications.

6.6 IT

There are no IT issues.

6.7 Property

There are no property issues.

6.8 Sustainability

The NLWA procurement seeks to achieve a 50% recycling rate by 2020, in line with the national waste target.

7. LEGAL ISSUES

- 7.1 The NLWA has the powers and duties of a Waste Disposal Authority (WDA) under the Environmental Protection Act 1990. The NLWA was created by Statutory Instrument, and it is an independent body with a separate existence from that of its constituent authorities. Such independence is underlined by the provisions of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006 which make provision for issue of levies to constituent authorities, demands for payment and recovery of interest upon late payment. The constituent authorities are Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. Constituent authorities do not have the powers of a WDA.
- 7.2 The IAA has been developed by lawyers acting for NLWA and has been negotiated with the constituent authorities. Officers are in the process of finalising the form of the IAA with the other constituent authorities and the NLWA. All constituent authorities have agreed to the signing of the IAA subject to minor amendments, but no constituent authorities have signed the IAA at the time of writing this report.

8. CONSTITUTIONAL POWERS

- 8.1 Constitution, Part 3, Responsibility for Functions. Section 3.6, Cabinet Resources Committee, approval of schemes not in performance management plans but not outside the Council's budget or policy framework, and Section 3.8, Cabinet, a decision to adopt, or recommend to Council for adoption, a plan or strategy reserved to Cabinet.

9. BACKGROUND INFORMATION

9.1 Background

- 9.1.1 Barnet Council provides waste services to all residents including collections of residual waste (refuse), organic waste (garden and kitchen waste) and dry recycling (paper, cans, glass, cardboard etc.). The collections of these waste streams are carried out by the Council and its recycling contractor (May Gurney), the composting of organic waste and the disposal of residual waste is carried out by NLWA.
- 9.1.2 The NLWA is currently progressing a procurement for future waste treatment and disposal facilities and services for the seven constituent north London boroughs from 2015. The NLWA is procuring two contracts; (1) a Waste Services Contract which is for the treatment of all the constituent boroughs' waste, including the treatment of waste for disposal, and the composting of organic waste, the majority of which would take place in the north London region and an outlet for dry recyclables (2) a Fuel Use Contract which is for the disposal of the outputs from the treatment of waste, which is not restricted to the north London area. It is anticipated that the length of the two contracts will be around 25+ years, with the two contracts to run concurrently. The procurement has recently entered the dialogue stage before bidders are asked

to submit their final tenders. There are two bidders remaining on both procurements.

9.1.3 The NLWA has sought an IAA between the eight authorities. The purpose of the IAA is to provide certainty to bidders to the procurement of the close working relationship and commitment between the boroughs, thus reducing the amount of risk bidders' price into their solutions. The IAA is a legally binding agreement which will govern the relationship between the NLWA and the constituent boroughs in the long term (i.e. the next 25+ years).

9.1.4 One of the key requirements of the IAA is the provision of schedules of information from the constituent boroughs relating to the types and quantities of waste to be collected for the next 25+ years, so that the right type and size of facilities can be procured. Once the trigger information has been provided by NLWA Barnet Council will have 3 months in which to provide this information.

9.2 Decision Making Timetable

9.2.1 On 13 January 2012 NLWA provided the trigger information, so Barnet Council must now notify NLWA of the types and quantities of waste that we intend to deliver to NLWA for the next 25+ years, for example source separated dry recycling or comingled dry recycling, by 12 April 2012.

9.2.2 A considerable amount of modelling of the cost and performance implications of different collection methodologies for the future has been carried out to date. In addition the council has worked with iMPOWER, one of the Council's delivery partners, since October 2011 on a Waste Behaviour Change Project to assess the council's current position and ambitions, gather residents' views on a number of potential changes to service arrangements, and quantify the projected cost and performance of a number of options.

9.2.3 This report seeks a decision on Barnet's future collection methodology for organic waste and dry recycling. This report does not cover the full range of future waste collections, such as the future of the clinical waste and trade waste services, which will be discussed and finalised by the Interim Director of Environment, Planning and Regeneration in accordance with the recommendation agreed at the 3 November 2011 meeting of the Cabinet.

9.3 Current Position of the IAA

9.3.1 Officers are in the process of finalising the form of the IAA with the other boroughs and NLWA. All boroughs have agreed to the signing of the IAA subject to minor amendments. It is NLWA's intention that the IAA is signed by all parties as soon as possible. It is in Barnet's interest that there is a signed IAA and that the information set out above is provided to bidders, so that bidders do not price unnecessary risk into their bids.

9.4 Barnet's current cost and performance

9.4.1 The costs for treating residual waste are increasing, and forecasts show that these are likely to increase substantially, as beyond 2016 the Council will no longer have use of a cheap waste disposal outlet in the form of the Edmonton incinerator as it is projected to be coming to the end of its life.

9.4.2 Over the last four years, Barnet has made only incremental improvements in recycling performance and waste reduction. Barnet is currently 15th out of 33 London Boroughs in relation to the percentage of its household waste that is recycled, reused or composted. Barnet is currently 27th out of 33 in relation to the amount of household waste per household that is sent for disposal. Other authorities are overtaking the Council in performance terms and projections show that without significant changes to our services there will be no step change in the Council's performance.

9.4.3 In order to keep future costs to a minimum it is therefore financially beneficial to recycle, compost or reduce waste as much as possible. Greater resident participation in the recycling and organic waste services is essential. In addition our current Recycling Services Contract is in the later stages of its life, therefore it is an opportune time to review our services in anticipation of decisions on future service provision for the street scene services.

9.5 Waste Behaviour Change Project

The Council has developed a range of opportunities to improve performance and reduce costs. The key activities of this work have included:

- Customer insight
The Council has conducted 120 telephone interviews and ran 6 discussion groups with Barnet residents from both flats and houses. Individuals were segmented into three 'values modes' groups - settlers, prospectors and pioneers - for these discussion groups.
- Financial modelling
A robust financial model has been built to analyse a range of scenarios. This has included research into a range of initiatives around the country to develop our assumptions and an opportunity assessment.

9.5.2 Resident Feedback

Some of the strong messages from the different groups of residents included:

Settlers	Prospectors	Pioneers
<ul style="list-style-type: none"> - Want clear & simple instructions - See public responsibility as a driver – recycling is a civic duty - Much more positive about change when it is described as normal 	<ul style="list-style-type: none"> - Want council to make it easier for them - internal containers, more plastics, clearer communications - Most positive of all the groups about household incentives - Keen on external recognition of good performance 	<ul style="list-style-type: none"> - Want to understand the system - where things go to be processed and the financial impact of recycling - Keen on doing right thing - also happy to sort recycling when understand positive outcomes. But still see benefits from dry comingled recycling in a single bin

9.5.3 Opportunity Assessment

There are a wide range of opportunities open to the Council, some of which are dependent on others whilst some are incompatible with each other. To manage this long list of opportunities, the following opportunity criteria were

developed and used to group the potential options into category groups. The information gathered from customer insight was used to inform target recycling increases, alongside industry intelligence.

Opportunity criteria:

- Target recycling increase (as a % of current tonnages)
- Confidence (including likely success by values modes group)
- Speed of implementation
- Cost of implementation
- Operational difficulty

The top opportunities were grouped into a number of scenarios and modelled to assess the impact on recycling rates and the budget. The steps proposed for the future are:

- **Step 1** - short term, relatively straightforward options - different approaches to communication and engagement, kitchen caddies and internal containers for dry recycling
- **Step 2** - as Step 1, plus dry recycling in a new 240 litre bin collected weekly, plus a move to separate weekly food collection and fortnightly garden waste collection.

9.6 Future Steps

9.6.1 Step 1

Actions that could be implemented from 2012/13 focus on communications work, enforcement of waste requirements (including trade waste agreements) except when certain criteria are met, and provision of containers (see table 1). It is calculated that the recycling rate for the kerbside collection services could rise from 31% to 36% by 2013/14 if all of these actions are implemented.

It is proposed that a communications plan is developed and agreed with the Cabinet Member for Environment.

It must be noted that savings shown below for 2013/14 take into account the 2-year time lag in the Council's levy payments to NLWA for the disposal of household waste. Therefore reductions in the amount of waste sent for disposal will take 2 years to deliver a reduced levy payment to NLWA, so the savings will be seen in 2015/16.

Table 1: Step 1

	Action	Full implementation year cost		2013/14 (first full year of impact)	
		(£000's)		Indicative revenue saving as compared to "as is" scenario (£000's)	Impact on performance
		Capital	Revenue		
Communications	Face to face campaign, doorknocking	0	130	41	1.06%

	Action	Full implementation cost (£000's)		2013/14 (first full year of impact)	
		Capital	Revenue	Indicative revenue saving as compared to "as is" scenario (£000's)	Impact on performance
	every household				
	Strengthening the role of community and faith groups	0	6	18	0.24%
	Clear instructions in direct mail to every household	0	14	9	0.24%
	Stickers on refuse bins (as part of wider campaign, eg. including articles in Barnet First, poster campaign)	0	7	14	0.35%
	Adapt language of communications. Stress the financial impact	0 – combined with other actions			
	Local monitoring for dry recycling, with direct mailing to households	0	33	17	0.24%
	Public pledges, Pledge Bank	0 – existing resources		5	0.18%
Enforcement	Enforcement of waste requirements (including trade waste agreements), except when certain criteria are met	0	44	64	1.17%
Containers	Providing all houses with an internal kitchen caddy and a sample roll of 10 biodegradable liners	180	20	Savings would be realised in 2016	0.94%
	Providing all households with a bag for storing recyclables	210	40	33	0.47%
TOTAL		390	294	201	4.89%

Note (1) – this saving is based on the May Gurney Recycling Services Contract being extended until 31 March 2014.

9.6.2 Step 2

This step (see table 2) includes:

- the activities set out under Step 1
- the provision of a new 240 litre wheeled bin for the collection of comingled dry recycling on a weekly basis. Therefore the kerbside sort recycling boxes would be replaced by wheeled bins. It is proposed that this would take place after the end of the existing May Gurney contract (the contract expires in October 2013, with an option to extend on one occasion for up to two years). It is proposed that the comingled dry recycling will be delivered to the NLWA for processing, provided that menu pricing is in place. In the event that menu pricing is not in place it is proposed that the comingled dry recycling will be consigned to NLWA from the date that menu pricing is in place.
- the collection of kitchen waste in an external caddy on a weekly basis from houses and flats, and the garden waste collected in a 240 litre bin as now except fortnightly. The majority of the organic waste collected in Barnet is garden waste, but as this is collected mixed with kitchen waste, it has to be processed indoors in a suitable facility. If kitchen waste were collected separately, this waste could be processed in such a facility, and the garden waste could then be processed in an outdoor facility at significantly lower cost. It is proposed that the separate kitchen waste and garden waste will be delivered to the NLWA for processing, provided that the garden waste can be treated and charged for at the market rate for an outdoor facility.

Table 2: Step 2

Action	Full year implementation cost (£000's)		2014/15		2016/17	
			Indicative revenue saving as compared to "as is" scenario (£000's)	Impact on performance	Indicative revenue saving as compared to "as is" scenario (£000's)	Impact on performance
	Capital	Revenue				
Step 2	3,804	672	1,200	41%	4,100	43%
"As is" scenario – for comparison	0	0	2,861 (additional cost compared to now)	31%	9,737 (additional cost compared to now)	31%

9.6.3 Summary

An outline of the proposed steps and the "as is" scenario is presented in table 3 below. It should be noted that the indicative savings shown are in comparison with projected additional costs in 2014/15 and 2016/17 associated with the "as is scenario" and are not savings against budget or current costs. For example in comparison to the "as is" scenario with overall additional costs of £9.7m in 2016/17, the overall additional costs if Step 2 was adopted would be £5.6m in 2016 /17.

Table 3: Summary of steps

Option	Implementation Cost (£000's)		Indicative revenue saving as compared to "as is" scenario (£000's)			Impact on performance		
	Capital	Revenue	2013/14	2014/15	2016/17	2013/14	2014/15	2016/17
Step 1	390	294	206			38%		
Step 2	3,804	672		1,200	4,100		41%	43%
"As is" scenario – for comparison	0	0		2,861 (additional cost compared to now)	9,737 (additional cost compared to now)		31%	31%

9.6.4 Financial modelling has taken into account the budget and savings for the refuse and recycling service (this is cost codes 10655 which is the refuse and organic waste collection budget, and 10656 which is the recycling budget, and the savings identified for these in the MTFs) and the amount currently paid to the NLWA for the levy. The 2011/12 to 2016/17 Capital Programme agreed by Council on 6 March 2012 includes a sum of £2.9m in 2012/13 and 2013/14 for refuse and recycling projects which will meet some of the capital costs of implementation; any additional capital costs will need to be profiled by financial year and included as a new bid in the 2013/14 finance and business planning process along with any additional one off and on-going revenue costs.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – SS
CFO – MC/JH

AGENDA ITEM 7

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	24 April 2012
Subject	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, as at March 2012.

Officer Contributors	Andrew Travers, Deputy Chief Executive Ed Gowan, Assistant Director Commercial Transformation
Status (public or exempt)	Public (with a separate exempt report)
Wards affected	All
Enclosures	Appendix 1: – One Barnet Programme Highlight Report (public section)
For decision by	Budget and Performance Overview and Scrutiny Committee

Contact for further information:

Ed Gowan, Assistant Director Commercial Transformation, 020 8359 4346,
ed.gowan@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 2012/13 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).**
- 3.3 Budget and Performance Overview and Scrutiny Committee, 6 December 2011, agenda item 11 (Highlight Report).**

4. RISK MANAGEMENT ISSUES

- 4.1 Risks are considered on project by project and programme level basis, in line with 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 reflects the indicative spend as at month 12 (March) 2012. The actual expenditure for the financial year 2011-12 at the end of March is £4,482,967.

6.3 Appendix 1 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.

6.4 Appendix 1 also includes a table showing programme budget, split by project, and the related savings achieved and projected to be achieved by each project over the period 2010-2019, the cumulative total of which is £111.31m.

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.”

“To engage with partner organisations, other relevant public sector bodies, private sector organisations, trade unions, local residents or any other appropriate witnesses when fulfilling the overview and scrutiny role in relation to the One Barnet programme.

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: SS

Finance: JH/MC

One Barnet Programme Report 24th April 2012

Programme Sponsor:	Nick Walkley, Chief Executive, LB Barnet	Programme RAG	A
Programme Manager:	Andy Begley		
Report Date:	26/03/2012		
Last Updated By:	Andy Begley /Joanne Valentine-Brown / Ed Gowan		

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

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 24th April 2012

<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	A	G	R	G	G	A
New Support and Customer Services Procurement	G	A	A	G	G	A
Customer Services Transformation	A	G	G	A	A	G
Future of Parking	G	A	A	G	G	G
Transport	A	A	R	A	A	A
Right to Control	G	G	G	N/A	N/A	G
Information Management Systems	G	A	G	N/A	A	G
Future of Housing Services	G	G	A	G	G	R
Community Coaches	G	A	G	G	G	G
Libraries	R	R	R	G	A	A
Legal Services	G	G	G	G	G	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,

One Barnet Programme Report 24th April 2012

<p>Programme Commentary</p>	<p>Progress and key dates outlined below:</p> <ul style="list-style-type: none"> • DRS project is now in competitive dialogue stage 2 with remaining bidders. Dialogue meetings scheduled to end on 31/08/2012 • NSCSO is preparing to start dialogue stage 2. Dialogue meetings scheduled to end 31/08/2012 • The LATC project has now successfully concluded. • The Future of Housing Services project is to conclude at the start of April. • The Parking contract has been awarded, with the go live of the new service to take place on 01/05/12. • Customer Service Transformation is now in its delivery stage. The new website is due to go live in April, and the improvement of processes and alignment of resources as part of the set up of a centralised Customer Contact Centre is being implemented from April.
<p>HR Update</p>	<p>Feedback from staff has been positive from having the opportunity to meet the bidders on both the DRS and NSCSO projects. Whilst there are still many unanswered questions which will reach clarity through dialogue in competitive dialogue stage 2. The opportunity gave staff a valuable chance to ask questions about their personal situation and the organisations they may be employed by in the future.</p> <p>TUPE workshops continue for staff, designed to demystify the legislation for those that will be transferring to a new employer. Separate managers' sessions provide further detail to help managers support their staff through the process. Change and Me workshops provide a more personal approach to how individuals react to change and provides discussion and tools to help support staff through the changes.</p> <p>The transfer of the Housing Needs staff is due to take place on 02/04/12, hard work from staff and management is ensuring that a smooth process can take place within short timescales.</p> <p>Customer Services Transformation enters consultation with the TU's and staff on 04/04/12, this first phase will focus on the reengineering of processes, front and back office and alignment of resource following the Services recent move into 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)
Future of Parking Tahir Mahmood	Oct 2010	May 2012	Project Initiation / Procurement	G	<p>Barnet and NSL continue to have weekly meeting to manage the mobilisation of the outsourcing contract. All staff and trade unions have now been communicated to about the change in the go-live date. The staff will now transfer to NSL on 1st May.</p> <p>There are 7 staff who will TUPE transfer to RR Donnelly via pass through. This means that additional actuary report will be required and additional pensions agreement and bond. Although the develop work is expected to be picked up by internal legal team there may be some cost for the actuary report and sign off of the agreement by external legal partners.</p> <p>The pensions agreement is taking longer than expected due to legal advice required by Kent CC legal staff as our internal and external legal advisors cannot provide advice for conflict of interest reasons.</p> <p>NSL are on track with the various activities to go live on 1st May. They are in the process of signing lease agreement for the on-street base in Finchley and have the IT delivered and Uniform ordered for the CEOs. NSL have also had one-to-ones with most of the staff about</p>	<ul style="list-style-type: none"> ▪ Approve NSL Pensions report (Kent CC to advise) (23/03/12) ▪ Agree RR Donnelly pensions agreement/bond (23/03/12) ▪ Draft Pensions report (23/03/12) 	G

4 | 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 24th April 2012

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>the TUPE transfer and continue to meet with them as and when necessary.</p> <p>Discussion are on-going with the trade unions via the tripartite meetings with a another measures letter expected from RR Donnelly. A further tripartite meeting ha been arranged to conclude the discussions.</p>		
Customer Service Transformation Andrew Cox	Feb 2011	Dec 2012	Delivery	A	<p>Programme Board on 5/3/12 decided that work should progress with Children's Social Care. Bill Murphy and Andrew Cox met with Jo Pymont and Ann Graham on 15/3/12 to agree the way forward which Bill Murphy will discuss with Julie Taylor and Kate Kennally.</p> <p>The delay of the IPT upgrade is a significant issue which has been escalated to One Barnet programme level – this will mean data within detailed business cases will be less robust and therefore there will be more assumptions and it may delay implementation of some changes which could therefore delay the realisation of benefits. The impact will be played into business cases, implementation plans and benefits profiles. Latest date is mid-March for go live.</p> <p>Website Transformation Project is progressing to plan. Content creation deadline was not met by all services, but significant effort has taken place.</p>	<ul style="list-style-type: none"> ▪ Parking Go Live (1/4/12) ▪ Housing business case & detailed design (9/4/12) ▪ Website Transformation Release 2 (30/4/12) ▪ Website Transformation Release 3 (15/5/12) ▪ Website Transformation Release 4 (31/5/12) 	A Transformation projects are all progressing well and are on track.

5 | 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 24th April 2012

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)
					Work will be completed from w/c 19/3/12 to address these issues.		
Development & Regulatory Services Martin Cowie (service lead)	Feb 2010	Mar 2013	Implementation	A	This project is running well, having now entered the second stage of competitive dialogue. Work is currently underway to address a risk of project overspend.	<ul style="list-style-type: none"> Dialogue 2 meetings end (31/8/12) 	A
Transport Tahir Mahmood	Autumn 2010	July 2012	Project Initiation / Procurement	A	The West London Alliance (WLA) informed us that the inter-borough agreement had been agreed at the chief-exec forum in Oct 2011 which sets out the commitments from the boroughs. This has been accepted by the Transport Project Board as the contract between LBB and the WLA. Thus, Barnet will be paying the £59,024 as its contribution as requested by Brent on behalf of the WLA. Route Sharing – The route share with Brent has ceased due to customer complaint. A review of the reroutes is now planned with Brent and Harrow to agree more route shares. Transport Bureau – due to the issues with staff transfer from Barnet and Brent and	<ul style="list-style-type: none"> WLA payment (30/3/12) Draft internal transformation report (30/3/12) 	A The formation of the Bureau is now scheduled to commence from September 2012 for Barnet staff. The contracted procurement and other procurements are planned to be delivered before September.

6 | 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 24th April 2012

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>the lack of IT system in the WLA Transport Bureau, a phased approach has been adopted where Ealing and Hounslow have joined up to form the Bureau as a pilot project and Barnet and Brent will join at a later date when the appropriate staff transfer agreements have been produced and an IT system has been procured and implemented. Barnet are considering alternative methods for staff transfer.</p> <p>IT system – work is continuing to develop the documentation with the WLA for the procurement of the IT system. Hounslow have initiated the procurement process for the IT system and Barnet’s Transport project confirmed that a DPR will be required to call-off from that agreement.</p> <p>Framework procurement – The evaluation team have completed the assessment of the method statements of the bids and a report is expected to be approved by Brent to award the contract. Barnet will need a DPR to call-off the contract. LBB initial assessment indicates increased costs and concerns about the ability of some of the lowest bids. The WLA have recognised this and have recommended Harrow e-auction process in order to mitigate this risk.</p> <p>Concessionary travel – Barnet are also working to develop the procurement</p>		

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 24th April 2012

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)
					documentation for the procurement of the assessment services for the concessionary travel service. The project board confirmed participation in this procurement and a DPR will be drafted at the call-off stage. Further, the CSO have commenced the procurement of the interim solution which will be in place until the WLA solution is delivered.		
New Support and Customer Services Procurement Alison Woodcraft	May 2010	Jan 2013	Project Initiation / Procurement	G	<p>Successful bidders have been invited to organise meet the bidders days.</p> <p>Data room contents are being updated but delays to receiving the data meant that the date for opening the data room was pushed back from 12 March to 19 March. Delays to producing the finance and HR data means that this will not be uploaded until 26 March. These delays mean that the first round of dialogue has been delayed by one week.</p> <p>The overall timescales for the project are under review as it is not clear if all required activities can be completed within the current schedule. This has been flagged to the programme and a paper outlining the issues and options will be presented to programme board.</p> <p>Budget forecasts have been updated to reflect lessons coming out of DRS. The forecasted overspend is subject</p>	<ul style="list-style-type: none"> ▪ Data room opens 19/03/12 ▪ Due diligence starts w/c 26/03/12 ▪ Competitive Dialogue 2 starts w/c 26/03/12 	G

8 | 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 24th April 2012

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)
					to further analysis and will be reviewed accordingly.		
Information Management Systems Courtney Davis	2011	2012	Implementation	G	<p>Data flow analysis (DFA) work for DRS has started. We have agreed with DRS to try to deliver the first cut of the analysis sooner than expected, on 10.4.12 in effort to align with the structure/requirements of competitive dialogue. We have also met with NSCSO to agree DFA timescales and inclusion in their competitive dialogues. Alongside the Design Authority, we continue to make progress in joining up the Information Management work with NSCSO and DRS.</p> <p>Refreshed information management policies are now available on the intranet, their location is temporary while the Corporate Communications Team finalise the design of the front page information management link.</p> <p>The launch of the e-learning tool has been delayed while a Cabinet Resource Committee paper is written to request approval for the purchase of the e-learning platform. The paper is due to go to the April Cabinet Resources Committee; we are aiming to have all content complete and ready to launch as soon as the platform is approved. Other communication activity presented at IGC.</p> <p>A business analyst has joined us to begin</p>	<ul style="list-style-type: none"> ▪ Launch E-learning tool, continued communication with governance groups. ▪ DRS data flow analysis ready for review ▪ Start NSCSO data flow analysis ▪ Continuation of Policy Development ▪ Records Risk assessment for DRS and NSCSO 	G

9 | 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 24th April 2012

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>on the work on Electronic Document and Records Management Systems and Enterprise Content Management. Initial induction to the work stream and introduction to key stakeholders has taken place, however, the resource has temporarily been re-directed to assist with the Adult Social Care and Health Infrastructure project for a couple of weeks to assist with the specification.</p> <p>Records remediation work is on-going with Housing Needs and Resources and Parking. A records manager has joined us to begin work for NSCSO and DRS. An update on this work will be presented at the Information Governance Council.</p>		
Right to Control Sarah Thomas	Mar 2010	Dec 2012	Implementation	G	On track with Phase 2 of project plan	<ul style="list-style-type: none"> ▪ Prepaid card scheme in place (6/12) ▪ Innovation of fund life (6/12) ▪ Right to Control Web Portal LIVE 	G
Future of Housing Paul Shipway	March 2011	April 2012	Implementation	G	The project is now in implementation phase planned for 1 st April 2012.	<ul style="list-style-type: none"> ▪ Scoping of Information Audit work stream (15/02/2012) ▪ Staff 1:1s with managers to verify details on SAP to be completed 	G

10 | 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 24th April 2012

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)
						(17/02/2012)	
Community Coaches Laura O'Bryne	Aug 2011	March 2012	Project Initiation / Procurement	G	Home-Start Barnet (H-SB) have begun coaching activity with 15 cases H-SB have held an event in Stonegrove Children's centre to raise awareness of the project	<ul style="list-style-type: none"> ▪ Children's Service referrals made -12 cases (12 by 13.04.12) ▪ Barnet Homes referrals made (additional 2 cases by 13.04.12) ▪ Mid-way review to be conducted (26.03.12) 	G
Libraries Heather Wills	July 2011	Sep 2014	Project Initiation / Procurement	R	Libraries Strategy Programme (Wave 1) – Programme is still being developed, with business cases in development for the major projects.		R Programme is still developing a fully worked and approved plan: until sufficient detail is confirmed to enable robust monitoring this will be flagged as Red. Where actions are scheduled these are continuously being monitored and reviewed.
Legal Services Nandu Valji	November 2011	July 2012	Project Initiation / Procurement	N/A	Development of a joint business case (with LB Harrow) for the creation of a shared service for Legal Services. To be submitted to Cabinet in April 2012.	<ul style="list-style-type: none"> ▪ IAA submitted to CRC for approval (30/5/12) ▪ Pensions fund Committee 	G

11 | 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 24th April 2012

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)
						submission deadline (13/6/20)	

One Barnet Programme Report 24th April 2012

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

A significant proportion of the risks to be reported could impact on commercial activities within the programme. Including them in a public paper could weaken the Council's position within those commercial activities, and thus decrease the value for money achieved for the people of Barnet. To avoid this, the risks have been included in a complementary, exempt paper.

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
<p>OB0029 Forecasted 2011/12 spend does not include total estimated costs for either the libraries or children's projects.</p> <p>Type of Issue Financial</p>	<p>A decision to be made by the programme board with regard to the options for funding these projects. There are three obvious options:</p> <ul style="list-style-type: none"> • Ask individual projects or the programme office to look again at the budget and find ways to reduce the forecast, e.g. reducing the number of bidders taking part in competitive dialogue, taking out costs for 'backfill' and asking services to fund this – allowing any reduction in predicted spend to fund other projects • Ask that new projects not set out here to either individually or collectively request additional funding 	6 th June 2012	Andy Begley	
<p>OB0032 Commercially sensitive and confidential information provided by a bidder for one of the procurements, leaks into the public domain. Inadequate security hampers a prosecution brought against any person leaking</p> <p>Type of Issue Reputational</p>	'Bronze Plus' security measures to be implemented	22 nd June 2012	Andy Begley	

Programme Finance

13 | 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 24th April 2012

Wave 1 Projects	Total Budget	2010/11 Outturn	2011/12		2012/13		Total Projected Spend	Variance
			Actual to Date	Projected outturn	Actual to Date	Projected outturn		
AdSS (LATC)	553,156	163,279	373,653	390,133	-	24,080	577,492	24,336
Community Coaches*	70,000	-	46,523	46,523	-	21,505	68,028	(1,972)
Com Budgets, Childrens Projects	247,493	39,386	37,739	77,144	-	131,848	248,378	885
CSO Transformation	543,113	236,379	307,624	309,333	-	5,678	551,390	8,277
DRS	1,744,019	319,493	751,702	833,348	-	882,781	2,035,621	291,602
E-Recruitment	40,000	40,000	-	-	-	-	40,000	0
Housing Project	87,966	-	84,958	84,958	-	-	84,958	(3,008)
Legal Services	50,000	-	67,135	98,502	-	43,233	141,735	91,735
Libraries	148,181	60,000	58,362	58,362	-	-	118,362	(29,819)
NSCSO	1,654,439	307,446	600,919	669,694	-	799,786	1,776,925	122,487
Parking	170,537	29,159	128,124	128,124	-	2,462	159,744	(10,793)
Passenger Transport	209,566	57,966	111,598	111,598	-	40,748	210,311	745
Procurement Project	70,058	70,058	-	-	-	-	70,058	0
Programme Management	2,411,433	450,919	1,519,068	1,464,603	-	495,910	2,411,433	(0)
Prototyping Project	77,129	77,129	-	-	-	-	77,129	0
Rapid Improvement Project	22,000	18,500	3,500	3,500	-	-	22,000	0
Right to Control	-	-	-	-	-	-	-	0
RIO	197,662	197,662	-	-	-	-	197,662	(0)
SAP Optimisation	375,533	174,375	127,147	207,147	-	-	381,522	5,988
Contingency	578,132	-	-	-	-	-	-	(578,132)
Total	9,250,416	2,241,751	4,218,051	4,482,967	-	2,448,030	9,172,748	(77,668)

* Budget increased by £40,000 in grant contributions.

One Barnet Programme Report 24th April 2012

The figures for 2010/11 are provisional at this stage and are subject to change.

Programme Savings

Wave 1 Costs and Savings	Programme budget	Base budget savings to date *	Base budget saving total **	Cumulative saving 2010-19
	£m	£m	£m	£m
AdSS (LATC)	0.55	-	0.49	2.05
Community Coaches	0.07	-	-	-
Com Budgets, Childrens Projects	0.25	2.04	2.08	16.58
CSO Transformation	0.54	0.09	0.69	4.98
DRS	1.74	-	3.22	16.39
E-Recruitment	0.04	0.29	0.34	2.81
Housing Project	0.09	-	0.61	3.77
Legal Services	0.05	-	0.19	1.18
Libraries	0.15	0.12	1.21	7.77
NSCSO	1.65	-	4.62	21.80
Parking	0.17	-	0.55	4.06
Passenger Transport	0.21	0.42	0.36	3.44
Procurement Project	0.07	0.92	0.92	8.26
Programme Management	2.41	-	-	-
Prototyping Project	0.08	-	-	-
Rapid Improvement Project***	0.02	-	-	-
Right to Control	-	-	-	-
RIO	0.20	1.96	2.29	18.21
SAP Optimisation***	0.38	-	-	-
Contingency	0.58	-	-	-
	9.25	5.82	17.57	111.31
* - savings to end of 2011/12 ** - expected savings by end of project *** - No direct savings but these projects have enabled service-based savings				

15 | 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,

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	24 April 2012
Subject	Cabinet Forward Plan
Report of	Scrutiny Office
Summary	This report provides Members with the current published Cabinet Forward Plan. The Committee is asked to comment on and consider the Cabinet Forward Plan when identifying future areas of scrutiny work.

Officer Contributors	John Murphy, Overview and Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Cabinet Forward Plan (April 2012)
Reason for urgency / exemption from call-in	N/A

Contact for further information: John Murphy, Overview & Scrutiny Officer, 0208 359 2368

1. RECOMMENDATION

- 1.1 That the Committee comment on and consider the Cabinet Forward Plan (April 2012) when identifying areas of future Scrutiny work.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.

- 3.2 The three priority outcomes set out in the 2012-13 Corporate Plan are: –

- Better services with less money
- Sharing opportunities, sharing responsibilities
- A successful London suburb

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.

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 role 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.

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

- 6.1 None in the context of this report.

7. LEGAL ISSUES

- 7.1 None in the context of this report.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

- 9.1 Under the current overview and scrutiny arrangements, the Budget and Performance Overview & Scrutiny Committee will ensure that the work of Scrutiny is reflective of Council priorities, as evidenced by the Corporate Plan and the programme being followed by the Executive.
- 9.2 The Cabinet Forward Plan will be included on the agenda at each meeting of the Budget and Performance Overview & Scrutiny Committee as a standing item.
- 9.3 The Committee is encouraged to comment on the Forward Plan.
- 9.4 The Committee is asked to consider items contained within the Forward Plan to assist in identifying areas of future scrutiny work, particularly focussing on areas where scrutiny can add value in the decision making process (pre-decision scrutiny).

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

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**London Borough of Barnet
Forward Plan of Key Decisions
April 2012**

Contact: Jeremy Williams, Governance Service, 020 8359 2042

Jeremy.williams@barnet.gov.uk

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet, 20 June 2012 (subject to confirmation by Council)					
Transitions Strategy	To consider a transitions strategy	TBC			Full report
Skills and Enterprise Action Plan / Supporting Young People into Employment	To consider the skills and enterprise action plan.	TBC Andrew Travers			Full report
Arrangements for Commissioning a New School at Mill Hill East	To agree arrangements in light of recent legislation.	Education, Children and Families Robert McCulloch-Graham			Full report
Designated Public Place Order	To grant approval to proceed with a statutory consultation on the creation of a borough wide Designated Public place Order.	Community Safety and Resident Engagement			Full report
Finchley Church End – Final Strategy for Adoption	To adopt final strategy.	Planning			Full report
Cabinet Resources Committee, 20 June 2012 (subject to confirmation by Council)					
Final Outturn and Performance Report	To consider final outturn and performance report	Resources and Performance			Full report
Replacement of High Volume Xerox Machinery	To replace high volume Xerox machinery.	Resources and Performance			Full report

Risk Management Policy	To agree the risk management policy.	TBC			Full report
Cabinet, 17 July 2012 (subject to confirmation by Council)					
Corporate and Business Planning	To consider corporate and business planning for 2013/14.	Leader / Resources and Performance Andrew Travers			Full report
Day Opportunities for Older People	To consider the results of Consultation and Recommendations for a Future Service	Adults			Full report
Grahame Park and Brent Cross Regeneration		TBC			
Chipping Barnet Town Centre Planning Briefs – Draft for Adoption	To approve and adopt the draft final planning briefs.	Planning			Full report
Highways Asset Management Plan and Highway Maintenance Plan	To approve the Highway Asset Management Plan, including the Highway Maintenance Plan.	Environment			Full report
Safeguarding in Barnet	To consider a report on Safeguarding across Barnet.	Education, Children and Families / Adults / Public Health			Full report
Events in Parks Policy	To consider the events in parks	Environment			Full report

	policy.	Pam Wharfe			
LDF Core Strategy and Development Management Policies DPDs	Adoption of the Core Strategy and Development Management Policies DPDs as part of the Barnet LDF	Planning Lucy Shomali			Full report
Cabinet Resources Committee, 17 July 2012 (subject to confirmation by Council)					
Month 2 Monitoring 2012/13	To seek the Committee's approval of the recommendations and forecast within the report and to approve virements and transfers.	Resources and Performance			Full report
Music Service – Moving to New Model	Agreement to allow a new company with charitable status to be formed and contract to be put in place for the new Music Service to deliver council and government priorities in music education.	Education, Children and Families Mick Quigley			Full report
Children's Centres – Proposed Changes to Funding Allocation	To agree changes to Children's Centres funding formula.	Education, Children and Families Stav Yiannou			Full report

AGENDA ITEM 9

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	24 April 2012
Subject	Budget and Performance Overview and Scrutiny Committee Forward Work Programme 2012/13
Report of	Overview and Scrutiny Office
Summary	This report outlines the Committee's work programme during 2012/13.

Officer Contributors	John Murphy, Overview and Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Budget and Performance Overview and Scrutiny Committee Forward Work Programme 2012/13
Reason for urgency / exemption from call-in	N/A

Contact for further information: John Murphy, Overview & Scrutiny Officer, 020 8359 2368

1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2012/13 work programme of the Budget and Performance Overview & Scrutiny Committee, as set out in the Appendix.**
- 1.2 That the Committee identify items to be taken forward for the inclusion in the 2012/13 Forward Work Programme.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Annual Council, 17 May 2011 – Council agreed the scope and terms of reference of the Overview and Scrutiny Committees.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2012-13 Corporate Plan are: –
 - Better services with less money
 - Sharing opportunities, sharing responsibilities
 - A successful London suburb

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.

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 role 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.

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

- 6.1 None in the context of this report.

7. LEGAL ISSUES

- 7.1 None in the context of this report.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny Committees are

included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

- 9.1 The Budget and Performance Overview & Scrutiny Committee's Work Programme 2012/13 indicates forthcoming items of business for consideration by the Committee.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10. LIST OF BACKGROUND PAPERS

- 10.1 None

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BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE
WORK PROGRAMME 2012/13

19 JUNE 2012			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Corporate Performance Results Quarter Four and Year End 2011/12	The Committee to consider Corporate Performance Results Quarter Four and Year End 2011/12	Internal – Performance	All priorities
Final Outturn and Performance Quarter Four and Financial Year End 2011/12	The Committee to consider the quarter four and financial year 2011/12 end outturn	Internal – Finance	All priorities
Waste and Recycling External Consultants Report	The Committee to consider a report by external consultants following review of waste and recycling arrangements	Internal – Planning, Environment and Regeneration	Better services with less money
In-Depth Performance Report: CPI-1009 – The Number of Homelessness Acceptances	The Committee to consider an in-depth performance report on the number of homelessness acceptances for 2011/12	Internal; - Housing	All priorities

15 OCTOBER 2012

ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Corporate Performance Results Quarter One	The Committee to consider Corporate Performance Results Quarter One	Internal – Performance	All priorities
Final Outturn and Performance Quarter One	The Committee to consider the Quarter One financial outturn	Internal – Finance	All priorities
Parking – Report on Impact of Changes	The Committee to consider a report on the impact of recent changes to parking arrangements including cashless operations, and price increases for permits and visitors vouchers	Internal – Planning, Environment and Regeneration	Better services with less money
Barnet Homes Quarter Four Performance	To scrutinise the Quarter Four Performance Information for Barnet Homes.	Internal – PHR / External - Barnet Homes	All priorities

TO BE ASSIGNED MEETING			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Budget Scrutiny	The Committee to consider the council's strategic objectives alongside the budget proposals for 2013/14.	Internal – Deputy Chief Executives Service / Chief Executives Service	Better services with less money
Treasury Management	The Committee to consider a report on the council's treasury management	Internal – Deputy Chief Executives Service / Chief Executives Service	Better services with less money
Self Directed Support and Personal Budgets	The Committee to consider a report providing update on performance following in-depth report considered in December 2011	Internal – Adult Social Services	All priorities
Right to Control	The Committee to consider report relating to the Right to Control Pilot	Internal – One Barnet/Adult Social Services	All priorities
Community Coaching	The Committee to consider report relating to the Community Coaching Pilot	Internal – One Barnet/Adult Social Services	All priorities
Legal Services	The Committee to consider report relating to the development of legal shared services	Internal – One Barnet/Corporate governance	Better services with less money

Customer Services Transformation Programme	The Committee to consider report relating to the customer services transformation programme	Internal – One Barnet/Customer Services	Better services with less money
Property Services	The Committee to consider report on commercial property with a particular reference to costs of maintaining vacant commercial properties	Internal-Property/Estate Management	All Priorities

FUTURE MEETING DATES

19 June 2012

15 October 2012

6 December 2012

7 March 2013

20 June 2013

24 October 2013

9 December 2013

AGENDA ITEM 12

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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