

## One Barnet Programme Report 24<sup>th</sup> April 2012

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

<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 Comms plan and Comms related issues. This may include: Staff engagement issues, Lack of coordination with regards to messages, Negative feedback on comms.	<b>Insufficient or no Comms plan requiring immediate action to resolve. Outstanding Comms issue that required immediate action to resolve</b>	<b>Comms 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>

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<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

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<b>Programme Commentary</b>	<p>Progress and key dates outlined below:</p> <ul style="list-style-type: none"><li>• DRS project is now in competitive dialogue stage 2 with remaining bidders. Dialogue meetings scheduled to end on 31/08/2012</li><li>• NSCSO is preparing to start dialogue stage 2. Dialogue meetings scheduled to end 31/08/2012</li><li>• The LATC project has now successfully concluded.</li><li>• The Future of Housing Services project is to conclude at the start of April.</li><li>• The Parking contract has been awarded, with the go live of the new service to take place on 01/05/12.</li><li>• 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.</li></ul>
<b>HR Update</b>	<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	<b>G</b>	<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 1<sup>st</sup> 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 1<sup>st</sup> 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"> <li>▪ Approve NSL Pensions report (Kent CC to advise) (23/03/12)</li> <li>▪ Agree RR Donnelly pensions agreement/bond (23/03/12)</li> <li>▪ Draft Pensions report (23/03/12)</li> </ul>	<b>G</b>

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					<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	<b>A</b>	<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"> <li>▪ Parking Go Live (1/4/12)</li> <li>▪ Housing business case &amp; detailed design (9/4/12)</li> <li>▪ Website Transformation Release 2 (30/4/12)</li> <li>▪ Website Transformation Release 3 (15/5/12)</li> <li>▪ Website Transformation Release 4 (31/5/12)</li> </ul>	<b>A</b> Transformation projects are all progressing well and are on track.

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					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	<b>A</b>	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"> <li>Dialogue 2 meetings end (31/8/12)</li> </ul>	<b>A</b>
Transport Tahir Mahmood	Autumn 2010	July 2012	Project Initiation / Procurement	<b>A</b>	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"> <li>WLA payment (30/3/12)</li> <li>Draft internal transformation report (30/3/12)</li> </ul>	<b>A</b>  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.

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					<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>		

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					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	<b>G</b>	<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"> <li>▪ Data room opens 19/03/12</li> <li>▪ Due diligence starts w/c 26/03/12</li> <li>▪ Competitive Dialogue 2 starts w/c 26/03/12</li> </ul>	<b>G</b>



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					to further analysis and will be reviewed accordingly.		
Information Management Systems Courtney Davis	2011	2012	Implementation	<b>G</b>	<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"> <li>▪ Launch E-learning tool, continued communication with governance groups.</li> <li>▪ DRS data flow analysis ready for review</li> <li>▪ Start NSCSO data flow analysis</li> <li>▪ Continuation of Policy Development</li> <li>▪ Records Risk assessment for DRS and NSCSO</li> </ul>	<b>G</b>

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					<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	<b>G</b>	On track with Phase 2 of project plan	<ul style="list-style-type: none"> <li>▪ Prepaid card scheme in place (6/12)</li> <li>▪ Innovation of fund life (6/12)</li> <li>▪ Right to Control Web Portal LIVE</li> </ul>	<b>G</b>
Future of Housing  Paul Shipway	March 2011	April 2012	Implementation	<b>G</b>	The project is now in implementation phase planned for 1 <sup>st</sup> April 2012.	<ul style="list-style-type: none"> <li>▪ Scoping of Information Audit work stream (15/02/2012)</li> <li>▪ Staff 1:1s with managers to verify details on SAP to be completed</li> </ul>	<b>G</b>

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						(17/02/2012)	
Community Coaches Laura O'Bryne	Aug 2011	March 2012	Project Initiation / Procurement	<b>G</b>	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"> <li>Children's Service referrals made -12 cases (12 by 13.04.12)</li> <li>Barnet Homes referrals made (additional 2 cases by 13.04.12)</li> <li>Mid-way review to be conducted (26.03.12)</li> </ul>	<b>G</b>
Libraries Heather Wills	July 2011	Sep 2014	Project Initiation / Procurement	<b>R</b>	Libraries Strategy Programme (Wave 1) – Programme is still being developed, with business cases in development for the major projects.		<b>R</b>  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	<b>N/A</b>	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"> <li>IAA submitted to CRC for approval (30/5/12)</li> <li>Pensions fund Committee</li> </ul>	<b>G</b>

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						submission deadline (13/6/20)	

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### 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><b>OB0029</b> Forecasted 2011/12 spend does not include total estimated costs for either the libraries or children's projects.</p> <p><b>Type of Issue</b> 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"> <li>• 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</li> <li>• Ask that new projects not set out here to either individually or collectively request additional funding</li> </ul>	6 <sup>th</sup> June 2012	Andy Begley	
<p><b>OB0032</b> 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><b>Type of Issue</b> Reputational</p>	'Bronze Plus' security measures to be implemented	22 <sup>nd</sup> June 2012	Andy Begley	

### Programme Finance

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Wave 1 Projects		2010/11 Outturn	2011/12		2012/13		Total Projected Spend	Variance
	Total Budget		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)
<b>Total</b>	<b>9,250,416</b>	<b>2,241,751</b>	<b>4,218,051</b>	<b>4,482,967</b>	<b>-</b>	<b>2,448,030</b>	<b>9,172,748</b>	<b>(77,668)</b>

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

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

### Programme Savings

Wave 1 Costs and Savings	Programme budget £m	Base budget savings to date * £m	Base budget saving total ** £m	Cumulative saving 2010-19 £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	-	-	-
	<b>9.25</b>	<b>5.82</b>	<b>17.57</b>	<b>111.31</b>
* - savings to end of 2011/12 ** - expected savings by end of project *** - No direct savings but these projects have enabled service-based savings				