

One Barnet Programme Report

14/08/13

Section 1: Programme Status and Issues

| | |
|---------------------------------|--------------|
| Overall Programme Status | GREEN |
|---------------------------------|--------------|

| | Direction of Travel | Overall RAG | Schedule | Budget | HR | Comms | Resources |
|-------------------------------------|---------------------|-------------|----------|--------|----|-------|-----------|
| Wave 1 | | | | | | | |
| Development and Regulatory Services | ↑ | G | G | A | G | G | G |
| NSCSO | ↑ | G | G | G | G | G | G |
| Transport | | | | | | | |
| Restructure | | | | | | | |
| Right to Control | | | | | | | |
| Future of Parking | | | | | | | |
| Future of Housing Services | | | | | | | |
| Community Coaches | | | | | | | |
| Legal Services | | | | | | | |
| Information Management Systems | | | | | | | |
| Libraries | | | | | | | |
| Customer Services Transformation | | | | | | | |
| Wave 2 | | | | | | | |
| Health & Social Care Integration | → | G | A | G | G | G | G |
| Sport & Physical Activity (SPA) | ↑ | G | G | G | - | A | G |
| Safer Communities | ↑ | G | A | G | G | G | G |
| CCTV | → | G | G | G | G | A | G |
| Early Intervention & Prevention | → | G | G | G | - | G | G |
| Waste & StreetScene | → | A | A | G | G | G | A |
| Corporate Change Projects | | | | | | | |
| Registration & Nationality Service | → | A | A | G | G | - | A |
| Mortuary Service | → | A | A | G | G | - | A |
| Education and Skills DU Review | | | | | | | |
| Music Service | | | | | | | |

Section 2: Issues

Issues for Decision:

- None escalated for decision outside of agenda.

Issues for information:

Section 3: Risks

Risks for Decision:

- One Barnet programme risks are at Section 5.

Risks for Information:

| Risk | Mitigation | Consequence | Rating |
|---|---|--|------------------|
| <p><u>Waste & Street Scene (WV2SC0027)</u> It may not be possible to secure outlets for all recyclables from kerbside collections and the HWRC in time to suit service delivery change or for an acceptable price/income.</p> | <p>- Discussions are being held with NLWA as the preferred option for October 2013; however an alternative negotiated procurement route is also being investigated.</p> | <p>Cause: There may not be market appetite or interest in Barnet's recyclables contract(s).</p> <p>Consequence: Initial procurement process was unsuccessful. It is now clear that the market has changed and achieving the anticipated income from sale of recyclates will not be possible. This will therefore place a financial pressure, which will need to be assessed once a contract is in place.</p> <p>An option for disposal of recyclates for 14 October 2013 must be found, therefore an option must be found.</p> | <p>20</p> |

| Risk | Mitigation | Consequence | Rating |
|--|---|---|---|
| <p><u>NSCSO</u> (NSCSO0112) Staff Welfare / Anxiety or reduction in staff morale leading to increased staff turnover, sickness levels and/or disruption to service delivery in the lead up to the transfer</p> | <ul style="list-style-type: none"> • Maximise staff engagement and communication through a robust mobilisation plan. This will include: frequent team meetings, staff briefings, one-to-one meetings with Capita, Staff Group meetings, Capita pension roadshows and regular newsletters. • Ensure that any issues or questions that arise are dealt with in a timely manner. • Monitor key HR performance indicators and listen to all staff concerns so that any issues arising can be addressed at the earliest opportunity. • Between the staff briefings announcing the preferred bidder on 22 November 2012 and 7 January 2013 when staff can meet Capita, a raft of support mechanisms has been implemented including one-to-one welfare meetings, manager workshops and encouragement to use the Employee Assistance Programme. Further information is provided below in section 6 under Staffing Implications of the GFC Report. • ongoing management through line manager and H&SaW policy implementation • EAP 24 support line. The services of Mary Goldsmith. Maria continues to do work around change management and stress | <p>CAUSE: Staff not wishing to transfer to the private sector; delays in the transfer date; Judicial Review and leave for appeal outcome; Lack of control</p> <p>CONSEQUENCE: A reduction in staff morale leading to increased staff turnover, sickness levels and/or disruption to service delivery in the lead up to the transfer; Reduced man hours productivity</p> | <p style="font-size: 24pt; margin: 0;">20</p> |

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| Risk | Mitigation | Consequence | Rating |
|---|---|---|--------|
| <p><u>Sport & Physical Activity (SPORT0006)</u> The current GLL contract will not allow LBB to make the financial savings set out in the Medium Term Financial Strategy (MTFS).</p> | <p>To ascertain where savings can be made, review the current contract provision and plan to undertake further negotiation with GLL to ascertain and explore the procurement options for the leisure contract for the remainder of the current term ; undertake Soft market testing to warm up the market and ascertain other procurement options beyond the current contract.</p> | <p>CAUSE: LBB unable negotiate with GLL and come up with a suitable option; therefore unable to impact the current levels of spend with GLL.</p> <p>CONSEQUENCE: This would lead to the council being unable to reach its savings targets and may impact on current service provision.</p> | 16 |
| <p><u>Sport & Physical Activity (SPORT0007)</u> The financial benefits, relating to the MTFS savings of £900k, of the SPA project will not be realised.</p> | <p>Commercial lead appointed to undertake negotiations with GLL to review current contract and ascertain where potential savings can be made for the remainder of the contract. Planned soft market testing to warm up the market for the future procurement and to review potential options. Planned meetings with Social enterprises and local providers to gain prior knowledge of partnership deals and review potential partnership options to influence future savings, Financial lead appointed to appraise financial benefits of each option.</p> | <p>CAUSE: Inability to negotiate with GLL over current contract and procure a suitable contract for the future. Through poor implementation or monitoring of the SPA strategy outcomes - the benefits will not be realised.</p> <p>CONSEQUENCE: Financial and operational implications in the medium to long term future.</p> | 16 |
| <p><u>Community Safety (WV2CS0014)</u> If benefits are obscured by other factors outside of the control of the initiatives, or there is a lack of clear data to evaluate the initiatives, the initiatives may not be sustainable.</p> | <ol style="list-style-type: none"> 1. Benefits profiles being developed for review at project board. 2. Steering groups to oversee benefits realisation and evaluation. 3. Benefits profiles to be reviewed throughout project set up and handed over to BAU as part of project closure. | <p>CAUSE: Gap in data analysis or finance resource to support the development of a clear evaluation framework results in lack of partner commitment to fund the initiatives in the future.</p> <p>CONSEQUENCE: Initiatives are not sustainable.</p> | 16 |

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| Risk | Mitigation | Consequence | Rating |
|--|--|--|--------|
| <p><u>Waste & Street Scene (WV2SC0030)</u> The communications campaign will not lead to the desired waste and recycling behaviour change amongst residents.</p> | <p>Communications plan under constant review, with a variety of methodologies and initiatives included to improve the chance of success.</p> | <p>CAUSE: Residents do not hear or understand the new requirements and therefore do not modify therefore behaviour.</p> <p>CONSEQUENCE: Reduction in residual waste and increase in recycling will not be delivered and therefore the consequential financial benefits will not be achieved.</p> | 12 |
| <p><u>Future of CCTV (FCC0002)</u> If HR Change Process is not managed appropriately, or the council breaches employment legislation, the outsource may be prevented or delayed (e.g. Staff grievances or employment tribunal)</p> | <ol style="list-style-type: none"> 1. Ensure that TUPE legislation is followed 2. learning from other One Barnet projects to inform implementation planning 3. One Barnet business change processes to be followed as appropriate 4. Early engagement with Trade Unions as appropriate 5. Staff briefings to be scheduled in early April 6. HR lead assigned to project implementation | <p>CAUSE: HR and Legal engagement with/advice to project team and CCTV staff potentially not compliantly/accurately completed in a manner concordant with project timescales</p> <p>CONSEQUENCE: Outsource prevented or delayed, resulting in lack of benefits realised</p> | 12 |

Appendix A

| Risk | Mitigation | Consequence | Rating |
|--|--|---|--------|
| <p><u>DRS (DRS0021)</u> The project exceeds current programme projections and a 1st October SCD is placed at risk</p> | <p>Project plan reviewed and new time scales agreed with key milestones and go live date established. Robust planning has ensured an achievable timeline for each stage. This planning has had input from HR, internal legal, external legal, SCB, procurement and project team.</p> <p>This process is being aligned with NSCSO and possible impact of One Barnet JR is being incorporated into contingency planning.</p> <p>Update 14/8 - JR outcome now known which has enabled certainty in planning and a more robust plan to manage risks. Contingency planning activity is now focused on the HR risks with particular regard to Joint Employment. One Barnet JR contingency plans have now being unincorporated.</p> | <p>CAUSE: The impact of the One Barnet JR will delay the DRS Contract Signing and therefore have an impact on SCD. Contingency planning will need to take place regarding the Commissioning Council's 'plan B' should SCD be pushed any further back than 1st October 2013.</p> <p>Update 14/8 - Whilst the risk of the One Barnet JR is no longer present the Project considers that there is a still a risk to project delay from a potential DRS specific JR or staff not wishing to transfer onto a Joint Employment contract.</p> | 12 |
| <p><u>Community Safety (WV2CS0017)</u> If there are a low number of referrals to schemes, this could reduce the return on investment from setting up the scheme.</p> | <ol style="list-style-type: none"> 1. Identify clear referral criteria with partner agencies 2. Communications and training plan to be developed with partner agencies 3. Ongoing communications and training plan to be responsibility of the business following project closure. | <p>CAUSE: Lack of stakeholder engagement results in poor partner buy-in</p> <p>CONSEQUENCE: Reduced return on investment/benefits from the project.</p> | 12 |

| Risk | Mitigation | Consequence | Rating |
|--|--|---|-----------|
| <p><u>Community Safety (WV2CS0018)</u> Due to conflicting pressures, there may be insufficient resource available within the Community Protection Group to support the implementation of the enhancements as planned.</p> | <p>NJPs fully resourced - Police leading and facilitating discussions with SPOCs from partner organisation and the BASBAG as the project steering group, intern resource supporting development of the specification through August. IOM is fully resourced - data analyst now in post to support development of cohort expansion proposal and shortlist. Conditional Cautions - Public Health advised unable to lead on appointment of alcohol awareness provider. To be reviewed with Head of CS 20/08/13. Community Coaches - Interim CPG Manager has been leading and will hand over to Head of Community Safety.</p> | <p>CAUSE: Conflicting pressures and reactive workload for the CPG.</p> <p>CONSEQUENCE: Timescales may shift or additional external resource will need to be brought in. If additional PM resource required for analysis roles this will need to be planned for and agreed by Project Board. It is likely that this can be contained within budgets.</p> | <p>12</p> |

Section 4: Finances

| | |
|------------------------|---|
| Budget | AMBER |
| For decision | None escalated for decision to this board meeting |
| For information | |

| Wave 1 Projects | Total Budget | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | 2014/15 | Total Projected Spend | Variance |
|--|-------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------|
| | | Outturn | Outturn | Outturn | Actual to Date | Projected outturn | Projected outturn | | |
| Closed Projects | | | | | | | | | |
| e-Recruitment | 40,000 | 40,000 | - | - | - | - | - | 40,000 | 0 |
| Procurement Project | 70,058 | 70,058 | - | - | - | - | - | 70,058 | 0 |
| Prototyping Project | 77,129 | 77,129 | - | - | - | - | - | 77,129 | 0 |
| Revenue & Income Optimisation | 197,662 | 197,662 | - | - | - | - | - | 197,662 | 0 |
| Your Choice Barnet | 553,156 | 163,279 | 313,895 | 41,478 | - | - | - | 518,652 | (34,504) |
| Housing Needs Resources | 87,966 | - | 23,750 | 23,626 | - | - | - | 47,376 | (40,590) |
| Parking Procurement | 170,537 | 29,159 | 113,085 | 15,423 | - | - | - | 157,668 | (12,869) |
| Rapid Improvement Project | 22,000 | 18,500 | 3,500 | - | - | - | - | 22,000 | 0 |
| SAP Optimisation | 375,533 | 174,375 | 127,147 | 60,000 | - | - | - | 361,522 | (14,011) |
| Community Coaches | 70,000 | - | 42,186 | 22,205 | - | - | - | 64,390 | (5,610) |
| Libraries Strategy | 148,181 | 60,000 | 54,003 | 34,178 | - | - | - | 148,181 | 0 |
| Right to Control | - | - | - | - | - | - | - | - | 0 |
| Legal Services | 140,000 | - | 54,639 | 106,330 | - | - | - | 160,969 | 20,969 |
| Customer Service Organisation Transformation | 543,113 | 236,379 | 309,351 | - | - | - | - | 545,730 | 2,618 |
| Development & Regulatory Services | 1,744,019 | 319,493 | 701,617 | 1,359,275 | - | - | - | 2,380,385 | 636,365 |
| New Support & Customer Services Organisation | 1,654,439 | 307,446 | 641,733 | 1,805,266 | - | - | - | 2,754,445 | 1,100,006 |
| Programme Management | 2,411,433 | 450,919 | 1,593,258 | 367,256 | - | - | - | 2,411,433 | 0 |
| Contingency allocated for Wave 1 variances | 1,503,481 | - | - | - | - | - | - | - | (1,503,481) |
| Open Projects | | | | | | | | | |
| Community Budgets, Childrens Projects | 247,493 | 39,386 | 29,749 | - | - | 30,000 | - | 99,136 | (148,357) |
| Passenger Transport | 272,106 | 57,966 | 111,602 | 97,001 | 781 | 4,219 | - | 271,570 | (537) |
| NSCSO/DRS Mobilisation | 1,253,257 | - | - | 125,850 | 513,119 | 614,288 | - | 1,253,257 | (0) |
| Total | 11,581,562 | 2,241,753 | 4,119,515 | 4,057,887 | 513,900 | 648,507 | - | 11,581,562 | (0) |
| Cumulative spend | | 2,241,753 | 6,361,267 | 10,419,155 | 10,933,054 | 11,581,562 | | | |

| Wave 1 Projects Capital | Total Budget | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | 2014/15 | Total Projected Spend | Variance |
|-------------------------|--------------|---------|---------|---------|----------------|-------------------|-------------------|-----------------------|----------|
| | | Outturn | Outturn | Outturn | Actual to Date | Projected outturn | Projected outturn | | |
| CST (Capital) | 1,215,000 | - | 945,359 | 269,641 | 3,962 | - | - | 1,218,962 | 3,962 |
| Libraries (Capital) | 3,000,000 | - | - | 323,529 | - | 976,471 | 1,700,000 | 3,000,000 | 0 |

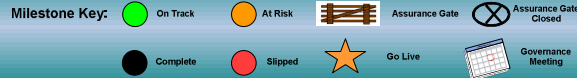
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| Wave 2 Projects | Total Budget | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | 2014/15 | Total Projected Spend | Variance |
|--|------------------|----------|----------------|------------------|----------------|-------------------|-------------------|-----------------------|------------------|
| | | Outturn | Outturn | Outturn | Actual to Date | Projected outturn | Projected outturn | | |
| Closed Projects | | | | | | | | | |
| Re-organisation of the Senior Officer and Council Structures | 1,147,000 | - | 127,138 | 1,019,609 | - | - | - | 1,146,746 | (254) |
| Open Projects | | | | | | | | | |
| Programme Management Office | 1,353,000 | - | - | 1,071,993 | 44,930 | 99,499 | - | 1,171,492 | (181,508) |
| CCTV | 247,000 | - | - | 52,096 | 31,475 | 158,432 | - | 242,003 | (4,997) |
| CSO Transformation | 1,422,000 | - | - | 1,302,876 | 47,369 | - | - | 1,350,245 | (71,755) |
| Early Intervention | 325,000 | - | 77,825 | 126,992 | 7,721 | 78,543 | 12,894 | 303,974 | (21,026) |
| Health & Social Care Integration | 100,000 | - | 38,881 | 7,197 | 39,526 | 14,396 | - | 100,000 | 0 |
| Information Management System | 565,190 | - | 148,729 | 392,785 | 18,534 | 1,256 | - | 561,304 | (3,886) |
| Review of the Mortuary Service | 70,000 | - | - | - | 7,987 | 62,012 | - | 70,000 | (0) |
| Review of the Registrars Service | 97,000 | - | - | 27,560 | 11,440 | 58,000 | - | 97,000 | 0 |
| Safer Communities | 287,300 | - | 39,765 | 125,347 | 7,197 | 114,990 | - | 287,300 | 0 |
| Strategic Review of Sports & Leisure Activity | 198,000 | - | 48,445 | 90,171 | 1,303 | 58,082 | - | 198,000 | (0) |
| Waste & Streetscene | 1,942,000 | - | 110,612 | 141,804 | 167,900 | 1,521,683 | - | 1,942,000 | 0 |
| Contingency - Wave 2 | 13,000 | - | - | - | - | 13,000 | - | 13,000 | 0 |
| Total | 7,766,490 | 0 | 591,395 | 4,358,430 | 385,383 | 2,179,894 | 12,894 | 7,483,064 | (283,426) |

| Other Projects | Budget | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2013/14 | 2014/15 | Total Projected Spend | Variance |
|-----------------|---------|---------|---------|---------|----------------|-------------------|-------------------|-----------------------|----------|
| | | Outturn | Outturn | Outturn | Actual to Date | Projected outturn | Projected outturn | | |
| Judicial Review | 500,000 | - | - | 226,986 | 229,706 | 43,308 | - | 500,000 | 0 |

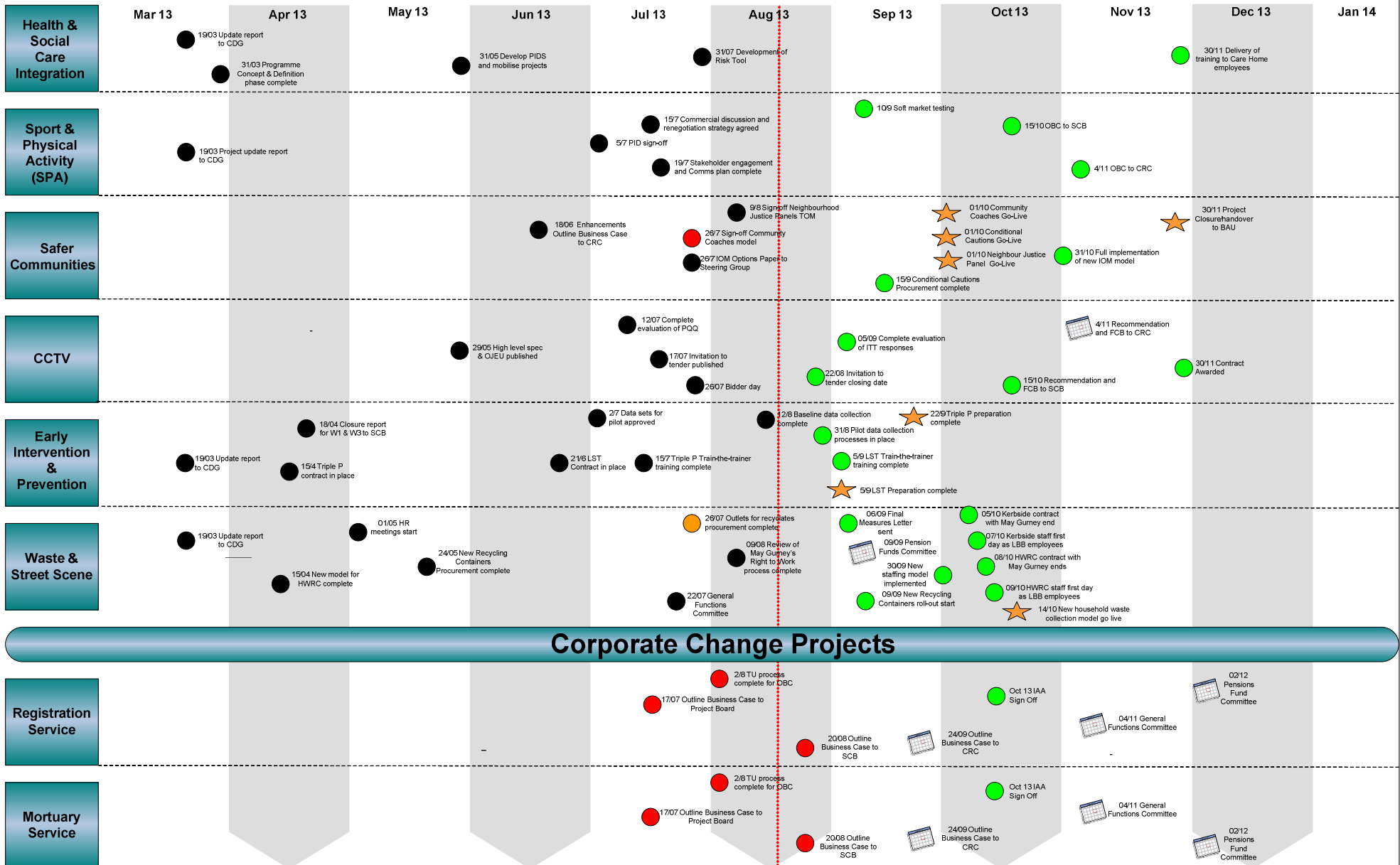
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| Wave 1 Savings | Base budget savings to 2011/12 * | Base budget savings to 2012/13** | Projected base budget savings total *** | Cumulative saving to 2011/12 * | Cumulative saving to 2012/13 ** | Projected Cumulative saving 2010-19 |
|--|----------------------------------|----------------------------------|---|--------------------------------|---------------------------------|-------------------------------------|
| | £m | £m | £m | £m | £m | £m |
| Community Coaches | - | - | - | - | - | - |
| e-Recruitment | 0.29 | 0.34 | 0.34 | 0.45 | 0.78 | 2.81 |
| Housing Project | - | 0.40 | 0.61 | - | 0.40 | 3.77 |
| Legal Services | - | 0.09 | 0.19 | - | 0.09 | 1.18 |
| Parking | - | 0.37 | 0.89 | - | 0.37 | 5.38 |
| Procurement Project | 0.92 | 0.92 | 0.92 | 1.79 | 2.71 | 8.26 |
| Prototyping Project | - | - | - | - | - | - |
| Rapid Improvement Project | - | - | - | - | - | - |
| Revenue Income Optimisation | 1.83 | 2.08 | 2.15 | 2.17 | 4.25 | 17.13 |
| Right to Control | - | - | - | - | - | - |
| SAP Optimisation | - | - | - | - | - | - |
| Your Choice Barnet | - | - | 0.49 | - | - | 2.25 |
| School improvement and youth services | 2.04 | 2.04 | 2.04 | 2.04 | 4.08 | 16.32 |
| Customer Service Transformation | 0.09 | 0.69 | 0.67 | 0.09 | 0.77 | 4.84 |
| Development & Regulatory Services | - | - | 4.39 | - | - | 21.56 |
| Libraries Strategy | 0.12 | 0.27 | 1.21 | 0.12 | 0.38 | 7.23 |
| New Support & Customer Services Organisation | - | - | 11.60 | - | - | 61.30 |
| Passenger Transport | 0.42 | 0.50 | 0.50 | 0.49 | 0.99 | 3.98 |
| Contingency | - | - | - | - | - | - |
| Programme Management | - | - | - | - | - | - |
| Total | 5.70 | 7.69 | 25.99 | 7.14 | 14.83 | 156.01 |
| * - savings to end of 2011/12 | | | | | | |
| ** savings to end of 2012/13 | | | | | | |
| *** - projected savings to end of 2018/19 | | | | | | |



ONE BARNET Programme Critical Milestones (PCM)

Wave 2 Projects



Section 5: One Barnet Programme Risks

| Risk | Mitigation | Consequence | Rating |
|---|--|---|-----------|
| <p><u>One Barnet OB0047</u> Lack of adequate resource available to support key elements of project and programme delivery</p> | <p>Following a number of staff departures and continuing uncertainty over the timing of the commencement of the NSCSO contract, interim staffing arrangements to be put in place to keep project delivery on track.</p> <p>Project-level resource plans detail the required level of resource, profiled over the expected life of the project.</p> <p>Programme Resource Plan and a Programme Plan linked to the individual project plans to enable identification of potential gaps and pressures on available resource</p> | <p>CAUSE: Lack of available resource due to problems with recruitment and/or retention of project staff Failure to effectively profile available resources across programme</p> <p>CONSEQUENCE: Lack of available resource to deliver projects resulting in delays to project delivery. Shared resources such as HR and Finance could be unavailable at key points of projects resulting in delays to project delivery</p> | <p>20</p> |
| <p><u>One Barnet (OB0045)</u> Stakeholders are not identified, communicated with or managed effectively</p> | <ul style="list-style-type: none"> - Each project has a communications plan identifying stakeholders and setting out the communication strategy and approach - Programme Stakeholder Engagement and Communications Plan - Equalities Impact Assessments (Internal and external) completed to understand the impact of all changes - Programme level member engagement plan | <p>CAUSE:</p> <ul style="list-style-type: none"> - Project teams do not carry out effective stakeholder mapping - Communications Plans are not comprehensive - Stakeholders do not understand the importance and impact of their involvement in projects <p>CONSEQUENCE:</p> <ul style="list-style-type: none"> - Opportunities may be missed as they are not identified or understood - Projects may be delayed if further discussion and engagement with stakeholders is required - Incorrect decisions could be made if the views of all relevant stakeholders are not taken into account | <p>12</p> |

Appendix A

| Risk | Mitigation | Consequence | Rating |
|---|--|--|------------------|
| <p><u>One Barnet</u> <u>OB0051</u> As DRS and NSCSO projects move towards finalisation there are risks around the mobilisation period with potential for delay and business continuity over that time</p> | <p>Selection panels in place for the assessment of final bids, supported by training and development.</p> <p>Mobilisation plan in place to move to new provider.</p> | <p>CAUSE: The stage in the process requires capacity and leadership to ensure smooth transition</p> <p>CONSEQUENCE: Business as usual may suffer or delays occur if the process is not controlled well over the mobilisation process</p> | <p>12</p> |

