

Report Period:	09/10/2013 – 05/11/13
Programme Sponsor:	Andrew Travers
Programme Manager:	James Wills-Fleming
Report Summary: (Overall progress and what has changed since the last report)	<p>Programme Highlights:</p> <ul style="list-style-type: none"> New Waste offer is live OBC for Registration and Nationality Service approved by CRC OBC for Sport and Physical Activity approved by CRC CSG and Re closure reports are to be developed and reported to CMOSC in 2014 <p>Changes/Decisions since last reporting period:</p> <ul style="list-style-type: none"> SPA: Overall RAG has moved to Green following approval of OBC by CRC Waste: Formal separation for reporting purposes of the Waste transformation project and the Streetscene 'Greenstreets' transformation Safer Communities: Project to be closed as a One Barnet project following conclusion of RJP and Conditional Cautions procurement processes. Community Safety team to manage residual work (TBC if Corporate Programmes resource required). <p>Concerns:</p> <ul style="list-style-type: none"> Waste: Concerns remain over call/email volumes and response times within contact centre HSCI: Requirement to review governance and scope to reflect a target operating model for frail elderly services developed by LC and Ernst & Young Work underway between LBB and Capita for programme architecture and design for future transformation projects <p>Upcoming key milestones/activities next period (Nov/Dec 2013):</p> <ul style="list-style-type: none"> SPA: OBC to Budget and Performance Overview and Scrutiny Committee 9 Dec Waste: Update to Budget and Performance Overview and Scrutiny Committee 9 Dec Programme Highlight Report to Budget and Performance Overview and Scrutiny Committee 9 Dec Early Intervention and Prevention: Closure Report to be developed for end of 2013 Waste: Closure Report to be developed January 2014 CCTV: Full Business Case to CRC 16 Dec

Progress Summary

Key indicators & Direction of Travel

Direction of travel guidance			Rag guidance		
→	Horizontal	Same RAG as previous highlight report	G	Green	No deviation, plan is on track
↑	Upward	Better RAG than previous report	A	Amber	Deviation is likely – mitigation is being planned to remain on track
↓	Downward	Worse RAG than previous report	R	Red	Deviation has occurred – decision is needed immediately

OVERALL PROGRAMME	→		G
CATEGORY	Direction of Travel	Comment	RAG
TIME	→		G
COST	→		A
QUALITY	→		G
BENEFITS	→		G
RESOURCES	→		G
COMMUNICATIONS	→	Concerns across a number of projects relating to comms capacity	A
Project	Direction of Travel	Comment	RAG
Wave 1			
DRS	→	Go-live successful on Oct 1.	G
NSCSO	→	Service live.	G
Wave 2			
Health and Social Care Integration	→	<ul style="list-style-type: none"> Funding to initiate the Shared Care Record was approved by the Health and Well Being Financial Planning Group on the 17th October. Latest version of the Target Operating Model for integration approved by the Health and Social Care Integration Board 30 October 2013 	G
Sport & Physical Activity (SPA)	↑	OBC approved by CRC on 4 Nov. Covers savings position for 14/15. Further work to develop revised business case by June 2014, which will fully address medium and long term solutions. Resource request being developed for Project Management and transformation support to deliver the next stage of the project.	G
Safer Communities	→	<ul style="list-style-type: none"> Restorative Justice Panel bids returned. Evaluation panel selected recommended bidder. DPR to be agreed. Conditional cautions ITQ released and bids due to be returned 04.11.13. Evaluation to conclude 12.11.13. Procurement now advised a separate procurement process for community coaches. Three EOIs returned 04.11.13. Project to be closed as a One Barnet project following conclusion of RJP and Conditional Cautions procurement processes. Community Safety team to manage residual work (TBC if Corporate Programmes resource required). 	G
CCTV	→	Procurement has concluded and evaluation panel have selected preferred bidder. Full Business Case to be presented to this board meeting ahead of consideration by CRC in Dec. Public consultation on camera locations due to conclude this week.	G
Early Intervention & Prevention	→	Work underway to complete project closure activity.	G
Waste	→	Bin rollout issues resolved. Former May Gurney staff now successfully integrated into the Barnet workforce. Operationally there is still work under way to embed the new methodology and routes.	G

**One Barnet Programme
Highlight Report**

StreetScene	➔	Exploring option to initiate greenstreets project to improve efficiency.	G
Corporate Change Projects			
Priorities & Spending Review (PSR)	➔	Project underway to look at future efficiency options and capital requirements. Staff engagement activities underway.	G
Registration & Nationality Service	➔	OBC approved by CRC Nov 4. Implementation to proceed as planned with a go-live of April 1 2014. Detailed scoping of resource requirement underway.	G
Mortuary Service	➔	Commercial Review completed, key principles identified and the financial viability of the joint service assessed. However, the project has encountered delays while Haringey carry out a feasibility study. Revised timeline TBC following completion of work by Haringey.	R
Education & Skills Transformation	➔	Scope and options to be refined to feed in outcomes from challenge session.	G

WAVE 1	SAVINGS									
	Base budget savings									Cumulative saving 2010-19
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
AdSS (LATC)	0.0	0.0	0.0	0.0	0.3	0.5	0.5	0.5	0.5	2.3
Community Coaches	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Com Budgets, Childrens Projects	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	16.3
CSO Transformation	0.0	0.1	0.7	0.7	0.7	0.7	0.7	0.7	0.7	4.8
DRS*	0.0	0.0	0.0	0.8	2.3	3.5	4.2	4.4	4.4	19.7
E-Recruitment	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.8
Housing Project	0.0	0.0	0.4	0.5	0.5	0.6	0.6	0.6	0.6	3.8
Legal Services	0.0	0.0	0.1	0.1	0.2	0.2	0.2	0.2	0.2	1.2
Libraries	0.0	0.1	0.3	1.0	1.1	1.2	1.2	1.2	1.2	7.2
CSG*	0.0	0.0	0.0	1.1	3.3	5.5	12.0	16.0	16.0	53.8
Parking	0.0	0.0	0.4	0.8	0.7	0.8	0.9	0.9	0.9	5.4
Passenger Transport	0.1	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	4.0
Procurement Project	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	8.3
RIO	0.3	1.8	2.1	2.1	2.1	2.1	2.1	2.1	2.1	17.1
Total	1.4	5.7	7.7	11.0	15.0	18.9	26.2	30.4	30.4	146.7

*CSG and DRS will generate savings beyond 2019 to contract end in 2023 of £125m and £39m respectively

Section 2: Expenditure

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	Committed expenditure	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
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	69,136	(178,357)
Passenger Transport	272,106	57,966	111,602	97,001	781	-	-	267,350	(4,756)
Contingency allocated for Wave 1 variances	1,503,481	-	-	-	-	-	-	-	(1,503,481)
Open Projects									
NSCSO/DRS Mobilisation	1,253,257	-	-	125,850	703,147	458,480	-	1,287,476	34,219
Total	11,581,562	2,241,753	4,119,515	4,057,887	703,928	458,480	-	11,581,562	(0)
Cumulative spend		2,241,753	6,361,267	10,419,155	11,123,082	11,581,562			
Wave 2 Projects		2010/11	2011/12	2012/13	2013/14		2014/15	Projected	Variance
Closed Projects									
CSO Transformation	1,422,000	-	-	1,302,876	49,941	-	-	1,352,817	(69,183)
Information Management System	565,190	-	148,729	392,785	27,276	-	-	568,789	3,599
Open Projects									
Programme Management Office	1,353,000	-	-	1,071,993	87,350	12,579	-	1,171,923	(181,077)
Early Intervention	510,000	-	77,825	126,992	15,135	77,072	192,569	489,593	(20,407)
Re-organisation of the Senior Officer and Council Structures	1,147,000	-	127,138	1,019,609	-	-	-	1,146,747	(253)
CCTV	247,000	-	-	52,096	61,367	132,365	-	245,828	(1,172)
Health & Social Care Integration	100,000	-	38,881	7,197	36,605	17,317	-	100,000	0
Review of the Mortuary Service	70,000	-	-	-	10,807	20,012	-	30,819	(39,181)
Review of the Registrars Service	199,645	-	-	27,560	15,359	156,725	-	199,645	(0)
Safer Communities	287,300	-	39,765	125,347	5,808	4,300	90,000	265,220	(22,080)
Strategic Review of Sports & Leisure Activity	303,400	-	48,445	90,171	29,435	135,349	-	303,400	(0)
Waste & Recycling - (Phase 1)	1,788,668	-	110,612	141,804	320,421	1,215,829	-	1,788,668	(0)
Greenstreets & Wave Stretch Targets	153,332	-	-	-	-	153,332	-	153,332	0
Contingency - Wave 2	13,000	-	-	-	-	13,000	-	13,000	0
Total	8,159,535	0	591,395	4,358,430	659,506	1,937,880	282,569	7,829,780	(329,755)
Other Projects		2010/11	2011/12	2012/13	2013/14	2013/14	2014/15	Total Projected Spend	Variance
	Budget	Outturn	Outturn	Outturn	Actual to Date	Committed expenditure	Projected outturn		
Judicial Review	500,000	-	-	226,986	382,157	-	-	609,143	109,143

Section 3: Summary of Top Risks

Note: grey boxes indicate risks and issues that have been previously reported but remain in the highlight report for on-going monitoring due to their overall probability and impact. **Bold** indicates new items.

Description	Cause/Consequence	Action(s) in place	Score
PROGRAMME RISKS			
<u>OB0045</u> Stakeholders are not identified, communicated with or managed effectively	<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 	<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 	12
PROJECT RISKS			
<u>Mortuary Service</u> Detailed financial appraisal makes available options unviable.	<p>CAUSE:</p> <p>Haringey have indicated that the costs associated with the works required to accommodate the Barnet service may be higher than original estimates</p> <p>CONSEQUENCE:</p> <p>The amount of capital funding required may result in the business case for a shared service option with Haringey unviable.</p>	Continued dialogue with Haringey to ensure that the results of this are an accurate reflection of the requirement. Contingency planning in place through the assessment of alternative delivery models as part of the options appraisal.	20
<u>SPORT0006</u> : The current GLL contract will not allow LBB to make the c. £900k financial savings set out in the Medium Term Financial Strategy (MTFS) for 2014/15 and potentially up to 2017/18.	<p>CAUSE:</p> <p>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:</p> <p>This would lead to the council being unable to reach its savings targets and may impact on current service provision.</p>	The OBC has been approved confirming that the council must finance this savings gap through the reserves or contingency. Continue negotiations with GLL to find a solution from 2015/16.	20
<u>Sport and Physical Activity</u> <u>SPORT0011</u> The Council are unable to influence or vary the current GLL contract for the remainder of the term or terminate the contract.	<p>CAUSE: GLL are unwilling to vary or negotiate the current contract and no defaults in contractual agreements are found.</p> <p>CONSEQUENCE: Inability to make potential savings and realise benefits.</p>	Negotiation strategy agreed by the Project Board, firstly to start undertaking strict management of the current contract to review what the scope is to negotiate with GLL on the basis they may not adhere to agreements in the contract. To undertake negotiations for the future of the contract looking at options to make savings. Some savings have been identified and negotiations will continue	16
<u>FCC0010</u> : Mobilisation period too short in order to completely upgrade CCTV system by go-live date as specified in Business Case	<p>Cause: ITT deadline extensions were requested by a number of bidders during the clarification questions process, and this was granted. The two week extension delayed governance processes by 6 weeks, meaning that likely contract award date is 27/01/14. With a go-live date of 01/04/14, this leaves only two months to install full system upgrade</p> <p>Consequence: technical upgrade of CCTV system (excluding staff transfer) could lead to delays in realisation of benefits (financial)</p>	<ol style="list-style-type: none"> 1. bidders informed of contracted mobilisation period as part of clarification response 2. bidders asked to provide transition plan that still aims for 01/04/14 completion of tech upgrade if possible 3. HR consulted and have advised that TUPE process will not be adversely affected by shortened transition period 4. change control CCTV01 completed and signed off by board highlighting risk of shortened mobilisation period 5. risk to be transferred 	12