

One Barnet Programme Highlight Report

Report Period:	01/01/2014 - 31/01/2014
Programme Sponsor:	Andrew Travers
Programme Manager:	Matthew Waters
Report Summary: (Overall progress and what has changed since the last report)	<p>Programme Highlights:</p> <ul style="list-style-type: none"> Full Business Case for CCTV services approved by CRC in December. Outline Business Cases for Registration and Nationality Service; and Sport and Physical Activity approved by CRC in November 2014. Outline Business Case for Frail Elderly Services as part of Health and Social Care Integration Programme is being prepared for Health and Wellbeing Board. Wave One of the Programme is now closed. NSCSO and DRS project close reports due to Contract Monitoring Overview and Scrutiny in March 2014. <p>Changes/Decisions since last reporting period:</p> <ul style="list-style-type: none"> Waste project now closed and service is live; additional work on options to stretch performance is now underway. Safer Communities and Early Intervention Programme now completing project closedown activity. Greenstreets project now underway, seeking to identify efficiency opportunities within the Streetscene Delivery Unit. <p>Concerns:</p> <ul style="list-style-type: none"> CCTV: Currently completing negotiation with OCS regarding infrastructure and mobilisation of the contract. HSCI: Requirement to align next phase of activity with the Outline Business Case developed for Frail Elderly Services. Work underway to ensure sufficient capacity is in place for Delivery Units to run projects (where required) to deliver their current Medium Term Financial Strategy. <p>Upcoming key milestones/activities next period (Nov/Dec 2013):</p> <ul style="list-style-type: none"> CCTV service go-live due on 1 April 2014. Shared Registrars service due for go-live on 1 April 2014.

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 communications capacity	A
Project	Direction of Travel	Comment	RAG
Wave 1			
Wave 1 Projects	→	All projects now closed	G
Wave 2			
Health and Social Care Integration	→	Development of an Outline Business Case for Frail Elderly Services is near completion, prior to submission to Health and Wellbeing Board in March.	G
Sport & Physical Activity (SPA)	→	Next phase of the project started in January. A draft commercial strategy is being worked up to inform the development of a Full Business Case for the future service. Savings for 2014/15 have been recommended to CRC (November 2013) are on track to be delivered by 1st April 2014. 'Fit and Active Barnet' campaign has been planned and a launch event is being planned to coincide with the installation of the new outdoor gyms.	G
Safer Communities	→	Project now completing closure report.	G
CCTV	↓	Rated as Amber as activities are underway to complete pre-contract clarification with OCS, requiring significant attention. This includes reviewing and developing proposals to roll out new infrastructure (technology and use of wireless equipment). Exercise underway to identify potential liabilities and propose the most appropriate agreement on required infrastructure.	A
Early Intervention & Prevention	→	Project closure report now completed. Project closed.	G
Waste	→	Project reviewed by Budget and Performance Overview and Scrutiny Committee in December 2013. Project closed; a new project will be initiated to stretch performance – including potential for incentive scheme.	G

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Streetscene-Greenstreets	➔	Greenstreets project to improve efficiency is now underway, exploring options.	G
Corporate Change Projects			
Registration & Nationality Service	➔	<p>Brent Executive have also given approval to proceed with shared service option (18/12/13).</p> <p>Formal Staff and Trade Union engagement commenced 08/01/14; and work underway with Brent to agree Service Levels, and an Inter Authority Agreement.</p>	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 – awaiting findings. Revised timeline TBC following completion of work by Haringey.	R
Education & Skills Transformation	➔	Initial research and scoping activity to seek efficiency savings from Education and Skills Delivery Unit and deliver service priorities.	G

Section 1: Benefits

WAVE 1	SAVINGS									
Base budget savings										
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Cumulative saving 2010-19
	£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
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
NSCSO	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
WAVE 2	SAVINGS									
Base budget savings										
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Commissioning Council	0.0	0.0	0.6	0.8	1.1	1.1	1.1	1.1	1.1	7.0
Sport and Physical Activity Review	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	4.8
Health & Social Care Integration	0.0	0.0	0.4	1.0	4.2	4.2	4.2	4.2	4.2	22.5
Community Safety	0.0	0.0	0.1	0.2	0.2	0.2	0.2	0.2	0.2	1.6
Streetscene (Waste and Recycling and Green Street)	0.0	0.0	0.0	0.3	1.1	1.3	1.3	1.3	1.3	6.5
CST (Wave 2)	0.0	0.0	0.8	1.1	1.4	1.4	1.4	1.4	1.4	9.0
Total	0.0	0.0	1.9	3.5	9.0	9.2	9.2	9.2	9.2	51.3

Section 2: Expenditure

Wave 1 Projects		2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
	Total Budget	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
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	1,125,274	133,717		1,384,840	131,583
Total	11,581,562	2,241,753	4,119,515	4,057,887	1,126,055	133,717		11,678,926	97,364
Cumulative spend		2,241,753	6,361,267	10,419,155	11,545,210	11,678,926			
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
Re-organisation of the Senior Officer and Council Structures	1,147,000		127,138	1,019,609				1,146,747	(253)
Open Projects									
Programme Management Office	1,353,000			1,071,993	113,163	22,393		1,207,550	(145,450)
Early Intervention	510,000		77,825	126,992	33,679	68,752	192,569	499,817	(10,183)
CCTV	247,000			52,096	73,171	158,200		283,467	36,467
Health & Social Care Integration	100,000		38,881	7,197	43,122	10,800		100,000	0
Review of the Mortuary Service	70,000				10,820	20,012		30,832	(39,168)
Review of the Registrars Service	199,645			27,560	15,371	156,713		199,645	0
Safer Communities	287,300		39,765	125,347	12,651	4,300	90,000	272,063	(15,237)
Strategic Review of Sports & Leisure Activity	303,400		48,445	90,171	31,916	132,869		303,400	0
Waste & Recycling - (Phase 1)	1,788,668		110,612	141,804	691,427	844,825		1,788,668	0
Greenstreets & Wave Stretch Targets	153,332					153,332		153,332	0
Children's Income SEN and complex needs	250,000					250,000		250,000	0
Children's transformation Programme	200,000					200,000		200,000	0
Priority Spending Review	250,000					250,000		250,000	0
Childrens Transformation Scoping	24,300					24,300		24,300	0
Contingency - Wave 2	13,000					13,000		13,000	0
Total	8,883,835	0	591,395	4,358,430	1,102,537	2,309,497	282,569	8,644,427	(239,408)
Other Projects		2010/11	2011/12	2012/13	2013/14 Actual to Date	2013/14 Projected outturn	2014/15 Projected outturn	Total Projected Spend	Variance
	Budget	Outturn	Outturn	Outturn					
Judicial Review	609,143			226,986	509,238			736,224	127,081

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>Programme – level</u> Stakeholders are not identified, communicated with or managed effectively	CAUSE: <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 CONSEQUENCE: <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 - Equalities Impact Assessments (Internal and external) completed to understand the impact of all changes, where required 	12
PROJECT RISKS			
<u>Mortuary Service</u> Detailed financial appraisal makes available options unviable.	CAUSE: Haringey have indicated that the costs associated with the works required to accommodate the Barnet service may be higher than original estimates CONSEQUENCE: The amount of capital funding required may result in the business case for a shared service option with Haringey unviable.	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>Sport and Physical Activity</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) beyond 2014/15 and potentially up to 2017/18.	CAUSE: LBB unable negotiate with GLL and come up with a suitable option; therefore unable to impact the current levels of spend with GLL. CONSEQUENCE: This would lead to the council being unable to reach its savings targets and may impact on current service provision.	The OBC has been approved confirming savings for 2014/15. Continue negotiations with GLL to find options for 2015/16.	20
<u>CCTV</u> Risk that Service delivery does not commence "in full" of 1st April, based on delays in access to sites for technology implementation and full roll out of new technology and infrastructure in short space of time.	CAUSE: Upgraded CCTV infrastructure and technology may not be in place by 1 April 2014 and necessitate continuation of service beyond 1 April. CONSEQUENCE: Decision required on service provision from April 1 on current model, with potential additional costs in year, pending full implementation of the new service.	Work plan in place to identify and mitigate options.	16
<u>Sport and Physical Activity</u> The Council are unable to influence or vary the current GLL contract for the remainder of the term or terminate the contract.	CAUSE: GLL are unwilling to vary or negotiate the current contract and no defaults in contractual agreements are found. CONSEQUENCE: Inability to make potential savings and realise benefits.	Initial discussions with GLL have indicated that some options can be explored to amend the contract and achieve savings. These options will be explored further in phase 2 of the project to inform the Full Business Case.	12
<u>CCTV</u> Mobilisation period too short in order to completely upgrade CCTV system by go-live date as specified in Business Case	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, with a short window to mobilise the service and undertake full system upgrade. CONSEQUENCE: Technical upgrade of CCTV system (excluding staff transfer) could lead to delays in realisation of benefits (financial).	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

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Description	Cause/Consequence	Action(s) in place	Score
<u>Registrars</u> Potential restrictions on ability to generate financial benefits as set out in the business case	CAUSE: Potential changes in legislation or statutory responsibility of service, or service underperformance. CONSEQUENCE: Level of income to Barnet below current projections.	The relationship between Barnet and Brent will be underpinned by a clear Service Level Agreement including suite of performance indicators, clear agreement on allocation of income and expenditure, a governance board, and a detailed Inter Authority Agreement to govern the service. In event of changes to legislation resulting in a drop in income, in the first instance the service would be expected to seek to offset this drop through efficiencies/innovation.	12