



One Council Overview and Scrutiny Committee

Wednesday 21 March 2012 at 7.30 pm

Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Ashraf (Chair)
Colwill (Vice-Chair)
Beckman
Chohan
Lorber
McLennan
Mitchell Murray
Ketan Sheth
Beswick

first alternates

Councillors:

Brown
BM Patel
Van Kalwala
Hirani
Matthews
Harrison
Denselow
Kabir

second alternates

Councillors:

Beck
Kansagra
Mashari
Hossain
Brown
Hector
Gladbaum
Kataria

For further information contact: Bryony Gibbs, Democratic Services Officer
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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
2 Deputations (if any)	
3 Minutes of the last meeting held on 25 January 2012	1 - 8
The minutes are attached.	
4 Matters arising	
5 Direct Services Transformation	9 - 14
The report is attached.	
6 Performance & Finance Review Quarter 3	15 - 20
The purpose of this report is to provide Members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively. The Performance Report for quarter three of 2011-12 is attached separately for Members.	
7 One Council Programme	21 - 44
The report is attached. The One Council Programme Dashboard is attached separately for Members.	
8 One Council Overview and Scrutiny work programme	45 - 48
The work programme is attached.	
9 Date of next meeting	
The date of the next meeting of the Committee will be confirmed after the annual Council meeting scheduled for 16 May 2012.	

10 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
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 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Wednesday 25 January 2012 at 7.30 pm

PRESENT: Councillor Colwill (Vice Chair in the Chair) and Councillors Beckman, Brown (alternate for Councillor Ashraf), Chohan, Hector (alternate for Councillor McLennan), Lorber, Mitchell Murray and Ketan Sheth

Also Present: Councillor Jones (Lead Member for Customers and Citizens)

Apologies for absences were received from: Councillors Ashraf and McLennan

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Minutes of the last meeting held on 22 November 2011**

RESOLVED:-

that the minutes of the last meeting held on 22 November 2011 be agreed.

3. **Matters arising**

One Council Programme

Councillor Brown enquired whether there were any One Council Programme projects with a red RAG status that should be reported to the committee. In reply, Phil Newby (Director of Strategy, Partnerships and Improvement) explained that projects' statuses changed regularly and that those of a red RAG status now could change by the time of the next meeting. Members noted that the procurement project was presently at red RAG status although was likely to move to amber soon. Children's social care transformation was also at red RAG status, however this service was demand led and the project was being mainstreamed to help address the challenging nature of this area. Phil Newby advised that information on projects that were considered of sufficient risk could be presented to Members at future meetings, or any other projects which were of particular interest to the committee.

4. **Presentation - Project Athena**

Clive Heaphy (Director of Finance and Corporate Services) gave a presentation to Members on Project Athena, a pan-London project that was essentially IT focused but was also with a service delivery element to it. The ultimate aim of the project was to deliver a single ICT and shared services platform, however the first phase of the programme would focus on HR and payroll functions. In order to create a system to enable this, the first stage would involve standardising processes to fall in

line with the other London boroughs that are part of Project Athena. The council would also need to implement Oracle Release 12, migrate some systems to Oracle, introduce Business Analytics reporting and empower staff to manage budgets and resources. Clive Heaphy added that even if the council had not joined Project Athena, it would still have needed to introduce Oracle Release 12, however doing so with project partners would allow costs to be shared. Ultimately, Project Athena partners would share the delivery of not only HR and payroll functions, but also finance and procurement services possibly via a joint committee arrangement.

Clive Heaphy explained that 'Cloud' technology would be used to operate the system, with information being hosted externally at a centre located within the EU, which would considerably lessen the risk to holding data on site. Cloud technology would help reduce data storage costs, currently a considerable cost to the council. The London Borough of Havering had been proposed as the host as it had already introduced Oracle Release 12. The other members of Project Athena were the London boroughs of Barking and Dagenham, Croydon, Lambeth and Lewisham. There were a further eight London boroughs who had Oracle that may join the scheme at a later date. In the meantime, work was continuing on putting the appropriate joint governance arrangements in place and councillor involvement was also being discussed. Clive Heaphy referred to the efficiencies of using a common platform and then turned to the council's objectives, which included vastly improved services in HR and payroll, a standardised, simplified, streamlined process and services and significant and on-going financial benefits and to enable self-service in HR functions. As it was intended to introduce Project Athena in two phases, this would reduce the risk element and allow the council to learn from any issues from those project partners who were introducing all processes at the same time. The impact of the changes on HR related activities, which were currently very labour intensive, would mean a reduction of 15 back office operational staff. The partnership working with other local authorities supported the One Council Programme approach, whilst the transition to a single Oracle Release 12 platform for HR and payroll functions and ultimately financial tasks too would bring efficiencies and drive down operational costs. Members noted that the cost of implementing the scheme was around £2m and a tender exercise would be undertaken for a 'systems integrator'. Clive Heaphy outlined the four possible financial benefits scenario and suggested that scenario one, a combined savings of £1.206m per year, was realistically achievable.

Clive Heaphy advised that amongst the risks associated with cloud hosting was the debate within the EU regarding the security of data in data centres and this required further consideration. Another risk was that Oracle HR needed to be implemented before the present Logica HR system contract expired at the end of September 2012 in order to avoid additional contract extension costs. One of the alternative options considered, to locally host Oracle, would mean being reliant on local staff to manage and maintain Oracle Release 12 and high costs would be associated with this as new staff would have to be recruited in an area of high demand. If the present system was maintained, it would not be possible to deliver HR self service and it would also not be able to generate the same kind of savings as Cloud technology. Members noted that maintaining the Logica HR system was not considered a realistic option as had not been performing well and did not have the functionality required to make the necessary changes and in addition it was unlikely to be supported beyond October 2012. The council would continue to be reliant on payroll systems which are labour intensive. Therefore the Cloud technology option

Clive Heaphy advised that a lot of work had already been undertaken in respect of standardisation and this was being led by Tracey Connage in HR. There had already been agreement with regard to standardisation policy and work was being undertaken with regard to processes which were being codified. Training would be undertaken around two months prior to the introduction of the new system and the existing system would be operate in parallel during the first two months and this could be extended further if there were any problems. Members noted that it was only intended to migrate payroll data to the new HR system. Clive Heaphy advised that the new payroll system would be more competitive in terms of schools being interested in using it, although there were also private organisations that would continue to offer attractive contracts to schools.

5. Future of Customer Services

Margaret Read (Assistant Director – Corporate Customer Services, Finance and Corporate Services) introduced the report and began by explaining that a key driver behind the project was to improve customer service arrangements and ensure that these were made more effective and efficient. It was important that customers felt that the council was one organisation whatever the service they were receiving and whatever method used to make contact. The present customer service arrangements had been outgrown over time due to a number of factors including changes in customer expectations and demands and also in demographics. There were also an increasing number of digital solutions becoming available to enable customer contacts to be handled through on line and self service facilities. Coupled with this, there was also a critical need to reduce the pressure on service areas as demand increased whilst also achieving financial savings. Margaret Read emphasised that improvements and efficiencies were both being sought simultaneously and these were not seen as competing objectives.

Margaret Read explained that there had been considerable debate over the course of action since the project had initially been conceived and a range of underlying principles had been agreed and would underpin the improvements to customer services were:-

- A better understanding of the council's customers so that services were more sensitive to personal needs
- Improved efficiency and effectiveness in service delivery to better meet customer needs and reduce the pressure on council resources
- Moving service delivery to the front office to resolve enquiries at the first point of contact, ensure consistently high standards and have a consistent approach to customer services
- Developing a shared customer offer with partners

Margaret Read stated that this could be achieved through a number of measures, such as ensuring that a customer enquiry could be resolved at the first point of contact. A customer access strategy would be developed to meet the varying needs of customers and encourage more use of web based services where appropriate, whilst for others, such as more vulnerable customers, this could take the form of face to face contact. Margaret Read explained that Phase 1 of the project, up to October 2012, would provide the foundations for the improvements needed in customer service. The changes introduced as part of Phase 1 included the creation of a new Brent Customer Services division in January 2012 which

included the One Stop Service, Revenue and Benefits and Pupil and Parent Support within Children and Families. Further services were planned to transfer to Brent Customer Services over the next 15 months or were being reviewed to determine how customer contact could best support effective resolution of customer queries. A consolidation of web functions within Brent Customer Services from January 2012 was also being undertaken and a business case was being developed during 2012 to replace the council's current web infrastructure by December 2012. There was also to be a review of post functions to be completed by May 2012 for implementation by December 2012 and this would operate as a central digital post room following the move to the Civic Centre. Members noted that an automated switchboard for external users had gone live in January 2012 which should ultimately enable 80% of switch board calls to be automatically routed to the correct extension number. Margaret Read advised that approximately 60% of calls had been dealt with in this manner at the moment and to date positive feedback had been received. There was also to be a rationalising of face to face contact and from 2014 there would be two main customer access point, the Civic Centre and Willesden Green Centre. Margaret Read concluded by stating that the project would introduce a major cultural change for both customers and staff and this would increase the ways in which services could be offered.

During discussion, Councillor Lorber sought further information with regard to the role of smaller council buildings such as Kingsbury Library Plus and what support would be given to customers where English was not their first language or not spoken in respect of self-service and automated customer messages. If it was seen that customer contact was reducing since the changes had been made, he asked if there would be a re-consideration of how customer access was being provided. Councillor Mitchell Murray stated that she had used the automated telephone system recently and felt that it worked well, although her only concern was if the system started offering too many options. Councillor Sheth also commented that the new automated telephone system appeared to be working well and asked whether there were any staff implications concerning these changes. Councillor Beckman enquired whether the redesign of the council's website was already underway.

In reply to the issues raised, Margaret Read explained that a customer self-service facility was available at the Kingsbury Library Plus and this allowed Customer Services to be consolidated in the busier council buildings. The automated switchboard recognised different accents and where customers who did not speak English or who did not speak it as their first language, they could contact the council by phone or by visiting local offices and council staff were at hand with a wide range of language skills on offer to help and the Language Shop could also assist. Margaret Read advised that increased self-service and internet facilities would mean that more customers could access customer services in this way and allow the council to focus more on those who still required face to face contact. Members noted that it was not intended to provide a large range of options with regard to the automated telephone system, in order to keep it user friendly. Those customers who did not respond to the automated system's questions or gave a response that could not be dealt with would be automatically transferred to an operator. Margaret Read acknowledged that there was a need to educate customers with regard to the number of ways in which they would be able to access council services. Some services could already be accessed on the web, however on-line forms and booking systems were to be developed and be made easier to find on the council's website.

The overall changes to date had led to a major staff restructure which had resulted in 45 post deletions, however only five of these had led to compulsory redundancies and a number of the deletions involved posts that had been vacant, whilst some staff had found other posts in the council.

Toni McConville (Director of Customer and Community Engagement) added that access to computers in Brent was estimated to be around 68% and where services could be provided on-line, customers were being encouraged to access such services in this way. This would not only benefit customers but also allow the council more time to help vulnerable customers.

RESOLVED:-

that the report on the Future of Customer Services be noted.

6. **Performance report for quarter 2, 2011-12**

Phil Newby introduced the report and explained that it was presented in a new format following requests to make it more streamlined. A traffic light approach was taken to categorise the performance of each indicator and each service area was provided with a scorecard. Phil Newby stated that Members could request more information on any areas of interest to them to be presented at a future meeting.

The Chair enquired whether there had been improvements in Adult Social Care performance in the most recent assessment. Phil Newby advised that the Adult Social Care Transformation Programme was a major programme of improvement within the One Council Programme and an update would be provided from Alison Elliott (Director of Adult Social Care).

Clive Heaphy then presented a financial summary of the report and advised that the budget for 2011-12 was on track after the overspend in Adult Social Care had been compensated for in other areas. In addition, the council was benefitting from favourable borrowing rates and Clive Heaphy was confident that the financial year would close on budget.

Councillor Lorber sought more information on what areas had overspent. He raised the issue of illegal sub-letting of council properties and asked if the council was taking any steps to address this and also to use as an opportunity to recover any income. Councillor Chohan asked if there were any figures available in respect of council properties being sub-let. The Chair asked if the Electoral Register could be used to ascertain whether such properties were being sub-let. Councillor Mitchell Murray spoke of concern regarding multiple tenancies and overcrowding in properties and also stated that some were taking advantage of the Empty Properties Act by moving into vacant properties.

In reply, Clive Heaphy advised that overspends had occurred in Adult Social Care and Children's Social Care and this was due to these areas being demand led. Efforts were being made to ease demand by working in collaboration with relevant partners, however it was inevitable that demand was subject to rises, particularly in the present economic circumstances. In respect of sub-letting of council properties, Clive Heaphy advised that the council was working with other West London authorities through data matching to help identify such properties, although data

protection issues needed to be taken into account. Members heard that such action was unlikely to lead to significant financial gain for the council, however, it would help ensure that council accommodation would be provided to those in most need and reduce those being housed in temporary accommodation. The Electoral Register was used to help identify cases of sub-letting, along with the Client Index and Clive Heaphy concurred with the suggestion that Members could assist by reporting any suspected sub-letting of a council property.

7. One Council Overview and Scrutiny work programme

Jacqueline Casson (Senior Policy Officer, Strategy, Partnerships and Improvement) reminded Members to contact her if they had any suggestions for items to add to the work programme.

8. Date of next meeting

It was noted that the next meeting of the One Council Overview and Scrutiny Committee was scheduled for Wednesday, 21 March 2012 at 7.30 pm.

Councillor Chohan advised of his apology for absence at the next meeting.

9. Any other urgent business

None.

The meeting closed at 9.00 pm

R COLWILL
Vice Chair in the Chair

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One Council Overview & Scrutiny Committee

21st March 2012

Report from the Director of Adult Social Services

For Action

Wards Affected:
ALL

Report Title: Direct Services Transformation – LD

1.0 Outline of the project

- 1.1 The learning disabilities direct services transformation brings a significant change to the way Adult Social Care provides its direct or in-house day services to vulnerable people in Brent. It plans to improve outcomes by consolidating the various day centres within Learning Disabilities, improving service outcomes, increasing independence and customer choice, and realising more personalised services. The associated financial benefits are £1,033-1,118m by August 2012 against a budget of £3.7m.
- 1.2 There are four key phases to this project:
- 1) Consultation (July-Nov 2010 on day opportunities strategy, and Jul-Oct 2011 on JBC);
 - 2) Estate consolidation (Oct 2010 -Feb 2011);
 - 3) Service re-design (Oct 2010-Apr 2011);
 - 4) John Billam Centre (Nov-Jan 2011)

There has been a delay in the construction of the John Billam Resource Centre and as a result the fourth phase will now be completed in autumn of 2012.

- 1.3 Day opportunity services in Brent have been changing for the last 20 years. These changes have regularly been given fresh impetus by national initiatives such as Direct Payments and Putting People First. However, the majority of day opportunity services for vulnerable people in Brent still focused on providing activities in specialist day centres on weekdays. Because these services were focused on special buildings and are often block-contracted, they made it more difficult for people to make individual choices about what support and services would best meet their own needs and they are more expensive.

Meeting
Date

Version no.
Date

2.0 Implementation of the Direct Services Transformation Project to Date

2.1 The first phase, consultation of the Day Opportunities Strategy, was completed in October 2010 and received Executive approval in December 2010. The consultation on the Day Opportunities Strategy was focused at service users, carers and staff and management of the day centres affected. These include the directly provided centres across three client groups:

1. Learning Disabilities (Stonebridge, PROJECT, Strathcona, Albert Road, ASPPECT and CASS)
2. Older People (Kingsbury, Westbrook)
3. Physical Disabilities (New Millennium Centre)

The key factors of the strategy that were highlighted in consultation meetings were:

- national policy (which has a clear focus on personalisation, promoting service user choice and control to increase independence and lead to a more fulfilling life)
- experience in other parts of the UK (where a focus on personalisation and community based activity have led to greater independence for service users and improved financial sustainability)
- the practical implications of the condition of the current buildings (current health and safety concerns)
- the current financial context and the potential impact of the Comprehensive Spending Review on the council's budgets.

The steps towards change also reflected the One Council Improvement and Efficiency Strategy, which stresses the need to develop innovative services with local people to deliver improved outcomes in a cost effective way given the current financial pressures on the council.

2.2 The above consultation commenced in August 2010 and was repeated in September and again in October with amendments made to the format taking users, carers and staff comments on board and to improve users and carers understanding of the messages within the proposed draft Day Opportunities Strategy.

A consultation event for providers who support service users who have no direct contact with their relative was also held in November 2010.

In order to have a meaningful consultation with each group, the process was tailored to fit each client group and specific meeting, For example, the approach was re designed with the Westbrook service users as they suffer from dementia. Admiral Nurses and Elders' Voice were engaged to hold individual sessions with the users.

All service user responses and questions were captured by scribes on flipcharts. Key workers and advocates were present to assist service users

expressing their views at the Strathcona and Stonebridge day centres. Projects users were also consulted with key workers and advocates present. Translators and British Sign Language (BSL) signers were also available when needed.

A leaflet with the key messages of the strategy in Plain English and Easy read was available to all users, as well as a copy of the draft Day Opportunities Strategy.

All the consultation events, 42 in total, have been recorded using scribes from the Corporate Consultation Team; Palentypist (which provided a complete verbatim record of what had been discussed) and note takers.

- 2.3. The results of the consultation demonstrated that some service users did not want to see the closure of any day centres and wanted to remain with their friends. Carers also stressed how much they value the respite the day services provided them and were not convinced that there were enough services in the community for the people they care for to access.
- 2.4 However, real examples of the benefits of Direct Payments, a commitment to tackle those concerns (e.g. recognising the importance of friends and maintaining relationships wherever the service is delivered) and concerns about the physical condition of the buildings meant that there was more appreciation of some of the specific proposals
- 2.5 The second phase, Estate Consolidation, took on board the following activities:-
- The closure of Stonebridge day Centre, to include services provided by Projects on the Stonebridge Day Centre site.
 - The transfer of services provided at Stonebridge Day Centre to Strathcona Day Centre.
 - The assessment of need undertaken by Care Management for service users attending Stonebridge, Projects and Strathcona Day Centres based on a new assessment tool developed as part of the Customer Journey Project.
- 2.6 The main focus of this phase was to ensure that all service users attending the day services had an assessment of their needs and an individual support plan for them developed. The process was aligned to the principles underpinning Valuing People and co-designed with service users and carers. It was based on current unmet needs, a transparent application of eligibility criteria and reflected service user aspirations.
- 2.7 The process produced a personalised package of support for eligible service users focused on outcomes that support users to lead independent and fulfilling lives. This would be delivered through a Personal Budget that may or may not include directly provided day services as appropriate. This process was also

designed to ensure that service users and carers have more information about any change.

- 2.8 The second phase concluded in a reduction of attendance of the in-house day services for many service users as they chose to leave the service to undertake alternative activities in the community or focus more on employment or education.
- 2.9 Following assessments and support planning, 83 service users moved to alternative services in the community; 26 service users moved to other in-house day centres; 47 service users have taken up a direct payment to arrange their own services and 50 people were no longer eligible for services from social care.
- 2.10 Currently the Direct Service Transformation Project is in its third phase and here the focus is on service transformation in preparation for the move to the new John Billam Resource Centre. The plan in this phase is to ensure the current service delivery and operational structure is better co-ordinated and streamlined to improved service users experience and outcomes. This will be done through a series of work streams covering:-
- a) Improving service user's access to a wider range of purposeful day services that is better aligned to their needs which will help them to lead more fulfilling and independent lives in the community and help improve their overall wellbeing.
 - b) A move away from the traditional transport arrangement by offering service users a mix of transport options which better meets their needs, and promotes independence.
 - c) Effective commissioning and brokerage enabling users and carers to have the opportunity to choose from a wider range of services whilst stimulating the broader market.
 - d) The redesign of existing operations, to demonstrate outward facing personalisation for services for users, value and efficiency in service delivery and effective performance measuring against new targets
- 2.11 Maintaining local bases from which service users can access different community-based activities is another key theme of the third phase. However, there is recognition that for some users, it will be important that a more stable and structured day service will be more appropriate to ensure safety and stimulation.
- 2.12 This fourth phase in the Day Opportunities Strategy consolidates all the directly provided day services at Strathcona, ASPPECTS and Albert Road into the John Billam Resource Centre by the autumn 2012. Some work towards achieving this has already begun.
- 2.13 The John Billam Resource Centre represents a new operating model for supporting people with disabilities in the borough. It will be unique as it focuses on sessional based activities in the resource centre as well as out in the

community, and calls for staff to work very differently to the traditional day centre approach.

- 2.14 The resource centre model is designed to provide service users with options to engage in meaningful activities, spend time in integrated or mainstream settings, improve and extend social network, and to learn and develop their communication and their social skills.

3.0 Current Risks and Issues Key risks to the project are:

3.1 The main risks related to this project are:

- The delay in the completion of the John Billam construction,
- The risk of budget overspend within the construction

These risks and issues are being addressed through Property and Asset Management Services with a plan resolution by the end of March 2012

4.0 Next steps

4.1 The Day Service Transformation Project has achieved an overall savings of £644K to date. The project is also on target to achieve the reported overall savings of £1,18m by the end of the financial year.

4.2 On completion of the third phase the in-house day service will demonstrate a significant change to the way Adult Social Care provides day services for people with learning disabilities. For current users of the service the change mainly relates to an increase in customer focus by offering a more extensive and flexible range of services to service users

The change within the operation will be demonstrated by the development of strong performance management culture to tighten control, provide value and efficiency supported by robust commissioning, contracting and monitoring arrangements


4.5 The fourth phase of the project will focus on the physical move to the new John Billam Resource Centre. A Decant and Transition Plan for the move has been developed and will to be implemented by June 2012. Advocacy and key worker support are key to this work to ensure the smooth transition from the current day services provision taking account of the vulnerable service users who will be using the John Billam Resource Centre.

Contact Officers

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Alison Elliott
Director of Adult Social Services

	<p style="text-align: center;">One Council Overview & Scrutiny 21 March 2012</p> <p style="text-align: center;">Report from Director of Strategy, Partnerships & Improvement and Director of Finance & Corporate Services</p>
For Action	Wards Affected: ALL
Performance and Finance Review, Quarter 3, 2011-12	

1.0 Introduction

Brent's Borough Plan 'Brent our Future' is a four year strategy document which sets out the Administration's priorities over the coming years. These priorities form the core of our Corporate Planning Framework, which is broadly based around three overarching strategic objectives:

1. To create a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.
2. To provide excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life.
3. To improve services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

The unprecedented 28% reduction in central government funding over the next four years continues to intensify pressure on Council services, and difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will have an enduring effect on the borough. However despite these challenges, the Council remains committed to preserving services and protecting the most vulnerable residents.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively.

2.0 Recommendations

The Executive is asked to:

- a. Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Executive Summary - FINANCE

3.1 The Council's revenue budget position for the quarter 3 is as follows:

Item	Budget £000	Forecast Outturn £000	Variance £000
Adult Social Services	91,745	92,037	292
Children & Families	56,299	56,407	108
Environment & Neighbourhood Services	39,254	39,254	0
Regeneration & Major Projects	25,482	25,376	(106)
Finance & Corporate Services / Central Services	32,416	32,302	(114)
Service Area Total	245,196	245,376	180
Central Items	22,693	22,513	(180)
Total Council Budget	267,889	267,889	0

- The Council is currently forecasting a breakeven position. This is an improvement since quarter 2 of £1.777m. The main reasons for this are improvements in the outturn position for Finance & Corporate Services / Central Services and the Central Items of £601k and £675k respectively.
- Environment and Neighbourhoods is currently forecasting a breakeven position for 2011/12, an improvement of £182k on the quarter 2 position. There continue to be shortfalls on a number of income budgets (including metered income from parking) and pressures from the delays in implementing the library transformation programme. These are compensated for by savings from staff and increased income in Transportation.

- Central Services are currently forecasting an underspend of £114k for quarter 3. An improvement of £601k from the forecast overspend of £487k in quarter 2 where the overspend was due to various shortfalls on income items (including schools' payroll) and pressures on the procurement budget. These pressures remain but a number compensating savings have been made from holding posts vacant, increased trading income and the use of project monies.
- Overall the main overspending pressures remain with adult social care transitions (£980k), children's social care legal costs (£830k) and the temporary accommodation budget (£750k).
- The majority of these demand costs are currently being met by a centrally held provision of £2m although potential claims currently exceed this by £250k. A reduction of £250k since quarter 2 reflecting an improvement in the forecasts for temporary accommodation.
- The position on service areas has improved significantly since quarter 2 and reflects the efforts by service areas to put together and action plans to eliminate their overspends by the end of the financial year.
- Within central items there has been an improvement of £394k in the position on capital financing costs. There are still pressures over the delivery of £3m procurement savings from the One Council Programme in 2011/12 and issues arising from closing in 2011/12, however officers are confident that any shortfalls can be contained.
- The budget figures for 2011/12 do not include the impact of the virements agreed at the Council Meeting on 27 February 2012.
- The overspend on schools budget for 2011/12 remains around £1.5m. Agreement has been reached with the Schools Forum to bring the schools budget deficit including the £5.7m carried forward from previous years back into balance by the end of 2014/15.
- The current breakeven forecast means that our overall general fund non earmarked balances will be £10.080m at the start of 2012/13.

3.2 The Council's capital budget position for Quarter 3 is as follows:

Item	Qtr 2 Budget Position £000	Forecast Outturn £000	Variance £000
Adult Social Services	1,724	1,200	(524)
Children & Families	4,461	0	(4,461)
Environment & Neighbourhood Services	14,155	14,199	45
Regeneration & Major Projects	139,952	119,335	(20,617)
Housing – General Fund	7,334	5,146	(2,189)
Housing - HRA	20,599	14,668	(5,931)
Finance & Corporate Services / Central Services	4,307	1,926	(2,381)
Total Capital Programme	192,532	156,474	(36,058)

The Council is currently forecasting a decrease in 2011/12 capital expenditure of £36.058m from the Quarter 2 figure. Full details of the variances to the previously reported figure are given in the attached Finance Appendix. Any increases in forecast expenditure are matched by increased levels of grant funding or is funded through additional levels of self funded borrowing, where the revenue costs are met through identified savings or are met from within existing budgetary provision. As such the Council's Capital Programme remains in balance without detrimental impact upon revenue budgets.

4.0 Financial implications

These are set out in the attached appendix.

5.0 Legal implications

The capital programme is agreed by Full Council as part of the annual budget process. Changes to or departures from the budget during the year (other than those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

The Director of Finance and Corporate Services is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in this report.

6.0 Diversity implications

This report has been subject to screening by officers and there are no direct diversity implications.

7.0 Contact officers

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One Council Overview & Scrutiny Committee

21st March 2012

Report from the Director of Strategy, Partnerships & Improvement

For Action

Wards Affected:
ALL

The One Council Programme – Third Update - 2011/12

1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, is designed to fundamentally change the way the council carries out its business. Its initial target was to deliver savings of £50m anticipated over 4 years, but the funding settlement, following the Comprehensive Spending Review in 2010, meant that the target for savings over the four year period was revised upwards to between £90m and £100m.
- 1.2 The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.3 Overall the Programme delivered gross savings of £11.6m in 2010/11 and is forecast to deliver a further £30.2m in 2011/12. Savings from the One Council Programme account for 60% of the total council savings required in 2011/12. Additional budgeted savings for 2012/13 are £15.2m.
- 1.4 There are 36 projects within the One Council Programme:
- seven are completed and formally closed;
 - eighteen are in delivery with twelve of these reporting into the One Council Programme Board and a further six into the Environment and Neighbourhoods Portfolio Board; and
 - eleven new projects are at varying stages in their development and moving towards delivery.

- 1.5 Since the last One Council Programme update report to the Overview and Scrutiny Committee on 22 November 2011, there has been considerable progress. Savings from One Council projects have been incorporated in the 2012/13 budget agreed by Full Council on 27th February 2012. The One Council Programme Board has formally approved the closure of two projects - Temporary Labour and Structure & Staffing (Wave 2). There has also been significant progress in moving projects into delivery. Five projects have begun reporting into the Programme (Project Athena, Public Health, Children with Disabilities, Transition of Children into Adult Life, Complex Families and Parking) and the Environment & Neighbourhood Services Department continue to monitor and manage their portfolio effectively. Five projects are also due to be completed by April 2012 (Children's Social Care Transformation, Children with Disabilities, Transitions, Adult Social Care Commissioning, and Waste & Street Cleansing). The Supreme Court decision in February 2012 means the Libraries Transformation project can now progress with its ambitious improvement plans. Governance across the programme has also been reviewed and strengthened; this includes clear lines of ownership and accountability established through a revised governance structure for the delivery of the Civic Centre and the associated move.
- 1.6 Despite this progress, the overall status of the Programme remains Amber. The Programme is ambitious and it is inevitable that a number of projects are not progressing as fast as others. The One Council Programme Board takes an active role in ensuring that barriers to delivery of projects are addressed and uses the RAG (Red Amber Green) rating to monitor progress and take necessary action. This has helped a number of projects enter the Programme and has ensured progress in key project areas; for example, the Future Customer Services project which was Red but is now Amber. The three projects that are currently Red RAG rated are Procurement, Children's Social Care Transformation and the Move to the Civic Centre and the One Council Programme Board is taking action to help these projects progress.

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to note and consider the contents of this report.

3.0 The One Council Programme – Progress Update

- 3.1 There are 36 projects within the One Council Programme: seven Cross Council, seventeen Single Department, two Multi Department and three Partnership Projects. In total seven projects have been formally closed by the Programme Board – the most recent being Structure & Staffing (Wave 2) and Temporary Labour. Five projects are also due to be completed and closed by April 2012: Children’s Social Care Transformation, Children with Disabilities, Transitions, Adult Social Care Commissioning and Waste & Street Cleansing.
- 3.2 2011/12 saw a rapid expansion in the number of projects within the Programme. In April 2011 there were 23 projects in the Programme and all reported directly into the One Council Programme Board. During 2012/13 an increasing number of projects will be led, monitored and managed by departments. Furthermore, in addition to the departmental projects, there has been an increase in partnership and cross departmental projects. This has been accompanied by an increase in programme and project management capability across the council, although it also presents an on-going challenge to ensure sufficient capacity.
- 3.3 An outline of the current shape of the Programme can be found in **Appendix 1**. In response to a request from the Committee in November 2011, details of project end dates are attached as **Appendix 2**. **Appendix 3** is a One Council dashboard which shows in more detail the stages projects are at, the RAG status for projects, and total savings from the Programme. **Appendix 4** provides detail on the progress of current and new One Council projects.

4.0 The One Council Programme – Programme and Project Management

- 4.1 There are currently three ‘Red rated’ projects: Move to the Civic Centre, Children’s Social Care Transformation and Strategic Procurement. The Red rating generally reflects the complexity of delivering these projects. For example, the Children’s Social Care project is being delivered against a backdrop of increasing demand pressures. The Strategic Procurement project also has challenging financial targets of its own and the team is also contributing to the achievement of individual project targets such as Parking, Waste and Street Cleansing. The Move to the Civic Centre Project has recently moved from Amber to Red. This is due to delays in the tender for the Facilities Management Contract. However work to finalise the specification and complete the tender process is progressing. Also of note is that the Future Customer Service project has moved from Red to Amber in view of the significant progress made in implementing the new structure and processes and because risks are also being actively managed
- 4.2 The Environment and Neighbourhood Services (E&NS) Department Portfolio Boards continues to have oversight of E&NS projects within the One Council Programme. Since the last update, Grounds Maintenance and Waste & Street Cleansing Phase 2 have been included in the portfolio. All projects within the portfolio are progressing well into delivery and risks and issues are being managed at a departmental level without the need to escalate to the One Council Programme Board. The main risk identified at present is the availability of resources to support project development and project teams

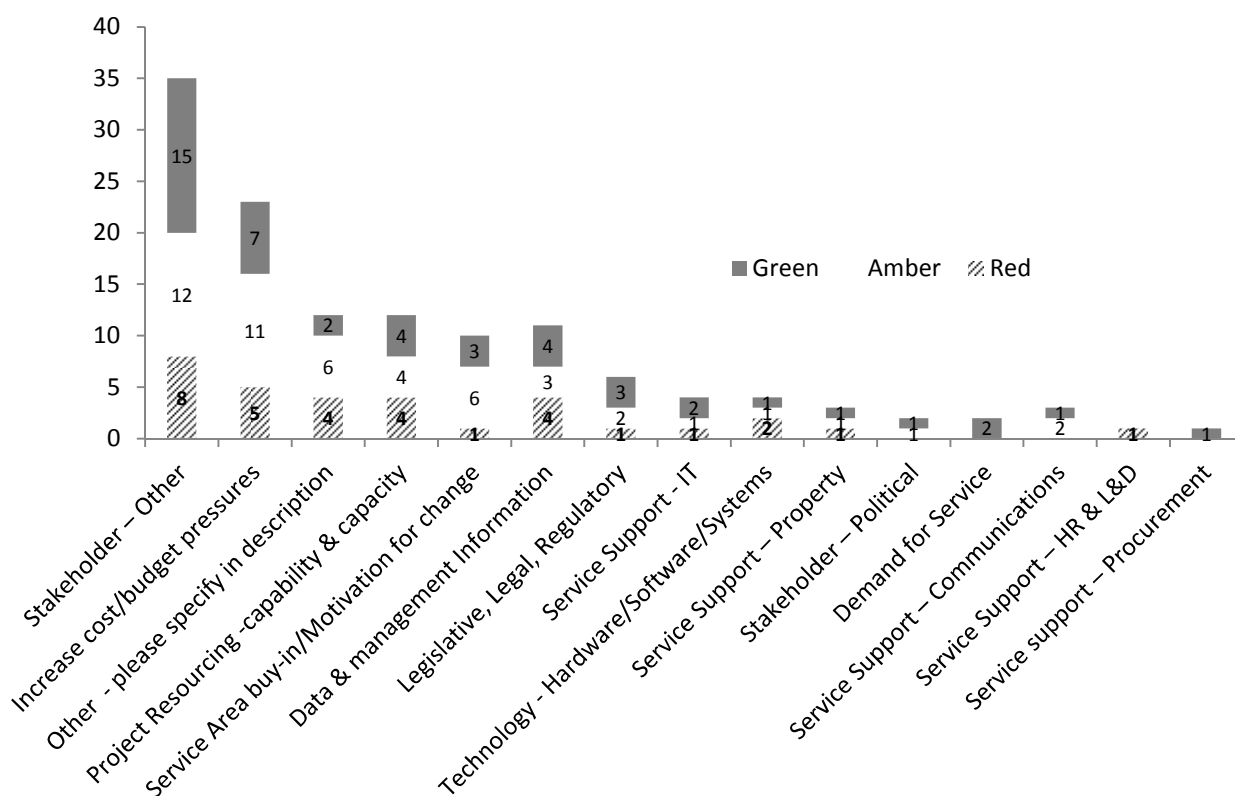
once projects are in delivery. The roll out of other service portfolios is planned for 2012/13.

- 4.3 Identifying appropriate resources for projects is also a challenge at Programme level. However an internal round of recruitment to the One Council Project Management Pool (of project managers, project delivery officers and business analysts) is underway and appointment to these secondment positions should be completed by the end of March 2012. Interest in these positions has remained high across the council and the growth of the internal project pool has seen a subsequent reduction in the use of external consultancy over the past financial year and has enabled a skills transfer across the organisation. Officers from the Pool are currently allocated to the Waste and Street Cleansing, Transitions and Future Customer Service projects. The Programme Management Office continues to have a role in monitoring and training project resources and currently maintains an overview of all external and internal resources allocated to projects to enable future planning
- 4.4 Since the update provided in November 2011, work has also taken place to review and strengthen governance arrangements across the Programme. For example, the fast approaching move to the Civic Centre and the large number of dependencies has resulted in the establishment of a Move to the Civic Centre sub-group. This is a sub group of the Civic Centre Programme Board and it will have an important role in ensuring all council departments and One Council projects are delivering activities and meet the requirements of the Civic Centre Programme. The sub group is also attended by the Head of the One Council Programme to ensure critical dependencies are identified and managed and that efficiency savings are realised. Key messages from the sub group and Civic Centre Programme Boards are also shared with the wider organisation.

5.0 The One Council Programme – Risks, Issues and Dependencies

- 5.1 The most significant risk area at a Programme level remains the delivery of financial benefits. The main financial risk areas are outlined in section 6.
- 5.2 Considering the size of the programme, risks are generally well monitored and managed. There are currently 129 risks reported across all projects within the programme; the most significant risk being the management of stakeholders and ensuring buy in. The Programme Management Office is working closely with project managers to ensure they involve key internal services such as Legal, Procurement, Consultation and Diversity early on to ensure risks are appropriately identified and mitigated. An outline of current programme risks can be found in Figure 1.

Figure 1. One Council project risks - March 2012



5.3 Key dependencies across the Programme continue to be monitored by the Programme Management Office. The Programme Management Office is also continuing to work collaboratively across the council (e.g. with the Move to the Civic Sub Group) to identify and manage dependencies. The build of the John Billam Centre is another example of this. There is currently a four to six week delay being reported on the build which may have an impact on improvements and efficiencies identified by the Learning Disability (Daycare) project. This dependency is being closely monitored and managed by the project, Capital Portfolio Board and the One Council PMO.

6.0 Financial and Non-Financial Benefits

6.1 Financial benefits from the One Council Programme were incorporated in the 2012/13 budget report to Full Council on 27th February 2012. Table 1 includes a summary of the savings and costs included in the Programme and Appendix 5 sets out the detail together with RAG rating against the savings for each project.

Table 1 One Council Programme savings and costs – 2010/11 to 2014/15

	2010/11 Actual £'000	2011/12 Forecast £'000	2012/13 Budget £'000	2013/14 Budget £'000	2014/15 Budget £'000
Cross-cutting savings/cost avoidance	10,099	29,419	34,671	42,034	48,534
Service project savings/cost avoidance	1,590	12,279	22,688	29,352	33,148
TOTAL PROGRAMME SAVINGS	11,689	41,698	57,359	71,386	81,682
Total Programme costs	4,290	2,639	4,017	6,017	6,017
NET PROGRAMME SAVINGS	7,399	39,059	53,342	65,369	75,665

6.2 On savings, the key risk areas identified are as follows:

- a. A procurement saving of £1m included in the 2011/12 budget. This amount was held centrally and has not been allocated against individual service budgets. This will be met in 2011/12 from underspends elsewhere in the budget. There is no centrally held procurement target in the 2012/13 budget so this will not be an issue for next year.
- b. A saving of £150k has been included in the 2012/13 budget for Children's Social Care Transformation, with further savings in future years. Whilst the Children's Social Care Transformation project has enabled costs to reduce in 2011/12, the reduction is less than budgeted for; as a result there is a projected shortfall of £415k in 2011/12. Further savings in this area are therefore a significant risk. Measures are being put in place to manage this risk by close monitoring of movements in children's placement budgets by Strategic Finance Group and the development of additional early help (to prevent children coming into care) as part of the Complex Families and Early Intervention projects.
- c. Cost avoidance measures introduced as part of the Transitions into Adult Life and Housing Needs Transformation projects are shown as at risk:
 - i. In the case of Transitions, new processes for ensuring effective management of transitions cases will be in place by April 2012. It has not been possible fully to assess the impact of these on the amount of growth required to meet the cost of transitions. £500k growth has been allowed for this in the 2012/13 budget and this will have to be managed and monitored carefully.
 - ii. In the case of Housing Needs, the amount of growth required will be affected by decisions taken on the new Tenancy Policy, which is still subject to consultation, and the impact of government changes to housing benefits. Growth in this area has also been restricted to £500k and this will also need to be managed and monitored carefully.
- d. A £2.2m saving is assumed from 2013/14 from the Integration of Health

and Adult Social Care project. Significant savings can be made from better joint commissioning and integration of processes such as re-ablement but these depend on agreement being reached on a way forward on integration and this in turn is affected by uncertainty about national health developments.

- 6.3 Total costs of the One Council Programme were £4.3m in 2010/11 and are forecast at £2.7m in 2011/12. Costs incurred in 2010/11 reflected use of external consultancy support to set up the One Council Programme and help develop some key service projects. Costs have reduced in 2011/12 as the council has reduced dependence on external consultants and made greater use of internal resources. Table 2 below shows the make-up of costs incurred in 2011/12:

Table 2 Costs incurred on One Council Programme in 2011/12

Project	Forecast Costs £'000	Notes
Future Customer Services	672	This is a combination of external consultant costs helping develop the initial project plan and carry out detailed base-lining activity, specialist external consultants to support the review of internal post systems and business process review, and internal secondments responsible for project managing the overall project and delivering individual workstreams.
Move to the Civic Centre	291	These are costs incurred as part of the Move to the Civic Centre project including support for marketing and development of events, roll out of information technology (eg Sharepoint), document thinning and various other activities related to the move to the Civic Centre.
Strategic procurement	277	This is the cost of interim staff employed to deliver improvements in procurement processes, support negotiations in key contract areas, and support the temporary labour and consultancy projects. External support was required both to deliver key aspects of the procurement project and to address capacity issues within the service. This has now been addressed through recruitment to permanent posts, including a new head of procurement
Adult Social Care projects	240	This was spent mainly on external consultants to set up and support delivery of a range of projects in Adult Social Care: the Customer Journey, Direct Services, Commissioning, integration of Health and Social Care. Costs include an internal secondment to project manage the Commissioning project.
Housing Needs Transformation	143	This is the cost of an external consultant to project manage the project, employment of lean consultants to review processes, and IT support. The project will deliver savings of £950k in 2012/13 and £1.3m per annum from 2013/14.
Review of Employee Benefits	84	External project management support in developing the Core Contract proposals together with costs of implementation of ETweb, the council's staff appraisal system
Children with Disabilities and Transitions into Adult Life	57	This is the cost of an internal secondment to project manage the Transitions project and an external project manager to manage the Children with Disabilities project
Project Athena	50	External project management support for the overall project and for the HR workstream
Web enhancement	41	External consultancy supporting the council to develop a prototype for the existing web. Further costs will be incurred in 2012/13.

Project	Forecast Costs £'000	Notes
Special Education Needs	37	External consultancy support to project manage the SEN project.
Structure and Staffing	35	An external consultant to provide project management for this project
Strategic Property	35	External consultants to develop a new property strategy which would support regeneration in the borough, reflect service changes being introduced as part of the One Council Programme, and ensure that the council delivered value for money from its property portfolio.
Waste Management	29	Internal secondment to provide project management support to the waste and street cleansing project
Early Years/Localities	16	External consultancy firm to help develop new approach to early intervention
Transfer of Public Health	15	Internal secondment to support development of the project
Grounds maintenance	6	External consultancy support to help develop alternative approaches to delivering the service
Total project costs	2,028	
Programme Management Office	517	This is the cost of the Programme Management Office which is all internal costs and contained within the Strategy, Partnerships and Improvement Directorate budget.
Total Project and Programme costs	2,639	

6.3 Provision is needed in the 2012/13 Programme to support delivery of new projects. At this stage, business cases are being developed and full costs have not been assessed. Significant spend areas will include:

- a. Implementation of Phase 1 of Project Athena, which will be the implementation of the Oracle HR system to enable automation of HR processes and the provision of improved HR information
- b. The implementation of an enhanced web to support the council's channel migration strategy
- c. Costs related to the Move to the Civic Centre
- d. Project management support for the procurement project and implementation of I-Procurement
- e. The implementation of changes to support arrangements relating to new processes and systems
- f. Support for Environment and Neighbourhood projects including Phase 2 of the waste management project, the parking project, the highways project and the grounds maintenance project.
- g. Support for the early years, localities, complex families and services to young people projects.
- h. Support for integration of health and social care and changes to arrangements for public health.

7.0 Legal Implications

- 7.1 At a Programme level, there are no current legal implications.
- 7.2 Projects continue to have a responsibility to identify legal implications at concept stage and seek appropriate legal advice throughout project delivery.

8.0 Diversity Implications

- 8.1 The equality and diversity implications at a project level vary with the nature of each project and its objectives. The Programme Management Office continue to maintain oversight of individual project assessments and the majority of completed Equality Impact Assessments, are now available for general viewing on the Brent Council website.
- 8.2 An initial assessment of the overall impact of the Programme has also been completed by the Programme Management Office, and will initially be reviewed by the One Council Programme Board in early 2012/13.

9.0 Staffing/Accommodation Implications (if appropriate)

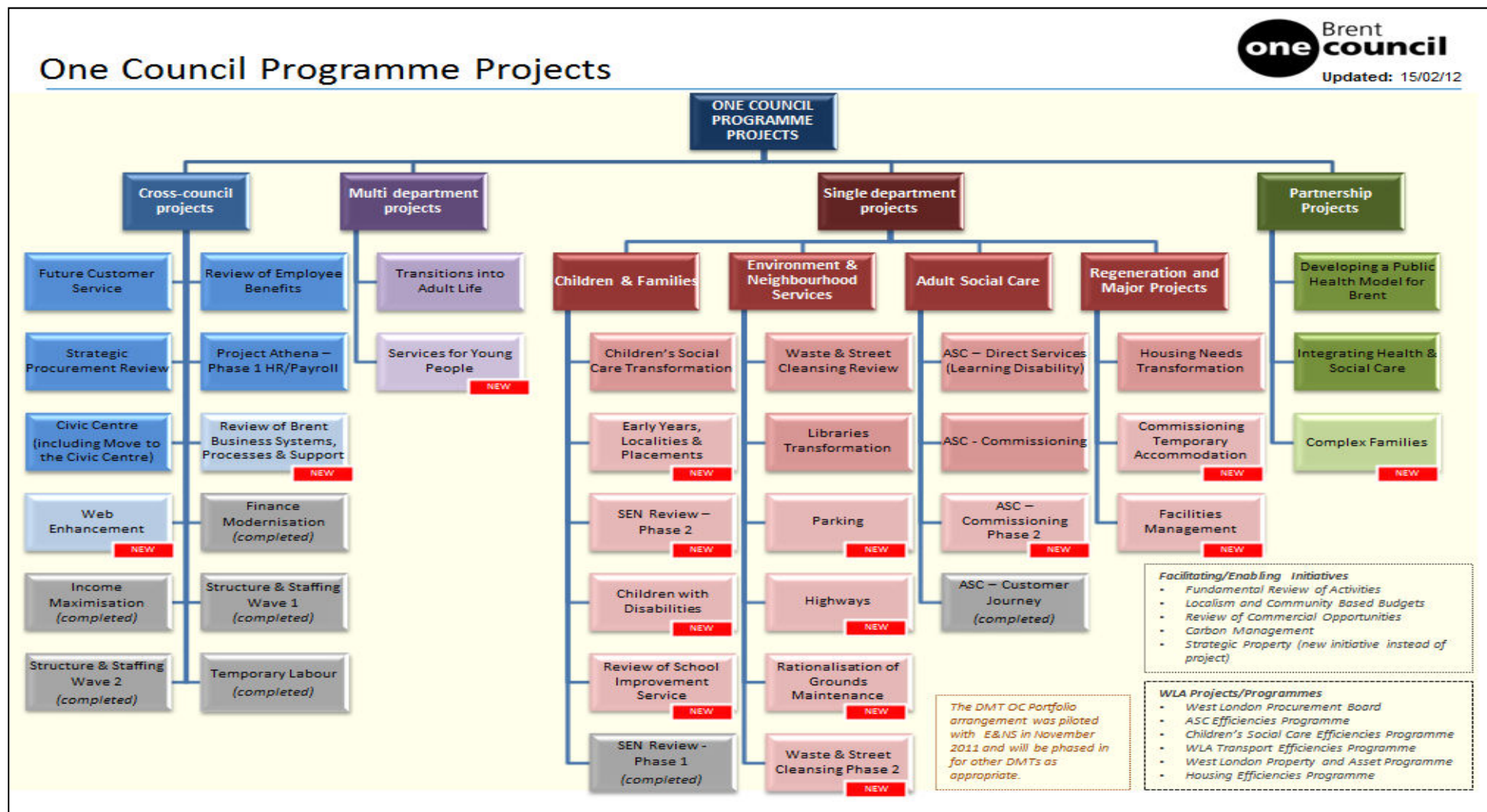
- 9.1 None

Background Papers

Contact Officers

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Director - Strategy, Partnerships & Improvement

Peter Stachniewski
Head of One Council Programme



Appendix 2 – One Council Projects – Closure Dates

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Cross-council	Future Customer Service	In delivery	October 2012
Cross-council	Review of Employee Benefits	In delivery	June 2013
Cross-council	Strategic Procurement Review	In delivery	March 2014
Cross-council	Project Athena – Phase 1 HR/Payroll	In delivery	March 2013
Cross-council	Move to Civic Centre	In delivery	June 2013
Cross-council	Review of Brent Business Systems, Processes & Support	Early stages	Tbc
Cross-council	Web Enhancement	Early stages	Tbc
Cross-council	Finance Modernisation	Completed	May 2011
Cross-council	Income Maximisation	Completed	July 2011
Cross-council	Structure & Staffing Wave 1	Completed	February 2011
Cross-council	Structure & Staffing Wave 2	Completed	September 2011
Cross-council	Temporary Labour	Completed	February 2014
Multi department	Transitions into Adult Life	In delivery	May 2012
Multi department	Services for Young People	Early stages	Tbc
Single department (C&F)	Children's Social Care Transformation	Delivery	April 2012
Single department (C&F)	Early Years, Localities & Placements	Early stages	Tbc
Single department (C&F)	SEN Review – Phase 2	In delivery	August 2013
Single department (C&F)	Children with Disabilities	In delivery	April 2012
Single department (C&F)	Review of School Improvement Service	Early stages	Tbc
Single department (C&F)	SEN Review - Phase 1	Completed	July 2011
Single department (E&NS)	Waste & Street Cleansing Review	In delivery	April 2012
Single department (E&NS)	Libraries Transformation	In delivery	September 2014

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Single department (E&NS)	Parking	In delivery	October 2013
Single department (E&NS)	Highways	Early stages	June 2013
Single department (E&NS)	Rationalisation of Grounds Maintenance	Early stages	Tbc
Single department (E&NS)	Waste & Street Cleansing Phase 2	Early stages	Tbc
Single department (ASC)	ASC – Direct Services (Learning Disability)	In delivery	August 2012
Single department (ASC)	ASC - Commissioning	In delivery	April 2012
Single department (ASC)	ASC – Commissioning Phase 2	Early stages	Tbc
Single department (ASC)	ASC – Customer Journey	Completed	July 2011
Single department (R&MP)	Housing Needs Transformation	In delivery	January 2013
Single department (R&MP)	Commissioning Temporary Accommodation	Early stages	Tbc
Single department (R&MP)	Facilities Management	Early stages	Tbc
Partnership	Developing a Public Health Model for Brent	In delivery	May 2013
Partnership	Integrating Health & Social Care	Early stages	Tbc
Partnership	Complex Families	In delivery	June 2013

Appendix 4 – One Council Project Updates – March 2012

Project Name	Project Aims	Update March 2012
Cross Council Projects – Customer Access		
Future Customer Services	The aim of this project is to bring together customer service arrangements across the council into one operating model, and deliver efficiencies through better utilisation of staff time, a reduction in avoidable contact, a reduction in management overheads and more effective management of access channels.	<p>This project is currently in delivery</p> <p>Key milestones that have been achieved since November 2011 have been the implementation of the new corporate customer service structure, following the merger of the One Stop and Revenues and Benefits Services. Full automation of the main council switchboard (internal and external) has also been achieved.</p> <p>A new web homepage went live in February 2012 and a business case for the new web platform is being developed (See Web Enhancement project). Work is also progressing with support from Foresight Consulting to develop a digital post room solution</p> <p>Service area functions remain on track to be transitioned into the new structure by October 2012.</p>
Web Enhancement	This is a new project within the One Council Programme which was previously a workstream within the Future Customer Services project. This project will facilitate the development of a new web platform which will provide the basis for more efficient customer transactions via the web.	<p>This project is currently in the development stage</p> <p>A specialist consulting firm have been appointed to support corporate customer service to develop a prototype for a new website. Sign off of design and infrastructure architecture will be by 26 March 2012. Templates and functional specification will be signed off by April 2012 and the prototype will be signed off by 14 May 2012. An implementation plan is being developed and full implementation is planned for December 2012.</p>

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Project Name	Project Aims	Update March 2012
Cross Council Projects – New Ways of Working		
Civic/Move to the Civic Centre	The Move to the Civic Centre project will facilitate a smooth transition and ensure that the Council is ready to occupy the Civic Centre in 2013. This includes managing the impact on services during the move,	<p>This project is currently in delivery</p> <p>There is a detailed plan in preparation for the Move to the Civic Centre. An overall Move to the Civic Centre Programme Manager has been appointed and lead responsibilities</p>

Project Name	Project Aims	Update March 2012
Cross Council Projects – New Ways of Working		
	ensuring that staff are able to work in new ways with modern technology prior to the move and keeping relevant stakeholders informed.	have been allocated for individual workstreams. Delays in issuing the specification for Facilities Management are being addressed and the specification is expected to be issued in March 2012.
Structure & Staffing Review (Wave 2)	The aim is to create structures that: align the organisation with the Administration's corporate priorities, move towards the One Council structural model, streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible.	This project has now been completed and is in the evaluation stage This Project has now been completed and savings have been taken from departmental budgets. Formal closure was approved by Programme Board on 14 February 2012
Review of Employee Benefits	The aim of this project is to harmonise and reduce expenditure on staff remuneration to ensure a One Council approach to remuneration and associated terms and conditions.	This project is currently in delivery Consultation with trade unions is ongoing in preparation for staff consultation and the move to a Brent Core contract.
Review of Brent Business Systems, Processes & Support	This project aims to review and restructure corporate and departmental support across the organisation to most effectively meet demand and support service delivery.	This project is currently in the development stage It was agreed in September 2011 that this would become a new One Council Project. A project manager has been appointed and a concept paper is currently being developed.

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Project Name	Project Aims	Update March 2012
Cross Council Projects – Support Services		
Strategic Procurement Review	The aim is to overhaul the council's capability and approach to procurement, to reduce suppliers and off-contract spend in Brent, and to provide accurate tracking of savings from various procurement interventions across the council.	This Project is currently in delivery The Head of Procurement and Senior Category Managers are also now in post. Category plans have been developed for the main service areas and the procurement team are continuing to support services to deliver procurement savings. A revised Project Initiation Document is being developed to ensure that improvements that have occurred

Project Name	Project Aims	Update March 2012
Cross Council Projects – Support Services		
		are embedded within the whole organisation, that opportunities for procurement savings for future years are identified and planned for, and that improved processes and systems, including I-Procurement, are put in place.
Project Athena HR payroll	Brent Council is a member of the pan-London Project Athena supported by Capital Ambition. The purpose of the programme is to lay the foundations to create a single Information and Communication Technology (ICT) platform for London public sector organisations to gain the opportunity and ability to deliver significant efficiencies and service improvements for ICT enabled support service functions standardising systems and processes across a range of back office functions such as Finance and HR.	<p>This project is currently in delivery.</p> <p>Phase 1 of this project is focused on providing a shared platform for HR/ Payroll with other local authorities. The Project Initiation Document was approved in principle by the One Council Programme Board in February 2012. Some work is required to further define some project workstreams and agree appropriate governance; however the project has moved into delivery.</p>

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Project Name	Project Aims	Update March 2012
Cross Council Projects – Supplies and Services		
Temporary Labour	This projects aims to reduce temporary labour spend by the council, thereby delivering direct savings and reducing the number of redundancies required as a result of Structure and Staffing project, other One Council initiatives, and other budget savings. In addition, the project aims to ensure the reduction in use of temporary labour is sustainable by putting in place a 'demand management' process.	<p>This Project has now been completed</p> <p>Project closure was formally approved by Programme Board on 14 February 2012. Reductions in reductions in temporary labour spend have been calculated at c £5m. Final approval of the appointment of temporary workers continues to remain with the Director of Finance & Corporate Services and the Director of Legal & Procurement.</p>

Project Name	Project Aims	Update March 2012
Department Projects - Children & Families		
Children's Social Care Transformation	The aim of this project is to manage increasing service demands, improve outcomes, maximise resources and meet identified savings targets.	<p>This Project is currently in delivery</p> <p>Overall, the number of Looked After Children (LAC) remained relatively higher than anticipated during 2011/12 and the focus of this project has remained on effective management of budgeted spend.</p> <p>Formal project closure is planned by the end of March 2012, when ongoing monitoring of spend will be transferred to the Strategic Finance Group. However work to analyse rising LAC numbers and potential strategies for reduction is currently being scoped in conjunction with the Early Years, Localities & Placements Project (See below)</p>
Special Education Needs Review – Phase 2	Phase 2 of this project will address the end to end process within special education needs. A key output will be the development of a strategy to ensure consistency in assessments, decisions on type of support and commissioning.	<p>This Project is currently in the development stages</p> <p>The Business Case/Project Initiation Document for this project is scheduled to be reviewed by Programme Board on 27 March 2012</p>
Early Years, Localities & Placements	This project is aimed at improving the "child's journey" through different services and stages of need. This will involve a full end-to-end service review and identifying methods to manage demand in children's social care. It will also review the scope and coverage of existing children's centres to move towards delivering a targeted offer through them.	<p>This Project is currently in the development stages</p> <p>Since the last update, an external consultancy were commissioned to review current delivery approaches within the Early Years and Localities service areas. This focussed on the journey of the child into (and out of) the care system, and the preventative work that takes place around this. Current structures and processes were also examined and, benchmarked against other local authority models, to identify areas for improvement. A concept paper is being developed which aims to bring together approaches being developed as part of this project, the work being carried out as part of the Complex Families project and the national 'Troubled Families' agenda.</p>
Children with	This Project is closely aligned with the Transitions Project	This Project is currently in delivery

Project Name	Project Aims	Update March 2012
Department Projects - Children & Families		
Disabilities	(see below) and will improve services for children with disabilities aged between 0-13 and their families. The key focus of this project will be to create one team, meeting the social care needs of children with disabilities between the ages of 0-13 and ensure a smooth handover to the Transitions team at age 14 for all relevant children.	This project has short timescales due to the need to align to the Transitions project and is due to close on 30 April 2012 A project manager has been appointed and the Project Initiation Document was endorsed on 14 February 2012. The Equalities Impact Assessment for this project is also being updated.
Review of School Improvement Service	The School Improvement Service works in an advisory capacity with Brent schools to raise standards. This project will review the current operating model and set out options for future school improvement provision in the Borough.	This Project is currently in the development stages A business case presenting options for the core service was presented to Programme Board on 28 February 2012. Further information is required from Children & Families in order to inform decisions on the options. A further paper outlining options for developing a traded service will also be presented to Programme Board on 27 March 2012.

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Project Name	Project Aims	Update March 2012
Single Department Projects - Adult Social Care		
Adult Social Care - Direct Services (Learning Disability Day Services)	The aim of this project is to improve service outcomes for users by consolidating all current day centres into the purpose-built John Billam Resource Centre (JBC) and re-designing the service model to support users to access services in the community more independently.	This Project is currently in delivery The completion of building works for the John Billam Resource Centre is approximately four to six weeks behind schedule. This is due to a delay in the delivery of building materials and adverse weather conditions during January and February 2012. This will have an impact in the timely delivery of the benefits related to the Direct Service Project in terms of savings from the closure of Albert Road and Strathcona day centre. However the John Billam Project Manager is in discussion with the building contractor to establish how and what work adjustments could be made to bring the timescales back into line.
ASC -	The aim if this project is to redesign the commissioning	This Project is currently in delivery

Project Name	Project Aims	Update March 2012
Single Department Projects - Adult Social Care		
Commissioning	function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement	This project remains on track to deliver against 2011/12 budgeted savings target of £4.425m. £3.057m (73%) savings have been banked to end of January and a number of projects are set to over deliver against the PID saving targets, This project to due to be completed and closed by the end of March 2012.
ASC – Commissioning Phase 2	Phase two of this project will focus on the development of a commissioning strategy for Brent and deliver additional savings.	This Project is currently in the development stages A paper reviewing the ‘Supporting People’ grant funding programme and implications for commissioning has been circulated to Programme Board. A concept paper is currently being developed.

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Project Name	Project Aims	Update March 2012
Single Department Projects - Regeneration & Major Projects		
Housing Needs Transformation	The aim of this project is to deliver improvements and efficiencies in the Housing Needs service. This will be delivered through three workstreams as follows: <ul style="list-style-type: none"> • Service transformation workstream • Accommodation management workstream • Demand management workstream 	This Project is currently in delivery Most appointments to the new Housing Needs Structure have now been made and the new structure remains on track to be implemented by 1 April 2012. Where appointments were not made, the use of interims is being considered to ensure service stability. Consultation on a proposed Tenancy Strategy is currently underway and is due to close on 5 March 2012. The outcome will have implications for affordable rent, fixed term tenancies, housing applications and allocations, homelessness and the use of the private rented sector and links between housing and employment.
Commissioning	The aim of this project is to provide efficient and flexible	This Project is currently in the development stages

Project Name	Project Aims	Update March 2012
Single Department Projects - Regeneration & Major Projects		
Temporary Accommodation	temporary accommodation for those in Housing Need within Brent. Opportunities exist to develop options with other partners and registered social landlords across West London.	Detailed proposals relating to the management of accommodation and options for the creation of a central accommodation team will be considered by Programme Board in May 2012.
Facilities Management	The aim of this project is provide an efficient Facilities Management (FM) function that meets the needs of the Civic Centre in 2013 and the wider strategic needs of the Council portfolio. Opportunities also exist to deliver efficiencies and improvement in 'Soft FM' such as security and cleaning.	This Project is currently in the development stages Since the last update, it has been agreed that the Civic Centre project should address FM for offices. The remaining aspects of FM (e.g. non-office buildings, cleaning and security) are being developed as a potential One Council project.

Project Name	Project Aims	Update March 2012
Single Department Projects - Environment & Neighbourhood Services		
Waste & Street Cleansing Review	This project aims to deliver the council's policy objectives on sustainability by increasing recycling and minimising use of landfill.	This Project is currently in delivery The year on year comparison of the performance of the new service (Oct–Dec 2011) with the previous service (Oct–Dec 2010) shows that: waste collected decreased by 22%, recycling collected increased by 45%, organic waste collected increased by 17%. Overall recycling and composting rate increased by 13 percentage points, from 30% to 43%. Preparation for the transition of deliverables and responsibilities to the wider recycling and waste unit has also begun. This project to due to be completed and closed by the end of March 2012.
Waste & Street	Phase II aims to achieve further efficiencies and	This Project is currently in the development stages

Project Name	Project Aims	Update March 2012
Single Department Projects - Environment & Neighbourhood Services		
Cleansing Review Phase 2	improvement within the Waste & Street Cleansing Service via the development of a Waste Strategy and subsequent specification and retendering of a Waste Contract which will be in place by 2014.	This project will be managed by the Environment & Neighbourhood Services portfolio. A concept paper is currently being developed.
Libraries Transformation	The aim of this project is to provide an efficient and cost effective library service to Brent residents	This Project is currently in delivery In February 2012 the Supreme Court refused to allow any further appeal to be heard in relation the council's decision to implement the Library Transformation project. The project team is currently reviewing project milestones to ensure associated improvements are implemented and the Project Initiation Document is also being reviewed and updated to reflect this.
Parking	The aim of this project is to provide efficiencies in Parking Enforcement and Notice Processing through the retender of the parking contract and deliver improvements to ensure the incidences of non-compliance are minimised. This will be achieved by reviewing process and infrastructure within the Parking Team.	This Project is currently in delivery The Business Case and Project Initiation Document were reviewed by the One Council Programme Board on 28 February 2012. Some follow up is required to clarify resourcing and confirm some project milestones; however this project has moved into delivery.
Highways	This project aims to deliver efficiencies and improvement in the Procurement of highways. Opportunities exist to achieve this in conjunction with other west London boroughs.	This Project is currently in the development stages A Business Case was approved by Programme Board on 14 February 2012. A project manager with appropriate skills and experience to deliver this project is being resourced by Environment & Neighbourhood Services.
Rationalisation	This project aims to bring together currently fragmented	This Project is currently in the development stage

Project Name	Project Aims	Update March 2012
Single Department Projects - Environment & Neighbourhood Services		
of Grounds Maintenance	grounds maintenance services across a range of council services and deliver both improvements and efficiencies	A concept paper was endorsed by Programme Board on 14 February 2012. The next stage will be further development of business case options which will be presented to Programme board in May 2012.

Project Name	Project Aims	Update March 2012
Multi Department Projects		
Transitions to Adult Life	The Transitions project aims to improve outcomes for children with disabilities transitioning into adult care (age 14 to 25) whilst reducing pressures on the budget.	<p>This Project is currently in delivery</p> <p>This project continues to progress within tight timescales and a 30 day staff consultation period ended on 20 February 2012. It is anticipated that the new structure will be implemented by 2 April 2012; however there remain significant dependencies with the Children and Families Department which continue to be monitored and managed.</p> <p>This project to due to be completed and closed by April 2012</p>
Services for Young People	This project will fundamentally review the delivery of activities for young people across the borough, spanning all levels of need – from universal through to targeted provision. It will set out options for a future youth offer that will ensure a more strategic approach to the planning and commissioning of services to ensure that positive activities meet the needs of young people in a climate of reducing resources.	<p>This Project is currently in the development stage</p> <p>Following work completed by the National Youth Agency (December 2011) to understand current provision and need in Brent, a Business Case & Project Initiation Document are being developed.</p>

Project Name	Project Aims	Update March 2012
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Partnership Projects		
Integrating Health & Social Care	<p>1.To achieve financial benefits for both health and social care by:</p> <ul style="list-style-type: none"> • Improving the quality of commissioning practices • Integrating care pathways and new services • Integrating back office functions, where appropriate <p>2.To improve health and social care outcomes for the adults of Brent by:</p> <ul style="list-style-type: none"> • Developing integrated pathways of health and social care services, and providing a service that is person-centred and outcome focused, shifting care away from the acute sector <p>3.To improve quality and performance for both organisations</p>	<p>This Project is currently in the development stage</p> <p>Since the last update, the Head of Service Transformation has been appointed by Adult Social Care and will take forward the development of this project.</p> <p>The Council and Health Partners are still working towards agreeing an integration approach and developing the business case for this project.</p>
Transfer of Public Health Function	<p>The overall objective of this project is to create a public health system in Brent by April 2013 that can deliver sustainable health improvement for all the borough's residents and at the same time reduce health inequalities in the borough.</p>	<p>This Project is currently in the development stage</p> <p>Joint work has continued with Public Health teams to complete baselining activities. High level financial analysis has been completed and functions and services will also be reviewed.</p> <p>The shadow allocation was published on the 7/2/12. The implications of this are still being worked through, but initial thoughts are that it is a fair allocation. However information is still awaited from central Government on the Public Health Outcomes Framework and the Health Premium which were initially due to be published with the Shadow Health Allocation.</p> <p>A Project Initiation Document for this project is due to be reviewed by Programme Board on 27 March 2012.</p>
Complex Families	<p>This is a multi-agency family intervention project that</p>	<p>This Project is currently in delivery</p>

Project Name	Project Aims	Update March 2012
Partnership Projects		
	<p>will be piloted over one year. The aim is to provide targeted early intervention for families that are in most need of a range of council services, and improve outcomes for these families by coordinating swifter, more effective resolutions to meet their needs.</p>	<p>Brent has been approved as a Central Government Community Based Budget pilot Borough. A Concept paper & Business Case were endorsed by Programme Board in December 2011.</p> <p>Families are being identified and progress has been made with the establishment of a governance structure to deliver the project (workstreams have been established) a recruiting a project manager.</p> <p>Discussions are on-going as to how this project can be aligned to the Early Years project and encompass the national 'Troubled Families' agenda.</p>

Appendix 5 – One Council Savings – 2012/13 Budget

(NET OPERATIONAL SAVINGS)	Saving/ cost avoid	2010/11 Actual £'000	2011/12 Forecast £'000	2012/13 Budget £'000	2013/14 Budget £'000	2014/15 Budget £'000	RAG status Savings
Cross-cutting projects							
Civic Centre	Saving	0	0	0	2,000	3,000	Amber
Review of business systems, processes and support - additional amount on top of amounts included in Civic Centre business case	Saving	0	0	0	1,000	2,000	Amber
Future Customer Services	Saving	0	686	1,496	1,634	1,634	Amber
Finance Modernisation	Saving	400	1,505	1,505	1,505	1,505	Completed
Project Athena - HR element	Saving	0	0	100	360	360	Amber
Structure and Staffing (50 manager posts plus Waves 1 and 2)	Saving	6,591	13,770	14,468	14,468	14,468	Completed
Review of Employee Benefits - 2010/11 savings - £1m reduction in overtime and allowances and implementation of London weighting changes	Saving	1,000	1,550	2,125	2,125	2,125	Completed
Review of Employee Benefits - 2011/12 and 2012/13 reductions in overtime and allowances and move to core contract	Saving	0	575	1,114	1,114	1,114	Amber
Recruitment advertising	Saving	150	150	150	150	150	Completed
Strategic Procurement Review - 2010/11 savings	Saving	1,249	2,147	2,147	2,147	2,147	Completed
Strategic Procurement Review - 2011/12 savings	Saving	0	1,000	0	0	0	Red
Strategic Procurement Review - 2011/12 onwards - nil inflation	Cost avoid	0	3,000	6,000	9,000	12,000	Green
Strategic Procurement Review - 2013/14 onwards - targeted and compliance related reductions	Saving	0	0	0	1,500	3,000	Amber
Strategic Property Review - 2011/12	Saving	496	681	1,211	676	676	Amber
Income Maximisation	Saving	213	4,355	4,355	4,355	4,355	Completed
Cross-cutting projects total savings		10,099	29,419	34,671	42,034	48,534	
Service projects							
Benefits	Saving	560	708	708	708	708	Completed
Revenues	Saving	0	1,200	1,200	1,200	1,200	Completed
Waste and Street Cleansing - 2011/12 budget	Saving	42	1,595	1,595	1,595	1,595	Green
Waste and Street Cleansing - 2012/13 budget - adjustment to ENS cash limit	Saving	0	0	1,357	1,357	1,357	Amber
Waste and Street Cleansing - 2012/13 budget - removal of growth for waste disposal in central items	Cost avoid	0	0	446	1,119	1,866	Amber
Waste - tendering of contract in 2014	Saving	0	0	0	0	1,215	Amber
Libraries	Saving	0	0	816	816	816	Green
Grounds maintenance	Saving	0	0	200	300	300	Amber
Parking contract	Saving	0	11	277	588	588	Amber
Highways and transportation	Saving	0	0	300	200	200	Green
Regulatory Services	Saving	0	0	50	100	150	Green
Children's Social Care transformation - 2011/12 budget	Cost avoid	0	1,522	1,800	1,800	1,800	Amber
Children's Social Care transformation - 2012/13 budget	Saving	0	0	150	350	584	Red
Early Years and Localities	Saving	0	0	500	1,000	1,300	Amber
School Improvement Service	Saving	0	0	700	850	1,000	Amber
Traded Services to Schools	Saving	0	0	150	150	150	Amber
Services to Young People	Saving	0	0	100	300	300	Amber
Special Education Needs (transport)	Saving	0	0	200	300	400	Amber
Children with Disabilities	Saving	0	0	60	60	60	Amber
Transitions to Adult Life	Cost avoid	0	0	550	1,080	1,580	Red
Adult Social Care (ASC) Commissioning - Phase 1	Saving	0	4,225	5,866	5,866	5,866	Green
ASC Commissioning - Phase 2 (Supporting People)	Saving	0	1,200	1,800	2,700	2,700	Amber
ASC Customer Journey	Cost avoid	988	1,165	1,165	1,165	1,165	Completed
ASC Direct Services	Saving	0	635	1,068	1,068	1,068	Green
ASC Health and Social Care Integration	Saving	0	0	0	2,200	2,200	Red
Housing Needs Transformation - process	Saving	0	18	950	1,300	1,300	Green
Housing Needs Transformation - policy	Cost avoid	0	0	500	1,000	1,500	Red
Transport - Brent Transport Services - ASC component	Saving	0	0	180	180	180	Green
Service projects total savings		1,590	12,279	22,688	29,352	33,148	
Cross-cutting project total savings		10,099	29,419	34,671	42,034	48,534	
TOTAL PROGRAMME SAVINGS		11,689	41,698	57,359	71,386	81,682	Amber
TOTAL PROGRAMME COSTS		4,290	2,639	4,017	6,017	6,017	
NET PROGRAMME SAVINGS		7,399	39,059	53,342	65,369	75,665	Amber

**One Council Overview & Scrutiny Committee Work Programme 2011/12
Chair Cllr Ashraf**

Date of Meeting	Agenda item	Requested Information / Evidence	Invited witnesses	Notes
2nd June 2011 Joint Meeting	Update from the Leader of the Council	The Leader of the Council will answer questions on the administration's priorities. This will happen twice in 2011/12. – Held as part of the Joint Committee	Councillor Ann John	
	Brent – An Overview	An update on the latest statistical information highlighting the issues in Brent	Cathy Tyson	
	The Localism Bill	The key aspects of the localism bill and Brent's initial response them	Cathy Tyson	
6th July	Housing Need Transformation Project	An overview of the Housing Needs Transformation Project to include information on project work streams progress to date, and how the impact of the project will be measured	Perry Singh	
	One Council Programme Update	To provide members with information on the status of the programme and the individual project within the programme.	Phil Newby	

	Car repair and spray painting task group	Focusing on progress, risks, dependencies and benefits. The final report of the task group which was set up following a motion to council.	Councillor Moloney	
14th September	The waste and recycling transformation project	To provide members with an update about the implementation of the waste and recycling transformation project.	Chris Whyte & David Pietropaoli	
	Quarterly Performance & Finance Report Q4 2010/11	To provide members with performance information	Phil Newby	
	The Localism Bill	To provide members with an update on changes made to the bill during its progression through parliament and the implications for Brent	Cathy Tyson	
	Work programme report & Fairtrade Status for Brent	To provide members with the opportunity to discuss the committee's		

	task group scope	work programme and the scope for a task group on Fairtrade.		
22nd November 2011	<p>Optimised BHP</p> <p>Complaints Annual Report</p> <p>One Council Programme update</p> <p>Quarterly Performance Information</p>	<p>Members of the committee have request a report on the new BHP arrangements including how the relationship will be managed and the arrangements for monitoring the contract.</p> <p>This report will provide members with information on how the council has dealt with complaints during 2010/11 and progress towards revising the complaints procedure.</p> <p>The committee will receive an update on the status of the programme and the individual project within it.</p> <p>To provide members with the latest performance information</p>	<p>Andy Donald</p> <p>Philip Mears</p> <p>Peter Stachniewski</p> <p>Phil Newby / Cathy Tyson</p>	
25th January 2012	Future Customer Contact Project	When members discussed this project in February 2011 they requested further information as the project progressed and changes were being implemented	Tony McConvile / Margaret Read	

	Project Athena	Members have requested more information about the cross borough project and how it is being managed.	Clive Heaphy	
	Quarterly Performance Information	To provide members with the latest performance information. Q2	Phil Newby / Cathy Tyson	
21st March 2012	Direct Services Project	Members have requested a report on the implementation / delivery of the project - to include information on assessments and impacts.	Alison Elliott	
	One Council Update	Members will receive an update on the status of the programme and the individual project within it.	Peter Stachniewski	
	Quarterly Performance information	To provide members with the latest performance information. Q3	Phil Newby/Cathy Tyson	

Other issues the committee would like to cover date to be confirmed: