



One Council Overview and Scrutiny Committee

Wednesday 29 May 2013 at 7.00 pm

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

Membership:

Members

Councillors:

Ashraf (Chair)
Colwill (Vice-Chair)
Chohan
Harrison
Lorber
Long
Mitchell Murray
Powney

first alternates

Councillors:

Brown
BM Patel
Hossain
Kabir
Clues
Ketan Sheth
Jones
Van Kalwala

second alternates

Councillors:

Green
Kansagra
Allie
Kataria
Hopkins
Hector
Gladbaum
Adeyeye

For further information contact: Gayle Fentiman, Democratic Services Officer
020 8937 4617 gayle.fentiman@brent.gov.uk

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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 2 May 2013	1 - 6
The minutes are attached.	
4 Matters arising	
5 Libraries Transformation Project	
Members will receive a presentation from Sue Mckenzie (Head of Libraries, Arts and Heritage) and Jenny Isaac (Assistant Director, Neighbourhood Services). The presentation will update members on the progress of the project, focusing on the performance levels achieved in 2012/13 and outlining planned developments for Brent's library service in 2013/14, including the new Wembley Library in the Civic Centre.	
6 Services for Young People	
Members will receive a verbal update from Sara Williams (Assistant Director Early Help and Education). The update will outline the achievements made so far and the progress of the project.	
7 One Council Programme update	7 - 30
The committee will receive an update from Irene Bremang (Programme Management Office (PMO) Manager) on the status of the programme and the individual projects within it.	
8 One Council Overview and Scrutiny work programme	31 - 32
The work programme is attached.	

9 Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee is scheduled for 10 June 2013.

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.
 - Toilets are available on the second floor.
 - Catering facilities can be found on the first floor near the Paul Daisley Hall.
 - 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 Thursday 2 May 2013 at 7.30 pm

PRESENT: Councillor Ashraf (Chair), Councillor Colwill (Vice-Chair) and Councillors Chohan, Hopkins (alternate for Councillor Lorber), McLennan, Mitchell Murray, Pavey and Ketan Sheth

Also present: Councillor Hirani (Lead Member for Adults and Health)

An apology for absence was received from: Councillor Lorber

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

Councillor Ketan Sheth declared an interest as the Vice Chair of Central and North West London NHS Foundation Trust, however he did not view this as a prejudicial interest and remained present to consider the item under discussion.

Councillor McLennan declared an interest as an employee of Ealing NHS Trust, however she did not view this as a prejudicial interest and remained present to consider the item under discussion.

2. **Mental Health and Adult Social Care performance**

Phil Porter (Interim Director of Adult Social Services) introduced the briefing note and referred to the various performance indicators. Starting with performance indicator NI 130 – social care clients receiving self-directed support, Phil Porter explained that this was part of the 'putting people first' agenda. Initially, self-directed support had operated as a separate process using a specific set of documents, however in April 2011 it became amalgamated with Adult Social Care. Phil Porter advised that the definition of the NI 130 indicator had not previously been interpreted correctly as the percentage figures applied to those who received direct payments only. Clarification had since been sought that the indicator includes any who receive self-directed support to fund services, whether through making their own arrangements or who choose to have council managed services. In view of this, the target would be duly set at 100% as of quarter one in 2013/14, as everyone who is eligible receives self-directed support. Phil Porter stressed that the council was focusing on helping with the individual needs of each client.

Mary Stein (Head of Transformation Service, Adult Social Services) added that new legislation would be coming in over the next two years and it was anticipated that some NIs would be added, removed or changed as the emphasis focused on reablement. Elizabeth Jones (Assistant Director of Finance, Adult Social Services) advised that future performance data would also include a breakdown of those receiving direct payments only and the total number receiving self-directed support.

Members then discussed issues relating to NI 130. In respect of the misinterpretation of NI 130, it was queried how long inaccurate data had been

provided and did this also mean that performance was below the required standards. It was commented that as direct payments had been in place for some time, the relevant performance indicators should have been interpreted correctly and confirmation of the numbers of those presently receiving direct payments, those not claiming and those receiving council managed services was requested. It was queried whether training was given to clients who were on direct payments and was it clearly explained to them about the need to keep records such as receipts. Information was sought on what clients were asked to record. In addition, it was asked what the charges were to help those on direct payments manage their accounts. Officers were asked if direct payments were monitored and the need for transparency and to account for funds was emphasised. Details were sought as to what actions were being taken to identify suitable alternative providers for those on direct payments and a list of these was requested. It was asked what steps would be taken to take performance forward and when was it likely to change to green RAG status.

In reply to the issues raised in respect of NI 130, Phil Porter clarified that previous performance data that had been provided was not inaccurate as such, but reflected a different interpretation. He advised that around 400 clients presently received direct payments, whilst a total of around 1,000 received traditional health care services. The committee heard that clients received training as part of their support plans following their assessments and it was clearly set out what they could and could not do in these plans. In addition, assistance is given in setting up direct payments when clients employ someone to provide services. Phil Porter added that the contract framework would help identify suitable providers and establish the care contract process. He anticipated that NI 130 would achieve a green performance status the next time that it was reported to the committee. Phil Porter confirmed that details of the numbers on self-directed support, those on direct payments only and those receiving council managed services would be provided.

Elizabeth Jones advised that some clients may be receiving both direct payments and receiving traditional services. Elizabeth Jones explained that the direct payments contract also set out what clients and their carers needed to do. A pre-paid card had also been introduced which allowed clients to either telephone or use the internet to purchase services and this made it easier to maintain an audit trail and provide the added advantage of real time monitoring. Around 85% of direct payments clients were now on a pre-paid card arrangement and this had made monitoring much easier. Clients could also upload receipts and receive support by telephone. Elizabeth Jones explained that when direct payments had initially been introduced, the Government had promoted a 'light touch' to monitoring, however now much more transparency was desired. Members heard that the council would pick up costs associated with support given to clients to manage their accounts. Elizabeth Jones stated that a demonstration of how the pre-paid card worked could be provided to Members.

Elizabeth Jones explained that following a one-to-one dialogue with the assessor and the client, the client's needs would be identified to help put together the support plan and how its' objectives could be achieved. A number of organisations could be used by clients and Age Concern also provided advice on this. Mary Stein added that the market of providers would be assessed as part of the commissioning strategy.

Members requested that information include raw data and a breakdown of these figures and also to include the numbers of clients involved, as well as percentages. It was felt that statistics in the form of a set of tables would be more useful and a member suggested that a template similar to that used to report information to the Budget and Finance Overview and Scrutiny Committee could be used. The Chair added that a presentation demonstrating how the direct payments pre-paid card worked could be provided at a future meeting.

Phil Porter then drew Members' attention to NI 132, timeliness of social care assessments (mental health only), whose performance status was red, and NI 133, timeliness of social care packages following assessment (mental health only), whose performance status was green. He explained that last year, the number of referrals had been 50 per month, whilst the average for this year was 150 and so this partly attributed to the reasons why NI 132 indicator was red. The Central and North West London Hospital Trust (CNWL) was investigating the reasons for the increase in GP referrals. However, once the assessments were completed, performance in putting together social care packages was good and this is why NI 133 was green. Although CNWL had redesigned the service, this had not led to the improvements desired. Phil Porter advised that a recent comprehensive review of Brent Mental Health Services had recommended that a process of competitive dialogue commence with any willing provider to redesign the service to make it more efficient and effective. It was anticipated that the competitive dialogue process would take between 12 to 18 months.

During Members' discussion, one member suggested that specific dates be included in reports, rather than references to events being recent or historical. With regard to the reference in the briefing note to the high volume of cases where clients did not attend their appointments, it was suggested that a friendly telephone reminder would be helpful, especially as some clients may be less trusting of authority and a more informal approach could be beneficial. It was queried in what other areas had a competitive dialogue process been undertaken and how did this differ from other tendering processes. Another member queried why a competitive dialogue process had not been considered previously. Views were sought as why the number of referrals had increased so significantly and what was being undertaken to address this. It was queried whether the increase was partly attributable to the closure of day centres. Members asked whether the Director of Public Health would be involved in addressing this issue.

In reply, Phil Porter stated that an incentives based system could partly explain the reasons for the increase in referrals by GPs and in addition, the move towards more safeguarding could also be a reason. He stated that in around 50% of the referrals, clients did not attend assessments and it was possible that a number of these were clients who had been re-referred. To address these issues, monthly meetings with the Brent Clinical Commissioning Group (CCG) were taking place to see if the service set up was the most appropriate, whilst efforts were also being made to improve communications with GPs. The Director of Public Health would also play a role in looking at mental health needs and would be involved in the competitive dialogue. Phil Porter stated that a competitive dialogue process had been used previously in social services, however the perceived risk element had prevented such a process from being used more frequently.

Elizabeth Jones explained that during competitive dialogue, the council would ask potential providers for their ideas in helping achieve its' objectives and this would allow flexibility in that the council could 'cherry pick' the best ideas emanating from the process, rather than having to set a service specification from the outset.

Councillor Hirani (Lead Member for Adults and Health) added that provider hostility to competitive dialogue was also a factor as they would not want to see their best ideas taken by a competitor. However, there were a number of other examples of competitive dialogue exercises across the council, one of the most recent being the procurement of the Public Realm contract.

In respect of the rising number of referrals, Mary Stein added that the comprehensive review of Mental Health Services had suggested that appropriate training, particularly in respect of GPs, would be needed to address this issue.

Phil Porter then provided an update on NI 135, percentage of carers receiving needs assessment or review and a carer's service. The performance indicator was red and there had been difficulty in recording carers because of:

- Social workers traditionally focusing more on the needs of the service user
- The process of recording carers on Frameworki in a systematic way not being as robust as it could be
- Some carers not identifying themselves in this role and refusing assessment on the basis that they do not see it as being relevant
- The indicator assumes that 100% of carers require annual reviews of their assessments

Phil Porter advised that there would be more focus on carers in 2013/14 to address this and a number of initiatives have been put in place to improve performance. This included setting up a Carer's Hub 'one stop' service and improving workflow processes to help identify and record carers more easily and ensure 100% of identified carers are offered assessments.

Members enquired how collecting data issues through Frameworki were being resolved and sought further information on how the Carer's Hub would operate. It was acknowledged that carers would appreciate being able to relate to other people in similar situations. One member suggested that the number of carers in Brent was likely to be higher than estimated and asked how this number had been arrived at and commented that a lot of carers would not be visible. This was partly attributable to a cultural mind set where it was seen as the norm for some members of the family, particularly women, to take on a carer's role and not wishing to mention it publically or to authorities and this was an issue that should be tackled. It was enquired whether there was information on the profiles of the carers who were being assessed and those who were not. Information was sought on how many carers there were in Brent and the number who were receiving financial support and also to compare this with figures for 2010/11.

In reply, Councillor Hirani explained that the Carer's Hub would act as a single point of access for all carers across Brent and that it was estimated that there were around 23,000 carers in the Borough, a comparatively high number. He felt that the Carer's Hub needed to be publicised more to encourage carers to participate.

Phil Porter added that the Carer's Hub would also work with GPs and a private care liaison nurse to extend help to carers. With regard to Frameworki, he explained that processes to record carers were being simplified and improvements in performance should be evident by quarter two in 2013/14. He stated that there was a moral duty to be supportive to carers and at an early stage, as this would lead to better outcomes for both service users and carers, as well as resulting in less costs in the longer term. He agreed to provide information in relation to the number of current carers in Brent and how the figure of 23,000 had been determined, those receiving some kind of financial support and a comparison of these figures with 2010/11.

Turning to the performance indicator relating to local quarterly number of delayed hospital charges, Phil Porter advised that the indicator was red, however a very ambitious target had been set for 2012/13. Performance was still a significant improvement from 2011/12 and the target would be revised accordingly for 2013/14.

Elizabeth Jones then referred to transitions overspend forecast for 2012/13, which was associated to the cumulative shortfall in funding for the Transitions Service over the previous two financial years. The costs for running the service had not been properly calculated upon transferral from Children and Families and as a result a legacy overspend had been inherited. However, the shortfall had been addressed within the medium term financial strategy for 2013/14 and a balanced budget was on track for the department for 2012/13. Elizabeth Jones confirmed that children were transferred to the responsibility of Adult Social Services when they reached 18 years of age.

Whilst acknowledging the success in managing to balance the accounts, a member asked what steps were being taken to ensure that inheriting such an overspend would not occur in the future.

In reply, Elizabeth Jones explained that the inherited overspend was due to Frameworki not being fully utilised in Children and Families, however a One Council project had been looking at ways to improve the way it was used and Frameworki was to be re-launched in that department in October 2013.


3. Date of next meeting

It was noted that the next meeting of the One Council Overview and Scrutiny Committee would be agreed at the Annual Council meeting in May.

The meeting closed at 9.00 pm

J Ashraf
Chair

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	<p style="text-align: center;">One Council Overview & Scrutiny Committee 29th May 2013</p> <p style="text-align: center;">Report from the Director of Environment & Neighbourhood Services</p>
<p>Wards Affected: ALL</p>	
<p>The One Council Programme – First Update - 2013/14</p>	

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 financial benefits of £11.7m in 2010/11, a further £29.5m in 2011/12, and additional savings of £13.4m in 2012/13, resulting in cumulative benefits of £54.6m per annum from the end of 2012/13. By the end of the Programme in 2014/15, cumulative benefits are budgeted at £78.6m per annum.
- 1.4 Progress since the last One Council Programme update report to the Overview and Scrutiny Committee on 5 December 2012 includes:
 - six projects that were in delivery when we reported in December are now completed and closed;

- five new OC projects have been brought into the programme – Customer & Visitor Management (Civic Centre Operations), Senior Management Restructure, Promoting Pupil Inclusion, ASC Mutual and ASC Mental Health Review.
- the Procurement project and Web Enhancement project, which were both Red rated when we reported in December have been delivered and the projects are now completed and closed.
- both financial and non-financial benefits continue to be delivered;

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 41 projects within the One Council Programme: sixteen cross-council, nineteen single department, two multi department and four partnership projects. In total twenty projects have been formally closed by the Programme Board and a further three projects are awaiting closure.

3.2 Six projects have been completed and closed since the last report to the Committee - Future Customer Service, Web Enhancement, Procurement (Training/E-procurement/Savings), ASC – Direct Services (Learning Disability), Working with Families Phase 1 and Developing a Public Health Model for Brent.

3.3 Five new projects have been brought into the OC Programme since December. The Customer & Visitor Management (Civic Centre operations) project and Promoting Pupil Inclusion project are two of the new projects that are in delivery. The other three new projects at the pre-delivery stage are the Senior Management Restructure, ASC Mutual and ASC Mental Health Review.

3.4 The Integrating Health and Social Care project remains at the pre-delivery stage as the council continues to work closely with the Clinical Commissioning Group and other health partners to reach agreement on a model for integration.

3.5 The Procurement project and Web Enhancement project were Red rated in the December report to the Committee. Since then, the project issues have been addressed and project objectives have also been achieved. And both projects have subsequently been completed and closed in the OC Programme.

3.6 Two projects are Red rated, as follows:

- a. **Brent One Oracle E-business suite** (formerly called Project Athena). The main aim of this project is to implement an e-business Oracle system for Brent to improve and automate our back office processes (HR, Payroll, Procurement and Finance). Over recent months the scope, timescales, resourcing and costs have significantly changed largely due to changes agreed at a partnership level about the joint implementation of the Oracle solution. The go live date for the Brent implementation is now planned for November 2013. Additional resourcing and funding provisions have been agreed and put in place to address the increased requirements of this project. The scope of this project now includes the development of proposals for the next phase of the Brent One Oracle project to build on the implementation of the Oracle system in Brent and drive out further business benefits. The OC Programme Board endorsed the revised PID and agreed to hold the RAG status at Red because of risks on HR project delivery resourcing. The Project Sponsor is liaising with HR to mitigate this risk.
- b. **Parking Enforcement Review.** Significant progress has been made on this project. The joint procurement of the new parking contract has been successfully completed and this has resulted in greater savings than anticipated. The planned closures of the parking shops and introduction of online services are progressing. This project consists of six inter-related workstreams and the project rating was moved to Red because of the need for robust project management of the workstream interdependencies. A new interim project manager has been brought in to strengthen project delivery and the project rating is expected to return to Amber/Green shortly.

3.7 An outline of the current shape of the Programme can be found in **Appendix 1**. Details of project end dates are attached in **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 live One Council projects.

4.0 The One Council Programme – Programme and Project Management

4.1 Governance of the OC Programme has been revised in line with recent changes to the senior management posts in the council. The interim Chief Executive is now the OC Programme Sponsor. From June 2013, CMT will act as the OC Strategic Programme Board and will focus on cross-council projects, partnership projects and strategic matters for the Programme. Portfolio projects and general programme matters will be the responsibility of a refreshed OC Programme Delivery Board chaired by the Director of Environment & Neighbourhood Services. The revised governance and reporting structure are shown in the diagram at **Appendix 5**.

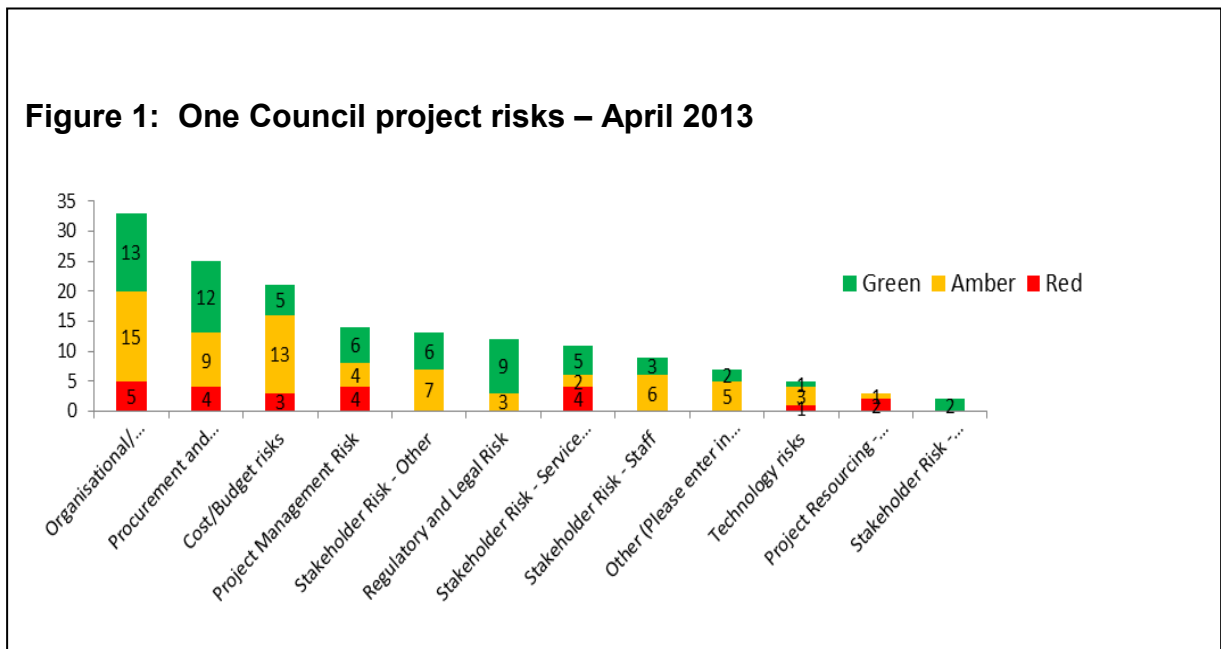
4.2 Internal change communications is now well established and is helping managers and staff to prepare for and adapt to the significant amount of internal change underway in the council, particularly this year. The remit of the internal change communications has been widened to include other service and organisational changes and the development of member communications for the move the new civic centre. Targeted external communications is also in place to help customers, service users and suppliers understand the new civic centre arrangements and the various forms of customer access to council services.

5.0 The One Council Programme – Risks, Issues and Dependencies

5.1 The most significant areas at risk at a Programme level are the delivery of financial benefits, organisational/operational risks and internal/external stakeholder buy in. Financial benefits risks will continue to be carefully monitored by the CMT/OC Strategic Programme Board and the Programme Delivery Board. Organisational /operational risks relate to internal changes in Brent and these risks are largely being addressed as appropriate by the relevant OC projects. Stakeholder buy in is being addressed through various measures put in place by OC projects to inform and engage internal and external stakeholders. The approach to stakeholder engagement will vary from project to project and is bolstered by the internal and external change communications put in place across the OC Programme.

5.2 The size of the Programme has increased and risks generally continue to be monitored and managed well. At the end of April, there were 155 risks reported across all projects in the Programme, compared to 183 risks reported in December. The decrease in reported risks is partly due to a reduction in the number of live OC projects.

Figure 1: One Council project risks – April 2013



5.3 Monitoring of key dependencies across the Programme continues to be carried out by the Programme Management Office.

6.0 Financial Benefits

6.1 Financial benefits from the One Council Programme were incorporated in the 2012/13 budget report to Full Council on 25th February 2013. Table 1 includes the latest summary of savings and costs included in the Programme and **Appendix 6** 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 Actual £'000	2012/13 Probable Outturn £'000	2013/14 Budget £'000	2014/15 Budget £'000
Total Programme Savings	11,689	41,154	54,648	64,863	78,670
Total Programme Costs	4290	2,195	4,487	2,820	1,690
NET PROGRAMME SAVINGS	7,399	38,959	50,161	62,043	76,980

6.2 A savings reduction adjustment has also been made to the Working with Families placement savings and Waste Management cost avoidance targets to reflect the current challenges and pressures of delivering these financial benefits.

6.3 The savings profile for the Senior Management Restructure from 2014/15 onwards is now included in the overall Programme Savings total.

6.4 The other main risk area in the programme is the savings from the Integration of Health and Social Care. However this risk is mitigated by potential savings from the ASC Mental Health Review project.

7.0 Non-financial benefits – improvements and efficiencies

7.1 The council has committed itself through the One Council Programme to delivering financial savings through transforming services. A list of the main non-financial benefits achieved to date was reported to the Committee in December 2012.

7.2 Quantitative and qualitative non-financial benefits continue to be achieved through OC projects. A recent example of this is the service improvement achieved through the redesigned day services for people with learning disabilities (as well as over £1m per annum budget savings). The service improvements/non-financial benefits achieved include:

- A purpose built building for people with complex needs

- Support plan reviews leading to appropriate support
- High take up of personal budgets
- Mainstream activities not in specific buildings
- Better access to colleges, employment and leisure activities
- Greater independence, choice and confidence for service users

8.0 Legal Implications

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

9.0 Diversity Implications

- 9.1 The equality and diversity implications at a project level vary with the nature of each project and its objectives. The Programme Management Office continues to maintain oversight of individual project assessments and a number of completed Equality Impact Assessments are now available for general viewing on the Brent Council website.
- 9.2 An updated assessment of the overall impact of the Programme has also been completed by the Programme Management Office, and was reviewed by the One Council Programme Board in April 2013.

10.0 Staffing/Accommodation Implications (if appropriate)

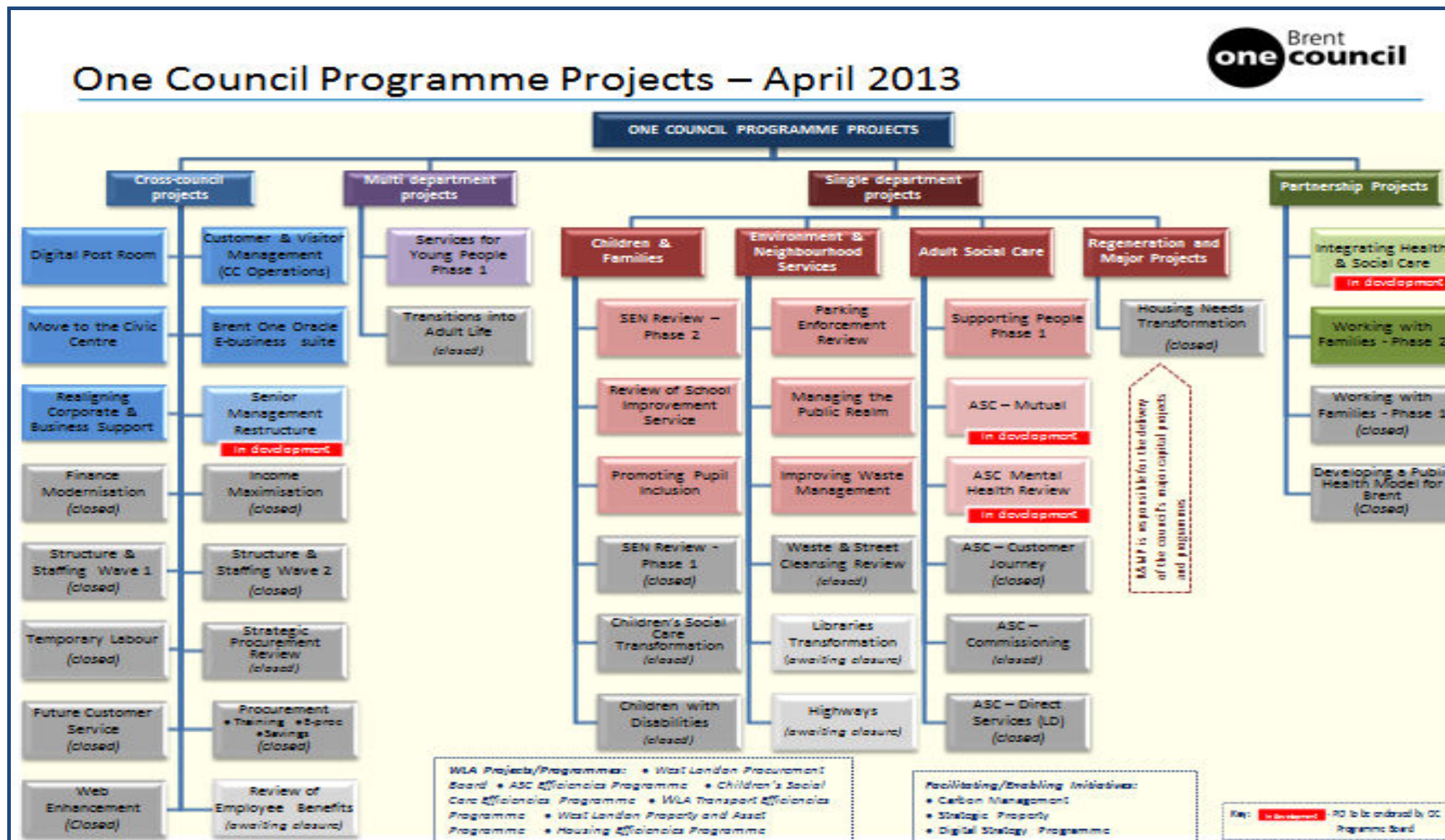
- 10.1 None

Background Papers

Contact Officers

Sue Harper
Director – Environment & Neighbourhood Services

Irene Bremang
Programme Management Office Manager



Appendix 2 – One Council Projects – Closure Dates

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Cross-council	Digital Post Room	In delivery	July 2013
Cross-council	Customer & Visitor Management (CC Operations)	In delivery	July 2013
Cross-council	Move to Civic Centre	In delivery	August 2013
Cross-council	Brent One Oracle E-business suite	In delivery	January 2014
Cross-council	Realigning Corporate & Business Support	In delivery	September 2013
Cross-council	Senior Management Restructure	Pre delivery	October 2013
Cross-council	Finance Modernisation	Closed	May 2011
Cross-council	Income Maximisation	Closed	July 2011
Cross-council	Structure & Staffing Wave 1	Closed	February 2011
Cross-council	Structure & Staffing Wave 2	Closed	September 2011
Cross-council	Temporary Labour	Closed	February 2012
Cross-council	Strategic Procurement Review	Closed	April 2012
Cross-council	Future Customer Service	Closed	December 2012
Cross-council	Procurement (Training/E-procurement/Savings)	Closed	March 2013
Cross-council	Web Enhancement	Closed	April 2013
Cross-council	Review of Employee Benefits	Awaiting closure	June 2013
Multi department	Services for Young People Phase 1	In delivery	July 2013
Multi department	Transitions into Adult Life	Closed	May 2012
Single department (C&F)	SEN Review – Phase 2	In delivery	August 2013

Appendix 2 – One Council Projects – Closure Dates

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Single department (C&F)	Review of School Improvement Service	Early stages	June 2013
Single department (C&F)	SEN Review - Phase 1	Closed	July 2011
Single department (C&F)	Children's Social Care Transformation	Closed	April 2012
Single department (C&F)	Children with Disabilities	Closed	June 2012
Single department (E&NS)	Parking Enforcement Review	In delivery	December 2013
Single department (E&NS)	Managing the Public Realm	In delivery	October 2014
Single department (E&NS)	Waste & Street Cleansing Review	Closed	May 2012
Single department (E&NS)	Libraries Transformation	Awaiting closure	June 2014
Single department (E&NS)	Highways	Awaiting closure	June 2013
Single department (ASC)	Supporting People Phase 1	In delivery	March 2014
Single department (ASC)	ASC – Customer Journey	Closed	July 2011
Single department (ASC)	ASC – Commissioning	Closed	May 2012
Single department (ASC)	ASC – Direct Services (Learning Disability)	Closed	December 2012
Single department (R&MP)	Housing Needs Transformation	Closed	July 2012
Partnership	Integrating Health & Social Care	Early stages	Tbc
Partnership	Working with Families – Phase 2	In delivery	July 2013
Partnership	Developing a Public Health Model for Brent	Closed	April 2013
Partnership	Working with Families – Phase 1	Closed	April 2013

Appendix 3 – One Council Dashboard for Overview and Scrutiny Committee

Please see separate A3 Dashboard.

Appendix 4 – One Council Project Updates – May 2013

Project Name	Project Aims	Update May 2013
Cross Council Projects – Customer Access		
Digital Post room	This project was previously a workstream within the Future Customer Services project. It will bring together work currently carried out by 8 separate post rooms within the council and use digital technology to improve efficiency in handling of post and provide the basis for identifying efficiencies in customer processes.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> The digital post room is now operational and has reduced the amount of physical post the council sends out and receives. Preparations for the move to the Civic Centre have now been made.
Civic Centre Visitor Management	The aims of this project are to deliver a model that will facilitate the effective management of visitors to the civic centre and ensure they can access the services. It will also rationalise publication of phone numbers & addresses to support the Council's contact strategy objectives	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> Published phone numbers were successfully rationalised in January 2013 and a contact strategy developed in February 2013 A room booking system for the Civic Centre is now operational The remaining focus of for this project is to fully operationalize queue management and security technology as services move to the Civic Centre. A training plan for staff is also in development

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Project Name	Project Aims	Update May 2013
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, ensuring that staff are able to work in new ways with modern technology prior to the move and keeping relevant stakeholders informed.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> All major contracts for the Move to the Civic Centre are in place, including facilities management, furniture, bulk scanning, and move contractors The countdown for the move to the Civic Centre has begun - the first moves will take place on 3 June 2013.

Project Name	Project Aims	Update May 2013
Cross Council Projects – New Ways of Working		
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.	<p>This project is awaiting closure</p> <ul style="list-style-type: none"> This project has delivered a reduction in the amount the council spends each year on overtime and allowances (excluding London Weighting) from £4.8m in 2009/10 to £2.5m in 2011/12. Standardisation of London Weighting payments has delivered a further £1.2m per annum saving. A new Brent Core Contract for staff was implemented in January 2013
Realignment of Corporate and Business Support	This project aims to review and restructure corporate and departmental support across the organisation to most effectively meet demand and support service delivery.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> Head of Brent Integrated Business Support was appointed and most appointments to the new service structure have been made. Transitional arrangements are underway to get this service fully up and running in the new Civic Centre by August 2013.
Senior Management Restructure	<p>The main project objectives are:</p> <ul style="list-style-type: none"> streamlining and refocusing Council departments, the Corporate Management Team and senior management streamlining middle management to ensure a sensible balance between management costs and business and operational requirements, as well as aligning this management tier with the new departmental structures reorganising corporate functions to reduce costs and strengthen their focus on strategic support to the organisation, as well as specialist support to departments delivering a minimum of £2.9 million savings from these changes. 	<p>This project is in the pre-delivery stage</p> <ul style="list-style-type: none"> General Purposes Committee agreed proposals for the restructuring of the council's senior management on 28/03/13 Draft PID reviewed by CMT Formal consultation on the restructuring the senior management closed on 1 May.

Project Name	Project Aims	Update May 2013
Cross Council Projects – Support Services		
Brent One Oracle e-Business Suite	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> <ul style="list-style-type: none"> • The implementation of the Oracle system has been widened to provide an e-business platform which includes HR, Payroll, Finance and Procurement modules. • Key Brent staff have reviewed the new business processes in the Oracle system and assessed the organisational impact. • The Oracle system is currently being developed for Brent and the other members of the partnership with the aim of going live with the new Oracle e-business system in November 2013. • Revised PID approved by OC Programme Board. Increased costs – Oracle development costs, payroll arrangements and internal resourcing.

Project Name	Project Aims	Update May 2013
Department Projects - Children & Families		
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 delivery</p> <ul style="list-style-type: none"> • A new SEN strategy has been developed and will be launched with Brent Schools in June 2013 • Service performance has improved, backlogs have been cleared and the placement of children in borough has increased. 100% statementing rate has been maintained since September 2012
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.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Meetings have been held with both staff and unions and the staff consultation to remodel the service is currently underway. • The new service model for the School Improvement Service is expected to go live in September 2013.

Project Name Project Aims		Update May 2013
Department Projects - Children & Families		
Promoting Pupil Inclusion	This is a service transformation project to redesign and implement a flexible and cost effective Pupil Inclusion Service. The redesigned service will be focused on meeting the diverse needs of pupils at risk of exclusion and working in close partnership with schools, families and other agencies. Preventing pupil exclusion is also linked with the aims of the Working with Families project.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Consultation on new governance arrangements for pupil referral units has commenced, with feedback from existing management committee due in May. • Audit of behaviour support services in secondary schools (and sample of primary schools) has been commissioned and will commence in late April. • Work underway to clarify current staffing and service costs and identify good practice to inform new service model.

Project Name	Project Aims	Update May 2013
Single Department Projects - Environment & Neighbourhood Services		
Libraries Transformation	The aim of this project is to provide an efficient and cost effective library service to Brent residents	<p>This project is awaiting closure</p> <ul style="list-style-type: none"> • This project has delivered £816,000, annual savings through staffing and premises cost reductions. Key improvements also include <ul style="list-style-type: none"> ○ Seven day opening for all six libraries ○ Increased study space ○ Increased number of computers for public use ○ An improved online offer to library members ○ Improved book stock for children, families and adults ○ An enhanced outreach offer to residents and community organisations ○ Wider publicity and promotion of the library offer to residents through The Brent Magazine, online newsletters and social media ○ Comprehensive training plan delivered to front line staff ○ An exciting calendar of cultural events developed throughout the year
Parking Enforcement Review	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.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The new parking contract has now been awarded. The new contract start date is 4 July 2013 and joint mobilisation for the new Parking contract has commenced • The online parking permit system was launched on Monday 18th February 2013 • Pyramid House parking shop was closed on 26 April 2013. Walm Lane Parking shop will have closed by 24 May 2013. • Work is progressing to further simplify products and pricing
Highways	This project aims to deliver efficiencies and improvement in the Procurement of highways operations. Opportunities exist to achieve this in conjunction with other London boroughs.	<p>This project is awaiting closure</p> <ul style="list-style-type: none"> • The procurement for the London Highways Alliance Contract has been completed and a new contractor has been appointed. • The staff restructure activities required to mobilise the new contract have also been completed.

Project Name	Project Aims	Update May 2013
Single Department Projects - Environment & Neighbourhood Services		
Managing the Public Realm	<p>The main aims of this project are:</p> <ul style="list-style-type: none"> To develop an integrated approach to managing the public realm that maintains resident satisfaction and will contribute to delivering budget savings. To design and procure an 'Environmental Services' contract for Brent. 	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> This is now a Brent-only procurement process following withdrawal of other councils from proposals for a joint procurement. Evaluation and shortlisting of submissions for the outline solution stage took place in early May. The next stage of the procurement process will involve the evaluation of detailed solutions. Negotiations on the potential site for a waste depot continue
Improving Waste Management	<p>This is a continuation of the Waste and Street Cleansing Review, a One Council Project that closed in May 2012. It serves as a formal and structured means of extending that work to further increase the council's recycling rate to 60% by March 2014 and reduce household waste levels.</p>	<p>This project is currently in delivery</p> <p>The project is progressing well and has recently re-prioritised workstreams to :</p> <ul style="list-style-type: none"> Further increase recycling and composting rates to meet a 50% target by March 2014 Limit the increasing cost of waste disposal Further reduce the overall amount of household waste produced by Brent residents Further improve the range of recycling services that are accessible to all residents Reduce waste sent to landfill through targeted enforcement work.

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Project Name	Project Aims	Update May 2013
Single Department Projects - Adult Social Care		
Supporting People Phase 1	<p>The project aims to improve the Council's approach to helping people live at home and preventing homelessness, whilst at the same time making the best use of the council's resources.</p>	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> The framework agreement for new contracts was awarded at the Executive in November 2012 The project is now focused on putting the new arrangements in place, and is on track to deliver savings within the allocated timescales.
Adult Social Care Mental Health Review	<p>This project will review the effectiveness of current Mental Health provision in Brent to ensure that it is fit for purpose, structured effectively, able to meet the demands of the new policy framework, and providing maximum value for money.</p>	<p>This project is currently in development</p> <ul style="list-style-type: none"> An initial review of Mental Health services was completed and discussed at CMT in March, and at a meeting of the Council Executive in April. There has been agreement to progress with the review as a project within the One Council Programme. A detailed Business Case/PID is being developed.

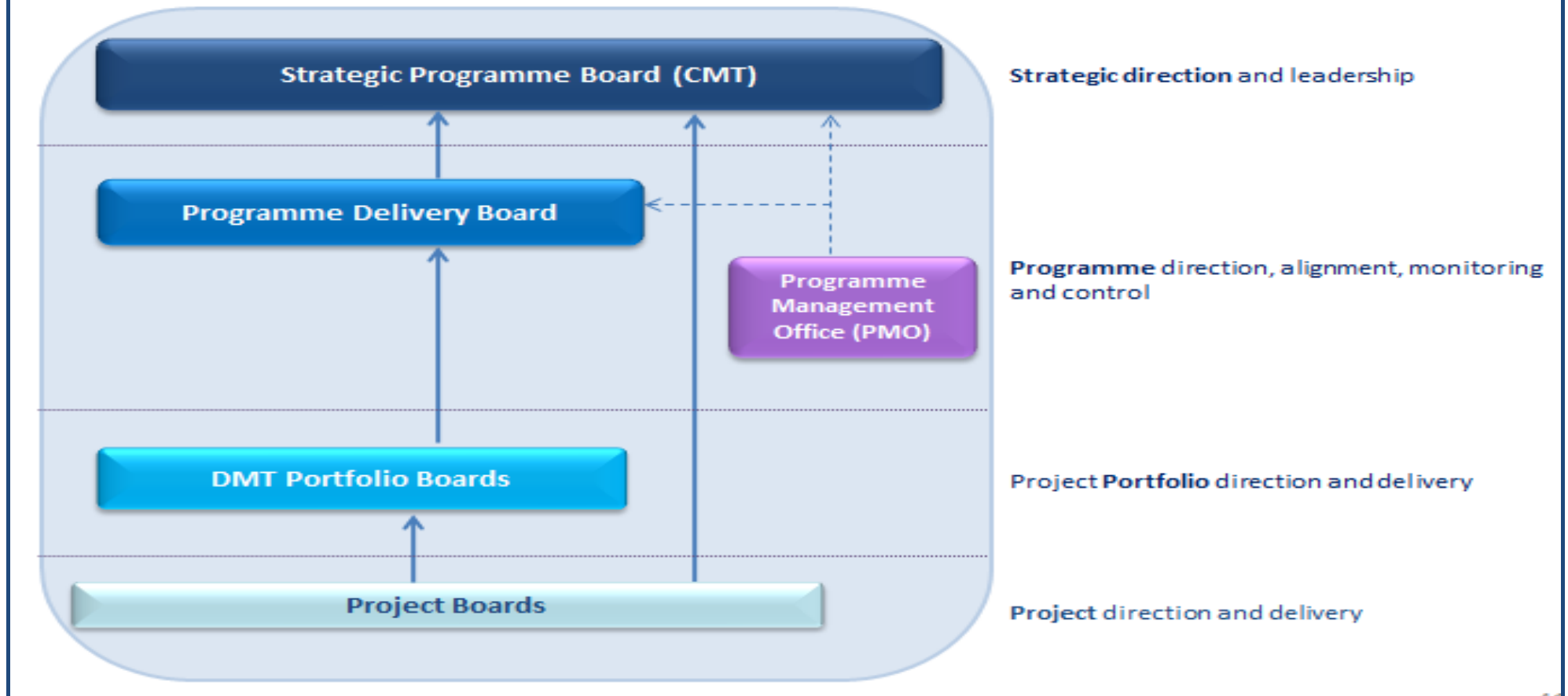
Project Name	Project Aims	Update May 2013
Single Department Projects - Adult Social Care		
Adult Social Care – Mutual	This project will consider the viability of adopting an alternative delivery model to provide Adult Social Care in Brent – through a ‘Mutual’ arrangement. This work has been developed in response to a range of internal and external policy drivers, and aims to ensure that Brent have a robust, innovative and cost effective model in place that is capable of delivering top quality services.	<p>This project is currently in development</p> <ul style="list-style-type: none"> • An initial concept paper outlining the case for change has been completed and endorsed by the One Council Programme Board. • A more detailed business case is now in development. This will need to be completed within the context of wider departmental and service changes that are currently taking place.

Project Name	Project Aims	Update May 2013
Multi Department Projects		
Services for Young People Phase 1	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 delivery</p> <ul style="list-style-type: none"> • A consultation exercise with young people has been completed and a draft Services for Young People strategy has been completed. • Draft strategy will be discussed at PCG imminently. A decision will then be taken made about next steps in terms of implementation.

Project Name	Project Aims	Update May 2013
Partnership Projects		
Integrating Health & Social Care	<ol style="list-style-type: none"> 1. To achieve financial benefits for both health and social care by: <ul style="list-style-type: none"> • Improving the quality of commissioning practices • Integrating care pathways and new services • Integrating back office functions, where appropriate 2. To improve health and social care outcomes for the adults of Brent by: <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 3. To improve quality and performance for both organisations 	<p>This project is currently in development</p> <ul style="list-style-type: none"> • The Clinical Commissioning Group has been authorised and a Chief Executive appointed. • The Council and Health Partners are still working towards agreeing an integration approach and developing the business case for this project.
Working with Families – Phase 2	<p>The Working with Families Initiative aims to change fundamentally the way that Brent Council and its partners identify and deliver services to the borough's most vulnerable families. Phase 2 of the project will run between October 2012 and July 2013 and aims to deliver a multi-agency front door service, a new family support service, and proposals for ensuring that delivery of effective interventions by 'aligned services' (services that can either prevent families getting into need or support families who are in need).</p>	<p>Phase 2 is currently in delivery</p> <ul style="list-style-type: none"> • Multi-agency front door service is on track to 'go live' in July 2013. • Early Help Family Support service (i.e. key worker team) is now fully resourced and actively engaging with Troubled Families. • A Multi-agency operational group has been set up and is meeting regularly to monitor the delivery of the Aligned Services Strategy to ensure a robust and integrated network of family support across the borough.

Appendix 5 – Governance and Reporting Framework

The revised OC Programme Board, DMT Portfolio Board and Project Board governance structure from June 2013 onwards is shown below.



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Appendix 6 – One Council Savings – 2013/14 Budget

ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - AGAINST THE 2010/11 PROGRAMME BASELINE - 30/04/13							
(NET OPERATIONAL BENEFITS)	Saving/ cost avoid	2010/11 Actual £'000	2011/12 Actual £'000	2012/13 Forecast £'000	2013/14 Budget £'000	2014/15 Budget £'000	RAG status Savings
Cross-cutting projects							
Structure and Staffing	Saving	6,591	13,770	14,468	14,468	14,468	Delivered
Streamlining Management Structures and Corporate Services	Saving	0	0	0	0	2,900	Amber
Review of employee benefits	Saving	1,000	2,035	2,860	2,997	2,997	Delivered
Future Customer Services	Saving	0	686	1,441	1,501	1,501	Delivered
Finance Modernisation	Saving	400	1,505	1,505	1,505	1,505	Delivered
Project Athena	Saving	0	0	0	0	0	No saving
Realignment of Corporate and Business Support	Saving	0	0	0	1,913	2,170	Green
One print project	Saving	0	0	433	494	702	Delivered
Other Civic Centre savings not shown above	Saving	0	0	0	0	500	Green
Strategic Property Review - 2011/12	Saving	496	681	1,211	1,211	1,211	Delivered
Strategic Procurement - savings	Saving	1,249	2,147	2,147	2,647	4,147	Amber
Strategic Procurement - cost avoidance	Cost avoid	0	3,000	6,000	9,000	12,000	Amber
Income Maximisation	Saving	213	4,355	4,355	4,355	4,355	Delivered
Recruitment advertising	Saving	150	150	150	150	150	Delivered
Cross-cutting projects total benefits		10,099	28,329	34,570	40,241	48,606	

ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - AGAINST THE 2010/11 PROGRAMME BASELINE - 30/04/13							
(NET OPERATIONAL BENEFITS)	Saving/ cost avoid	2010/11 Actual £'000	2011/12 Actual £'000	2012/13 Forecast £'000	2013/14 Budget £'000	2014/15 Budget £'000	RAG status Savings
Service projects							
Benefits	Saving	560	708	708	708	708	Delivered
Revenues	Saving	0	1,200	1,200	1,200	1,200	Delivered
Housing Needs Transformation - process	Saving	0	18	950	1,300	1,300	Delivered
Housing Needs Transformation - policy	Cost avoid	0	0	500	1,000	1,500	Red
Waste and street cleansing - budget savings	Saving	42	1,595	2,838	2,952	2,952	Amber
Waste and Street Cleansing - cost avoidance	Cost avoid	0	0	0	0	0	No cost avoidance
Public realm - contract in 2014	Saving	0	0	200	200	1,515	Amber
Libraries	Saving	0	317	816	816	816	Delivered
Parking contract	Saving	0	11	277	588	588	Amber
Highways operations	Saving	0	0	300	384	384	Green
Environment Regulatory Services	Saving	0	0	50	100	150	Green
Adults Customer Journey	Saving	988	1,165	1,165	1,165	1,165	Delivered
Adults Direct Services	Saving	0	635	1,068	1,068	1,068	Green
Adults Commissioning	Saving	0	4,941	5,866	5,866	5,866	Delivered
Supporting People	Saving	0	1,200	1,800	3,400	3,400	Green
Health and Social Care Integration	Saving	0	0	0	0	2,200	Amber
Transitions to Adult Life	Cost avoid	0	0	0	500	1,000	Amber
Children with Disabilities	Saving	0	0	60	60	60	Delivered
Children's Social Care transformation	Cost avoid	0	1,035	1,050	1,050	1,050	Amber
Working with Families - placement costs	Saving	0	0	0	385	712	Amber
Working with Families - aligned services	Saving	0	0	0	0	300	Amber
SEN and adults transport	Saving	0	0	380	480	580	Amber
School Improvement Service	Saving	0	0	700	1,250	1,400	Amber
Traded Services to Schools	Saving	0	0	150	150	150	Amber
Service projects total benefits		1,590	12,825	20,078	24,622	30,064	
Cross-cutting project total benefits		10,099	28,329	34,570	40,241	48,606	
TOTAL PROGRAMME BENEFITS		11,689	41,154	54,648	64,863	78,670	Amber

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Heading/Criteria	Last period	This period	Commentary
1. Dashboard reporting dates	As at 20/11/2012	As at 30/04/2013	
2. Total no. of One Council projects in the Programme	36 projects	41 projects	5 new projects <ul style="list-style-type: none"> • Customer & Visitor Management (Civic Centre Operations) • Senior Management Restructure • Promoting Pupil Inclusion • ASC Mutual • ASC Mental Health Review.
3. Percentage of One Council projects - RED RAG Status	8%	5%	2 Red projects <ul style="list-style-type: none"> • Brent One Oracle E-business Suite • Parking Enforcement Review
4. Percentage of One Council projects - AMBER RAG Status	28%	14%	6 Amber projects <ul style="list-style-type: none"> • Move to the Civic Centre • Realigning Corporate and Business Support • Special Educational Needs (SEN) Review: Phase 2 • Promoting Pupil Inclusion • Working with Families - Phase 2 • Improving Waste Management
5. Percentage of One Council projects - GREEN RAG Status	14%	10%	4 Green projects <ul style="list-style-type: none"> • Digital Post Room • Customer & Visitor Management (Civic Centre Operations) • Managing the Public Realm • Supporting People Phase 1
6. Percentage of One Council projects - at pre-delivery stage for over 6 months	3%	2%	1 project <ul style="list-style-type: none"> • Integrating Health & Social Care
7. Percentage of other One Council projects - not directly reporting in the Programme	8%	20%	3 projects at the pre-delivery stage <ul style="list-style-type: none"> • Senior Management Restructure • ASC Mutual • ASC Mental Health Review. 2 projects in delivery and not directly reporting <ul style="list-style-type: none"> • Services for Young People Phase 1 (currently developing the Strategy; periodic updates provided therefore formal reporting not required) • Review of School Improvement Service (focussed on restructuring the service; periodic updates provided therefore formal reporting not required) 3 projects awaiting closure <ul style="list-style-type: none"> • Review of Employee Benefits • Libraries Transformation • Highways
8. Percentage of other One Council projects - closed/completed	39%	49%	20 closed projects <ul style="list-style-type: none"> • Finance Modernisation • Income Maximisation • Structure & Staffing Wave 1 • Structure & Staffing Wave 2 • Temporary Labour • Strategic Procurement Review • Future Customer Service • Procurement (Training/E-Procurement/Savings) • Web Enhancement • Transitions into Adult Life • Special Educational Needs (SEN) Review Phase 1 • Children's Social Care Transformation • Children with Disabilities • Waste & Street Cleansing Review • ASC - Customer Journey • ASC - Commissioning • Adult Social Care - Direct Services (Learning Disabilities) • Housing Needs Transformation • Working with Families - Phase 1 • Developing a Public Model for Brent
9. One Council Programme (gross) forecast savings - to year end against 2010/11 baseline	£54.2m	£64.9m	2012/13 Probable outturn £54.6m
10. Total One Council project and programme in year delivery costs 2013/14 (forecast)	N/a	£2.8m	2012/13 Probable outturn £4.487m

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**One Council Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Ashraf**

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
29 th May 2013	<p>Libraries Transformation</p> <p>Services for Young People</p> <p>One Council Work Programme update</p>	<p>Members are interested in knowing the impact of the libraries being closed, evidence around how many people are using libraries and more information on future plans for libraries in Brent.</p> <p>Members will receive a verbal update on the progress made and how this project is being developed and what has been achieved to date.</p> <p>The committee will receive an update on the status of the programme and the individual projects within it.</p>	<p>Jenny Isaac/Sue Mckenzie</p> <p>Sara Williams</p> <p>Irene Bremang</p>	
10 th July 2013	<p>Performance and Finance report Q4</p> <p>Working with families initiative</p>	<p>To provide members with performance information</p> <p>The committee will receive an update on how this project is being developed and what has been achieved so far.</p>	<p>Cathy Tyson</p> <p>Robert Hardy</p>	
9 th October 2013	Complaints Annual Report	Report will provide members with information on how the council has dealt with complaints during 2012/13	Philip Mears	

		and progress since the last report presented in October 2012.		
	Performance & Finance review Q1	To provide members with performance information.	Cathy Tyson	
	One Council Work Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Irene Bremang	
26th November 2013	Future Customer Service Project	Members have requested for regular updates on this project. Report will include information on comparison figures on performance and processes for all services, and figures for average time, duration of calls and waiting times for callers – as requested by members.	Margaret Read	
22nd January 2014	Project Athena	Report to provide members with an update, highlighting the main developments since February 2013	Andrew Donald/Denis Turner	
18th March 2014	Performance & Finance review Q2	To provide members with performance information.	Cathy Tyson	
	One Council Work Programme update	The committee will receive an update on the status of the programme and the individual projects within it.	Irene Bremang	