



One Council Overview and Scrutiny Committee

Wednesday 22 January 2014 at 7.00 pm
Boardroom - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

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

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democracy.brent.gov.uk

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 26 November 2013	1 - 4
The minutes are attached.	
4 Matters arising	
5 Public Realm Contract	5 - 14
This report provides information on the Public Realm Contract, its scope, proposed improvements; savings and how it will be managed.	
Ward Affected: All Wards	Contact Officer: Chris Whyte, Environment Management Tel: 020 8937 5342 chris.whyte@brent.gov.uk
6 Update: Brent One Oracle Project	15 - 22
This report provides an update on the Brent One Oracle project (previously known as Project Athena)	
Ward Affected: All Wards	Contact Officer: Conrad Hall, Chief Finance Officer, Andrew Donald, Strategic Director, Regeneration and Growth Tel: 020 8937 6528, Tel: 020 8937 1049 conrad.hall@brent.gov.uk, andrew.donald@brent.gov.uk

7 Civic Centre and Move to the Civic Centre - Programme Updates 23 - 28

This report provides an update for members of the Overview & Scrutiny committee on progress in respect of the Civic Centre and the Move To The Civic Centre programmes, setting out the outstanding risks and issues, the work underway to mitigate those and the movement to a 'business as usual' regime for the building.

Ward Affected: All Wards

Contact Officer: Andrew Donald,
Strategic Director, Regeneration and
Growth

Tel: 020 8937 1049

andrew.donald@brent.gov.uk

8 One Council Overview and Scrutiny work programme 29 - 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 18 March 2014.

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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MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Tuesday 26 November 2013 at 7.00 pm

PRESENT: Councillor Ashraf (Chair), Councillor Colwill (Vice-Chair) and Councillors Chohan, Harrison and Long

Apologies for absence were received from: Councillors Lorber, Mitchell Murray and Powney.

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

None declared.

2. **Deputations (if any)**

None.

3. **Minutes of the last meeting held on 9 October 2013**

RESOLVED:

That the minutes of the meeting held on 9 October 2013 be approved as an accurate record of proceedings.

4. **Matters arising**

There were no matters arising.

5. **Complaints Annual Report - 2012/13**

Phillip Mears (Corporate Complaints Manager) informed the Committee that the Council had implemented a two stage complaints procedure in April 2012 with 95% of complaints being resolved at the first stage and no deterioration in regard to ombudsmen findings. The Corporate Complaints Manager highlighted the continued trend reduction of complaints received and cited that this may be due to officers being able to address residents concerns prior to the complaint's process being instigated. It was felt that there could be potential for the number of complaints received to increase in future years due to increased pressures and demand for services. Phillip Mears drew members attention to the breakdown of complaints received by each department and highlighted the reduction in complaints received by finance and corporate services, and revenues and benefits. He continued to highlight the rise in neighbourhood services complaints and attributed this to a rise in Parking and parking enforcement related complaints which were consistent across London boroughs. Phillip Mears highlighted the reasons why complaints were submitted with the most common reason for complaint being due to failure or delay in delivering a service. It was noted that this

was the first year of recording reasons for complaints and he hoped to be able to plot trend data in the future.

The Corporate Complaints Manager informed the Committee that there had been a significant increase in complaints being received through electronic methods, with 25% being submitted on-line by the customer. He noted that a significant number of complaints were partially or fully upheld upon investigation and felt that this was a healthy indication that departments were prepared to recognise that mistakes had been made and to learn from them. The Committee were informed that 22% of requests for second stage investigations were refused because the customer had not given a sufficient basis for a further investigation being carried out. He explained that investigating for the sake of it had ceased due to reduced resources which had not resulted in any decisions being overturned.

During discussion it was confirmed that work was being undertaken with Children and Families and Adult Social Care to improve the response rates of complaints. It was clarified that the Borough Plan had set a target of 100% of responses to be on time by December 2014. Cathy Tyson (Operational Director Corporate Policy) highlighted that due to the complexity of some complaints it was not always possible to respond within the time limit and it was felt that the correct answer although over the time limit was more appropriate than sending an incorrect or vague response in a timely manner. Members raised concern that some complaints did not receive an outcome for approximately a year, with many complaints lodged on resident's behalf by Councillors not being addressed.

In response to concerns that officers were not always contactable, Cathy Tyson informed the Committee that there were known telephony issues which prevented the hunt groups working effectively as well as signal issues. She clarified that IT were currently undertaking work to resolve the issue and in teams that received high volumes of calls, desk phones were being made available. In response to concerns that complaints were not being responded to, the Operational Director Corporate Policy informed the Committee that all complaints should be going through the correct procedure and complaints sent directly to officers may not be interpreted as a formal complaint and not addressed correctly. Phillip Mears highlighted that there was not a consistent approach in how Councillors raised complaints and explained that any complaint lodged through the system would be tracked and logged with corporate investigation standards applied.

Phillip Mears informed the Committee of issues faced by the introduction of a new contract offering transport for disabled persons. He highlighted that the complaints received enabled the service to address the issues quickly and to ensure that the contract operated safely for all customers. Members queried the reasons for why the service was changed and it was agreed that the relevant department would be contacted to provide the information. The Corporate Complaints Manger informed members of the priorities for 2013/14 including; improving response times, developing early resolution concept, improving information for managers and the introduction of clearing house.

During discussions members raised concerns regarding discrepancies within the statistics and it was agreed that they would be discussed after the meeting. In response to queries regarding the commencement of the time limit, it was confirmed that as soon as a complaint received, the clock started ticking, regardless

of whether it had been logged on the system or not. Phillip Mears confirmed that the system generated an acknowledgement letter which should contain the deadline, details of the officer responsible and their contact details, and be sent no later than five working days once the complaint had been received. It was clarified that if a complaint was received by email then an email response should be sent and duplication of responses should be avoided. It was confirmed that Brent Housing Partnership (BHP) were not yet using the corporate system but it was hoped to be introduced to them shortly.

Members queried when an early resolution was appropriate and what action was often attributed. Phillip Mears informed the Committee that colleagues were advised that early resolution should only take place when the complaint could be answered fully and properly without an investigation. It was noted that some complaints were not appropriate to receive early resolutions such as complaints regarding staff conduct. An early resolution could include an apology and supplying the service requested. If they were still dissatisfied they had the option to make a formal complaint. In response to queries about data collection, the Corporate Complaints Manager informed the Committee that the system was designed which enabled the data to be captured following the complaint being submitted on the system. A workflow existed to record where early resolutions took place and whether any follow up action was required. In response to queries regarding training provided, Phillip Mears informed members that in addition to eight investigation courses provided through the year, training was also provided on logging and using the system for staff. He continued to explain that the team were keen to develop training further, giving officers the confidence to resolve complaints at an early stage without escalation to the first investigation stage. During discussion, members queried what work was being undertaken to improve the collection of equality and diversity information of complainants. The Corporate Complaints Manager informed the Committee that unfortunately plans to introduce an equalities action plan to address the recording of equality information, training for staff and numerous other actions had not come into force due to staff turnover. He hoped that this work would be picked up shortly with a new equality lead being in post and acknowledged that work was required to encourage customers to provide information on their protected characteristics but felt that it should not be a mandatory requirement on self service complaints as it may dissuade customers from engaging with the Council.

Members reiterated concern over the ability to contact officers particularly in light of the organisational change and telephony difficulties. Cathy Tyson informed the Committee that work would be undertaken into updating the contact directory making it easier to search for a service rather than requiring a named officer. In response to queries Phillip Mears informed the Committee that vexatious complaints were called unreasonable complaints and were moderated through the system. He noted that they often had a reason to keep complaining however the Council was unable to keep investigating the same issue and would advise them to contact the ombudsmen. He informed the Committee that should a new complaint or new information be submitted by the person then it would be considered and not dismissed. Regarding the implications of the Complaints Team being reviewed, the Corporate Complaints Manager explained that it would be difficult but would have to explore ways in working more efficiently with less resources whilst offering a suitable complaints service. He hoped that by enabling front line service such as

Customer Services to resolve issues early this would prevent the need for a lengthy investigation and ensure the customer received an early solution.

RESOLVED:

Members noted the report.

6. Future of Customer Services

This item was deferred to a future meeting of the One Council Overview and Scrutiny Committee.

7. One Council Overview and Scrutiny work programme

The Chair drew member's attention to the Public Realm item for the next meeting and queried whether members wished to discuss the new waste contract as part of the item. During discussion members noted that performance of the new contract could not yet be measured and agreed that the specifics of the contract should form part of the item. Christopher Young (Policy and Performance Officer) informed the Committee that the Adult Social Care Mutual project had been postponed and an update would therefore not be available.

RESOLVED

- (i) That the Future of Customer Services Update be deferred to March 2014
- (ii) That the Public Realm item include details of the new waste contract

8. Date of next meeting

The next meeting of the One Council Overview and Scrutiny Committee has been scheduled to take place on 22 January 2014.

9. Any other urgent business

None.

The meeting closed at 8.15 pm

J Ashraf
Chair



**One Council Overview and Scrutiny
Committee**
22 January 2014

**Report from the Director of
Environment and Neighbourhoods**

Wards affected:
ALL

Public Realm Contract

1.0 Summary

1.1 This report provides information on the Public Realm Contract, its scope, proposed improvements; savings and how it will be managed.

2.0 Detail

2.1 At its meeting on 14 October, the council's Executive awarded the Public Realm Contract to Veolia Environmental Services. This will be a 9 year contract from April 2014. It includes the option for a further 7 year extension. The main aim of the new contract is to improve resident satisfaction through better integrated services that deliver financial savings of £1.3M pa.

2.2 The Public Realm Services contract includes the following:

- Waste collection and recycling services including the processing of recycled materials to generate an income.
- Street cleansing and litter picking across Brent's highways, parks and open spaces.
- Grounds maintenance across all Brent parks, cemeteries, open spaces and land managed and/or owned by Brent Housing Partnership ("BHP")
- Burial services
- Winter gritting

2.3 The contract aims to deliver a new vision for the Public Realm in Brent, giving greater emphasis on improving the appearance of all public places and helping implement Brent's Place Making Guide. It is intended to:

- Improve the way Brent 'looks and feels' to visitors, businesses and residents, including good quality and clean open spaces,
- Encourage greater consideration by residents and communities of how to generate less waste, emphasising reduction, reuse, recycling and composting;
- Promote a greater sense of civic pride and a stronger local identity.
- Make a positive impact on social, environmental and economic sustainability.

2.4 From this contract, the council is seeking to achieve the following objectives:

- Deliver good quality services and demonstrate continuous improvement, whilst seeking to achieve high performance and customer satisfaction throughout the life of the contract;
- Value for money services with on-going cost improvements year on year, particularly through maximising economies of scale and other efficiencies;
- Help the Council achieve its economic and social regeneration objectives through proposals such as apprenticeships, local recruitment, wage levels and supporting and developing the local supply chain;

- Deliver sustainable services which reduce the council's carbon footprint by aiming for a carbon neutral service;
- A flexible contract, encouraging innovation and taking account of changing legislation and policy;
- Change public perception and behaviours where ultimately residents and visitors will improve, and take pride in, the appearance of Brent's public places, reduce their carbon footprint, minimise the amount of waste they produce and maximise the amount of waste they segregate for reuse, recycling, composting and recovery.

2.5 The specification for the Contract is output based and includes specific quality standards the Contractor will be required to achieve. The output specification sets high level expectations and required bidders for the contract to use their experience and knowledge to shape their proposals for delivering an innovative, quality and cost effective service. During competitive dialogue these proposals were extensively assessed and negotiated until the preferred standard specification and the optimum price was agreed. These detailed proposals then become contractual and can be enforced as part of the contract.

2.6 In addition, the contractor will be expected to work closely with the council to develop a new Public Realm Strategy setting out the future direction for waste and recycling, street cleaning, and parks.

The key elements of the output specification include the following:

2.8 Customer service and behavioural change

- Design, provide and manage an education and awareness service which positively changes public behaviour on environmental and sustainability issues in particular reduce, reuse and recycle.
- Increase the level of community engagement and partnership working including working with 'friends of' groups.
- Develop, implement and operate the Services in a manner that maintains and improves good public satisfaction, including managing and learning from complaints.
- Act as the first point of contact for councillor enquiries.

Veolia will take on responsibility for changing resident behaviour to reduce tonnes of residual waste and to increase recycling. To do this they are investing in a communication and education team and a comprehensive communication and engagement campaign. During the first three years Veolia will:

- Educate and encourage all staff to play their part – from encouraging grounds maintenance staff to recycle more to supporting the 'bin men' to educate our residents day to day
- Focus on recycling in flats through road shows, leaflets, door knocking including evenings and weekends. To drive the change in behaviour if an estate hits a certain percentage of recycling there is a reward.
- Invest in a campaign focused on street cleansing, encouraging residents and businesses to stop dropping and dumping litter.
- Push education through schools through the 'war on waste campaign', assembly talks, projects, visits to waste sites and theatre performances
- Carry out a campaign to increase reuse.
- Conduct targeted visits to householders where there is excess waste and/or contamination, ultimately backed up with enforcement. The initial role on all enforcement will be Veolia who will collate the necessary evidence and pass to the Council.
- 30 road shows and 10 meetings including residents associations and friends groups.

2.9 Waste and recycling

- The specification for waste is designed to minimise waste and increase recycling:
- Provide a scheduled residual, recycled and composted waste collection service that maximises the amount of waste segregated for reuse, recycling, composting and recovery.
- Design, provide and manage an assisted collection service for those elderly, infirm or disabled persons who are physically unable to present household waste and recyclables at standard collection points.
- Provide a Bulky Household Waste Collection service that maximises the amount of waste segregated for reuse, recycling and recovery.
- Provide a sorting facility for co-mingled dry recyclable waste that enables the Authority to increase material recycling levels; maximise the quality of materials and optimise the benefits generated from the sale of material collected.
- Design, provide, manage and market a commercial waste collection service that maximises income and the amount of waste segregated for reuse, recycling, composting and recovery.

Veolia are proposing to continue with the current system of alternate weekly collections of dry recycling and refuse. They also plan to introduce a weekly collection of recycling at flats above shops and will look to further extend the food recycling service into areas currently not served. Current rules around side waste and bin fill levels will be retained. To deliver these improvements and to make savings there will be a change in collection day and this will be carefully communicated to residents.

To help save costs residents have been asked to present their bins as close to the boundary of their property as possible. This is already common practice across London and across much of Brent. Assisted collections will remain fully available to residents and will be promoted as part of a detailed communications plan.

It is also vital that we continue to increase recycling, therefore, in line with many parts of the country, new or replacement bin sizes will be reduced from 240 litres to 140 litres. To mitigate any impact, residents with larger households will be able to request 240 litre bins.

2.10 New time-banding plans

The Council currently operates a 'clear all' policy in its Town centres. Under this policy all waste presented, whether domestic or commercial, is collected through the day between 6am and 10pm. The policy is labour intensive with up to three visits to key town centres during a day. It also means that rubbish bags are a permanent presence on our streets. Unfortunately, it also means that some businesses are disposing of their waste free of charge by dumping it with legitimate household waste rather than having a commercial waste contract.

Sections 20 and 22 of the London Local Authorities Act 2007 allow the authority to prescribe periods of time in which waste can be presented. Under this legislation, the Council propose to introducing time banded collections of waste in town centres to keep the streets clean of waste. The council will stipulate the hours during any day in which businesses and residents can leave their bags of waste out for collection and the timebands will apply to the first 50 metres of any side roads leading off from the main roads and to the main roads themselves. Usually, the times will include an hour in the morning and two hours in the evening. Any waste left outside these windows will be subject to enforcement action.

To deliver all these improvements Veolia have pledged to support the council to introduce timebanding.

Veolia will also provide the council with an income from the recyclable material. Veolia will handle and manage the waste collected through the dry recycling service and they will pay the council for the waste collected.

2.11 New commercial waste service

All businesses are legally obliged to manage their waste and recycling. They are not meant to leave it out on the street to be picked up by street cleaners or as part of the domestic waste services provided to residents. Unfortunately, a proportion of the waste out on Brent's streets is left by businesses who aren't meeting their obligations. To help local businesses, Veolia will offer a commercial waste service at reasonable rates. Businesses will be able to buy a bagged service, or if they require a container service for both residual waste and recycling.

2.12 Street Cleansing

- Provide comprehensive cleansing services that deliver high performance standards across all land use types and which maximise the amount of waste segregated for reuse, recycling, composting and recovery. The council expects all areas covered by the contract to be cleansed at Grade A (as defined in the Environmental Protection Act 1990). When the quality falls below this level the contractor is required to restore cleanliness to the correct grade within a specified timescale.
- Provide and manage receptacles including, but not be limited to, litter bins, cigarette bins, gum bins, dog waste bins, wreath bins and 'On the go' recycling bins ensuring that they never become full or overflowing.
- Design, provide and manage a blossom and leaf fall service that prioritises the removal of blossoms and leaves to reduce risk to citizens.
- Provide a fly tipping removal service which proactively reduces the amount of fly tipped waste and delivers the highest possible performance standards in the removal of fly tipped waste thereby maximising the amount of waste segregated for reuse, recycling, composting and recovery.
- Provide a graffiti and fly posting removal service that meets EPA standards.

Veolia have committed to providing an excellent cleansing service. There is a move away from a contract that specifies how often the streets are cleaned to a requirement that Brent's streets are kept clean, no matter how often the streets need cleaning. The graded standards shown below are as defined in the original Code of Practice on Litter and Refuse issued under section 89(7) of the Environmental Protection Act 1990. These four grades also correspond to the scales used by local authorities for recording levels of cleanliness.

- Grade A: No litter or refuse
- Grade B: Predominately free of litter and refuse apart from some small items
- Grade C: Widespread distribution of litter and/or refuse with minor accumulations
- Grade D: Heavily affected by litter and/or refuse with significant accumulations

Veolia will ensure that their operation achieves a Grade "A" Standard after cleansing. It is recognised that a grade A cannot be maintained at all times, and the presence of a few small items of litter and refuse, not yet accumulating, are regarded by the public as acceptable for short periods of time. It is expected that Veolia should, through monitoring and the appropriate use of their resources, keep land clear of litter and refuse so that it does not fall below a grade B and is cleansed to an A on a regular basis. If the standard is reported to fall below the grade of cleansing required then Veolia will return to the areas and restore the area to Grade A within time limits set out in the contract. They will be measured purely on the level of cleanliness their operations are able to bring about. They have committed to delivering against very challenging annual targets and to improving these targets year on year.

Veolia have redesigned their service around 7 villages and this will give a new focus particularly at weekends and evenings in Zones A and B. Veolia have promised more fluid cleansing services, with their application of resource adapted to the specific needs of Brent by always having the right resource in the right place at the right time. The current 5 cleansing zones will be replaced by 7 'land use' types. The level of cleansing applied at each land use type will vary depending on need, moving away from the blanket approach to cleansing in residential streets. Busier residential streets will be cleaned more often.

- Zone A Main Retail & Commercial
- Zone B Other Retail & Commercial, schools.
- Zone C Industry & Warehousing.
- Zone D Main Road Land – North Circular Road.
- Zone E High Obstruction Housing.
- Zone F Medium Obstruction Housing.
- Zone G Low Obstruction Housing.
- Zone H Recreation Land.

There will be a continued focus on increasing the amount of cleansing waste that is recycled. The cleansing operation will be fully integrated across streets, parks and open spaces and will be organised on a 'village' basis. There will be 7 villages, with the managers and operatives taking responsibility for the standard of cleansing in their own areas. Bagged waste will be held in lockable on-street containers prior to pick up, so no longer visible to the public.

Operations will commence with an 'early shift' (0530 hours – 1430 hours for manual sweeping; 0500 hours - 1400 for mechanical sweeping) that will ensure the agreed standards of cleanliness for all land use types are achieved in the morning. Once these standards have been achieved it is more straightforward to maintain them to Grade A standard and a lower resource is applied in the late shift period (1400 hours – 2200 hours). The exception is in Zone A, where the resource level will be the same in the mornings and evenings. There will be a new weekend service, operating both in the morning and the afternoon.

Fly tips will be cleared promptly. That is a key requirement. Veolia have committed their operatives to becoming "the eyes and the ears" of the council, trained to identify, report, and manage all day-to-day fly-tips using mobile devices. The initial role on all enforcement will be Veolia. Enforcement investigations will be managed as far as possible by the Veolia supervisors and managers who will ensure photographic evidence and pocket notebook records are taken to secure evidence. Once a case is correctly and sufficiently built, Veolia will work with Brent's enforcement team to bring final prosecution.

2.13 Grounds maintenance

- Provide a comprehensive Grounds Maintenance service to deliver the agreed standards in all of the Authority's parks, open spaces, cemeteries and burial grounds and BHP housing estates and to ensure that:
- all parks and open spaces, cemeteries and burial grounds are maintained in a clean, safe, accessible and well maintained condition at all times;
- all pitches meet the applicable standards of the relevant sporting governing body.
- Facilitate the locking and unlocking of identified parks, open spaces and cemeteries and to facilitate the use of sports pavilions and pitches, and to assist in the enforcement of the Byelaws and Dog Control Orders.
- Ensure that all playgrounds, outdoor gyms and Multi Use Games areas are regularly inspected and kept in a clean, safe, accessible and well maintained condition at all times.
- Ensures that biodiversity, nature conservation and habitat management plays an integral role in service delivery.

2.14 Burials

- Provide and manage a burial service to ensure it meets the burial demand of residents and non-residents;
- Recognises the different ethnic and religious communities within the Authority and their burial needs;
- Treats all its customers with dignity, respect and reverence;
- Develops a positive relationship with funeral directors;
- Recognises the wider benefits of cemeteries and burial grounds as green spaces for relaxation, education, wildlife, biodiversity and heritage;
- Ensures all the necessary works are carried out to enable the burial and or interment in the agreed location of both 'full body' and 'cremated remains' in graves, vaults or woodland burials.
- Memorials within the cemeteries are safe and stable and appropriate records of testing are maintained.

Veolia have recognised how important these services are to Brent's residents. They have committed to maintain the quality of our parks during the life of the contract. Specific parks will continue to be maintained to Green Flag standards, although we will no longer submit applications for the Green Flag awards. Veolia have demonstrated an understanding of the sensitivity and complexity of the burial service and committed to meet those standards. Veolia will take over vehicles and equipment as part of the mobilisation.

There will be a focus on increasing recycling in our parks, both through the regular litter picking, but also through composting. There is also a commitment to engage with 'Friends of Groups', to carry out clean up days, and to help local groups apply for grants from the Veolia Trust. Veolia have also acknowledged that some of our parks are very busy at the weekends and they will provide a cleansing service at weekends during the summer months.

Veolia have committed to match the current burial service and to ensure that its services reflect the diversity of Brent's residents.

2.15 Winter gritting

- Provide an adequate and effective service to ensure that safe passage along main highways, priority routes and other relevant land uses is not endangered by ice and/or snow during the designated winter period.
- Design, provide, manage and locate salt bins to reduce risk to residents.

Veolia will be responsible for gritting the agreed routes and as part of that responsibility they are purchasing extra machinery for rapid gritting of footways in town centres. With the addition of grounds maintenance to the service they will also have a larger pool of staff available to be redeployed to gritting in emergencies.

Currently salt is stored at Harrow. Under this new arrangement Veolia will provide a salt store in Brent, giving a further cost saving, but also making it easier to grit Brent's roads and footways.

The Council has also negotiated changes to the way winter gritting costs and risks are handled. Currently any 'catch up' work after bad weather is at the councils cost and in the future this is at Veolia's cost. The Council also currently pay per run, but going forward this is a fixed price, no matter how many times Veolia have to grit the roads. This gives the council cost certainty.

2.16 Customer service

There will be significant investment in in-cab technology on the refuse trucks. This allows the drivers to report missed bins, contamination and route changes and this will be transmitted to the Brent contact centre in real time. This will help the Brent customer service team resolve more issues the first time a resident contacts them.

Veolia will also handle all initial councillor enquiries and investigate and respond to all stage one complaints relating to all public realm services.

To make it easier to report concerns residents will be able to use the 'Love Clean Streets' app to report fly tipping, graffiti and other local concerns. Veolia are also proposing that people can log complaints / service requests on-line via Council's website.

2.17 Contract targets and contract management

The Council has transferred the risk for non-delivery and/or poor performance to the Contractor through an output based specification. The contract will be self-monitoring, meaning that the contractor is accountable for measuring, monitoring and improving their own performance with the council carefully auditing their performance. This, along with Key Outcome Targets set for each of the different services will ensure that the Contractor is motivated to deliver the services. The KOTs cover all the services, with a time to rectify any problems and if the issues remain the contractor incurs default points which can lead to payment deductions.

There are two tiers of targets: 4 Contract Targets and 65 Key Outcome Targets. The Contract Targets have been bid back by the Contractor for the first 3 years of the Contract. After this, these will be developed on an annual rolling basis at the start of each Contract Year as part of the Annual Service Improvement Report through the Partnering Board. The Contract Targets in subsequent years shall be at least as stringent as the Contract Targets in Year 3. If certain annual Contract Targets are exceeded then the Authority will make incentive payments to the Contractor, conversely, if these annual Contract Targets are not met then there will be payment deductions.

The 4 Contract Targets are:

- 2.18 Residual waste tonnages** - £7m or 30% of the waste budget is currently spent on disposing of residual waste. This is a significant risk to the Council and this risk is being transferred to the Contractor. The Council calculates that it will save £105/t for waste recovered and not disposed of as residual waste, partially offset by increases in organic waste processing costs (based on the current charge per tonne from the West London Waste Authority (WLWA) and will be adjusted as the charge changes. The Contractor will have Residual Waste Disposal annual targets. If the Contractor doesn't achieve the reductions in tonnes of residual waste they will pay the full WLWA costs for every tonne above their target. If the contractor exceeds their Residual Waste Disposal Tonnage Contract Target, the Council will share with the Contractor the saving in relation to the treatment of Residual Waste, Garden Waste, Food Waste and Mixed Organic Waste.

Veolia have committed to reduce the residual waste, saving the council money on disposal. The table below summarises the tonnage reductions.

Contract Year		Residual Waste Disposal Tonnage Contract Target (tonnes per annum)	Maximum Green Waste Tonnage (tonnes per annum)	Maximum Food Waste Tonnage (tonnes per annum)	Maximum Mixed Organic (Green and Food) Waste Tonnage (tonnes per annum)
Baseline	2012/13	66,162			14,643
1	2014/15	59,778	7,661	7,836	15,496
2	2015/16	57,329	7,774	8,241	16,015
3	2016/17	55,671	7,923	8,502	16,425
Total change from baseline		-10,491			+1,782

- 2.19 The standard of **cleanliness of Brent's streets** – this is very important to our residents. There will be financial deductions for each 1% that litter, detritus, graffiti and fly posting fail to meet cleansing targets. If they exceed their targets they will receive an incentive payment.

Veolia have committed to the following on-going improvements in the standard of cleanliness of Brent's streets and open spaces.

Year	% of streets with less than unacceptable level of Litter LCS 1	% of streets with less than unacceptable level of Detritus LCS 2	% of streets with less than unacceptable level of Graffiti LCS 3	% of streets with less than unacceptable level of Flyposting LCS 4
Current baseline	13	14	5	3
2014/15	10	11	7	1
2015/16	9	10	6	1
2016/17	8	9	5	1

- 2.20 Carbon emission reduction – a deduction of £15/t will be made for each tonnage of carbon emitted above the contract target. If they exceed their targets they will receive an incentive payment.

During the first three years of the contract Veolia are committing to an 8.5% reduction in CO2 emissions.

Year	T Co2 e/Year
2014/15	2717
2015/16	2703
2016/17	2690

- 2.21 Customer satisfaction for waste, cleansing, grounds maintenance and burial services, measured by an independent organisation. For every percentage point the target is missed for each of the services, a £5,000 deduction will be made i.e. a £20,000 deduction for each percentage point per customer satisfaction across the four services. If they exceed their targets they will receive an incentive payment.

Over the first three years of the contract Veolia have committed to improve customer satisfaction across the key services.

	% satisfaction with waste collection	% satisfaction with street cleansing	% satisfaction with grounds maintenance	% satisfaction with burial service
Current baseline	77	56	72	91
2014/15	80	60	80	93
2015/16	82	65	82	94
2016/17	85	70	85	95

2.22 Excess profit and risk share

Where the Contractor generates a profit associated with the delivery of the services in any Contract Year in excess of that included in the financial model, the Council shall be entitled to receive 50% of such Excess Profit (over and above that for which the Council has received payment through the Shared Commercial Waste Income and Shared Recyclables). This therefore provides a potential income source to the Council in the future.

2.23 Contract management

The contract for Brent Council and BHP will be monitored by a single team within the Recycling and Waste Service. The team will audit the contractor's work and help identify and deliver further opportunities for service efficiencies. Officers will agree with BHP how the parties will effectively operate the contract together. The contract will be managed through a weekly Contract Operations Group discussing day to day issues; a monthly Contract Management Board monitoring performance and payment and a senior Executive Partnering Board ensuring the goals of the contract are being met and determining the future direction of the contract.

2.24 Employment opportunities, supporting local business and other commitments

As the procurement of Public Realm services commenced before the main provisions of the Public Services (Social Value) Act 2012 came into force on 1 January 2013, the provisions of the Act are not strictly relevant. The Council has however had regard to the ethos of the Act in the procurement in trying to improve economic, social and environmental well-being within Brent. In this regard, Veolia will provide at least 8 apprentices including 2 apprentices for grounds maintenance and work with a range of other providers to provide local employment opportunities when vacancies arrive. They will aim for as many vacancies to be filled by Brent residents as possible through the following routes:

- Work with Job Centre Plus, Cue Personnel and Skills Training Centre to source local people who are seeking work, provide training and then work with Cue to find work.
- Work with Reemploy and Shaw Trust - provider of employment services to people with disabilities, Blue Sky (employment services to ex-offenders), and Veolia Restart (18-24 year old NEETS)
- Provide training opportunities through their dedicated training facilities – Campus Veolia.
- Ensure all staff are trained to NVQ level 2 as a minimum by December 2014.
- Veolia has been awarded Platinum status by Business in the Community. They currently spend over £13 million pa in Brent including larger businesses such as McGovern’s and small enterprises such as local caterers and will endeavour to favour local procurement where possible.
- Veolia offer all staff ½ a day per year to carry out volunteering. In 2012 70% of the staff took up this opportunity (this equates to approximately 955 volunteer hours). They aim to increase this year on year.
- Veolia will also comply with the ‘Safer Lorries’ pledge to improve safety for cyclists. This includes ensuring lorries have proximity alerts and signage and that drivers have additional training.

2.25 London Living Wage

Veolia has agreed to make the contract London Living wage compliant.

3.0 STAFFING IMPLICATIONS

Waste, recycling and street cleaning services are currently provided by Veolia. Resident engagement and education on recycling, waste and street cleansing is currently provided in-house as is graffiti removal and toilet cleaning. Grounds maintenance services for Brent’s parks and open spaces and burials are currently provided in-house. Grounds maintenance for land managed by BHP is provided by Wettons and SDK manage the dog fouling bins in Parks. There are TUPE implications for Council staff, SDK and Wettons arising from awarding this the contract. Officers identified a total of 88 council employed staff as potentially liable to transfer to a contractor pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”). These figures will be finalised during the detailed TUPE conversations that happen post contract award.

4.0 FINANCIAL IMPLICATIONS

The estimated value of this contract for Brent will be £15.9 per annum, or £143.1m over the initial 9 year contract term. The table below shows how the savings arise over the contract period, compared to existing budgets.

	Year 1	Year 2	Year 3	Year 4	Years 5-9
	2014/15	2015/16	2016/17	2017/18	2018/19 - 2022/23
	£000	£000	£000	£000	£000
Net budget savings including LLW option	1,213	1,180	1,557	1,743	1,743

4.1 Payment Mechanism

Within the payment mechanism, there a number of items which guarantee levels of income and expenditure within the overall contract price, thereby transferring risks to the contractor as well as providing incentives to maximise efficiencies. A good example is winter gritting where the contractor will meet the cost of additional winter runs and the costs of catching up with domestic waste collections after snow. Additionally, there are provisions for income and profit share arrangements, where the council would receive additional income. The payment mechanism also includes financial penalties to the contractor for performance failures, thereby further incentivising the contractor to deliver a service as outlined in line with key output targets.

4.2 Excess profit and risk share

Where the Contractor generates a profit associated with the delivery of the services in any Contract Year in excess of that included in the financial model, the Council shall be entitled to receive 50% of such Excess Profit (over and above that for which the Council has received payment through the Shared Commercial Waste Income and Shared Recyclables). This therefore provides a potential income source to the Council in the future.

4.3 Income

For the first three years there is a guaranteed income figure for Commercial Waste included in the tender bid. Within Veolia's overall annual contract price they have included a guaranteed income of £694k per annum less £511k of costs. For any additional net profit above this, Veolia would pass on 75% of this to Brent. The contractor would charge commercial organisations directly for collection of their waste. These organisations can choose who collects their waste. If income is below the guaranteed figure, the contractor will fully bear the cost of any shortfall.

For the first three years for recyclable materials there is a guaranteed income figure of £1.144M per annum less costs of £1.3M for storage, haulage and processing of materials. For any additional income above the guaranteed level, Veolia would pass on 60% to Brent and Veolia would bear any increase in processing costs. Again, the contractor would fully bear the cost, if there was a shortfall in income against the guaranteed figure.

Prices for recyclable materials tend to be volatile, and to take account of this there will be rebasing of the prices every three years. Currently recycle prices are relatively low due to prevailing economic conditions, and it is likely that prices will increase over the period of the contract. Having rebasing exercises would therefore allow the Council to benefit from any increases in recycle prices, as the guaranteed income figure would increase accordingly.

4.4 Incentives and deductions

The payment mechanism includes incentive payments and deductions. The Council currently has a separate budget for West London Waste related costs of £7m. The incentive payment within this contract relates to savings to the Council for waste recovered and not disposed of as residual waste (estimated saving of £105 per tonne, partially offset by increased organic waste processing costs). The contractor will be required to use at least 70% of any incentive payment to incentivise staff and the sharing mechanism is set out in the following table:

WLWA Saving	Contractor's Share of WLWA Saving
0 to £200,000	30%
£200,000 to £400,000	40%
£400,000 to £1,000,000	50%

4.5 Options for further savings


During the competitive dialogue process the financial outlook for local government has deteriorated further and Brent Council now faces a budget shortfall of £20m in 2014/15'. Within the contract there is a change control mechanism that will help the authority and Veolia to accurately price any service changes during the life of the contract, ensuring that prices are transparent and fair to both parties

As the incumbent Veolia offered to vary their current contract and implement the crew reductions and change to curtilage collections now to deliver savings of £300,000 during 2013/14.

Background Papers
None

Contact Officers
Chris Whyte Ext: 5342

Sue Harper
Director of Environment and Neighbourhoods

 Brent	<p align="center">One Council Overview & Scrutiny Committee</p> <p align="center">22 January 2014</p> <p align="center">Report from the Strategic Director of Regeneration & Growth</p>
<p align="right">Wards affected: ALL</p>	
<p>Update: Brent One Oracle Project</p>	

1.0 Summary

This report provides an update on the Brent One Oracle project (previously known as Project Athena)

2.0 Recommendations

Overview and Scrutiny Committee are asked to note and consider the contents of this report.

3.0 Background

The Brent One Oracle project was set up in 2011 to replace a number of existing council support software systems (namely Oracle Financials Release11 and Interact HR system) with up to date Oracle software (known as 'Oracle Release 12' or 'Oracle R12').

This project is being delivered in partnership with five other London Boroughs: Lambeth, Croydon, Lewisham, Barking and Dagenham and Havering. The participating local authorities established a Joint Partnership Board (JPB) which then appointed Capgemini to undertake the technical work on the Oracle system following a joint procurement process.

The project will implement a single IT platform integrating Finance, Procurement, HR and Payroll modules. These modules (the Oracle E-Business Suite) form an Enterprise Resource Planning ("ERP") system. This will provide Brent with a powerful resource planning capability and will make available to managers a suite of 'real time' budget and staffing information, that in turn will help to inform decision making.

The objectives for the project can be summarised as follows:

3.1 Brent Objectives

System and process improvements

- HR and payroll function integrated with the council's Oracle Financials system
- live data for finance staff
- a flexible and adaptable hierarchy structure for procurement approvals
- ability to maximise the benefits of E-procurement by fully integrating the council's Oracle iProcurement module.
- work with the partner boroughs to develop standardised processes, practices, and best practice in order to improve the quality and consistency of services provided.

Data and information improvements

- undertake a data cleansing exercise of staff records.
- rationalise the current number of records held.

For Brent managers and staff:

- introduce data 'dashboards' to allow managers to make accurate and informed decisions when deploying resources.
- introduce reporting tools that allow managers to share current information and data for analysis and planning.
- access to live financial and staff information.
- online HR self-service for staff.

3.2 Project Objectives – Pan-London Project Athena

In addition to the Brent-specific objectives, the project will seek to meet the objectives of the Pan-London Project Athena, which are to:

- Work with the partner boroughs to develop standardised processes, and 'best practice' to improve the quality and consistency of services provided.
- Enable better and more efficient integrated working across authority and sector boundaries.
- Provide quality information to support decision making.
- Enable the future proofing of joint working arrangements across the public sector.
- Ensure that back office services can be as lean and efficient as possible.
- Provide a strategic value for money solution for London.
- Take advantage of the benefits of working collaboratively with partner boroughs by delivering transactional activities through a shared service.

3.3 Software systems

The following software systems are due to be replaced as part of the Brent One Oracle project:

Council process	Current system used to administer process / transactions	Future system to be used as a result of the Brent One Oracle project
Learning management	ETWeb	Oracle R12
Performance Management	ETWeb	Oracle R12
HR	Logica Interact	Oracle R12
Payroll	Logica Interact	Oracle R12
Procurement	Oracle R11	Oracle R12
Financials	Oracle R11	
Recording absence	Absence Management System	Oracle R12
Claiming expenses	E-form	Oracle R12

'R11' / 'R12' refers to the system release number (e.g. R12 is the current version of the system provided by Oracle).

There are a number of critical drivers for the move to using Oracle R12, for instance the end of support to the Oracle release 11 and Logica Interact systems, requiring the council to replace these with more recent, supported software.

4.0 Key deliverables and milestones:

The procurement phase of the project finished in July 2012, with the appointment by the Joint Partnership Board of Cap Gemini to lead the project.

Appendix 1 shows the timelines for the period December 2013 until April 2014.

The new software platform has been built and is now in the end stages of development and undergoing extensive testing to Go Live. Within Brent there are now a number of workstreams under way to ensure the Council is ready for full implementation:

(i) Testing

There has been significant progress in respect of system checking, with Brent Subject Matter Experts completing an extensive programme of User Acceptance Testing on the new system modules. This testing is now complete and Capgemini is working to resolve the outstanding defects ready for the new system to Go Live.

A number of 'Dress Rehearsals' have been completed to rehearse the data transfer and ensure data integrity and accuracy once the new system goes live.

The Subject Matter Experts are currently in the process of supporting a number of End to End system tests facilitated by CapGemini.

(ii) Training

Those Brent One Oracle project staff involved in testing and developing the system have received training through Capgemini, learning from other authorities and external trainers to ensure a high level of subject knowledge.

Professional users - officers within the finance, HR, payroll, procurement and IT units have received training from Capgemini and Brent One Oracle project staff to prepare them in using the new system for specialist work.

Change Champions - a number of staff within the council already use Oracle Financials, however as part of this project, all staff will need to use Oracle for a range of self service functions, such as booking annual leave and appraisals. To support this, a number of Change Champions have been identified to support staff once the new system goes live and prevent disruption to business. These staff will be easily identifiable, allowing colleagues to refer to them for assistance in using the new system once it goes live.

A number of elearning modules have been developed to support Oracle R12 (known as 'UPK's). These will be available to all staff in advance of the new system being rolled out, to allow staff to practice using the system and learn how to use the various modules.

(iii) Communication

The project is delivering a Communication Plan covering a range of stakeholders, including Change Champions, Senior Managers, Project staff, suppliers and partners as required. Communications activity (covering briefings, emails, intranet and training) will be increased in the lead up to the system going live to ensure that all staff are aware of how the new system will affect the.

These communication and training interventions play an important role in promoting the 'self service' culture that forms part of using Brent One Oracle – with managers able to extract and analyse a wide variety of data themselves, on demand, instead of relying on colleagues to produce periodic reports.

(iv) Organisational Impact Assessments

The project team are working with Subject Matter Experts to identify the impact the new system will have on current processes, systems and structures and any changes or improvements that can be made to these post Go Live to ensure efficient use of the new system.

This work supports the longer term goal of identifying possible process efficiencies and improvements that can be realised once the new system has been embedded.

4.2 Go Live Date

Brent will transfer to the new system ('Go Live') at the same time as the other councils in the partnership. The Go Live (originally scheduled for late 2013) has been deferred in order to address delays in the system accreditation process led by Capgemini. As such, Brent and the other partnership councils have amended Go Live project plans accordingly and will continue to use the Oracle R11 and Logica Interact systems as a contingency arrangement until the Go Live date.

Capgemini is working with the accreditation body to secure the necessary certification. Once this has been achieved, a new Go Live date will be confirmed to council staff, alongside a comprehensive training offer to prepare staff for using the new system.

The process of moving to the new system is known as 'Cutover'. As the Go Live date approaches, detailed Cutover plans will be enacted to ensure a smooth transition of data from the old systems to the new Oracle R12 system and maintain continuity of services.

In the meantime project officers will continue to work closely with the Joint Partnership Board to ensure the remaining defects are resolved and all required accreditations achieved in order to facilitate a Go Live date as early as reasonably possible in 2014.

5.0 Key project risks

The Brent One Oracle project maintains a Risk Register to manage and mitigate risks to the project. This is reviewed at monthly Project Boards. The key outstanding risks for the project are outlined below:

Risk	Mitigation
<p>System accreditations</p> <p>There is a risk that implementation is further by delayed by a lack of progress in respect of security accreditations, leading to an increase in costs.</p>	<p>Joint Partnership Board meet regularly to discuss accreditation progress with Capgemini.</p> <p>Contingency arrangements are regularly developed and reviewed to prepare for a range of scenarios and ensure continuity of transactions in the event of any delays.</p>
<p>Functionality</p> <p>There is a risk that some outstanding defects are not resolved in time for the system to Go Live.</p>	<p>Subject matter experts are robustly testing the system to identify all defects. Progress in resolving defects to date has been good and this remains under close review by the council.</p>

6.0 Project Costs

The Brent One Oracle budget is shown below:

Item	£,000
Implementation - Cap Gemini	1,413
Project Delivery Team	640
Professional Support – Trainers, Data Migration etc.	97
Misc. (Network, interfaces etc.)	173
Contingency	270
TOTAL	2,593

Capital Costs:

Oracle Enterprise Licences	£'000s
Total Capital Costs	713

Expenditure to date against the revenue budget is £2,316,000, and it is anticipated that the budget will be fully committed for an April Go Live date. Should there be further delays then there is clearly a risk of considerable additional expenditure to maintain existing systems, most obviously in respect of payroll.

In respect of capital expenditure, there will be recurring data support and license costs, and these will be drawn from existing departmental budgets.

7.0 Savings and Benefits Realisation

As previously outlined to the Overview and Scrutiny Committee, it is acknowledged that the efficiency changes that will lead to benefits and staff reductions will not impact on the organisation until after go-live, once the full functionality of the E-Business suite is available. Benefits from using the system in the most efficient and effective manner will take time to realise, potentially 12 to 18 months after go-live.

8.0 Contact officers:

Andy Donald, Project Sponsor

Strategic Director, Regeneration and Growth

Conrad Hall, Senior Responsible Owner

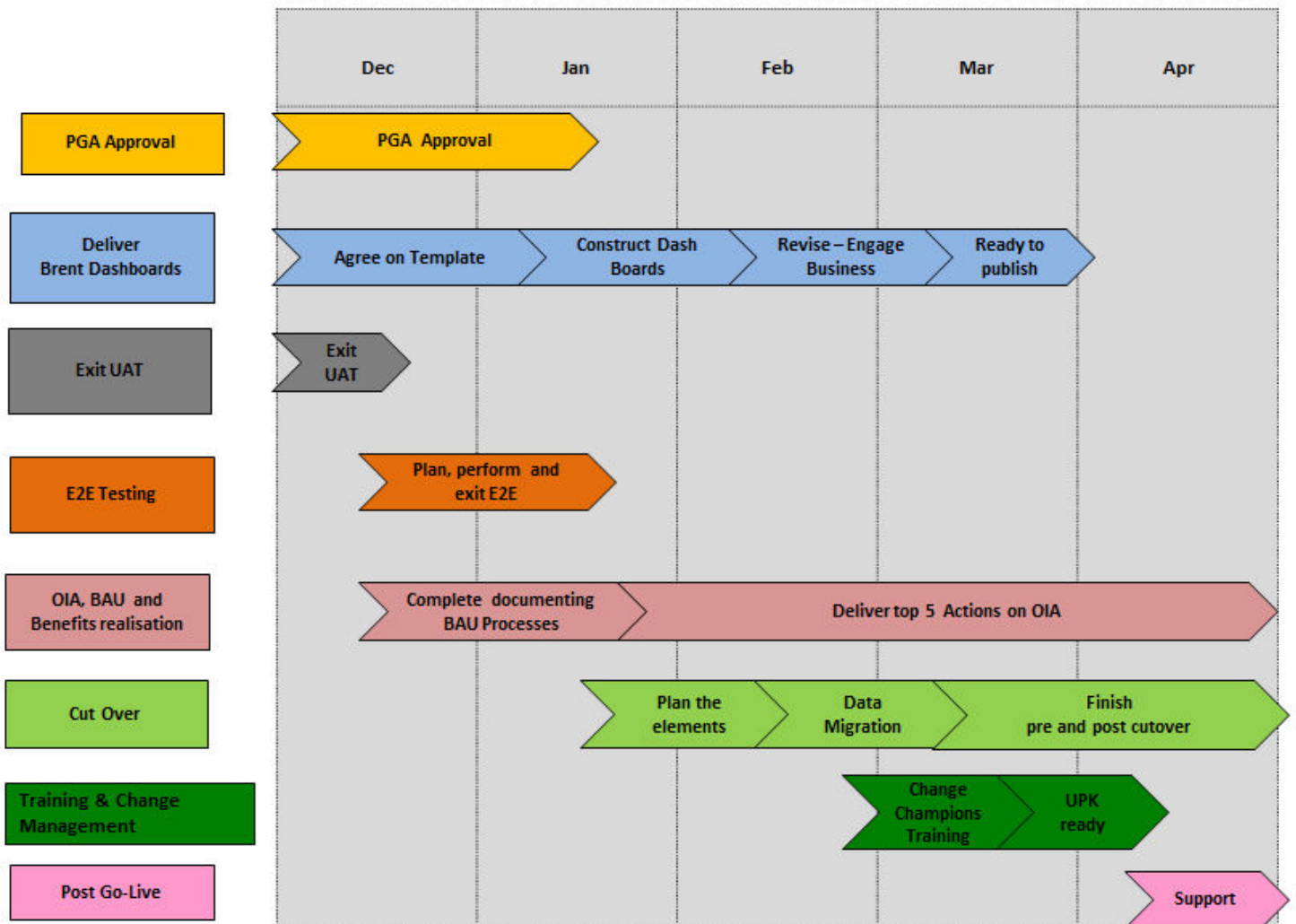
Chief Finance Officer

Hema Kumar


Brent One Oracle Project Manager

APPENDIX1-

Brent One Oracle Plan on a Page (12/13 to 04/14)



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 Brent	One Council Overview & Scrutiny Committee 22 January 2014 Report from the Strategic Director of Regeneration & Growth
Wards Affected: ALL	
Civic Centre and Move to the Civic Centre – Programme Updates	

1.0 Summary

- 1.1 This report provides an update for members of the Overview & Scrutiny committee on progress in respect of the Civic Centre and the Move To The Civic Centre programmes, setting out the outstanding risks and issues, the work underway to mitigate those and the movement to a 'business as usual' regime for the building.

2.0 Recommendations

- 2.1 To note the progress made against both the Civic Centre and the Move To The Civic Centre programmes.

3.0 Detail

- 3.1 The delivery of all aspects of the Civic Centre has been managed through two inter-related One Council Projects:
- The Civic Centre Project – covering all aspects of the design and build of the new building
 - The Move to the Civic Centre Project – covering all aspects of the move into the new building, including the transition to a 'business as usual' regime.

The Civic Centre project remains a 'live' project within the One Council programme, whilst the 'Move To The Civic Centre' project has now been formally closed. Each will be discussed in turn within this report.

3.2 *Civic Centre Project*

The scope of this project is to ensure the design and delivery of the new Civic Centre building to time and within budget. The project has been overseen by the Civic Centre Board which was originally chaired by the Chief Executive and included senior representatives from all of the Council departments. From October 2012 the Board has been chaired by the current Strategic Director of Regeneration & Growth, who is also the project sponsor.

3.3 The project had a Project Manager (at Assistant / Operational Director level) and was overseen by a small, dedicated team of 4 staff, largely made up of secondees from elsewhere in the Council.

3.4 The building was substantially completed in the summer of 2013, and a decision was made to occupy the building from July 2013. Full occupation was achieved by October 2013. This is within the timescales set out within the original inception documentation and has ensured that other buildings within the portfolio have been vacated in time for their disposals in line with the Civic Centre business plan.

3.5 However, the project has not yet formally closed as there remain a number of outstanding issues with the building. Skanska, the contractor responsible for delivering the building, remain on site and are committed to resolving the outstanding issues as quickly as possible. Responsibility for overseeing the outstanding works has now transferred to the Operational Director of Property & Projects. Some of the remaining issues to be resolved include:

- Contractual documentation necessary for ongoing operational requirements are not yet fully documented
- A small number of defects are proving problematic to resolve
- A larger number of snags also remain outstanding
- Certain aspects of the building remain under the direct control of the main contractor

3.6 Specific examples of the above issues which are visible to occupiers, staff, residents and users of the building and which can affect the operation of the building, include the variable heating output, the various leaks particularly in the Atrium roof, the AV screens and water supply. All of these plus other mechanical & electrical issues are being actively reviewed with an agreed programme of remediation.

3.7 Only when these issues have been fully resolved will the Council be in a position to negotiate final account with Skanska. Until then it is not possible to discuss the project financials, as the detail is clearly commercially sensitive. Notwithstanding this, the project sponsor remains very positive about the project being delivered well within the resource envelope identified for the building.

- 3.8 Once final account has been agreed a full project closure report can be prepared which will summarise the deliverables on the project and set out the lessons learned. It is hoped that this will be achieved during the spring of 2014.
- 3.9 Notwithstanding the contractual situation, a number of improvements and enhancements have been made post occupation of the building, to rectify things that were overlooked during the design phase or that only became clear as a result of occupation. This has included additional signage in all areas, the introduction of an ATM adjacent to the library entrance, opening an additional refreshment area adjacent to the Drum (due to the success of the Melting Pot), and a commemorative memorial tree in the gardens. Basement car park hours have been extended and road works outside the building have been completed. There is now a secure eating area immediately behind the Melting Pot for staff use.
- 3.10 Future improvements to be introduced in the near future include changes to the reception both in physical and operational terms, a new Starbucks café on the ground floor adjacent to the main entrance (opening in the Spring) and new retail units on the eastern flank of the building next to the library.
- 3.11 A schedule of ongoing works and a rolling programme of improvements is being developed with the intention of ensuring that the building is maintained so far as possible at an 'as new' standard. This will include, for example, a rolling programme of carpet replacement.
- 3.12 Despite inevitable teething problems, reaction to the building from both users and staff has been overwhelmingly positive. Additionally the building is building a foothold in the market place as an events venue, and has hosted a number of high profile and successful events, including receptions for the UEFA Champions League Final, a VIP NFL event, X Factor filming and a National Disability Awareness event. The building has been accredited as BREEAM Outstanding Status and as such is one of the greenest and environmentally friendly buildings in the UK. The Civic Centre has already been nominated and won various awards.

3.13 *Move To The Civic Centre Project*

The Move to the Civic Centre was established by the One Council Programme in 2011 in order to direct and coordinate the tasks needed to ensure that the council was ready to move into the Civic Centre and to operate in new ways of working from day one. The project was developed to ensure a single point of accountability in recognition of the key behavioural, technological and cultural changes required to facilitate a smooth transition into the building and ensure that the building facilities are used to their full potential.

3.14 The Move to the Civic Centre Programme had a savings target of £2.6m per annum to fulfil the Civic Centre Business Case. The programme was also required to put plans in place to assure the Civic Centre business case income generation target.

3.15 Given the wide ranging nature and implications of the Programme, it was noted from the outset that the programme's success would depend on its ability to handle a large number of dependencies across concurrent projects and service changes.

3.16 The following outlines some of the key outcomes from the Move to the Civic Centre project:

- Completion of nine moves with minimal disruption to the public or the business and within budget.
- Clearance of old buildings in accordance with lease dates.
- Donation of furniture / office items to 57 council teams, schools, charities and voluntary organisations collected furniture from vacated offices.
- Staff working at 0.7 desk ratio in a hot desking environment throughout the building.
- Comprehensive staff communications and engagement, including over 900 people feeding into the furniture specification through the Model Office and induction sessions attended by over 2000 staff across 36 sessions.
- All staff working within the open plan environment – increased collaboration and cross-departmental working from consolidating onto one site.
- Clear desk policy in place throughout the Civic Centre.
- Civic Centre team supported FM and other colleagues to update / develop numerous policies and protocols ahead of the move.
- Filing reduced to fit within considerably reduced storage allowance in Civic Centre.

3.17 The Move to the Civic Centre was delivered as a cost of £1.1m, as against a defined budget of £1.37m. The main project costs related to removal and

clearance costs for vacated buildings and staff costs for the Move to the Civic Centre team. Management time to support the move itself, including the roles of the various Departmental Move Action Teams was absorbed within departmental budgets.

3.18 Four key outcomes were identified at the start of the project, namely:

- Adoption of paperless working
- Implementation of flexible working
- Decant
- Maximising income and facilities use

3.19 These outcomes are expected to deliver a number of benefits, including:

- £2.6m cost efficiencies during year 1 of the Civic Centre operation
- Reduced / rationalised storage
- Increased customer satisfaction
- Improved staff motivation
- The ability to generate income from occupation – with a target in excess of £1m for year 2 onwards.

3.20 In terms of project delivery, the project had three key objectives. The first objective related to embedding new ways of working within the organisation before the move to the Civic Centre actually took place. This led to a number of ICT changes being made in advance of the move – for example the introduction of ‘thin client’ devices to replace PCs, and the roll out of tablet technology and new arrangements for remote access to support flexible working. All of this was achieved. However, less successful has been the move to mobile telephony, which was largely rolled out concurrent with the move to the civic centre. The risks associated with this were managed by retaining desk phones for high volume users, and in some locations across the building, and by IT having floor walkers to support staff with technology during the first weeks of occupation. Nevertheless, telephony remains an area of weakness.

3.21 The second core objective to the project was to minimise any adverse impact of the transition on service delivery. One of the most impressive features of the move was the minimal amount of business hours lost, despite the complexities of the logistics. Meticulous planning went into ensuring that staff were required only to pack a single crate in the week before their scheduled move. Physical moves took place over the weekend. Staff had access to their IT until 4pm on the Friday before the move. On the Monday following the move staff were greeted at the Civic Centre, shown to their ‘zone’ where their crate was identified and a locker identified. Most staff members were working within half an hour of their arrival at the new building. Critical customer facing services, including customer services and housing, were given early access into the building to robustly test arrangements in advance of the move.

3.22 The final project objective was to ensure regular and consistent communication with staff, members and the public regarding the move. In the

year preceding the move all staff undertook a 'ready, steady, go' training programme, introducing them to the new ways of working expected within the Civic Centre. Move Action Teams were established within each department to champion and support these new ways of working, and practically help the preparations for the move (eg. to support the move to paperless working). Eight weeks before each department's move date, regularly weekly countdown communications were sent to all staff, and everyone was required to undertake a formal induction and familiarisation tour of the Civic Centre. Members received a similar introduction, tailored more to their needs. There was a rolling programme of customer communications advising them of the move.

3.23 In terms of governance, the Move to the Civic Centre programme was overseen by a project board chaired formerly by the Chief Executive, and in the year prior to the move by the Strategic Director of Regeneration & Growth. The Board included representatives of each department, as well as other key senior staff members responsible for Facilities Management, ICT and Customer Services. Various workstreams within the project were driven by task orientated groups, and the project was supported by a team of 4 people.

3.24 The key lessons learned from the project include:

- The importance of engaging staff early in the process
- The importance of regular and consistent internal and external communications, including member communications
- The importance of meticulous planning to ensure a smooth transition
- The value of early implementation of new ways of working in smoothing the transition process
- The risks associated with concurrent implementation of complex elements of projects – for example new telephony and FM arrangements
- The importance of a clear plan to 'business as usual' arrangements

3.25 The Move to the Civic Centre Project has now been formally closed by the One Council Programme. A formal 'transition plan' has been adopted which clarifies responsibility for various aspects of 'business as usual' activity. These arrangements will inevitably evolve as customers, members and staff learn more about how to get the best from the building, and a series of user groups have been established in order to ensure early identification of improvements that are required. A six month review of the building and its operation is currently under way and this will be considered by the Corporate Management Team (in the first instance) in the spring of 2014.

Andy Donald
Director, Regeneration & Major Projects

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

Date of Meeting	Agenda Item	Requested information/evidence	Invited witnesses	Notes
<p align="center">Page 29</p>	Libraries Transformation	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.	Jenny Isaac/Sue Mckenzie	Members were pleased with the positive progress being made by the library service in Brent. The chair requested for the presentation to be emailed to all committee members. This was done on 30/05/13.
	Services for Young People	Members will receive a verbal update on the progress made and how this project is being developed and what has been achieved to date.	Cathy Tyson	The update was noted. Timetable to implement the scheme should be in place in Autumn.
	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	The update was noted. Members requested for the Senior Management Restructure project, Project Athena, Adult Social Care Mutual project and Civic Centre Project be added to the work programme.
10th July 2013	The administrations priorities and 2013- 2014 Borough Plan refresh / Council Priorities	The Committee will receive an update on the refreshing of the Borough Plan. The new plan will be live from July 2013 – December 2014.	Christine Gilbert / Muhammed Butt	The update was noted. Ms Gilbert offered to present the Corporate Plan (due to be completed in Sept) at the October meeting. Members requested further information regarding targets and spending figures be sent. Ms Gilbert offered to arrange Member training on the

	<p>Senior Management Restructure</p> <p>Working with families initiative</p>	<p>As requested from the May meeting, Ms Gilbert was asked to attend the meeting to answer questions regarding the Senior Management Restructure</p> <p>The committee will receive an update on how this project is being developed and what has been achieved so far.</p>	<p>Christine Gilbert</p> <p>Susan Gates</p>	<p>impact of welfare reforms in Brent</p> <p>The updated and answers given were noted.</p> <p>The update was noted.</p>
October 2013	<p>Performance and Finance report Q4 and Q1</p> <p>Parking</p> <p>One Council Work Programme update</p>	<p>To provide members with performance information</p> <p>Parking Procurement Project: Members are concerned about the new online payment system and the impact this will have on the community.</p> <p>The committee will receive an update on the status of the programme and the individual projects within it.</p>	<p>Cathy Tyson</p> <p>Michael Read</p> <p>Irene Bremang</p>	<p>The update was noted.</p> <p>The update was noted.</p> <p>The update was noted.</p>
26 th November 2013	Future Customer Service Project	Members have requested for regular updates on this project. The project closure report will include information on successes and difficulties	Margaret Read	This item was deferred to 18 th March meeting

	<p>Complaints Annual Report</p> <p>General Issue – Waste and street cleaning</p>	<p>as well as next steps.</p> <p>Report will provide members with information on how the council has dealt with complaints during 2012/13 and progress since the last report presented in October 2012.</p> <p>This was brought by the Chair to discuss the general issue of waste and street cleaning.</p>	<p>Philip Mears</p> <p>No presentation will be made</p>	<p>The update was noted.</p> <p>This issue will be discussed at the 22nd January 2014 meeting.</p>
<p>6th January 2014</p>	<p>One Oracle (formerly Project Athena)</p> <p>Civic Centre Update</p> <p>Parks / Public Realm</p>	<p>Report to provide members with an update, highlighting the main developments since February 2013.</p> <p>Report to provide members with update on Civic Centre savings achieved and projected.</p> <p>Report on new Public Realm contracts to be provided.</p>	<p>Andy Donald</p> <p>Andy Donald</p> <p>Chris Whyte</p>	
<p>18th March 2014</p>	<p>Performance & Finance review Q2</p> <p>One Council Work Programme update</p>	<p>To provide members with performance information.</p> <p>The committee will receive an update on the status of the programme and the individual projects within it.</p>	<p>Cathy Tyson</p> <p>Irene Bremang</p>	

	Future Customer Service Project	Members have requested for regular updates on this project. The project closure report will include information on successes and difficulties as well as next steps.	Margaret Read	
Items to be timetabled				