



One Council Overview & Scrutiny Committee

5 December 2012

Report from the Director of Strategy, Partnerships & Improvement

For Action

Wards Affected:
ALL

The One Council Programme – Second Update - 2012/13

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 and a further £29.5m in 2011/12, leading to cumulative benefits of £41.2m per annum from the end of 2011/12. The forecast of additional financial benefits for 2012/13 is £13.4m, which will take cumulative benefits to £54.6m per annum. By the end of the Programme in 2014/15, cumulative benefits are budgeted at £77.9m per annum.
- 1.4 Progress since the last One Council Programme update report to the Overview and Scrutiny Committee on 12 June 2012 includes:
 - Seven projects that were in development when we reported in June are now in delivery;

- Special Education Needs, which was Red rated when we reported in June, is now progressing well and is Amber;
- both financial and non-financial benefits continue to be delivered;
- financial benefits forecast for future years are being reviewed to ensure they align with assumptions in the council's medium term financial strategy.

1.5 Despite this progress, the overall status of the Programme remains Amber. Financial benefits, whilst still substantial, have been underachieved in some instances and alternative means of delivering spending within budget have had to be found. In addition, three projects are currently Red rated.

2.0 Recommendations

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

3.0 The One Council Programme – Progress Update

3.1 There are 36 projects within the One Council Programme: fourteen cross-council, fifteen single department, two multi department and four partnership projects. In total fourteen projects have been formally closed by the Programme Board.

3.2 The following projects have moved into delivery since the June report:

- a. Realigning Corporate and Business Support
- b. The Procurement projects (e-procurement, procurement training, and savings)
- c. The Review of School Improvement Service¹
- d. The Parking Enforcement Review
- e. Highways Operations
- f. Managing the Public Realm
- g. Working with Families

3.3 The one project that remains at pre-delivery stage is Integrating Health and Social Care where the council is working closely with the Clinical Commissioning Group and other health partners to reach agreement on a model for integration.

3.4 The Special Education Needs project, which was Red rated in the June report to the Committee, has been moved to Amber. There is now effective oversight of the project by the Project Board and clear reporting on both financial and non-financial benefits.

3.5 Three projects are Red rated, as follows:

- a. **Project Athena.** This is a partnership project with other London boroughs which involves implementation of a new Oracle ERP (Enterprise Resource

¹ The Review of the School Improvement Service is not formally reporting into the One Council Programme but is delivering, with staff consultation currently in progress.

Planning) system, including finance, procurement, payroll and human resources modules. The One Council Programme Board moved the project to Red because of concerns that the impact on the council from implementing these new Oracle modules was not clear. There is now an internal Project Board chaired by the Director of Regeneration and Major Projects which includes key council stakeholders. The Board is tasked with ensuring that the council maximizes the benefits of the new system. It supplements the work of the cross-council Partnership Board which has responsibility for ensuring effective delivery of the new system infrastructure. Current concerns are mainly about the effectiveness of the functionality of the human resources aspects of the system and the project will remain Red rated until those are resolved.

- b. **Procurement projects.** This collection of projects was reported as Red rated in the last update to the Committee. The position on each of the projects is as follows:
- i. There has been good progress on developing the **procurement training** project which is about ensuring that staff with responsibility for procurement or contract management within the organisation have the right level of skills to carry out their roles effectively. This is currently rated **Amber**.
 - ii. The **e-procurement** project, which is about automating and simplifying our procurement processes, and is closely tied in with the Project Athena work, is also progressing well. This is currently rated **Green**.
 - iii. The **savings** project is aimed at using our knowledge of the council's purchasing requirements, existing contracts, and external markets to take a strategic approach to identifying the potential for savings through procurement in future years. The council has delivered – or plans to deliver - significant procurement savings as part of individual One Council and West London Alliance projects – adults' residential placements and home care, children's placements, supporting people, highways operations, parking operations, waste and public realm, and facilities management. There have also been opportunistic contract savings in other smaller areas of council spend. This separate Procurement Savings project was aimed at using our knowledge of council spending across the piece to identify opportunities for additional procurement savings (over and above those in individual projects) to meet savings targets included within the council's budget strategy. Whilst there has been progress in carrying out this work, this aspect of the project remains **Red**.
- c. **The Web Enhancement project.** The Web Enhancement project will replace the existing council web platform with a revised platform that makes it easier for people to find information about the council and services and also to carry out customer transactions. The project plan included launch of the new website by the end of 2012. A risk associated with the project was that previously a full list of all online forms and their functionality was not available and this made it difficult to estimate the amount of work that would be needed to integrate on-line forms with the new web system. Identified need for further integration will result in delay

to completion of the new web platform until March 2013 and additional cost of up to £71k. The requirement for integration of all the additional forms is currently subject to review, with a view to a decision being taken on whether launch of the new platform needs to be delayed by mid-December.

- 3.6 An outline of the current shape of the Programme can be found in **Appendix 1**. Details of project end dates are attached as **Appendix 2**. **Appendix 3** is a One Council dashboard which shows in more detail the stages projects are at, the RAG status for projects, and total savings from the Programme. **Appendix 4** provides detail on the progress of One Council projects.

4.0 The One Council Programme – Programme and Project Management

- 4.1 Details of the governance and reporting structure are included in the diagram at **Appendix 5**.

- 4.2 The One Council Programme Board continues to review governance arrangements to ensure they are fit for purpose. The Working with Families Portfolio Board now includes representatives of partner agencies to ensure effective development of a partnership approach to the development of improved outcomes for families. Internal governance of Project Athena has been strengthened so that there can be greater internal buy-in to the changes that will be implemented as part of it. The portfolio reporting structure is now bedding down and has increased ownership of the governance and delivery of One Council projects at service level.

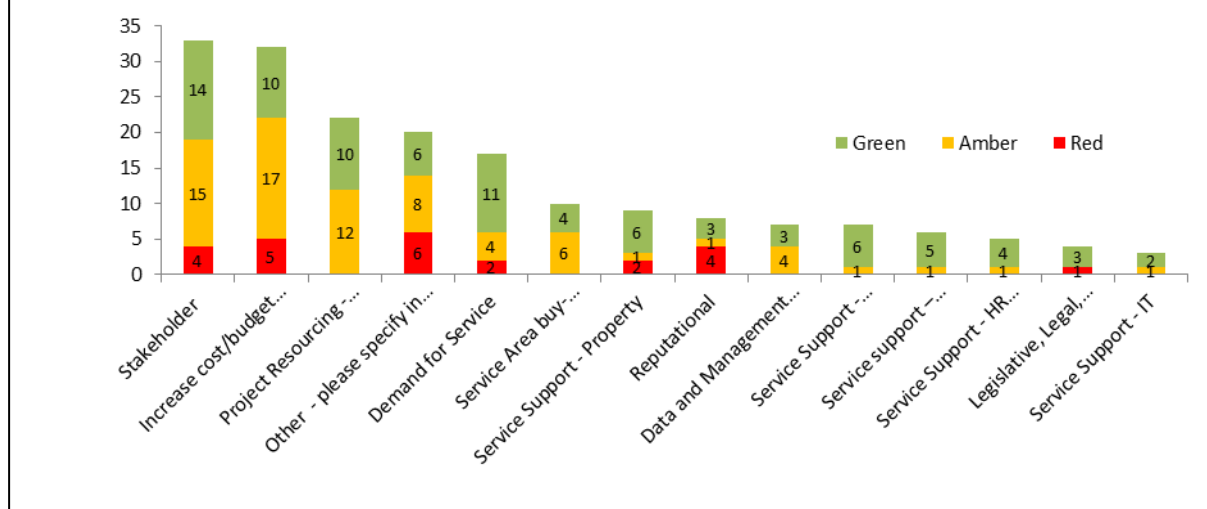
- 4.3 There has been a significant strengthening of internal change communications to ensure that managers and staff are prepared for, and can adapt to, the significant amount of internal change the council is going through. A co-ordinated approach to change communications is being taken to the Move to the Civic Centre, Realignment of Corporate and Business Support, introduction of the new core contract and flexible working arrangements, new arrangements for customer services, changes to support systems as part of Project Athena, and changes to the way in which information technology helps staff deliver council services.

5.0 The One Council Programme – Risks, Issues and Dependencies

- 5.1 The most significant risk area at a Programme level remains the delivery of financial benefits. There is a separate report on the finances of the Programme to Budget and Finance Overview and Scrutiny Committee on 4th December.

- 5.2 Considering the size of the Programme, risks are generally well monitored and managed. There are currently 183 risks reported across all projects within the Programme, compared to 98 reported in June. The number of risks has increased as a result of new projects now reporting into the Programme. The most significant non-financial risk remains the management of stakeholders and ensuring buy in. An outline of current programme risks can be found in Figure 1.

Figure 1: One Council project risks - November 2012



5.3 Key dependencies across the Programme continue to be monitored by the Programme Management Office. The Programme Management Office is also continuing to work collaboratively across the council to identify and manage dependencies.

6.0 Financial Benefits

6.1 Overall the Programme delivered financial benefits of £11.7m in 2010/11 and a further £29.5m in 2011/12, leading to cumulative benefits of £41.2m per annum from the end of 2011/12. The forecast of additional financial benefits for 2012/13 is £13.4m, which will take cumulative benefits to £54.6m per annum. By the end of the Programme in 2014/15, cumulative benefits are budgeted at £77.9m per annum.

6.2 There is a separate report going to Budget and Finance Overview and Scrutiny on 4th December on the finances of the Programme. We have therefore not included a detailed finance update in this report.

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. All projects are measured against the following One Council objectives (in addition to delivery of budget savings):

a. *Improved service delivery* – examples include:

- Waste - recycling rates up from under 30% to 46%;
- Libraries - Sunday opening, improved facilities, improved IT, more study space, better outreach service
- Adult social services - personalised care
- Housing benefits – reduced complaints

- Special Education Needs - statement request backlog addressed
 - Children with Disabilities – occupational assessment backlog cleared
- b. *Improved technology and more efficient processes*
- Future Customer Services - modernising customers' contact with the council
 - Streamlining of process - Revenues and Benefits, Adult Social Care, Housing Needs
 - Finance Modernisation - single finance system plus standardised processes
 - Move to Civic – Infostore, home access, thin client, One Print, bulk scanning, wireless
- c. *Leaner staffing to support the One Council approach.*
- Savings from rationalization of structure and staffing across the council - £14.5m per annum
 - Spans of control – manager to staff ratios up to 1:5.5
 - Removed duplication – eg Revenues and Benefits and One Stop Shop
 - Overtime and allowances – down from £4.8m in 2009/10 to £2.5m in 2011/12
 - Reduced temporary labour – temporary agency spend through the Comensura contract down from £17.0m in 2009/10 to £10.8m in 2011/12
- d. *Better procurement, commissioning and contract management.*
- Work with WLA on adults' and children's commissioning
 - Strategic procurement development of category plans helping identify opportunities for more effective procurement
 - More effective support in contract negotiations from strategic procurement
 - Introduction of new procurement systems
 - Better contract and demand management allowing the council to freeze most non-pay budgets
- e. *Rationalised and more efficient council buildings.*
- Property strategy reflecting (a) role of property in regeneration; (b) reduced dependence on buildings based services; (c) cross-council approach to managing property
 - Replacement of inefficient buildings with ones that are fit for purpose – offices, learning disability day centres, libraries

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 continue 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 initial 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 early in 2012/13.

10.0 Staffing/Accommodation Implications (if appropriate)

10.1 None

Background Papers

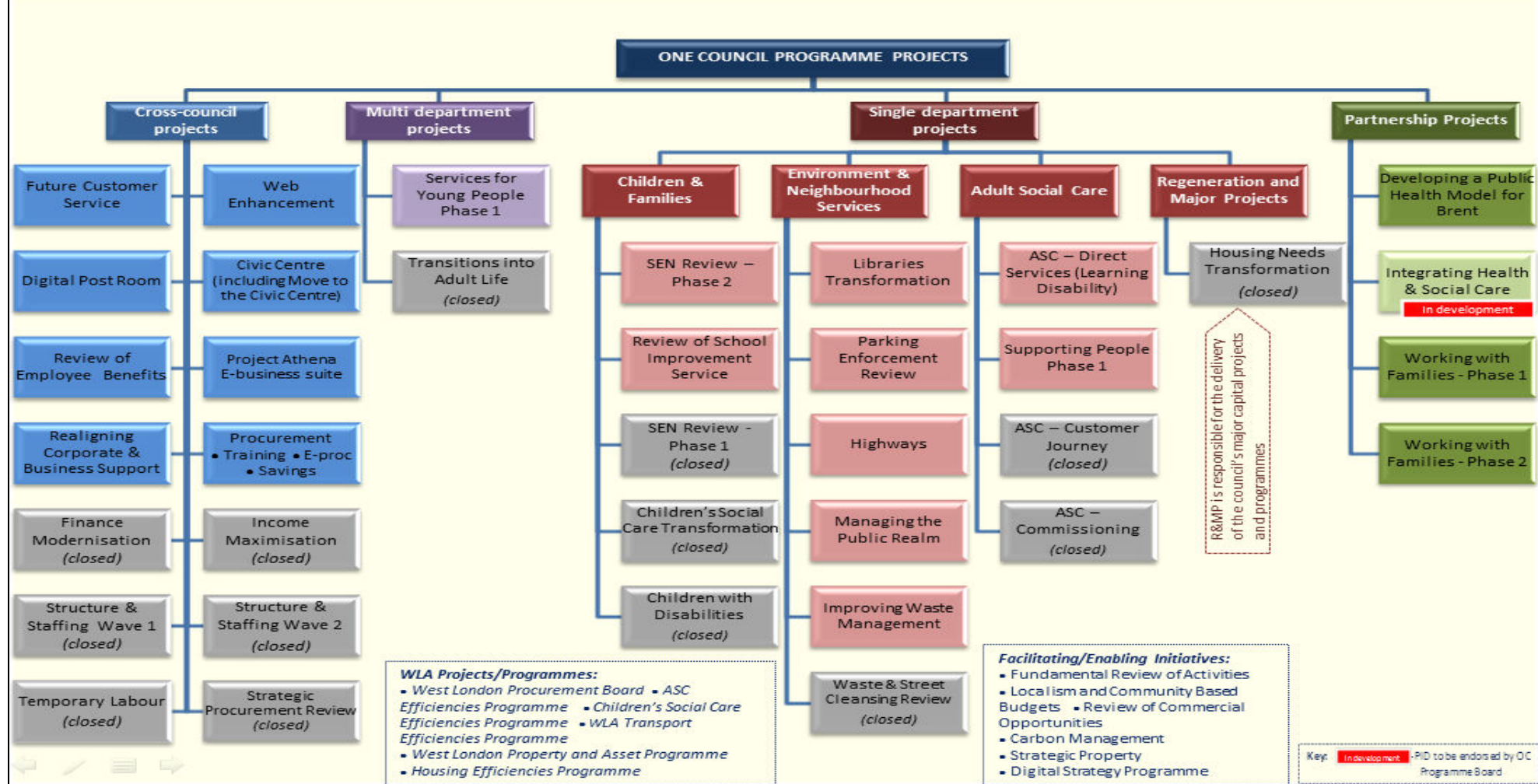
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One Council Programme Projects – November 2012



Appendix 2 – One Council Projects – Closure Dates

Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
Cross-council	Future Customer Service	In delivery	December 2012
Cross-council	Web Enhancement	In delivery	March 2013
Cross-council	Digital Post Room	In delivery	April 2013
Cross-council	Move to Civic Centre	In delivery	August 2013
Cross-council	Review of Employee Benefits	In delivery	March 2013
Cross-council	Project Athena – Phase 1 HR/Payroll	In delivery	November 2013
Cross-council	Realigning Corporate & Business Support	In delivery	March 2013
Cross-council	Procurement (Training/E-procurement/Savings)	In delivery	September 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
Multi department	Services for Young People Phase 1	In delivery	March 2013
Multi department	Transitions into Adult Life	Closed	May 2012
Single department (C&F)	SEN Review – Phase 2	In delivery	August 2013
Single department (C&F)	Review of School Improvement Service	Early stages	March 2013
Single department (C&F)	SEN Review - Phase 1	Closed	July 2011

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Type of project	Project Name	Status of project	Actual / Forecast Project Closure Date
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)	Libraries Transformation	In delivery	June 2014
Single department (E&NS)	Parking Enforcement Review	In delivery	October 2013
Single department (E&NS)	Highways	In delivery	June 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 (ASC)	ASC – Direct Services (Learning Disability)	In delivery	December 2012
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 (R&MP)	Housing Needs Transformation	Closed	July 2012
Partnership	Developing a Public Health Model for Brent	In delivery	May 2013
Partnership	Integrating Health & Social Care	Early stages	Tbc
Partnership	Working with Families – Phase 1	In delivery	March 2013
Partnership	Working with Families – Phase 2	In delivery	July 2013

Appendix 3 – One Council Dashboard for Overview and Scrutiny Committee

Please see separate A3 Dashboard.

Appendix 4 – One Council Project Updates – November 2012

Project Name	Project Aims	Update November 2012
Cross Council Projects – Customer Access		
Future Customer Services	The aim of this project is to bring together customer service arrangements across the council into one operating model, and deliver efficiencies through better utilisation of staff time, a reduction in avoidable contact, a reduction in management overheads and more effective management of access channels.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • Key milestones achieved include the implementation of an integrated customer service function; automated council switchboard; and a review of the council's website. Separate customer projects have been developed and are in delivery i.e. Web Enhancement project and the Digital Post Room. • Service area functions have transitioned into the new structure.
Web Enhancement	This project was previously a workstream within the Future Customer Services project. The project will facilitate the development of a new web platform which will provide the basis for more efficient customer transactions via the web.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • A prototype for a new website has been developed by a specialist firm. • Work is progressing populating the new Content Management system. The content will continue to be refined with the aim of completing the web content including non-complex forms by mid December 2012. • Integration of additional complex forms has been identified as a risk that could delay launch of the new website.
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"> • A pilot digital post room has been set up in Brent House to ensure that effective processes are in place by the time of the move to the Civic Centre. • A key objective of the new arrangements will be to reduce the amount of physical post the council sends out and receives. • In the longer term, the development of a digital post room, and associated changes to processes, will help achieve channel migration from high cost and relatively ineffective means of customers accessing services to lower cost and more effective access.

Project Name	Project Aims	Update November 2012
Cross Council Projects – New Ways of Working		
Civic/Move to the Civic Centre	The Move to the Civic Centre project will facilitate a smooth transition and ensure that the Council is ready to occupy the Civic Centre in 2013. This includes managing the impact on services during the move, 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 • Mapping of customers coming to the Civic Centre has been carried out and arrangements for effective management of customer flows are being developed • Departmental Move Action Teams are preparing departments for the move • IT changes and changes to flexible working arrangements will help develop new ways of working in the Civic Centre • The Realignment of Corporate and Business Support project is putting in place support structures appropriate for the Civic Centre • Proposed travel arrangements have been communicated to all staff • New digital post room arrangements are being piloted at Brent House • Change communications for staff have been ramped up
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 currently in delivery</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. • Staff have been notified by letter about the new Core Contract and engagement sessions have been held with staff. • The implementation date for the Core Contract changes will be 1 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"> • A staff consultation has been completed for the new business support model and interviews for posts in the new structure are taking place in November and December 2012. • The new business support structure will be in place by March 2013 • Progress is being made on developing proposals for changes to central support services in advance of moving to the Civic Centre

Project Name	Project Aims	Update November 2012
Cross Council Projects – Support Services		
Project Athena 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 are currently reviewing the new business processes in the Oracle system and assessing the organisational impact. These business process reviews should be completed by mid-December. • The Oracle system will then be developed for Brent and the other members of the partnership with the aim of going live with the new Oracle e-business system in August 2013. • Issues raised about functionality of the HR system have led to this project being rated Red.
Procurement (Training/E-procurement/Savings)	The aim is to overhaul the council's capability and approach to procurement, to reduce suppliers and off-contract spend in Brent, and to provide accurate tracking of savings from various procurement interventions across the council.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The revised Project Initiation Document was signed off by the OC Programme Board in June 2012. A further revision to the Training & Practice project was signed off in November 2012. • The overall aims of the Procurement projects are to develop procurement capability in Brent, implement Procurement systems and controls and to ensure that these improvements are embedded within the whole organisation. • Progress on identifying additional opportunities for procurement savings for future years (over and above those delivered through other projects) has been slow and this aspect of the project is rated Red.

Project Name	Project Aims	Update November 2012
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"> • This project is making very good progress in developing a new SEN strategy for Brent; implementing school expansion initiatives in the Borough to increase in borough provision; and improving internal process to meet the target time period for processing statements. • Service performance has improved, backlogs have been cleared and the placement of children in borough has increased. • A financial model has been developed to monitor the impact of the improvements being achieved by this project and to help plan ahead for any central government changes to SEN funding.
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 April 2013.

Project Name	Project Aims	Update November 2012
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 currently in delivery</p> <ul style="list-style-type: none"> • The refurbishment of the Kilburn library was completed in September 2012 • A range of improvement activities are underway to improve the access to the library services; the reading and learning offer; the outreach service; library stock; and online services.
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	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The new parking contract, which goes live from June 2013, is currently being tendered. • Improvement activities are focussed on online services and products and developing cashless parking arrangements

Project Name	Project Aims	Update November 2012
Single Department Projects - Environment & Neighbourhood Services		
	reviewing process and infrastructure within the Parking Team.	<ul style="list-style-type: none"> Parking shops were due to close at the end of November but closure has now been put back to January
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 currently in delivery</p> <ul style="list-style-type: none"> Work is progressing on the London Highways Alliance Contract. A new Head of Service now in post and a staff restructure consultation is underway.
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 will now be a Brent-only procurement process following withdrawal of other councils from proposals for a joint procurement. Negotiations are taking place on a site for a waste depot
Improving Waste Management	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>This project is currently in delivery</p> <p>Implementation of operational activities continue as planned:</p> <ol style="list-style-type: none"> 1. Restricting landfill waste 2. Removing barriers to effective participation in waste minimisation and recycling 3. Introducing a new recycling service for flats above shops 4. Introducing communal food waste collections in suitable blocks of flats as part of the successful bid for funding to the Department of Communities and Local Government.

Project Name	Project Aims	Update November 2012
Single Department Projects - Adult Social Care		
Adult Social Care - Direct Services (Learning Disability Day Services)	The aim of this project is to improve service outcomes for users by consolidating all current day centres into the purpose-built John Billam Resource Centre (JBC) and re-designing the service model to support users to access services in the community more independently.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> The main building works at the John Billam Resource centre have been completed and service users have now started using facilities. Community based services and packages of support are also now in place for service users. This is increasing personal choice for service users with learning disabilities.

Project Name	Project Aims	Update November 2012
Single Department Projects - Adult Social Care		
Supporting People Phase 1	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>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.

Project Name	Project Aims	Update November 2012
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 Services for Young People strategy is currently being drafted for consultation. • This is an aligned service for the Working with Families project and implementation of the strategy will be taken forward as part of the wider Working with Families approach.

Project Name	Project Aims	Update November 2012
Partnership Projects		
Developing a Public Health Model for Brent	The overall objective of this project is to create a public health system in Brent by April 2013 that can deliver sustainable health improvement for all the borough's residents and at the same time reduce health inequalities in the borough.	<p>This project is currently in delivery</p> <ul style="list-style-type: none"> • The analysis of Public Health functions has been completed and the high level financial analysis is ongoing. • The Project Initiation Document was endorsed by Programme Board on 10 April 2012. • The broad outline for the Public Health model has been drafted. • A report on the proposed structure was considered at the Executive in November 2012 • Engagement meetings have been held with Public Health staff and unions.
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 1	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. The first Phase is aimed at developing an approach to achieving this.	<p>Phase 1 is currently in delivery</p> <ul style="list-style-type: none"> • This first phase of the Working with Families Initiative has been focussed on developing the Working with Families Strategy, with implementation planned for Phase 2. • Strategic options have been developed and a report will be presented to the Executive in January 2013 on this.

Project Name	Project Aims	Update November 2012
Partnership Projects		
Working with Families – Phase 2	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>Phase 2 is currently in delivery</p> <ul style="list-style-type: none"> • Good early progress is being made on the main aspects of delivery - developing a multi-agency front door, developing a family support service and developing an ‘aligned services’ strategy.

Appendix 5 – Governance and Reporting Framework

