



One Council Overview & Scrutiny Committee

8 February 2011

Report from the Director of Strategy, Partnerships & Improvement

Wards Affected:
ALL

The One Council Programme

1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, fundamentally changes the way the council carries out its business. It has already delivered £13m of savings in 2010/11 and will deliver a further £22m in 2011/12 with further savings in future years.
- 1.2 The aim of the Programme is to do things differently and better. The size and speed of the government's funding reduction and spending pressures on services mean that savings of £37m are needed in 2011/12 and £90m to £100m needs to be taken out of the annual budget by 2014/15. The Programme is delivering 60% of the savings required in the budget in 2011/12 and the aim is that existing and new projects deliver a significant proportion of additional savings required from 2012/13 onwards.
- 1.3 The scale of savings required means that disciplined approaches are needed to ensure that projects deliver the level of savings required of them on time. One Council Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.4 Regular project updates are received through Project Status Reports and most projects are progressing well. In addition a number of new projects will be reporting into the Programme including Adult Social Care Commissioning and the Agency Worker project.
- 1.5 The overall status of the Programme is Amber. This report provides an update on progress of the Programme

2.0 Recommendations

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

3.0 The One Council Programme – Progress Updates

Tranche 1

3.1 There are currently six projects within Tranche 1 and good progress is being made. Two projects - Staffing and Structure Wave 1 and Finance Modernisation - are due to close shortly. In addition a new interim Head of Procurement is in place and the Strategic Procurement Project has been reconfigured. A new workstream - the Agency & Contract Worker Project - aims to reduce the cost to the council of agency and contract workers. A business case for this was approved by the Programme Board on 19 January 2011.

Table 1 Tranche 1 project detail

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
Structure & Staffing Review (Wave 1)	Ensure that the organisational structure of the council meets the council's future needs more efficiently and effectively, building on the recommendations of the recent review.	Project is complete. Project closure report due to Programme Board 16 February 2011. Savings are £4.3m in 2010/11, rising to £7.5m per annum from 2011/12. These have been allocated to departmental cash limits. They are in addition to savings of £2.3m per annum from 2010/11 as a result of deletion of 50 manager posts in 2009/10.
Structure & Staffing Review (Wave 2)	Create structures that: align the organisation with the new Administration's corporate priorities; move towards the OC structural model, as well as contributing to the wider OC Programme of service improvement; streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible.	Proposals went out for consultation on 24 January 2011. Savings are estimated at £4.0m in 2011/12 and £4.7m per annum from 2012/13. The savings have been allocated to departmental cash limits on the basis of vacant posts being deleted from 1 April 2011 and filled posts being deleted from 1 June 2011.
Strategic Procurement Review	To undertake a root and branch change to procurement within Brent ranging from staffing and structure through the Council's spending across all suppliers with a view to contribute to the Council's savings targets over the next 3 years and to improve procurement practices.	The procurement Project Initiation Document is being updated to reflect the ambitious programme required to deliver £10m savings as part of the 2011/12 budget. £7m of these savings are allocated within departmental cash limits and include savings in Adult Social Care Commissioning (see separate Tranche 4 project on this), the waste

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		management contract, the parking contract, and other large contract areas. The balance of £3m will come from cross-council initiatives, including reducing agency and contract worker costs and the printing project, as well as savings on other council contracts over and above those already included in departmental cash limits.
Strategic Property Review	The project aims to ensure that the council is making best use of the properties it owns and leases. The project is being reconfigured to ensure it is fully aligned with other One Council projects, including the Civic Centre and redevelopment of Willesden Green, reflects the changing shape of the council and is tied in with work with partners within Brent and within the West London Alliance.	A Concept Paper that reflects the wider scope of the project is to be presented to the Programme Board on 2 March 2011.
Customer Contact	The aim of the project is to ensure customers can access the council efficiently and effectively and wherever possible have their requirements met at the first point of contact.	Design principles have been agreed. The project will be cost neutral in 2011/12 (costs and savings match each other) but is expected to deliver savings of £3.5m per annum once implemented. Full savings will only be achieved once the council has moved to the Civic Centre. A separate report on this project is on the agenda of this meeting.
Finance Modernisation	The aims of the project are to transform the Finance function to deliver: 1) one common approach - standardised policies, processes and systems; 2) improved, efficient and effective service supporting Finance's customers and stakeholders; 3) a new Finance Service Centre; and 4) a Business Partnering model for financial services. The project incorporates implementation of the Single Accounting System and Electronic Procurement.	The project is complete. However, whilst newly raised invoices are being processed effectively, issues remain with processing invoices raised before the new system was in place. Savings, which have been incorporated in departmental cash limits, are £400k in 2010/11, rising to £1.505m per annum from 2011/12.

Tranche 2

- 3.2 There are currently eight projects in Tranche 2. Generally, these projects are also progressing well. Initial concerns about delivery of the Children's Social Care project have now been addressed in a revised Project Initiation Document. The project is now being monitored for a sustained period of delivery before it can be moved from Red to Amber status.

Table 2 Tranche 2 project detail

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
Adult Social Care - Customer Journey	To address a number of operational issues identified in the Adult Social Care service, and significantly improve the end to end assessment process for ASC by April 2011.	The project is on target to deliver improvements in Adult Social Care, including consistency in assessments and streamlined processes. Financial savings of £1m in 2010/11 rising to £1.4m per annum from 2011/12 have been incorporated in the Housing and Community Care budget. A separate report on this project is on the agenda of this meeting.
Adult Social Care -Direct Services -	To improve service outcomes for users and reduce costs. Achieved through consolidating all current day centres into the purpose-built John Bilham Resource Centre, and re-designing the service model to support users to access services in the community more independently.	Assessment and support planning for clients is being carried out in time to allow decommissioning of Stonebridge day centre from February 2011. Savings of £600k in 2011/12, rising to £1.1m per annum from 2012/13, have been incorporated in the Housing and Community Care budget.
Children's Social Care Transformation	Manage increasing service demands, improve outcomes, maximise resources and meet identified savings targets.	A revised Project Implementation Document has been agreed. This sets clear targets against each of the workstreams which include increasing the number of Brent in-house foster carers, review of residential placements, development of semi-independent living, review of clients with no recourse to public funds, and improved crisis intervention. Savings of £1.8m have been included in the 2011/12 budget. Further savings are expected in future years.
Brent Business Support	This project will look at measures to improve the efficiency of the council's back office functions in advance of the move to the Civic Centre. It will build on work already done as part of other One Council projects, including e Finance Modernisation.	The approach to this project is to be discussed at the Programme Board on 2 February 2011. No target saving has been agreed yet. Full savings will not be achieved until the move to the Civic Centre has happened.
Income Generation/ Maximisation	The aim of the project is to identify and ensure the implementation of options to increase council net revenue income per annum.	Increased fees and charges were agreed by the Executive in December 2010. This is in addition to measures agreed earlier in 2010 including the introduction of carbon emission related charges for parking permits. Total savings from income generation initiatives are £4.3m per annum from 2011/12. These have been incorporated in departmental budgets

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
Review of Employee Benefits	To harmonise and reduce expenditure on staff remuneration to ensure a 'one council' approach to remuneration and associated terms and conditions	Reductions in overtime and allowances have delivered savings of £1m per annum from 2010/11 onwards. Removal of London weighting anomalies will lead to full year savings of £1.2m per annum from 2012/13 onwards. These have been incorporated within departmental cash limits. Further savings are anticipated from further review of overtime and existing anomalies and from implementation of the Brent core contract. A separate report on this project is on the agenda of this meeting.
Waste & Street Cleansing Review	The project aims to deliver the council's policy objectives on sustainability by increasing recycling and minimising use of landfill.	Savings from decisions members have taken on street cleansing and waste collection have been built into the budget. Officers are currently negotiating further price reductions with Veolia, Brent's waste contractor. Veolia are expected to provide revised costed proposals in early February 2011. Savings in 2011/12 are estimated at £1m rising to over £2m per annum from 2012/13.
Civic Centre	To build a high quality office and community building for Brent Council by 2013 that is the base for 'One Council' by housing all departments in one building, facilitating flexible ways of working, realising efficiency savings and income generation.	The Design and Build contract was sealed on 26 November 2010. Skanska, the building contractor, started on site and are progressing as planned. The Civic Centre is self-financing with savings from vacating existing inefficient buildings and more efficient ways of working meeting the costs of financing and running the Civic Centre.

Tranche 3

- 3.3 There are now seven projects in Tranche 3. Three projects are no longer delivered by the Programme:
- a. Libraries Transformation - Initial support from the programme has enabled this project to now be delivered within the Service Area.
 - b. Public Protection - This project is now being reconfigured following changes within Environment & Neighborhood Services which impact on the original scope and objectives.
 - c. Services to the Young – The projects within Children and Families are being reconfigured to reflect changing requirements as a result of government policy and the need to deliver budget savings. 'Services to the Young' is too broad a concept and will not be included in the

reconfigured projects.

- 3.4 There has been good progress on a number of Tranche 3 projects – for example, Libraries Transformation is going ahead, the Fundamental Review of Activities has been used to help frame departmental savings proposals, and the Carbon Management project is close to finalising a business case which will help the council achieve its target of a 25% reduction in carbon emissions from council activity by 2014. Projects in Children and Families are proving more difficult to configure. Finalisation of the 2011/12 budget will help determine the Children and Families projects that need to be taken forward as part of the One Council Programme.

Table 3 Tranche 3 project detail

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
Total Place	Looking for economies of scale by delivering services or using facilities with our partners	The Total Place project will stay in the Programme as a coordinated portfolio of projects with partners. Each 'sub-project' will require a Business Case and should then conform to the One Council Programme Lifecycle framework.
Carbon Management	The project is aimed at achieving our carbon emissions reduction target and reducing the impact of the carbon tax.	The business case will be reviewed by Programme Board on 2 March 2011. Proposals will be aimed at offsetting the budget impact of the new carbon tax which is estimated to the cost the council £423k per annum from 2011/12.
Willesden Green	Development of Willesden Green Library into a core building for the council, with the potential to provide for both cultural functions and a major service presence in the south of the borough	The business case will be reviewed by Programme Board in June 2011. The financial assumption is that the project will be cost neutral.
Move to the Civic Centre	Getting the organisation ready, prepared to occupy the Civic Centre	The Project Initiation Document will be reviewed by Programme Board on 2 February 2011. Four workstreams are planned as follows: paperless working, flexible working, decanting of existing buildings, and maximising use of facilities and income. There are close dependencies with other projects – including Customer Contact and Brent Business Support – to ensure efficiency savings are delivered.
Fundamental Review of Activities	Root and branch review of all council activities. Ensure that we are redirecting resources to the highest priority services and that these service are being run as efficiently as possible	The FRA is a methodology which is applied to identify departmental savings or other projects to be included in the One Council Programme. The project is not required to report on a regular basis to the Programme Board. The first round of FRA activity informed departmental savings proposals as part of the 2011/12 budget. The next round

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		of FRA activity will be carried out in summer 2011.
Transitions into Adult Life	Improving outcomes, reducing the cost of care, budget containment	Discussions to agree scope and objectives are being held with the Director of Children & Families
SEN Review	To increase availability of local specialist educational provision for children and young people with high level special educational needs in response to rising demand and budgetary pressures.	Discussions to agree scope and objectives are being held with the Director of Children & Families.

Tranche 4

- 3.5 There is currently one project in Tranche 4. A project manager has now been appointed and further work to identify future Tranche 4 projects is being completed.

Table 4 Tranche 4 project detail

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
ASC - Commissioning	To redesign the commissioning function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement	The Adult Social Care Commissioning project business case is agreed and resources put in place to deliver it. Savings of £4.2m per annum from 2011/12 are included in the 2011/12 budget proposals. There is a close interdependency with the Strategic Procurement project.

4.0 The One Council Programme – Risks and Issues

- 4.1 Project risks and issues are identified, analysed and monitored by individual project managers. Where appropriate, risks and issues are escalated to the Programme Board for resolution. The Programme Board is also responsible for managing overall Programme risks. The main Programme risk at the moment is delivery of savings as part of the 2011/12 budget. Wherever possible, savings have been taken out of departmental budgets to ensure full departmental accountability for delivery of savings. Delivery of financial benefits during 2011/12 will continue to be monitored as part of overall Programme Management arrangements.

5.0 The One Council Programme – Dependency Management

- 5.1 The Willesden Green and Civic Centre projects are significant dependencies

for a number of projects within the programme. Specific actions are being taken by Programme Board to ensure that these dependencies are being managed and outcomes are not compromised.

- 5.2 During February 2011, the Programme Board will also be focusing on reviewing dependences across the whole programme and updating the Programme Dependency Map.

6.0 The One Council Programme – Programme and Project Management

- 6.1 The Programme has seen a more robust and consistent project management approach across projects, increased collaborative working across departments, increased departmental ownership of projects, an effective reporting process to Programme Board, and effective co-ordination of the Programme through the Programme Board and Programme Management Office.

- 6.2 Additional work is being undertaken to strengthen the council's own pool of project managers and to develop the skills we need to deliver the Programme and individual projects. Whilst external skills were essential in setting up the programme and there is an important role for external support on projects, we are already seeing a significant reduction in the support we need from consultants.

- 6.3 Specific work is being completed to deliver an in-house training package for Project Managers and workstream leads. This will be available from April 2011.

7.0 Financial Implications

- 7.1 Details of savings from individual projects have been shown in Section 3 above.
- 7.2 Table 5 below shows overall savings and costs of the One Council Programme. Savings are identified against individual budgets and allocated to individual departmental cash limits.

Table 5 Overall finances of the One Council Programme

All figures shown are compared to 2010/11 original budget	Cumulative savings			
	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m
One Council savings	12.2	34.6	47.0	56.4
One Council costs	6.5	7.7	5.0	4.0
Net One Council savings	5.7	26.9	42.0	52.4

7.3 Programme savings will be updated after finalisation of the 2011/12 budget.

8.0 Legal Implications

8.1 There are no legal implications at overall Programme level. Legal implications may arise within individual change projects in the mainstream services or support services. Each project is required to identify any legal implications in the preliminary stages and address any legal issues with appropriate legal advice and CMT/Member approval where applicable.

9.0 Diversity Implications

9.1 The diversity implications of each project continue to vary according to the nature of the project and its objectives.

9.2 The Equalities Impact of the One Council Programme is now a standing item on the Equality, Diversity and Community Cohesion Leadership Group's agenda

9.3 The Programme Management Office will also be completing a gap analysis on Equality Impact Assessments and analysis on the overall impact of the Programme during February 2011.

10.0 Staffing/Accommodation Implications (if appropriate)

10.1 None

Background Papers

None

Contact Officers

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