



Overview & Scrutiny Committee 6th July 2011

Report from the Director of Strategy, Partnerships & Improvement

Wards Affected:
ALL

One Council Programme Update

1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, fundamentally changes 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 £90m to £100m.
- 1.2 The Programme is introducing changes to the way the council organises itself and delivers services. Fundamental changes have already been achieved through the Structure and Staffing review, the Finance Modernisation project, the Adult Social Care Customer Journey, and the Income Maximisation project. Other projects such as the Review of Employee Benefits, the Temporary Labour project, the Adult Social Care Commissioning project and the Adult Social Care Direct Services Project, have already delivered a significant amount of change and are planned to deliver more.
- 1.3 Overall the Programme delivered gross savings of £11.8m in 2010/11 and is forecast to deliver a further £28m in 2011/12. Savings from the One Council Programme accounted for 60% of the total council savings required in 2011/12 and the aim is that existing and new projects deliver a significant proportion of additional savings required from 2012/13 onwards.
- 1.4 The aim of the One Council Programme is to improve significantly the way the council organises itself and delivers services in order to limit the impact of budget reductions on Brent residents. It provides a robust framework to deliver complex change quickly and effectively.

1.5 Since the last One Council Programme update report to the Overview and Scrutiny Committee on 8th February 2011, a number of new projects are now in delivery stage or are being developed, including Housing Transformation, which is on this agenda, Integration of Health and Social Care and the Transfer of the Public Health Function from the PCT to the council.

1.6 The overall status of the Programme is Amber. Most projects are progressing well. However, there are a number of projects where savings are currently forecast below target – including Future Customer Services, Waste and Street Cleansing, and Children’s Social Care - and the One Council Programme Board is taking steps to address these potential shortfalls.

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

3.1 This section of the report sets out the revised categorisation for projects in the Programme. Appendix A provides updates on each of the projects in the Programme.

3.2 Projects in the Programme fall into a number of broad categories and our reporting of them now reflects this. The following are the main categories:

- a. **Cross council projects** that impact on the way the council as a whole conducts its business. These in turn are divided into projects which impact on:
 - i. **How Customers access services** – Future Customer Services is the umbrella project which brings these initiatives together although it is closely linked into other projects, including the Civic Centre project, the Willesden Green, and customer journey projects in Adult Social Care and Housing Needs;
 - ii. **Ways of working** in the council. The key driver for this is the Civic Centre project which will lead to fundamental changes in the way in which staff work and make best use of the technologies available to them. It follows on from work on streamlined management structures as part of the Structure and Staffing project and is linked in to the Review of Employee Benefits which is aimed at the introduction of a Brent core contract.
 - iii. How **support services** are delivered in the council. This includes the Finance Modernisation and Strategic Procurement projects, together with a new project which is looking at Shared Solutions for support services.
 - iv. How the council introduces effective demand management and minimises cost of **supplies and services**. The two areas projects are currently focusing on are Temporary Labour and Consultancy Firms.
 - v. How the council uses its **property** resource. Changes to the council’s property portfolio are an integral part of a number of

projects in the Programme, including the Move to the Civic Centre, the Adult Social Care Direct Services project, and the Libraries project. The Strategic Property project is carrying out a fundamental look at what the council's strategy for future use of property should be, tied in with not only changes to service provision but also the role that property can play in achieving regeneration in the borough.

- vi. How the council **charges** for its services. The Income Maximisation project, which managed the implementation of changes to fees and charges in the 2011/12 budget, is now complete. Work on identifying opportunities for the council to ensure that it is maximising income, where appropriate, is being taken forward by a cross-council Commercial Opportunities Group.
- b. **Single directorate projects** which are about transforming the way the council delivers direct services. These include projects which are about:
- i. **Reviewing processes** to make them more efficient and effective, reducing cost and improving customer service. Examples include the Revenues and Benefits review¹, the Adult Social Care Customer Journey, the Housing Needs Transformation project, and the review of Special Education Needs.
 - ii. **Commissioning services** to ensure that we are providing appropriate services at the right price. Examples include the Adult Social Care Commissioning project and the Children's Social Care Placements project.
 - iii. **Fundamentally changing the service** provided because current mode of service provision is unsustainable. Examples include the waste project, aimed at increasing recycling thereby reducing the cost to the council of landfill of residual waste, the Adult Social Care Direct Services project aimed at helping service users access services in the community, and the Libraries project which is looking to transform the way the council delivers the library service, including assessing local need, incorporating the rise of digital routes to reading, and reducing its costs to maximise efficient operations.
- c. **Multi directorate projects** which look at services which affect more than one directorate. At the moment, the only multi-directorate project is Transitions to Adult Life which aims to improve the process by which children with disabilities are helped to prepare for adult life. This project involves both Children and Families and Adult Social Care.
- d. **Partnership projects** which involve the changing relationship between the council and its partners. The two partnership projects in the Programme at the moment are the Transfer of Public Health from the PCT to the

¹ The Revenues and Benefits project was not delivered as part of the One Council Programme but the principles and approach – reviewing processes to cut out unnecessary activities, focus on customer needs, and as part of this deliver cost savings – has been adopted in other reviews which are part of the One Council Programme.

council and the development of a more integrated approach to Health and Social Care, both of which are responses to the government's proposed changes to the health system.

3.3 There are currently four facilitating/enabling initiatives; localism and Community Based Budgets, Commercial Opportunities, Carbon Management & Fundamental Review of Activities. These initiatives do not currently report into the One Council programme but form the basis for development of future One Council projects.

3.4 Appendix A shows good progress across a range of projects. However, there are particular issues about potential savings from the Future Customer Services project, the Waste and Street Cleansing project, and the Children's Social Care project and measures are being taken to address these. In the meantime, the One Council Programme Board has rated each of these projects Red (significant issues that could affect the delivery of projected savings).

4.0 The One Council Programme – Risks, Issues and Dependencies

4.1 The One Council Programme Board continues to have oversight and responsibility for Programme risks, issues and dependencies. The largest current risks areas are delivery of financial benefits and the One Council Programme Board is taking action to address potential savings shortfalls identified for individual projects. The other significant areas of risk identified across the Programme are management and engagement of stakeholders and project resourcing. Key dependencies are also being monitored for the Future Customer Service and Move to the Civic Centre projects which are closely dependent on delivery of a number of other projects within the Programme.

5.0 The One Council Programme – Programme and Project Management

5.1 The discipline and quality of reporting has continued to improve. A revised reporting template was launched in April 2011 and project status reporting has now moved from a 2-week cycle to a 4-week cycle. Red rated projects (those projects which face significant issues) are still required to report every 2 weeks. These new arrangements enable the Programme Board to focus on achieving progress in those projects most at risk.

5.2 The council has moved to strengthen its internal project management resource. 14 officers from across the council have been appointed to the One Council Project Management Pool and will be allocated to projects on a secondment basis. The roles include project managers, project delivery officers and business analysts. The Pool, together with strengthening of the council's own Programme Management Office, has significantly reduced reliance on external consultants. There is however still the need for external input for particular projects where specialist knowledge is required or where there is a need to draw upon knowledge and experience of implementation of change in other organisations.

5.3 The Programme governance structure has also been revised. Directorate Portfolio Boards will take responsibility for the direction and delivery of

directorates projects. This reflects the increased maturity of the Programme and recognition of the need for directorates to fully own projects. The One Council Programme Board will receive highlight reports from directorates and will take appropriate action should issues arise about the delivery of projects. In addition, in future, all capital projects will report to the Capital Portfolio Review Panel, which will be supported by a Capital Portfolio Office within Regeneration and Major Projects. There is close liaison between the One Council Programme Management office and the Capital Portfolio Office to ensure dependencies are managed effectively.

6.0 Financial and Non-Financial Benefits

6.1 Table 1 below shows overall savings and costs of the One Council Programme. Savings are identified against individual budgets and allocated to individual departmental cash limits. The RAG status (categorisation used for projects and risks which stands for Red Amber Green) is Amber. This is because, although overall savings are broadly on target, there are a number of high risk areas which are currently being monitored closely by the One Council Programme Board.

Table 1 Overall finances of the One Council Programme

	2010/11	2011/12			2012/13		2013/14		RAG
	Forecast £'000	Budget £'000	Forecast £'000	Variation £'000	Budget £'000	Forecast £'000	Budget £'000	Forecast £'000	Status
TOTAL PROJECT OPERATIONAL SAVINGS	11,809	41,136	39,840	-1,296	51,873	52,002	58,809	58,961	Amber
TOTAL PROJECT AND PROGRAMME DELIVERY COSTS	4,290	5,712	4,712	-1,000	3,890	3,753	3,017	3,017	Amber
NET SAVINGS FROM THE PROGRAMME	7,519	35,424	35,128	-296	47,983	48,249	55,792	55,944	Amber

6.2 A key challenge for the One Council Programme is to maintain the dual focus on improvement and cost reduction. Realisation of benefits normally occurs after projects have closed. Work is being carried out with the Corporate Policy Team to ensure that the capture and reporting of benefits is an integral part of the corporate Performance Management framework.

7.0 Legal Implications

7.1 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 One Council Programme Management Office maintains oversight of Equality Impact Assessments for individual projects. An analysis on the overall impact of the Programme is in the process of being completed.

10.0 Staffing/Accommodation Implications

10.1 None

Background Papers

None

Contact Officers

Phil Newby

Director – Strategy, Partnerships & Improvement

Project Update – June 2011

Project Name	Project Aims	Update June 2011
CROSS COUNCIL PROJECTS		
Cross Council Projects - customer access		
Future Customer Services	The aim of this project is to bring together customer service arrangements across the council into one operating model, and deliver efficiencies through better utilisation of staff time, a reduction in avoidable contact, a reduction in management overheads and more effective management of access channels.	<p>This Project is currently in delivery</p> <p>Data capture is complete and workshops with service units to agree new processes are well progressed.</p> <p>The Project Board has agreed:</p> <ol style="list-style-type: none"> 1. To merge the One Stop Shop and Revenues and Benefits to create a new Customer Service Unit 2. New governance arrangements 3. To review timetable for transitioning in of services to the new operating model 4. To procure an automated switchboard service <p>The business case is currently being reviewed because of potential shortfalls in budget savings against originally projected targets. Alternatives for achieving the full savings are currently being identified.</p>
Cross Council Projects - new ways of working		
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> <p>The 'Model office' is due to be operational by September 2011 and all Departmental Move Action Teams (DMATS) have been established. The Civic Centre team are facilitating implementation departmental action plans. Approximately 198 staff across the organisation have now been briefed on the actions required to move to the Civic Centre. There has also been considerable progress made in the storage contract and we are awaiting notification of award. A Senior Project Manager post has been created to add capacity to the team and ensure the major changes required are implemented in time for relocation to the Civic Centre.</p>

Project Name	Project Aims	Update June 2011
Structure & Staffing Review (Wave 1)	The aim was to ensure that the organisational structure of the council meets the council's future needs more efficiently and effectively, building on the recommendations in the review of the organisational structure carried out in 2009.	This project is now completed and closed The project closure report approved by the One Council Programme Board (February 2011)
Structure & Staffing Review (Wave 2)	The aim is to create structures that: align the organisation with the Administration's corporate priorities, move towards the One Council structural model, streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible.	This project has now been completed and is in the evaluation stage The formal 90 day staff consultation has been completed and implementation continues to be managed and co-ordinated through corporate mechanisms
Review of Employee Benefits	The aim is to harmonise and reduce expenditure on staff remuneration to ensure a One Council approach to remuneration and associated terms and conditions.	This project is currently in delivery. Harmonisation of London Weighting and reduction in overtime are currently being delivered. Discussions have started with the trade unions on the third workstream which involves a move to a Brent Core contract.
Cross Council Projects - support services		
Finance Modernisation	The aims of the project were 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	This project is now completed and closed <ul style="list-style-type: none"> • Resolution of outstanding issues regarding payment performance has been addressed. There are also no significant dependencies (given that project has gone live) • Financial benefits are on track to deliver (£400k savings in 2010/11 and £1.5m in 2011/12 is now reflected in cash limits).

Project Name	Project Aims	Update June 2011
	financial services. The project incorporates implementation of the Single Accounting System and Electronic Procurement.	
Strategic Procurement Review	The aim is to overhaul the council's capability and approach to procurement, to reduce suppliers and off-contract spend in Brent, and to provide accurate tracking of savings from various procurement interventions across the council.	This Project is currently in delivery New procurement strategy and policies in place. Category management approach has been developed and is being embedded in the organisation. Corporate procurement working closely with services on major contract negotiations. Introduction of Oracle system together with use of new software has improved analysis of spend enabling more targeted intervention. Work continuing on improving the contracts database and making more effective use of Oracle I-Procurement.
Review of Shared Solutions	This project forms part of the realigned Brent Business Support Project and will look at options for sharing back office systems and functions	This project is currently in the development stage A concept paper is being developed for this project which is linked into work that is being developed across London aimed at standardising systems and processes across a range of back office functions.
Cross Council Projects - supplies and services		
Temporary Labour	This projects aims to reduce Temporary Labour spend by the council, thereby delivering direct savings and reducing the number of redundancies required as a result of Structure and Staffing project, other One Council initiatives, and other budget savings. In addition, the project aims to ensure the reduction in use of temporary labour is sustainable by putting in place a 'demand management' process.	This Project is currently in delivery <ul style="list-style-type: none"> • New demand management processes are in place which require all extensions of existing contracts and new contracts to be subject to individual business cases and approved by both the Director of Legal and Procurement and the Director of Finance and Corporate Services • The first two months of the current financial year have seen significant reductions in spend on Temporary Labour • Longer term sustainable arrangements are being put in place with a Demand Manager role being established within Human Resources

Project Name	Project Aims	Update June 2011
Consultancy Firms & Managed Services	This project takes a similar approach to the Temporary Labour project to reduce spend on consultancy services by ensuring effective demand management	<p>This Project is currently in delivery</p> <ul style="list-style-type: none"> • Data on spend is being analysed • A new management system that will provide increased transparency of spend and a basis for improved management of contracts is being piloted • Longer term sustainable arrangements will be put in place
Cross Council Projects - property		
Strategic Property Review	The project aims to deliver a step change in the way the Council manages its property and asset portfolio, It will also have a key role in driving forward Brent's regeneration agenda	<p>This project is currently in the development stage</p> <ul style="list-style-type: none"> • Work has begun on developing a new property strategy which will provide a strategic framework within which the council can take decisions on future use of council assets • The timetable for completing the development of the strategy is September 2011 • The strategy will be used as the basis for taking this project forward
Cross Council Projects - charges		
Income Generation/ Maximisation	The aim of the project is to identify and ensure the implementation of options to increase council net revenue income by at least £5million per annum by 2013/14	<p>This project is now completed and closed</p> <ul style="list-style-type: none"> • The project involved taking a planned and co-ordinated approach to implementing changes to fees and charges in 2011/12. • Part-year savings of £211k were achieved in 2010/11 and full year savings of £4.3 have been incorporated in 2011/12 cash limits • A Commercial Opportunities Group, chaired by the Director of Finance and Corporate Services, will be taking forward this work

Project Name	Project Aims	Update June 2011
DIRECTORATE PROJECTS		
Directorate Projects – Children and Families		
Children’s Social Care Transformation	The aim is to manage increasing service demands, improve outcomes, maximise resources and meet identified savings targets.	<p>This Project is currently in delivery</p> <ul style="list-style-type: none"> • The project has been successful at increasing the number of in-house foster carers and the availability of semi-independent living placements, both of which offer better options than residential care or independent fostering • Overall costs however remain above budget and the One Council Programme Board is monitoring closely the measures being taken to reduce these costs
Special Education Needs Review	<p>The specific focus of this project is on the following areas which constitute Phase One of its implementation:</p> <ul style="list-style-type: none"> • Service structure and efficiencies • Increasing in-borough provision of SEN school places • Developing more effective commissioning and quality assurance processes for out Borough school places • Reviewing SEN and assessment processes 	<p>This Project is currently in delivery</p> <ul style="list-style-type: none"> • This is the first phase of the project to progress immediate changes required • The Project Initiation Document was endorsed by Programme Board June 2011 • Further work needs to be carried out to review the council’s long term strategy with regard to Special Education Needs in order to manage increased demands on the service. This work will follow on from this initial stage.

Project Name	Project Aims	Update June 2011
Directorate Projects – Adult Social Care		
Adult Social Care - Customer Journey	The Customer Journey project aimed to address a number of operational problems that were identified in the department and to significantly improve the end to end assessment process for adult social care.	<p>This project has now been completed and is in the evaluation stage</p> <ul style="list-style-type: none"> • The customer journey arrangements went live in April • A project closure report is due to Programme Board in July 2011
Adult Social Care - Direct Services (Learning Disability Day Services)	The aim 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 first phase of estate consolidation has been completed • Clients affected by closures have had their packages reviewed • The John Billam completion date is now expected to be July 2011
ASC - Commissioning	The aim is to redesign the commissioning function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement	<p>This Project is currently in delivery</p> <ul style="list-style-type: none"> • There are target savings of £4.2m in 2011/12 from a range of projects covering home care and residential which include joint commissioning with the West London Alliance as well as direct commissioning of services by the council • The projects that comprise ASC Commissioning were originally co-ordinated with the support of external consultants but are now co-ordinated by an internal project manager from the Project Management pool

Project Name	Project Aims	Update June 2011
Directorate Projects – Regeneration and Major Projects		
Housing Needs Transformation	The aim of this project is to deliver improvements and efficiencies in the Housing Needs service. This will be delivered through three workstreams as follows: <ul style="list-style-type: none"> • Service transformation workstream • Accommodation management workstream • Demand management workstream 	This Project is currently in delivery A separate report on this agenda provides a full update on the project.
Directorate Projects – Environment and Neighbourhood Services		
Waste & Street Cleansing Review	The project aims to deliver the council's policy objectives on sustainability by increasing recycling and minimising use of landfill.	This Project is currently in delivery <ul style="list-style-type: none"> • Changes to street cleansing in Zone 5 (residential areas) were implemented from 1 April 2011 • Proposals for achieving additional savings included in the 2011/12 budget are to be reported to the Executive in July 2011 • Revised waste collection arrangements are to be implemented from 1st October 2011
Libraries Transformation	To provide an efficient and cost effective library service to Brent residents	This Project is currently in delivery <ul style="list-style-type: none"> • This project is not currently reporting into the Programme Board
CROSS DIRECTORATE PROJECTS		
Transitions to Adult Life	To improve outcomes for children with disabilities transitioning into adult care (age 14 to 25) whilst reducing pressures on the budget.	This project is currently in the development stages <ul style="list-style-type: none"> • An initial concept paper has been approved by the Programme Board • A business case is being developed which will look at options

Project Name	Project Aims	Update June 2011
PARTNERSHIP PROJECTS		
Integrating Health & Social Care	<p>1.To achieve financial benefits for both health and social care by:</p> <ul style="list-style-type: none"> • Improving the quality of commissioning practices • Integrating care pathways and new services • Integrating back office functions, where appropriate <p>2.To improve health and social care outcomes for the adults of Brent by:</p> <ul style="list-style-type: none"> • Developing integrated pathways of health and social care services, and providing a service that is person-centred and outcome focused, shifting care away from the acute sector <p>3.To improve quality and performance for both organisations</p>	<p>This project is currently in the development stage</p> <ul style="list-style-type: none"> • An updated business case setting out detailed options for a phased implementation of the changes will be presented to the OC Programme Board in October 2011
Transfer of Public Health Function	<p>The overall objective of the project is to create a public health system in Brent that can deliver sustainable health improvement for all the borough's residents and at the same time reduce health inequalities in the Borough.</p>	<p>This project is currently in the development stage</p> <ul style="list-style-type: none"> • On-going development work is being carried out in collaboration with NHS Brent • A detailed business case will be presented to the OC Programme Board in October 2011