

AGENDA ITEM: 8

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Meeting	Cabinet
Date	3 December, 2008
Subject	Future shape of the Council
Report of	Leader of the Council
Summary	The report proposes a model for the Council and its partners that will enable them to work more closely and effectively to respond to the needs and aspirations of people in Barnet and to translate these into priority outcomes, the delivery of which will significantly improve the quality of citizens' lives and their experience of public service in the borough.

Officer Contributors	Richard Grice, Future Shape Programme Director; Jenny Coombs Transforming Service Delivery Director; Max Wide, Executive Director, Organisational Development; Claire Johnston, Programme Manager; Clive Medlam, Director of Resources; Jeff Lustig, Director of Corporate Governance
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not Applicable

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1. RECOMMENDATIONS

- 1.1 Agree the proposal for officers to develop a detailed assessment of the overall model for public service commissioning, design and delivery.**
- 1.2 Agree the proposal for officers to develop a detailed assessment of the costs and benefits of procuring a capacity vehicle.**
- 1.3 Agree the proposal for officers to develop a detailed assessment of the costs and benefits of procuring a number of service delivery vehicles for reconfigured services (in line with the models outlined in figures 2 and 4).**
- 1.4 Approve the establishment of a programme structure for the next phase of the future shape programme.**
- 1.5 Agree the one-off cost of £250,000 funding of the next phase of the programme from balances.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet agreed the establishment of the Future Shape of the Organisation programme at its meeting on 6 May.
- 2.2 General Functions Committee agreed the establishment of a new structure for the strategic core of the Council at its 11 September meeting.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Corporate Plan 2008/2009 – 2011/2012 states that:

“We must improve the way we work and the infrastructure with which we work to deliver value for money to our customers” and “we will improve the ways in which we provide community leadership, community choice and higher quality services at the lowest possible cost”.

- 3.2 The proposals made in this report will assist the council in meeting these objectives.
- 3.3 Policy considerations are set out in more detail in section 9 of this report.

4. RISK MANAGEMENT ISSUES

- 4.1 **Quality of life in Barnet:** A failure to implement a new shape for the future will result in the inability of the council to meet the significant challenges ahead, particularly given the current and future economic climate. Continuing to do things as they have been done will not be financially feasible utilising the current service delivery model. Necessity drives innovation, but innovation is something which requires skills and capacities that do not easily fit with the current operational structure. Barnet is rated as a four star council today but to meet the more complex challenges of tomorrow the Council needs to develop a different approach than that which it has used to achieve four star status.
- 4.2 **Strategic leadership:** To provide the strategic leadership and achieve the re-configuration of services the Council requires, it will need to develop and

manage alliances with its partners in different ways. At a strategic level, adopting a pan-public sector approach for Barnet's citizens will entail the development of new and closer ways of working with Local Strategic Partnership (LSP) partners. Together, the Council and its partners will commission outcomes for Barnet's citizens based on shared understanding of people, place and priorities. In order to facilitate this, Cabinet portfolios will need to focus on problems or priorities for the borough rather than specific services, and senior officer leadership will need to build on current developments with LSP partners, working across the public sector in Barnet as senior officers of the borough.

- 4.3 **High quality service delivery:** With more services delivered by organisations other than the Council, we will need to develop strong alliance management skills and build on the Council's effective performance management systems to enable them to have leverage across a network of providers. The procurement of a special purpose vehicle could enable the Council to bring in best of class expertise in these areas, thereby reducing significantly the level of risk to the Council and enhancing the Council's existing skills and systems.
- 4.4 **Member-service user relationships** Casework could become more complex in the proposed model and the Council would need to provide support for Members in navigating the system of service provision. Also, the role of ward councillors as advocates would need to be strengthened.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The 2008/2009 – 2011/2012 Corporate Plan states that:

“Barnet is rich in diversity. Over a quarter of our residents belong to a minority ethnic community. We believe that in order for communities to be cohesive, good services must be provided fairly to all.”

- 5.2 The proposals in this report aim to improve the Council's capacity to understand the changing nature of Barnet's population and to develop responses that ensure that all sections of the community are served and involved by the public sector in Barnet.
- 5.3 If as a result of the next phase of the programme, Council staff transfer to another employer, the usual procedures ensuring equality of treatment will apply.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance and Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 **Finance:** Cabinet are recommended to approve the use of balances to meet the one-off cost of £250,000 from December 2008 to June 2009.
- 6.2 **Procurement:** External advice will be required to complete the analysis proposed for the next phase of the programme. Costs are included in the budget set out in section 9.9.3.

- 6.3 **Staff:** There are no implications for staff in the next phase of the programme. If there was future movement of staff from the council to the proposed joint venture and/or other vehicles, TUPE would apply, and the Council has signed up in principle to the Code of Practice on *Workforce Matters*.
- 6.4 **IT:** The Council will need to decide whether to retain ownership of the IT infrastructure in a future model. The contract for the Council's current managed IT service is due to expire in June 2009. Therefore, the implications of entering into a new agreement for managed IT Services will need to be considered early on as part of the next phase of the Future Shape programme.
- 6.5 **Property:** Working with both commercial and strategic partners will have an impact on our office accommodation requirements. It is likely that benefits will be realised across the estate of the Council and its strategic partners, but until further work is done with partners as part of the next phase of the programme it is not possible to estimate the exact impact. It is clear though that the Future Shape and Accommodation Programmes will have to work closely together in order to ensure timescales match and to maximise benefits for the borough
- 6.6 **Performance and value for money:** A business case will be developed for each specific change proposed to both the Council and the delivery of its services, with the recommended option being that which offers value for money for the Council and Barnet's citizens and customers. Risk to performance will be considered as part of all business cases.

7. LEGAL ISSUES

- 7.1 It is anticipated that detailed legal advice will form part of the officers report should Cabinet approve the recommendations for detailed assessments to be carried out.
- 7.2 No decisions are being recommended at this stage beyond those set out in section 1 of the report. However, for the purposes of this report and for future reference, relatively brief general legal advice is given with regard to the legal powers by which a local authority may establish an SPV, as described in Section 9.6 below. This advice would be expanded upon should there be recommendations at a later stage for the establishment of an SPV.
- 7.3 It is usually the case that such an SPV is established as a company limited by shares.
- 7.4 The Council, as a creature of statute, has to act within the express and reasonably implicit powers granted to it by Parliament. Otherwise its act will be deemed to be ultra vires and therefore vulnerable to challenge by way of judicial review or auditor challenge. In the case of challenge or review, any contract or other arrangement (for example the establishment of a Share Company) found to have been entered into outside the Council's powers could be declared void and set aside by a court.
- 7.5 The Local Government Act 2000 (the **LGA 2000**) introduced a power which permits a local authority to do anything which it considers *likely*

to promote or improve the economic, social or environmental well-being of their area" (the **well-being power**). There are a number of restrictions which are attached to the use of the well-being power set out in section 3 of the LGA 2000, the most relevant of which are:

- the well-being power cannot be used to raise money; and
- the well-being power cannot be used to *"circumvent prohibitions, restrictions or limitations contained on the face of legislation"*.

7.6 The use of the well-being power has recently been subject to scrutiny by the courts in the Risk Management Partners Limited v London Borough of Brent and the London Authorities Mutual Limited (**LAML2**) case. This particular case considered the ability of local authorities to enter into partnerships, adopt arrangements for shared services, and/or form joint ventures, and the extent to which the well-being power may be relied upon for contracting arrangements to promote or improve the economic, social or environmental well-being of the area. The judgement itself confirms that the well-being powers are very wide and have been designed to be so. However, the judge did find that the financial well being of a local authority itself was not the same as the economic, social or environmental well-being of its area.

7.7 As confirmed by the LAML2 judgement, the Council, should it come to exercise the power at a future date, must have regard at that time to the provisions of its Sustainable Community Strategy and show that there is sufficient nexus between the Sustainable Community Strategy's aims and the intended outcomes of the transaction it enters into. Importantly, LAML2 does not restrict local authorities in engaging in shared service initiatives, strategic service partnerships, joint venture companies, limited liability partnerships or any other innovative form of transfer provided that there is an underlying statutory function.

7.8 Should a decision at a future date be taken to pursue an SPV, provided that the Council can demonstrate that the primary purpose of its SPV is to promote and improve the well-being of the London Borough of Barnet, whether economically, socially or environmentally (having regard to the matters set out in the Schedule to the Sustainable Communities Act 2007), and as reflected within the Council's Sustainable Community Strategy, it need not be concerned that a by-product of the venture is that it generates surpluses or that there is an effect of financial well-being. Therefore, if the Council wishes to rely on the well-being power to implement an SPV, the Council's Sustainable Community Strategy prepared under section 4 of the LGA 2000 will need to have been revised to contemplate the implementation of the Future Shape programme by way of an SPV.

8. CONSTITUTIONAL POWERS

8.1 Constitution, Part 3 – Responsibility for Functions - Section 3 – Responsibilities of the Executive.

9 BACKGROUND INFORMATION

9.1 Introduction

9.1.1 This report:

- Makes the case for re-thinking the role of the Council in the development of public service in Barnet
- Sets out proposals for a future shape for the Council that focuses on its strategic leadership role
- Sets out proposals for a model of service delivery that will enable the Council to carry out this strategic role and improve citizens' experience of public service
- Sets out a timetable for a second phase of work, moving from the Council's current position towards a future shape

9.1.2 The report proposes a model for the Council and its partners that will enable them to work more closely and effectively to respond to the needs and aspirations of people in Barnet and to translate these into priority outcomes, the delivery of which will significantly improve the quality of citizens' lives and their experience of the public service. The Council's direct service delivery role will shrink as its strategic capacity expands.

9.2 The case for change

9.2.1 The Council has built its success on clear prioritisation (high performance, low cost) and strong performance management. This has worked well in delivering specific services reflected in our four star CPA status. But stubborn challenges remain and new ones are emerging in terms of the ability of services to achieve actual outcomes for our community:

- A significant health gap remains in the borough – e.g. the number of deaths from coronary heart disease per 100,000 population in the borough's most deprived wards is 50 per cent higher than in its most affluent wards
- The Council spends £16 million each year on 300 children in the care system. Yet their life chances are still substantially different from those of other children living in the borough – e.g. 24 per cent achieve five GCSEs compared to the Barnet average of over 60 per cent
- Landfill tax is increasing by £8 per tonne. This means a £1 million increase in cost to the Council, the equivalent of a 0.65 per cent Council Tax rise. This is before taking into account the significant population growth predicted for Barnet and increasing waste production by existing residents
- Although our customer satisfaction rate is high compared to similar boroughs, it has shown no significant improvement for several years despite measurable improvements in service quality and value for money
- Despite the relatively low cost of services the Council still faces a significant, year on year financial challenge.

9.2.2 These figures indicate that the relationship between public sector organisations, and between the local state and the citizen needs to change.

Despite improvements, and in common with other councils, public service in Barnet still appears fragmented to citizens. Research by the Henley Centre shows that people expect to see their needs defined in terms of how they live their lives rather than in terms of professional disciplines. Hence people expect to be seen as a person trying to start a business, a person living with a long-term disability, a family seeking a home. Not as a planning customer, a social care client or a housing service client.

9.2.3 More profoundly, many of the most complex public service challenges we face – such as dealing with the multiple causes of disadvantage, reducing obesity, or reducing the amount of waste produced – require the active participation of citizens, communities and service users in changing their behaviour if we are to secure effective and efficient outcomes. In this context, being a good service provider is no longer sufficient to meet changing needs and expectations.

9.2.4 Recently, the Council has moved beyond its focus on excellent traditional service delivery to develop approaches that emphasise interaction with citizens, personalisation, and pan-public sector access to services - for example, through the Independence and Choice programme in Adult Social Services; the introduction of choice-based letting; and the Leading Libraries approach, exemplified by the redevelopment of Burnt Oak Library. Strategic commissioning across the public sector is also starting to take hold, through the Health and Wellbeing Commissioning Framework and the work of the Children and Young People's Strategic Partnership Board, for example.

9.2.5 The Future Shape of the Council programme aims to develop these green shoots of 'next practices' that are already emerging across Council services and within the wider public sector. However, the current shape of the Council means that it is trying to do all of the following:

- Seeking continually to improve the cost and performance of all services
- Working with partners to ensure that priorities are aligned and services combined to achieve the best value for customers and tax payers alike
- Keeping track of how the borough is changing and the experiences of old and new communities within Barnet
- Understanding how to 'transform' services so that they fit the busy and complex lives of Barnet residents and businesses
- Working out how to intervene early in situations to prevent the need for costly service provision at a later date
- Finding ways to encourage self-help and develop networks that build social capital in the borough
- Making the best use of resources and dealing with budget constraints
- Constantly looking to the future to anticipate and manage the risk presented by changes in demography, technology, expectations, etc

9.2.6 **The Council does not have the capacity to do all of these well.** The structures and ways of working that have proved so effective in getting the Council to four star status have meant that it has developed some competencies at the expense of others. This means that the Council has comparatively limited capacity to:

- **prioritise the Council's interaction with citizens.** Despite an increasing number of examples of good practice (see paragraph 9.2.4 above), the Council sees people through the lens of service provision rather than as citizens with multiple needs and therefore, does not address the most stubborn and challenging issues facing people in Barnet. The Council needs to know more about citizens' perceptions and experiences if it is to develop effective preventative as well as curative services
- **think strategically about the best ways to effect change across the borough.** Running so many services and responding to 'top down' targets inevitably means that the Council can be focussed on 'doing things right' rather than doing the right things
- **focus on the long-term and adapt to changing demands.** Department-led services relating to specific user-groups focus Council staff on the achievement of annual performance targets and day-to-day activities rather than longer-term outcomes. Council services do not recognise sufficiently the extent to which people's needs cross over Council and other public service providers
- **find significant further efficiencies through a reconfiguration of services.** The Council will not reduce the pressures of the big drivers of costs in the medium-term, such as adult care and waste production, through incremental changes. To find the real efficiencies in services such as these the Council needs to re-think its service model, to reduce care needs and waste production in the first place rather than deal with their consequences.

9.3 The role of the Council in the future

9.3.1 In order to maximise the value to citizens of Barnet's public services, the Council should focus its energy on the activities where it alone can add value. It should therefore enable other organisations to do those things that they can do as well or better than the Council. Fundamentally, the Council should **conduct those activities that only the Council can**. This implies a number of principles on which to base the future shape of the organisation:

1. The democratic legitimacy of councillors places on the Council the responsibility for **establishing a new contract with citizens** that jointly defines our ambitions and shares responsibility for achieving them.
2. **The future Council should be strategic rather than operational**, focused on convening and working with its partners to prioritise and commission the public services that should be provided in the borough, rather than delivering services itself.
3. **The Council must remain democratically accountable for outcomes and for all of the services it funds to achieve those outcomes.**
4. The Council should be responsible for **making policy, setting priorities, annual budget and Council Tax, and working with its partners to commission for outcomes for citizens.**
5. Senior officers in the Council should be the '**senior officers of the whole borough**' working across current organisational boundaries, leading

programmes of work relating to key problems and challenges rather than service departments¹.

6. The Council must **ensure that local public services provide value for money**

9.3.2 The Council adheres to all of these principles already but they underpin only a portion of its activities, which means that only part of the Council's total effort goes into its strategic role. In order to free up the time, knowledge and skill required to do the things outlined above, the Council will need to work with partners to commission, design and deliver services in ways that ensure quality but do not encumber the Council's strategic role. However, the Council does not currently possess sufficient capacity to work with partners effectively.

9.4 **Building the capacity to commission for outcomes – the strategic Council**

9.4.1 To achieve a re-configuration of services and efficiencies, the Council will need to develop and manage alliances with its partners in different ways. At a strategic level, adopting a pan-public sector approach for Barnet's citizens will entail the development of fundamentally new and significantly closer ways of working with Local Strategic Partnership (LSP) partners. Together the Council and its partners will commission outcomes for Barnet's citizens based on shared understanding of people, place and problems.

9.4.2 **This development of a pan public-sector strategic commissioning role is the key element in the future shape of the Council, both in achieving savings and enabling better outcomes.** It will entail shrinking the Council to its strategic core and then working closely with those undertaking similar activities in LSP partner organisations, to commission services that will deliver the outcomes that the community needs. The critical roles of the Council and its LSP partners in the future, therefore, should be:

- Collecting, analysing and utilising robust and trusted evidence on local needs, aspirations and future challenges
- Engagement of residents, services users, local businesses, staff, partner organisations, etc
- Setting priority outcomes that public services should achieve
- Commissioning pan-public service activities to achieve these outcomes
- Managing performance at a strategic level to ensure outcomes are achieved

9.4.3 These are current activities of the Council and its LSP partners but they are not carried out at present in sufficient depth, with sufficient commitment of time or in a sufficiently integrated way. The Future Shape of the Council, therefore, emphasises the need to develop these functions and skills in alliance with strategic partners.

9.5 **Building the capacity to deliver**

¹A programme could cover, for example, *Building Resilience and Supporting Independence of Vulnerable People*, or *Promoting Economic Prosperity*.

- 9.5.1 The story of the Council's success in recent years has been predicated on its ability to achieve more with less. To continue to do this the Council will need to enter into a new phase of organisational development, through which it will need to rethink what services are needed and how they should be clustered with others. It is not therefore the aim of the Future Shape programme to simply outsource the services that are currently provided. Doing this will not lead to savings at the required level, nor to the improvements in the ability of services to deliver better outcomes. The capacity that the programme aims to develop is to be able to reconfigure public services so that they fit the lives of residents, and can continue to adapt to the changing needs of people in Barnet.
- 9.5.2 The model below illustrates in crude terms, the current, silo based approach to service delivery.

Figure 1



- 9.5.3 The model has served the Council well but is approaching the end of its useful life in terms of its ability to deliver the services people need and to produce savings.
- 9.5.4 We need therefore to build an alliance between public, private and voluntary sector partners in the future, that can change this approach and ensure we develop a robust model that can form the basis of public sector development for the next decade.
- 9.5.5 We can only build this on sound alliance management principles², namely:
- trust, openness and a willingness to jointly share and explore interests
 - investment in these relationships and commitment of resources to their development

² Vantage Partners – Managing Alliances for Business Results, Making Partnerships Work

- people with collaborative skills working on both sides of the alliance
- partners who have a common understanding of success and how it is measured
- common ground rules
- incentive mechanisms for our partners to work towards delivering the outcomes specified for the people of Barnet
- incentive mechanisms for our partners to work towards the continuing success of the alliance
- an expectation that circumstances will change and agreement to work together to accommodate and manage change.

9.5.6 A review of some of the Council's current key contracts against these principles found that there is still some way to go:

- Council-supplier relationships were functional, focused on attaining contractual outputs and did not put outcomes for citizens at their heart
- Contract and client side management was inconsistent and in some cases inadequate.

9.5.7 So the Council will need **to build the skills necessary to effectively manage these alliances** and that journey should begin with open engagement in the future shape programme.

9.6 Proposals for a model of service delivery: A Special Purpose Vehicle and the reconfiguration of services

9.6.1 To build capacity to work with delivery partners and to free up the Council to focus on strategic activity, **it is proposed that we explore the feasibility of developing a special purpose vehicle (SPV)** to help us to do this. The SPV could be a joint venture (JV), between Barnet Council and one or more private, public or voluntary sector partners. A JV is proposed because it creates a means through which the Council could attract expertise and innovation from other sectors, as well as one in which it has a major stake.

9.6.2 This SPV would take the outcomes defined by the Council and its partners and develop them into programmes for implementation. The SPV would have the capacity and expertise to change the way public services are currently configured in the borough and to re-order them to achieve the aims of the Council and its partners. It could attract expertise from the private, public and voluntary sectors and work closely with markets to test and develop models of service delivery. It would not deliver services itself but would be responsible for managing the alliances procured. In time it would be able to sell its services to other public sector agencies and thus a JV would provide potential for future income generation for the Council.

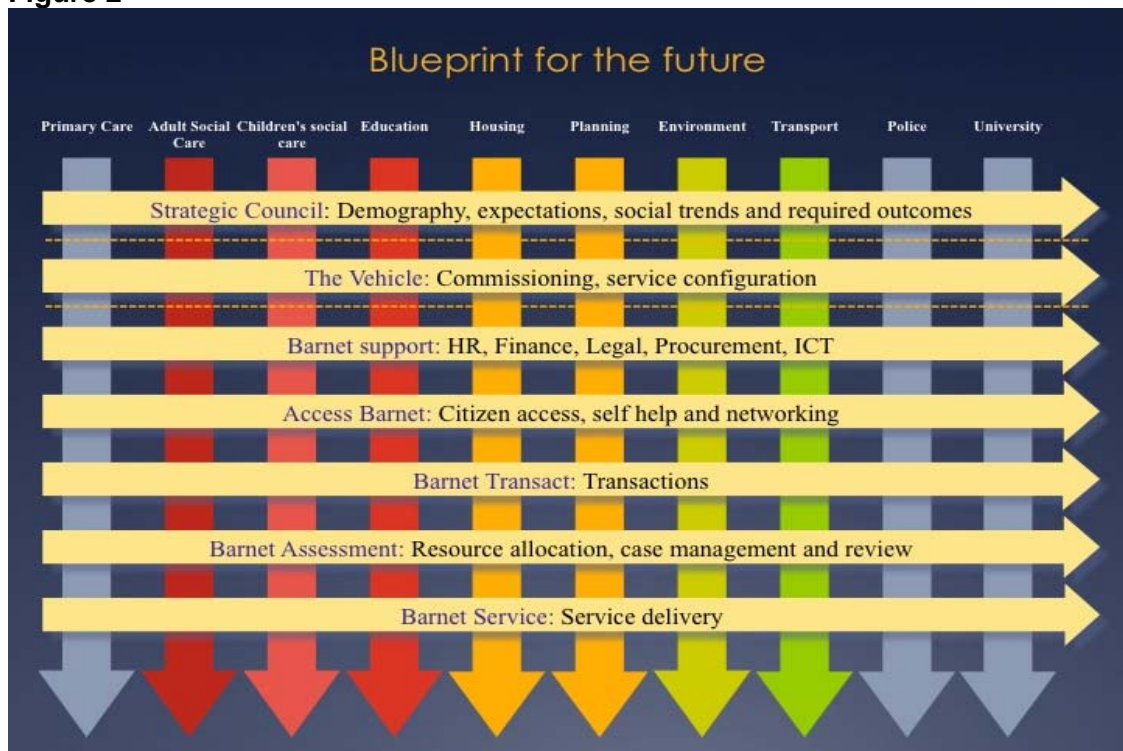
9.6.3 Services might be combined and provided differently in order to achieve priority outcomes. For example, in many cases, public services might be better configured around critical challenges or processes rather than within traditional service boundaries. So instead of the Council, the PCT, and Jobcentre Plus all having customer access functions, there could be a single public service access organisation. Equally, in order to encourage citizen self-reliance and drive service improvement from citizens' perspectives, the

JV could procure a self-help and citizen advocacy service for the borough. Elements of adults and children's social services and housing could be combined to create an organisation whose role is to build the resilience and support the independence of vulnerable people³.

- 9.6.4 These are examples of a possible future shape of public service in Barnet (see figure 2 below for a more comprehensive picture). In order to further develop the model and its potential costs and benefits, **it is proposed that the feasibility of reconfiguring services along these lines should also be investigated as part of the next phase of the programme**, alongside exploring the feasibility of a SPV.
- 9.6.5 Taking the idea of a strategic Council, a capacity vehicle and a different approach to service provision produces a model that may look like this:

³ Building on the Building Resilience, Supporting Independence framework currently used by the Council's Children's Services Department.

Figure 2



9.6.6 This model has a sound theoretical basis. It builds on the approach taken to develop shared services across the Council to date and borrows from successful innovations developed in the UK, Canada and Australia. However it is unproven at this scale. The intention therefore is to work with our advisers and to engage the private sector in thinking through the feasibility of this approach and in estimating the level of savings and the kinds of improvement such an approach might deliver. We propose to report back on this work in June 2009.

9.7 Criteria for working with partners

9.7.1 The Council will need to be clear about the criteria for working with specific partners to support the reconfiguration of public service in the borough in the future. In place of relatively narrow selection criteria of cost, outputs and efficiency, the Council will need to assess potential partners on the extent to which developing an alliance with them will:

- create value across the public sector rather than just through Council services
- enable the development and use a common data set that all partners share
- free up strategic capacity across public sector partners
- generate innovation through partnership
- enable stronger engagement with citizens to shape public service
- harness the talent and motivation of the whole community
- harness the talent and motivation of staff⁴.

⁴ These do not exclude the more detailed criteria that we must also take into account, such as: commercial deliverability; risk transfer; payment and incentives; transfer of staff; accessibility of finance;

9.8 The public service model

9.8.1 The proposal is to move from the model set out in figure 3, below, to the model set out in figure 4. In order to do this, the Council will need to assess the feasibility both of a JV and the specific service reconfigurations that will be required (as set out in section 9.6 above).

Figure 3: current Council service model

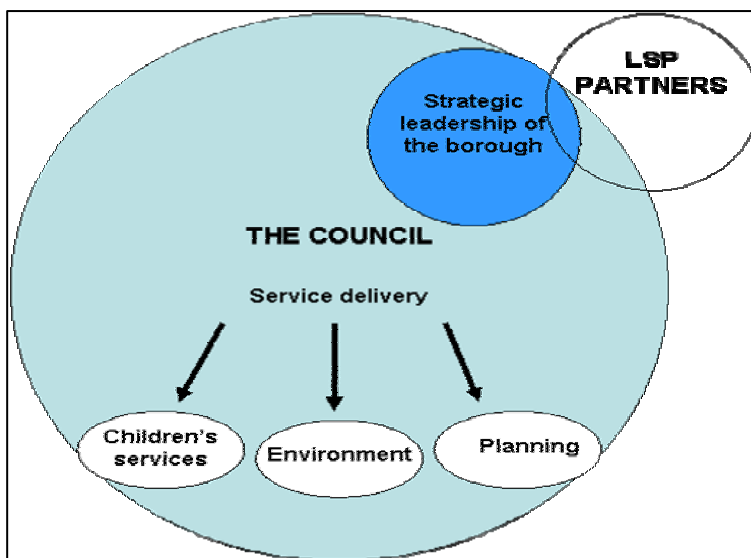
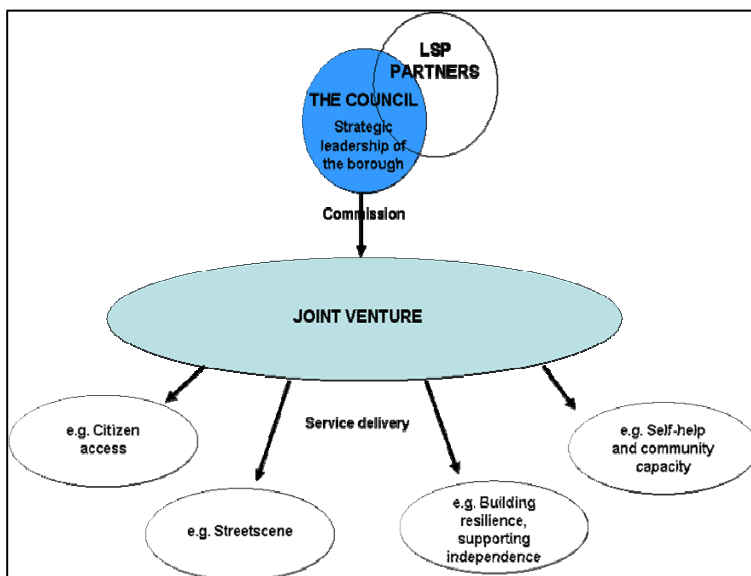


Figure 4: new public service model



9.8.2 An example of what the specific roles of different elements of the model might be is shown in the table below.

Location	Role	Examples of activities
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HR; property; IT; and trading.

The Council (working with its strategic partners)	Policy setting, prioritisation and strategic commissioning of outcomes for people	Strategy and policy development Research and analysis Design of citizen information systems Management of strategic commissioning alliances Support to commissioning partners Member support Governance support Strategic finance Citizen engagement Communications Management of statutory functions that only the Council can do
Joint venture (JV)	Service design and procurement	Innovation in service design (in partnership with the Council, service deliverers and citizens) Option appraisal and procurement Development of business cases Programme and project management Management of service delivery alliances Close working with commissioning teams
Delivery vehicles	Service delivery	Innovation in service delivery Alliance management with JV Customer engagement Customer access and brokerage

9.9 Proposals for next phase of development

9.9.1 The proposal is to bring forward to Cabinet in June a detailed set of proposals for the model set out above. This should include specific analysis of:

- The benefits and costs that would accrue to the Council and public services in the borough
- The future structure, shape and size of the council
- The role, structure, shape and size of the capacity vehicle
- The potential configuration of future services
- The change programme required to deliver the benefits of the model.

9.9.2 The key elements of this phase of work should be:

- Deepening of current arrangements for joint commissioning with public sector partners and an assessment of the potential for further development of this pan-public sector activity

- Development of proposals with potential private, public and voluntary sector partners in a capacity vehicle, including a detailed assessment of costs and potential savings, and when they would accrue
- Development of proposals with potential private, public and voluntary sector partners for the re-configuration of services in the borough, including a detailed assessment of costs and potential savings, and when they would accrue
- Significant input from Council staff into the development of proposals.

9.9.3 The cost of the next phase of the programme will be £250,000, as set out in the table below.

	Dec 08-June09
Staff costs	140,000
Communication and engagement	30,000
External advice	70,000
Programme costs	10,000
Total	250,000

10. LIST OF BACKGROUND PAPERS

10.1 Potential partnering vehicles appraisal – PWC (September 2008)

10.2 A lessons learned review of previous service outsourcings – PWC (October 2008)

10.3 Any person wishing to view these background papers should contact Richard Grice, telephone 020 8359 2002.

Legal: JEL

CFO: CM