

Cabinet

10 JANUARY 2011

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

PROGRESS ON SHARING OF CHILDREN'S SERVICES WITH WESTMINSTER CITY COUNCIL AND ROYAL BOROUGH OF KENSINGTON & CHELSEA

**Wards:
All**

This report outlines progress on proposals to merge Children's Services across Westminster City Council (WCC), the Royal Borough of Kensington & Chelsea (RBKC) and the London Borough of Hammersmith & Fulham (LBHF), to be implemented in phases from 2011 to 2012.

CONTRIBUTORS

DChS
ADLDS
DFCS

Recommendations:

1. That the proposal to develop shared education provision across LBHF, WCC and RBKC be approved, subject to agreement by WCC and RBKC Councils, and for the implementation to be phased as set out in Appendix 1 - to include the establishment of a joint commissioning unit and the establishment of an arm's length delivery unit for education services across the three LAs by September 2012, with an interim merged service in place for the new academic year in September 2011.
2. For the exploration, in the second phase, of possible different models for the delivery of services - options may include market testing or a social enterprise.
3. That agreement be given for the development of shared provision for the Local Children's Safeguarding Board, Fostering and Adoption services and Youth Offending services by September 2011, subject to agreement by WCC and RBKC Councils.
4. With a view to the implementation in line with these timescales, that the Director of Children's Services be authorised to :

HAS A EIA BEEN COMPLETED?
YES

HAS THE REPORT CONTENT BEEN RISK ASSESSED?
N/A

i) reach agreement with fellow Directors of Children's Services on reorganisation proposals on a service by service or part service basis, with a view to agreeing the future scope of such services; management arrangements; the staffing structures for such services; the advisability of harmonising terms and conditions across boroughs; and the implementation of a joint commissioning strategy;

ii) consult with affected staff and unions on the basis that any sharing of services will initially take place by affected staff either being seconded to work with staff at other boroughs or will be transferred to the employment of a host borough depending on the detail of the agreement to be reached with other boroughs on a service by service or part service basis;

iii) implement the sharing of the services identified at paragraph 2.2 below on the above basis; to agree the terms of any secondment either to or from the Council; to agree any necessary changes to staffing structures; and to authorise any resulting redundancies in accordance with the Council's usual procedures; and to do everything necessary to give effect to the above recommendations.

- 5. That it is agreed that the implementation of these proposals and any future proposals in relation to Children's Services be aligned with the requirements and timescales for the wider development of shared services across the three LAs.**

1. BACKGROUND

- 1.1 In the Cabinet Member Decision paper dated 1 July 2010, and reported to Cabinet on 2 September, it was agreed that:
- initial proposals to develop shared education services across the London Borough of Hammersmith and Fulham (LBHF) and Westminster City Council (WCC) be further developed and reported back to this Committee; and
 - opportunities to develop shared service provision with WCC and the Royal Borough of Kensington & Chelsea (RBKC) across the full range of children's services be further explored.
- 1.2 The primary drivers for change for the shared service development are:
- Tighter budgetary constraints and an expected reduction in funding and grants – a particular challenge for LBHF
 - A recognition that other local authorities are facing the same financial pressures and need to ensure value for money
 - The opportunities that exist to build on the strengths of all three organisations in order to deliver high quality services
 - The current approach to organisational cost reductions is unsustainable in the long term
 - The need to develop an approach to sharing services that can potentially be applied to other functions within the Council.
- 1.3 Since the last report, further detailed discussions have taken place between LBHF and WCC to validate these initial findings and agree a timetable and process for the development of shared services where appropriate. More recently, these discussions have extended to include RBKC (though the discussions on Youth Offending Services, which predate the recent shared services agenda, have included all 3 boroughs).
- 1.4 This report sets out proposals to develop shared provision across the three LAs in four specific areas. Discussions are ongoing across the full range of children's services.

2. THREE BOROUGH ROADMAP

- 2.1 The paper in July was based upon a high level analysis of possible future operating models for clusters of children's services across LBHF and WCC. At this time, RBKC had different levels of involvement in the various service discussions and potential savings associated with any proposals were limited to those that could be considered by the sharing of services across 2 LAs. RBKC have now been included in the development of proposals to create shared services across children's services.
- 2.2 Each borough's Chief Executive (CE) has been assigned as a sponsor for a different commission area, and Derek Myers, CE at RBKC, is leading on the development proposals for shared provision for children's services. The timetable currently being worked to is as follows:

- **Phase 1 (by February 2011)**
 - Seek political agreement on the structure for the merged services
- **Phase 2 (February – April 2011)**
 - Consult with affected staff and schools
- **Phase 3 (May – August 2011)**
 - Create one education commissioning team across LBHF, WCC and RBKC
 - Implement an interim merged delivery structure
- **Phase 4 (September 2011 – August 2012)**
 - Merged service in place
 - Consider future model of delivery for fully traded services and set up procurement process for this

2.3 Following a series of discussions and workshops with senior managers from the three children's services departments, a list of services that should be considered for the development of shared services was agreed. These were classified as either Priority 1 or Priority 2 (see 2.4), depending primarily on how quickly a shared service could be in place and the benefits to be gained, whether financial in terms of savings or benefits in terms of service improvements or efficiencies.

2.4 Subsequently work has begun in earnest in the four Priority 1 areas to design shared services in four priority areas with a view to early implementation. These are:

- Education services
- Fostering and Adoption services
- Local Safeguarding Children Board (LSCB)
- Youth Offending services

Discussions on other priority areas have also commenced.

2.5 It is expected that there could be a number of benefits arising from these initial proposals that will help pave the way for a fuller integration over the coming years and the realisation of greater financial benefits. These could include:

- an opportunity to learn about the processes, timescales and costs associated with the development of shared services that can inform future decisions about other services;
- a re-organisation of existing services to improve efficiency and cost effectiveness would make services more attractive to potential partners in the future;
- the development of a brand across three high performing departments that could be very attractive to potential partners; and
- Clustering of related services that could be attractive to new/existing providers in the market

2.6 Principles underpinning the development of shared services and possible future delivery models must include:

- focusing on the needs of children, young people and families and providing integrated locality based services;
- commissioning the outcomes we need from services, not the services themselves;
- ensuring flexibility is designed into services to respond to changes in demand;

- ensuring that legal and political accountability issues are addressed;
- ensuring that sovereignty and 'reversability' are addressed;
- streamlining and harmonising back-office functions, procedures and management and thereby reducing infrastructure costs;
- seeking out partners in the private, voluntary and community sectors; and
- maximising opportunities for income generation and trading

2.7 It is important to note that the full implications of the Comprehensive Spending Review (CSR) are not yet clear and any further reductions to grant could generate additional financial pressures. Furthermore, each of the three LAs is at a different stage in terms of its preparation for reductions to funding. The implications for the development of shared services will only become clear as each authority refines its financial strategy over the coming months.

2.8 Project workstreams are finalising the details of operating models upon which costs can be allocated and savings calculated.

3. EDUCATION SERVICES

3.1 The key drivers of the proposed education merger are:

- To make significant savings of 20% by 2014 that will not impact on education standards
- To improve each LA's capabilities in intervening effectively when a school is failing, or at risk of failing, and commissioning providers who could deliver free schools or manage or support clusters of primary schools
- To commercialise buy-back (traded) services cross-borough so that revenue outstrips costs and aims to double income by 2014
- To examine the benefits of developing a special purpose vehicle for the traded services

3.2 In addition, all three LAs share an ongoing commitment to raising education standards. However, the strategies and resource commitments each LA has implemented over recent years have differed. We have all faced the added challenge of raising standards amongst a diverse and mobile school population, but it is also important to recognise the different challenges each LA has faced, such as:

- The differing size of the school estate and the number of pupils
- The different legal status of schools – community schools, voluntary aided, Foundation, Trust and Academies

3.3 Regardless, all three LAs must respond to changing national financial and policy drivers that indicate less resources and a revised role for the LA. However, it seems likely, from the recent White Paper, that the following key roles will remain:

- The duty to intervene where a school is causing concern
- To provide additional support for the most vulnerable children and young people e.g. in the area of special education needs (SEN)
- Ensuring fair access to schools through the admissions process
- Ensuring there are sufficient school places for children of statutory school age

- 3.4 We believe the best, and most sustainable, way to continue to provide high quality services in these areas is to pool resources and expertise across the three LAs.
- 3.5 It is therefore proposed that the full range of education services be developed as a shared provision across the three LAs. This will take place in phases, as detailed in section 2.2, with a fully merged service in place by September 2011.
- 3.6 Work is underway to quantify the precise savings that will arise from this proposal, but they are anticipated to be reasonably significant. This assumes a certain level of continued buyback of services.
- 3.7 Appendix 1 provides an overview model for a merged service across the 3 Councils. As a first stage to sharing of services it is proposed that, where possible, this is accomplished without the necessity of a complete restructure of services. It is proposed that a number of new posts are created and accepted by staff with a view to flexible working arrangements being implemented. It is considered that, with suitable goodwill and pace in decision making from all three boroughs, such a structure could be implemented from May 2011 and be fully operational by September 2011 to coincide with the new academic year.
- 3.8 All three LAs agree that there is an urgency to develop shared services in a number of areas given reductions to grant. The degree to which services are met by the general fund rather than grant has also helped to identify services where immediate steps are needed. These include:
- 14-19 curriculum support
 - Education Business Partnership (EBP)
 - Alternative provision for vulnerable pupils, inc. behaviour support
 - Governor support
 - School improvement delivery
 - School admissions
 - School exclusions
 - SEN statements and placements
 - Early years advisory
 - Education welfare services
 - Education psychology
 - LAC education (virtual school for looked after children)

A significant proportion of expenditure in relation to these services is attributable to the Dedicated Schools Grant (DSG) and other grants such as the Sure Start grant. Any potential savings to DSG can only be redirected to other areas of education spend if agreed with Schools Forum. The key aim of the merger of these services will be to improve efficiency and cost effectiveness overall. A by-product of such efficiencies may be to make such services more attractive to other potential partners in the future.

- 3.9 Consideration will also be given to alternative arms length delivery models. Were this to proceed, the procurement timetable would dictate that, depending on the nature and value of the service(s) in question, a minimum of nine months lead-in time from the point at which a re-let strategy is in place. For consideration of an arm's length model to progress, key principles need to be agreed and a joint commissioning unit for education will need to be established across the three LAs.

- 3.10 It will be essential to involve schools in the design of the new service arrangements, and the development of the new commissioning and delivery units more generally, over the coming months in order to ensure ongoing goodwill towards the three LAs and because they will be future customers of this service.
- 3.11 Each LA has sent out a detailed questionnaire to schools on the current and proposed services; the outcomes of which have been analysed – Appendix 2 shows the summary of responses - and the responses have influenced the proposed structure.

4. YOUTH OFFENDING SERVICES – STATUTORY FUNCTIONS

- 4.1 The three LA Youth Offending Teams (YOTs) fulfil responsibilities to reduce youth crime by running a statutory service required to respond to all children and young people who offend and who are dealt with by the police and courts. This includes provision of appropriate adults at police stations, and an administrative, advocacy and assessment service for the courts. All community sentences imposed by the courts are supervised by YOTs, who also work with young people who are in custody, and on their release.
- 4.2 The key proposals are:
- Delete the three existing Head of YOT posts and replace with a single Head of Service by September 2011 at the latest
 - Establish a single Court Team by September 2011
 - Establish a single central Business Support Team by September 2011
 - Development of shared specialist roles to work across three areas teams by September 2011 – will include Reparation and Youth Offender Panel co-ordinators
 - Exploration of future delivery options including further merging of services
- 4.3 The Head of Service will be line managed by a manager from one of the LAs and consideration will be given to establishing a management board, comprising senior managers from all the boroughs and partner agencies, on an interim basis. (N.B. The Intensive Supervision and Surveillance Programme – ISSP – already operates as a shared service across the 3 boroughs).
- 4.4 It is proposed that one authority employs the Head of Service, Business Support Team and Courts Manager. Remaining staff will be employed locally across the three boroughs.
- 4.5 Again, work is underway to quantify the precise savings of this proposal, but the anticipated savings to LBHF are expected to be around 20% on current net expenditure in a full year.
- 4.6 In addition to the YOT work, the 3 boroughs and LB Wandsworth are working together on a Custody Pathfinder project, which involves looking at new ways of working, including the possibility of working with a private sector partner. This work will be invaluable in terms of the further development of the YOT proposals, particularly in regard to governance and alternative funding arrangements.

5. FOSTERING AND ADOPTION SERVICES

- 5.1 Initial talks between the three LAs have identified a number of opportunities in merging fostering and adoption services. There are three broad areas where efficiencies could be achieved:

- sharing management;
- amalgamating specific functions - e.g. training for foster carers and recruitment, panels; and
- sharing foster carers

- 5.2 More detailed work is needed in relation to other functions, including Family and Friends carers and post-adoption/special guardianship support, but it is anticipated that many of these areas will also achieve efficiencies through merger, although the sums saved may be modest.
- 5.3 There are some challenges and risks that need to be managed when looking at merging services in this area. Each LA has very different payment structures for foster carers and this is a complex area where we cannot afford to disadvantage carers or risk losing them. There is also a sense of loyalty that foster carers feel for their host LA, with a significant number having worked for that LA for ten or more years. Also, it is felt that there are close working relationships between children's social workers, fostering supervising social workers and foster carers themselves which could be jeopardised by hasty changes being made to the service.
- 5.4 However, there are further opportunities over and above merely merging services as above. We intend to explore the possibility of developing a joint venture vehicle that could trade and generate income. Currently all three LAs are competing with a range of independent fostering agencies (IFAs), some of which are non-profit and others are private companies, sometimes part of very large commercial organisations. They compete aggressively in the market for a relatively small number of foster carers and charge a large premium to LAs who use those carers.
- 5.5 By merging our three separate pools of foster carers we can create a critical mass that might enable us to trade and sell foster care placements to other LAs. Our initial view is that we could best achieve this by firstly merging services and then seeking an external partner with whom we could create a joint vehicle, using the skills and commercial expertise of an independent partner. This would potentially create an organisation to compete with the largest IFAs. There are two immediate advantages to such an approach:
- We can recruit foster carers who live further from inner west London in order to sell placements to a wider range of LAs (at present we only recruit carers who live within reach of the home borough).
 - We can sell placements at commercial rates thereby generating income. The existing IFAs all appear to be profitable and there is no reason why a joint vehicle as described could not achieve similar profitability and indeed the reputation of three good LA services may put us in a strong position, although it will be necessary to put in place additional support to foster carers to justify the premium.

This model has been agreed in principle with WCC and discussions are continuing with RBKC.

- 5.6 There are some initial savings to LBHF anticipated from these proposals (still to be fully quantified), largely arising from a reduction in staff numbers. As explained above, further savings/income could potentially be achieved by pursuing the option above. Additional savings may also be possible through selling of placements and avoidance of IFAs.

6. LOCAL SAFEGUARDING CHILDREN BOARD (LSCB)

6.1 LSCBs are statutory bodies that have a duty to promote safeguarding of children and young people across all local agencies. They operate at 'arms length' from the local authority and all proposals are subject to consultation with the existing three boards and stakeholders. Initial meetings have taken place to develop proposals across the three boroughs but there are a number of issues pertaining to governance, structure, funding, professional practice and HR issues which require further clarification and/or resolution. However, having a three borough model will strengthen the challenge and comparisons of practice and performance across the three areas.

6.2 *Child Death Overview Panel (CDOP)*

Current funding from Central Government is expected to cease in April 2011. This is currently used for business support and independent chairing of the CDOP which already operates across the three LAs. The key proposals are:

- CDOP to focus only on resident children, leaving responsibility for non-resident children to local hospitals. This will reduce the need for business support from four days per week to two days by April 2011. Incorporating CDOP support into the work of the LSCB Team (see below) will additionally make it more sustainable
- Responsibility for chairing of the CDOP to be moved to a local chair from April 2011, therefore reducing the costs currently associated with independent chairing
- In the medium term there may be opportunities for further rationalisation resulting from the move of Public Health responsibilities to local authorities

6.3 *Training*

Currently LBHF has a more comprehensive LSCB training programme than the other two LAs. The proposal is that the new LBHF LSCB Training Officer is jointly funded across the three LSCBs from April 2011. This will reduce spending on training consultants, enable the use of more local expertise, exploit economies of scale and provide a more standardised package of LSCB training across the three areas. This will deliver savings.

6.4 *Tri-Borough LSCB*

Each LSCB is currently supported by a small number of posts in each local authority (e.g. LSCB Development Manager). It is proposed that this support is merged to a single staff group to be hosted by one of the three boroughs. A proposed structure of the shared LSCB team is as follows:

- 1 x LSCB Manager
- 1 x LSCB Training Officer
- 0.8 x LSCB Senior Business Support Officer including CDOP activity
- 1 x LSCB Business Support Officer including training administration activity

It is also proposed that a single LSCB be established across the three LAs by September 2011. This body would be independently chaired, and there will be an associated saving from having one instead of three chairs.

6.5 It is anticipated that additional benefits will be achieved through significant reductions to requirements on partner agencies to attend LSCB meetings, sub groups, etc.

6.6 It should be noted that there is a potential risk that Primary Care Trust's may seek a reduced contribution to LSCB funding when they make the move to merged three borough arrangements in 2011.

7. RISK MANAGEMENT

7.1 The subject of this report is not included on the departmental or corporate risk register.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

8.1 Children's Services are progressing the sharing of services with RBKC and WCC over a number of service areas and a range of operating models that will define how the cost of the models will be apportioned and what savings each borough will achieve.

8.2 Operating models will include shared service management arrangements, integrated working arrangements and improved procurement opportunities.

8.3 LSCB will operate across all three boroughs and it is proposed that costs should be shared equally.

8.4 Education Services are developing a mixture of integrated service management and differentiated service delivery that will determine how costs are apportioned across boroughs.

8.5 Youth Offending services are developing an integrated service. This is subject to a successful grant application to the Ministry of Justice to pool grant and expenditure across the three boroughs. In order to determine savings, the level of grant needs to be confirmed. The impact on savings will be determined by the total cost of service and how this is allocated, including the existing use of grant to offset overheads.

8.6 Prior to the development of more integrated working, procurement efficiencies will be achieved in fostering.

8.7 Operating models continue to develop and refine and these will inform cost sharing to ensure that there is no cross-subsidy between boroughs. Support service arrangements for the integrated services and the legal form that they still need to be resolved and are being considered by the corporate services group. Whilst specific savings cannot be confirmed at this stage, the proposals are being developed to deliver a £1m savings target in its first year of operation.

Staffing Implications

8.8 Depending on the total number of staff impacted by these proposals, formal consultation will commence in a 30 or 90 day cycle. The timeline must be consistent across all three boroughs to ensure fair recruitment to any new structure. Appendix 3 sets out these timelines. A cross-borough working group, including HR, has been established to advise on the process for merging services. It is anticipated that the 90-day consultation model will be used due to the number of staff involved.

- 8.9 Children's Services will be the first to develop shared services. This may impact on re-deployment of redundant staff.
- 8.10 In order to facilitate the initial re-structure, it is anticipated that employment terms and conditions will remain that of substantive employing authority.
- 8.11 Consultation with the recognised trade unions will be carried out at regional, as well as branch level, to ensure consistency of information about the implementation of the new services.
- 8.12 Due to the potential size of this project and the merger of different organisations, equality impact assessments will be required in the initial stages to ensure that there are no adverse consequences for any group protected by the Equality Act 2010.

9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 9.1 As previously advised, there are a number of options by which shared arrangements might be put in place. Initial proposals for implementation of shared services are through secondment and partial or complete reorganisations of certain services and hosting by individual boroughs. Section 2 of the Local Authorities Goods and Services Act 1970 allows LAs to provide each other with professional and other services and Section 113 of the Local Government Act 1972 allows the secondment of staff on agreed terms. Section 39 of the Crime and Disorder Act 1998 allows two (or more) local authorities to establish one or more Youth Offending Teams for both (or all) their areas.
- 9.2 On the basis that legal and political responsibility will continue to rest with individual boroughs, care will need to be taken to put sufficient delegations to officers in place to allow day to day operation of the services, whilst policy matters are reserved to the relevant Cabinet Member in each borough.
- 9.3 In the short term, it may be necessary to put agreements in place to specify levels of service where individual boroughs host certain services. In the medium term consideration might be given to harmonisation of terms and conditions across the boroughs and/or delivery of services through arms' length agencies. Further consideration will need to be given to the legal implications of such options as and when they might emerge.

10. RECOMMENDATIONS

- 10.1 That the proposal to develop shared education provision across LBHF, WCC and RBKC be approved, subject to agreement by WCC and RBKC Councils, and for the implementation to be phased as set out in Appendix 1 - to include the establishment of a joint commissioning unit and the establishment of an arm's length delivery unit for education services across the three LAs by September 2012, with an interim merged service in place for the new academic year in September 2011.
- 10.2 For the exploration, in the second phase, of possible different models for the delivery of services. Options may include market testing or a social enterprise.
- 10.3 That agreement is given for the development of shared provision for the Local Children's Safeguarding Board, Fostering and Adoption services and Youth Offending services by September 2011, subject to agreement by WCC and RBKC councils.

10.4 With a view to the implementation in line with these timescales, that the Director of Children’s Services be authorised to :

- i) reach agreement with fellow Directors of Children’s Services on reorganisation proposals on a service by service or part service basis with a view to agreeing the future scope of such services; management arrangements; the staffing structures for such services; the advisability of harmonising terms and conditions across boroughs and the implementation of a joint commissioning strategy;
- ii) consult with affected staff and unions on the basis that any sharing of services will initially take place by affected staff either being seconded to work with staff at other boroughs or will be transferred to the employment of a host borough depending on the detail of the agreement to be reached with other boroughs on a service by service or part service basis;
- iii) implement the sharing of the services identified at paragraph 2.2 below on the above basis; to agree the terms of any secondment either to or from the Council; to agree any necessary changes to staffing structures and authorise any resulting redundancies in accordance with the Council’s usual procedures and do everything necessary to give effect to the above recommendations.

10.5 That it is agreed that the implementation of these proposals and any future proposals in relation to children’s services be aligned with the requirements and timescales for the wider development of shared services across the three LAs.

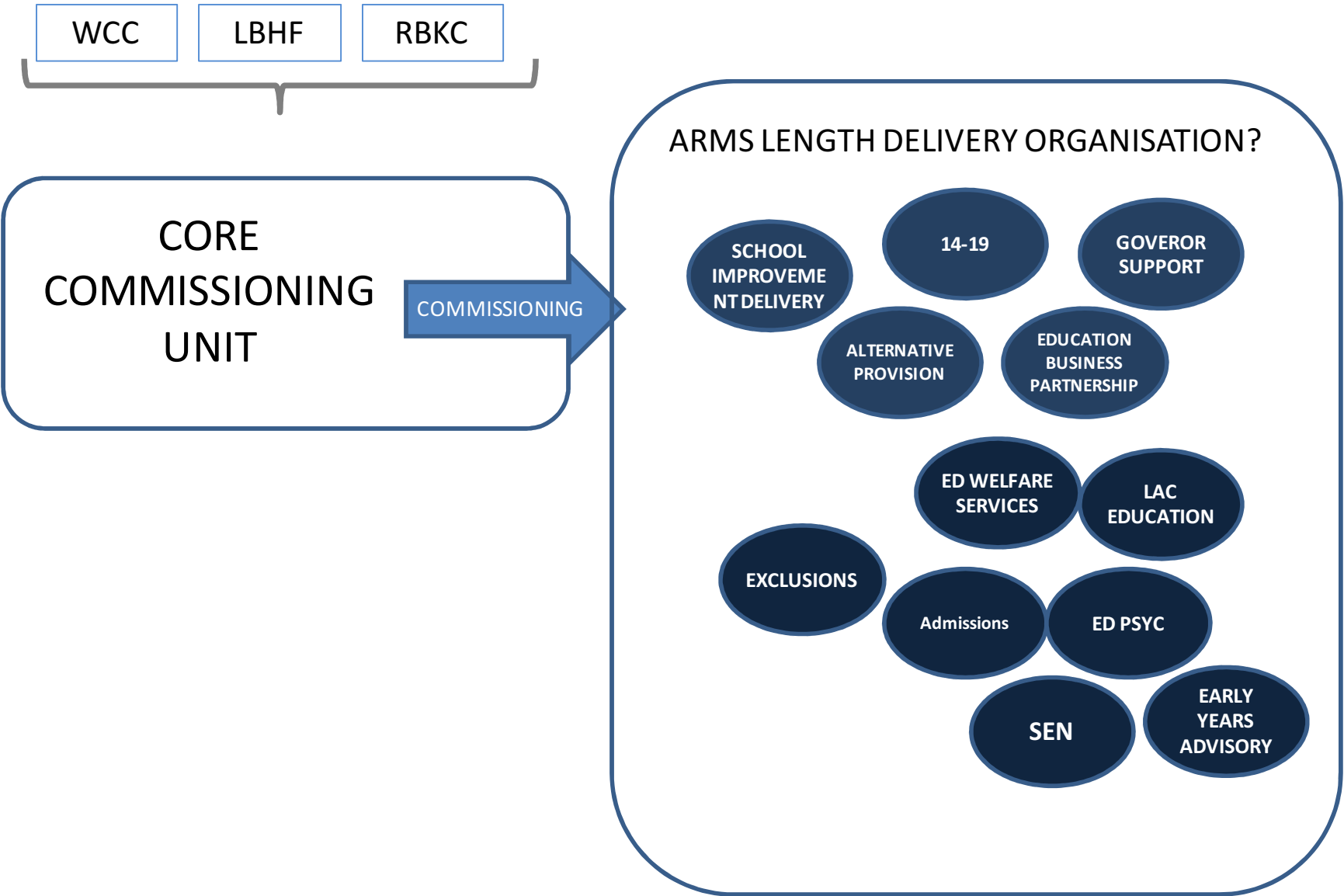
If you have any queries about this report or wish to inspect one of the background papers please contact Ian Heggs on 020 8753 2880 or email ian.heggs@lbhf.gov.uk

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Previous Cabinet Member Decision report – 2 September 2010	Ian Heggs x2880	CHSD Cambridge House
2.			
CONTACT OFFICER:		NAME: Ian Heggs EXT. Ian x2880	

Apr-Aug 2011 Appoint to new structure: Sep-Aug 2012 New interim structure in place prior to procurement of new delivery model

SEPT 2012

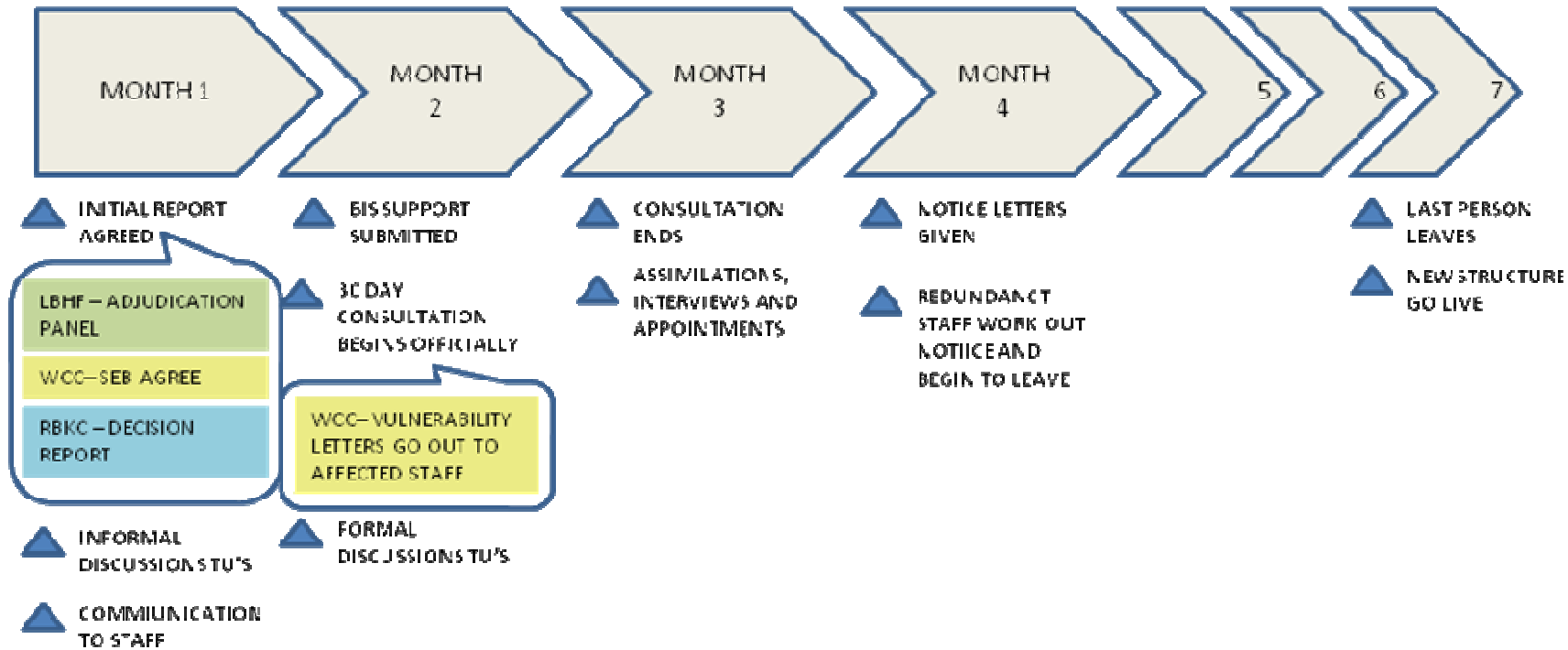


delivery model

	How important is the service to your school?						Do you plan to commission the service in the next year?				How important is it to have a range of providers to choose from?						If competitively priced would you buy back from a borough traded service?		
	1 Very	2	3	4 Not	Score	% 1 or 2	Yes	No	Maybe	% Yes	1 Very	2	3	4 Not	Score	% 1 or 2	Yes	No	% Yes
Learning Mentors support	4	6	3	12	2.1	40%	9	14		39%	5	4	3	11	2.1	39%	9	15	38%
Transition at KS2/3	8	6	6	6	2.6	54%	15	9		63%	6	3	3	13	2.1	36%	11	12	48%
SEAL and SEAD	6	3	4	9	2.3	41%	7	14		33%	2	1		9	1.7	25%	5	13	28%
Behaviour Support/Outreach	7	5	4	7	2.5	52%	10	10		50%	6	2	1	10	2.2	42%	9	10	47%
Education Welfare: statutory	20	3	3		3.7	88%	23		1	96%	10	1		12	2.4	48%	20	1	95%
Preventative	10	5	5	4	2.9	63%	15	4		79%	5	3	1	10	2.2	42%	14	4	78%
Education Psychology: statutory	22	4	1		3.8	96%	25			100%	12	1	3	8	2.7	54%	23		100%
Preventative	12	7	3	2	3.2	79%	20	3		87%	9	2	3	8	2.5	50%	20	2	91%
Special Education Needs:																			
Sensory and language impairment	11	8	3	2	3.2	79%	17	5		77%	10	3	2	8	2.7	57%	17	3	85%
Dyslexia and numeracy	8	5	4	5	2.7	59%	10	11		48%	8	3	1	9	2.5	52%	13	7	65%
SENCO Support	11	6	3	3	3.1	74%	16	5		76%	10	1	2	8	2.6	52%	15	5	75%
RESOURCES AND SUPPORT SERVICES																			
ICT Technical Support to Schools	19	6		1	3.7	96%	22	2		92%	10	1	3	8	2.6	50%	20	3	87%
Finance	23	3	1		3.8	96%	23	2		92%	10	2	3	7	2.7	55%	19	4	83%
Legal	21	2	1	2	3.6	88%	22	2		92%	12	1	2	8	2.7	57%	20	3	87%
Payroll	23	2		2	3.7	93%	24	1		96%	12	1	3	7	2.8	57%	19	4	83%
HR	24	2	1		3.9	96%	24	1		96%	11	1	3	8	2.7	52%	20	3	87%
Contract Advice/Procurement	8	3	7	6	2.5	46%	10	10		50%	8	2	3	9	2.4	45%	11	9	55%
Asset management	6	4	4	9	2.3	43%	9	11		45%	7	2	2	11	2.2	41%	11	9	55%
Health and Safety	11	6	5	4	2.9	65%	18	4		82%	11	2	1	9	2.7	57%	19	4	83%

DRAFT TIMESCALES

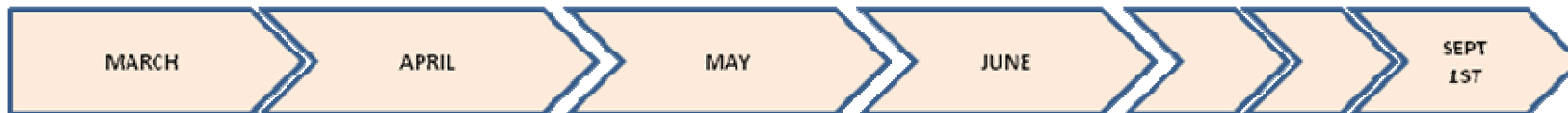
30 DAY CONSULTATION PERIOD MAPPING
 Less than 99 staff at risk of redundancy in each LA



FOR APRIL 2011 IMPLEMENTATION



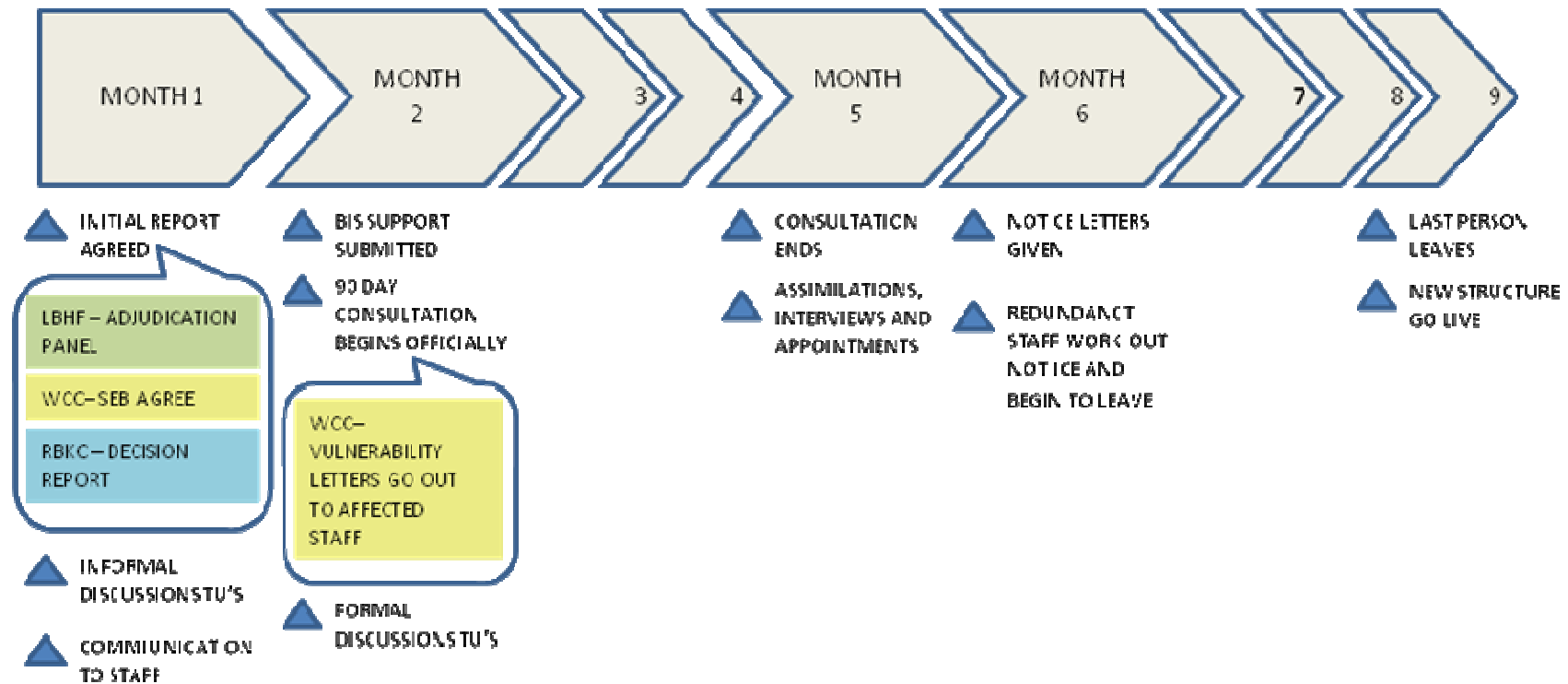
FOR SEPTEMBER 2011 IMPLEMENTATION



DRAFT TIMESCALES

90 DAY CONSULTATION PERIOD MAPPING

MORE than 99 staff at risk of redundancy in each LA



FOR APRIL 2011 IMPLEMENTATION



FOR SEPTEMBER 2011 IMPLEMENTATION

