
Meeting	Cabinet Resources Committee
Date	4 November 2013
Subject	Review of the Registration and Nationality Service
Report of	Cabinet Member for Customer Access and Partnerships
Summary	This report and Outline Business Case informs the Committee of the review carried out for the future delivery of the Registration and Nationality Service and recommends a shared service option with the London Borough of Brent

Officer Contributors	Mathew Kendall, Assistant Director, Adults and Communities James Wills-Fleming, Head of Corporate Programmes Nandu Valji, Project Manager, Corporate Programmes
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Appendix 1: Outline Business Case – Review of the Registration and Nationality Service Appendix 2: Equalities Impact Assessment (EIA) Appendix 3: Trade Union Comments
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1. RECOMMENDATIONS

That Cabinet Resources Committee

- 1.1 Agree that the preferred future delivery model of the Registration and Nationality service is to implement a shared service model with the London Borough of Brent, hosted by Brent (option 3 of the Outline Business Case – Appendix 1).**
- 1.2 Note that this recommendation is dependent upon London Borough of Brent agreeing to the shared service option through its own democratic process.**
- 1.3 Agree that £102,645 is allocated to the project budget from the Council's transformation reserve to complete the implementation phase of the project.**
- 1.4 Agree that the full business case along with the Inter Authority Agreement (IAA) be presented to the Leader of the Council and that the powers to take the final decision on the future delivery of the service be delegated to the Leader.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 29 November 2010 (Decision item 6) – approved the One Barnet Framework and the funding strategy for its implementation.
- 2.2 Cabinet Resources Committee 24 June 2013 (Decision items 1.16 and 9.18.12) – approved the fund to review the Registration and Nationality Service.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The aim of reviewing the delivery of the Registration and Nationality service supports the three priority outcomes set out in the 2013/16 Corporate Plan:
 - Promote responsible growth, development and success across the Borough;
 - Support families and individuals that need it – promoting independence, learning and wellbeing; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 3.2 The review of the Registration and Nationality service is part of the London Borough of Barnet (Barnet)'s corporate change programme (One Barnet Programme). It supports the One Barnet key priorities of:

- A new relationship with citizens.
- A relentless drive for efficiency.
- A 'one public sector' approach.

4. RISK MANAGEMENT ISSUES

- 4.1 Risks associated with the delivery of this project will be managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.
- 4.2 As part of the development of the outline business case and implementation of the project, risks have been identified along with respective mitigating actions.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Equality Act 2010 requires all public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a 'protected characteristic' and those without; and to promote good relations between those with a 'protected characteristic' and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity; race, religion or belief, sex and sexual orientation. In relation to eliminating discrimination, marriage and civil partnerships are, also, 'protected characteristics'.
- 5.2 Comprehensive Employee and Users equalities impact assessments will be carried out against service developments and revisited at each phase of the project and the results taken into account at all key milestones.
- 5.3 The Equalities Impact Assessment will be revisited at key milestones throughout the Project's lifecycle to assess the impact of the service developments on the Council's employees.
- 5.4 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties rather than duties to secure a particular outcome.

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

Finance Implications

- 6.1 2013/14 budgeted expenditure is £430,790; budgeted income is £688,390 giving net income of £257,600. However, as at September 2013 it is projected expenditure will be £589,203 and income will be £750,000, giving a net

income of £160,797. Due to legislative changes and environmental pressures it is envisaged that income levels will deplete in future years, from £744,830 in 2014/15 to £738,700 in 2018/19. The option appraisal best considers courses of action to mitigate this effect, whilst improving service standards and seeking new income streams through innovation.

- 6.2 The recommended option (Option 3) proposes a net income to Barnet of £109,000. Barnet's current budget (excluding premises relating expenditure) will transfer to the shared service and Barnet will be guaranteed a management fee surplus arrangement reporting at £139,000. However projected premises related expenditure would reduce this surplus to £109,000. There is potential to increase the levels of profit through further innovation, service enhancement and generating additional income. Any additional profit would then be apportioned based on allocation yet to be decided between Barnet and Brent and any management fee to be set each year with a service plan.
- 6.3 In order to complete the implementation phase of the project, an additional £102,645 is being requested from the Council's transformation reserve to complete the implementation phase of the project.

Performance and Value for Money Implications

- 6.4 The Inter Authority Agreement will be subject to contract management and performance monitoring arrangements to ensure that performance and savings targets are achieved and that issues are identified and tackled early.

Staffing Implications

- 6.5 The Council will continue to meet all of its statutory and contractual obligations in regard to change and its impact upon our Council staff. This process will be managed in compliance with the Council's Managing Organisational Change Procedure. Where the change results in a TUPE transfer the Council will meet all of its statutory obligations provided by the Transfer of Undertakings (Protection of Employment) Regulations 2006, and, under the TUPE Transfer Commitments Barnet implemented in the summer of 2011, all terms and conditions are protected for at least a year including pension provision.

7. LEGAL ISSUES

- 7.1 The continued provision of the service, in house, by the Council's own employees will not give rise to any, specific, legal issues.
- 7.2 Subject to approval of the preferred option, Barnet will transfer its functions to Brent who have the power to provide Registration and Nationality Services by virtue of s111 of the Local Government Act 1972 (the 1972 Act"). Each authority, by virtue of the 1972 Act, has the power to arrange for the discharge of their functions by another authority without going through a formal

procurement process. Under the proposed Inter Authority Agreement, Barnet will agree to delegate their Registration and Nationality Services to Brent

7.3 The legal implications of each option will be examined throughout the project.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

8.1 Council Constitution, Responsibility for Functions, section 4 details responsibilities for Executive functions. Section 4.2 details that the Cabinet Member for Customer Access and Partners is the lead on budget and policy formulation and implementation relating to:

First class Customer Services, including development of:

- Customer access
- Partnerships
- Information Technology

8.2 Section 4.6 outlines the terms of reference of the Cabinet Resources Committee which includes approval of schemes not in service plans but not outside the council's budget or policy framework.

9. BACKGROUND INFORMATION

9.1 The London Borough of Barnet reviewed the delivery of its Registration and Nationality Service in order to fulfil the Council's commitment to improving the customer experience and generate efficiency savings.

9.2 As part of this review a cost-benefit analysis has been undertaken for the following options:

- 1 Maintaining the Registration and Nationality service as it currently stands (which requires additional resourcing to maintain current standards).
- 2 Exploring ways of delivering greater efficiencies and a better customer experience within the existing service.
- 3 Implementing a shared service model, with the London Borough of Brent delivering Barnet's Registration and Nationality service.
- 4 Implementing a shared service model, with the London Borough of Barnet delivering Brent's Registration and Nationality service.

9.3 The recommended option is to commission the London Borough of Brent to deliver Barnet's Registration and Nationality service (Option 3).

9.4 Following approval of the recommended option in this paper a Full Business Case (FBC) will be developed alongside an Inter Authority Agreement (IAA), which will set out the details of the shared service arrangements.

9.5 This Committee are requested to approve the delegation of the authority to consider and approve the FBC and IAA to the Leader of the Council.

10. LIST OF BACKGROUND PAPERS

None

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	LC