

Adults & Health Policy & Scrutiny Committee

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Classification: General Release

Title: Tri- to Bi-Borough Programme: ASC & Public Health Update

Report of: Bernie Flaherty

Wards Involved: All

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1. Executive Summary

- 1.1. This report provides the committee with an update on progress in establishing a Bi-Borough agreement with the Royal Borough of Kensington and Chelsea for the delivery of Adult Social Care and Public Health and transition plans to imbed the new Bi-Borough Structures post-March 2018. These proposals are being implemented as a result of the decision (made by Cabinet on 27 March 2017) to serve notice on London Borough of Hammersmith & Fulham to terminate the Tri-Borough s113 agreements currently in place to deliver these services.
- 1.2. A plan is in place to ensure a smooth transition to minimise any risk to on-going service delivery. The majority of changes will 'go live' by 1 April 2018. Where this is not the case, there are sound business reasons and agreement has been reached with LBHF in respect of timings.
- 1.3. The new structures have sought to retain the principles that underpinned the original Tri-Borough agreement. These were agreed with the relevant Cabinet Members and approved by Cabinet in December 2017.
- 1.4. The structures were subject to consultation with staff. Considerable effort has been spent mitigating the potential financial impact of the move to a Bi-Borough service, as well as ensuring that current service provision does not suffer as a result of the uncertainty being experienced by staff.
- 1.5. The Committee last received a detailed update on the competitive assimilation process and a general update on the Programme's progress on 31 January

- 1.6. This paper provides an update on the ASC and Public Health staff moves, transition plans and legal agreement.

2. Recommendations

- 2.1. That the Committee notes the progress made in moving from a Tri-Borough to Bi-Borough structure in Adult Social Care & Public Health.
- 2.2. That the Committee notes the ASC and Public Health-led transition plans to imbed the new Bi-Borough Structures post-March 2018.
- 2.3. That any future Committee updates on the transition period be included in the Cabinet Member Report.

3. Background

- 3.1 In March 2017, Cabinet endorsed a recommendation to service notice to London Borough of Hammersmith and Fulham (LBHF) to terminate the s113 agreements that have been in place since 2012 to share Children's Services, Adult Social Care & Public Health. LBHF had signalled their intent to withdraw but with no indication of when they would serve notice. In order to reduce the uncertainty for staff and the potential impact this might have on service delivery, Westminster City Council (WCC) and the Royal Borough of Kensington and Chelsea (RBKC) agreed to issue termination notices. Both Councils were keen to ensure that new arrangements were in place by April 2018.
- 3.2 Since then, officers have worked to develop alternative structures that maintain the principles of the original Tri-Borough proposition of collaborative working and delivering efficiencies through scale whilst retaining sovereignty. A new Cooperative Agreement is being finalised with RBKC, setting out the new sharing arrangements. A small number of services in both Adult Social Care and Children's Services will continue to be shared with both RBKC and LBHF.

4 Programme Update

- 4.1 The following paragraphs provide an update on the programme to implement changes in response to the need to withdraw from the partnership with LBHF. This programme is being led by the Bi-Borough Director of Adult Social Care.
- 4.2 Since January 2018, the programme has been preparing for the termination of the s113 Agreement on 1 April 2018 and service transition plans are being led by ASC and Public Health to imbed the new structures post-March 2018.
- 4.3 Officers are liaising with BT to update the structures on Agresso.

5. HR Update – ASC & Public Health

- 5.1. The move to a Bi-Borough service represented a significant restructure of resources across ASC, Public Health and Children's Services. However, in practice, the majority of staff (83% in WCC) were unaffected. Their employing borough will remain the same, as will their job description.

- 5.2 Following completion of competitive assimilation and ring-fenced interview process, staff who did not secure a role in the Bi-Borough structure were offered alternative roles and / or redeployment opportunities in LBHF's new sovereign structures.
- 5.3 Remaining Bi Borough and sovereign LBHF vacancies are being progressed to wider recruitment which may create further redeployment opportunities for displaced staff. Staff at risk of redundancy will continue to receive redeployment support via local HR teams and our outplacement support providers.
- 5.4 Member Panels took place for the Adult Social Care Director of Integrated Commissioning in early March. At the time of writing, it has not been confirmed who has been appointed to this role.
- 5.5 Officers submitted a Change Request (CR) to BT for the expected Agresso build work in early January 2018. The detailed structure build requirements per directorate have been provided to BT. Officers continue to liaise with BT to complete the build by April.

6 Adult Social Care & Public Health and Integrated Commissioning Transition Plans and Activities

Staff Moves Programme

- 6.1 The staff moves programme was launched ahead of staff located in LBHF Town Hall moving to Bi-Borough locations on the weekend of 24 March 2018. Together with Bi-Borough and LBHF Corporate Property, Bi-B ASC teams were supported to declutter and archive. Weekly drop in sessions were held in LBHF and Property Services staff were available to support teams.

Bi-Borough Staff Engagement & Service Launch

- 6.2 A series of workshops to develop further the vision for ASC and Public Health have been on-going and a launch event for the new Bi-Borough services will take place in April.
- 6.3 All data is being collated to feedback to the Adult Social Care senior management teams. This will feed into the Bi-Borough launch day on 16 April and support them to create an action plan for the next 3, 6, 9 months.

Transition Plans

- 6.4 Each service has completed plans identifying activities that need to be undertaken as part of the transition and managers will now implement actions.
- 6.5 Teams are in the process of completing handover notes in order to ensure continuity during the transition period.

- 6.6 ASC Financial Services have begun the planning for the next phase of disaggregation. A specific project board has been established, as have terms of reference.
- 6.7 Bi-Borough commissioning activities include an Away Day in March to bring together Public Health, Children's Services and Adult Social Care staff, to introduce strategy and improve staff engagement and understanding of the new integrated model of working. Resourcing has been brought in to coordinate and support the transition implementation and disaggregation from LBHF.
- 6.8 The Adult Social Care and Public Health Transition Plans have been framed around 3 themes; People (e.g. recruitment); Systems & Policies (e.g. IT Data Governance and employee guidance); and Communication & Engagement (e.g. internal and external Comms).
- 6.9 The Programme Board will continue to meet during the transition period to ensure corporate governance of the new Bi-Borough services and the continued shared services with LBHF. Member governance for these matters is being finalised.

7. Contracts

- 7.1 Current WCC practice is to let sovereign contracts. However, there are a number of legacy contracts that were let by one authority on behalf of all three Councils.
- 7.2 A Tri- to Bi-Borough Contracts Working Group (chaired by the Chief Procurement Officer) was established to review the data and mitigate the risks around contracts governing multi-borough services.
- 7.3 In early 2018, there was only one contract in ASC that needed action. However, in this case, sovereign contracts were not suitable so the existing contract will remain in force.
- 7.4 There have been no increases in costs as a result of executing sovereign contracts in place of a single contract executed by one Borough on behalf of two or more Councils. The process of executing sovereign contracts has been broadly an administrative process to separate accountability for the management of services and management of risk and cost.

8. Financial and Resources Implications

- 8.1. In agreeing to serve notice on the s113 agreement with LBHF, WCC agreed to set aside a small budget to resource the restructure of the services.
- 8.2. Officers are currently reviewing the predicted costs against the actual costs of the programme.

9. **Legal Update**

- 9.1. At the time of writing this report, the Cooperative Agreement, which will provide the legal framework for the new Bi-Borough services and structures, is being finalised ahead of the launch of the new Bi-Borough Services in April 2018. Officers are liaising with LBHF to agree the legal arrangement for these continued shared services.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Anne Pollock x2757
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