



London Borough of Hammersmith & Fulham

Cabinet

5 DECEMBER 2011

LEADER

Councillor Stephen Greenhalgh

TRI-BOROUGH MANDATES

Wards: All

This paper sets out the vision and priorities for Children’s Services, Adult Services and Libraries within Hammersmith & Fulham as part of arrangements to share services with Westminster City Council and the Royal Borough of Kensington & Chelsea.

CONTRIBUTORS

- EDCS
- EDELRS
- AD Adult Social Care
- AD Cleaner & Greener Neighbourhoods
- EDFCG
- ADLDS

Recommendation:

That Cabinet approves each of the mandates as a basis for moving forward and agrees to refer them to relevant Select Committees for refinement and improvement.

**HAS A EIA BEEN COMPLETED?
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?
N/A**

1. BACKGROUND

- 1.1. Cabinet agreed detailed business cases in June for the integration of Children's Services, Adult Social Care departments, elements of Corporate Services and boroughs' Libraries Services.
- 1.2. The business cases outlined how, through integration, boroughs can look to save over £33m by drastically reducing borough overhead costs for Adult Social Care, Children's Services and Environment Services.
- 1.3. The business cases were developed following extensive public consultation between February and May 2011 which concluded that there was substantial support for sharing services. Nearly 80% of staff, stakeholders and residents said that they understood the need to share services.
- 1.4. The business cases emphasised that boroughs would retain sovereignty. Tri-borough Executive Directors would work with boroughs individually to set out strategy and priorities. They would look to take advantage of opportunities to jointly procure and deliver services in order to drive down costs and improve service standards. However, Members will always be able to specify delivery on a single borough basis.
- 1.5. As part of the pledge to retain sovereignty, and as part of a Sovereignty Guarantee signed by each of the Councils, each individual service area considered for Tri-Borough arrangements have agreed to produce their own mandate stating the vision and the priorities for the services within Hammersmith & Fulham.
- 1.6. The full mandates for Children's Services, Adult Services and Libraries can be found in the appendices and are summarised further in this report.

2. MANDATE FOR ADULT SOCIAL CARE

- 2.1. The mandate sets out how through increased prevention, greater education and by empowering care communities, the Council expects to see greater throughput in the number of people we are directly helping. It is also expected that there will be a continued reduction in the use of care homes. The Adult Social Care Tri-borough team will ensure that the Council as a whole works with it to deliver the same agenda.
- 2.2. Tri-Borough working will make significant savings by combining commissioning, market management and procurement with the intention that a greater share of the available resources is spent on the

frontline. By aligning healthcare and social care commissioning with a single point of contact and assessment, there will be a more efficient, streamlined and responsive service.

- 2.3 The overall outcome is to build a stronger, better society where the burden of responsibility around the provision of care is extended beyond the Council alone.

3. MANDATE FOR CHILDREN'S SERVICES

- 3.1 Children's Services are a large part of the new Tri-Borough working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. The aim is to combine services - where there is a strong case to do so - to protect front line services, improve service effectiveness and reduce costs.
- 3.2 This mandate establishes Hammersmith & Fulham's vision and priorities for Children's Services based upon the particular needs of its Borough residents, as determined by the Council, and outlines the Service's current and future commitment to Tri-Borough working.
- 3.3 The key measures of success will be:
- Improving academic achievement for Hammersmith & Fulham schools as a whole;
 - Increasing the proportion of Hammersmith & Fulham children who attend local schools;
 - Reducing the proportion of young people receiving criminal convictions;
 - Reducing the proportion of children needing the support of statutory safeguarding services, and;
 - Reducing the proportion of children needing to be placed in public care.

4. MANDATE FOR LIBRARIES SERVICE

- 4.1 The mandate sets out how, through Tri-Borough working, libraries will strengthen their position as being at the heart of our community, freely available to everyone and playing a major role in improving literacy standards.
- 4.2 Working with Tri-Borough partners will result in more than one million books available to residents and visitors across Hammersmith & Fulham, Kensington and Chelsea and Westminster, with a single managed Library and Archive Service providing an opportunity to sustain and improve this excellent and highly valued frontline service.

- 4.3 The Sovereignty Guarantee will safeguard how Hammersmith & Fulham's libraries are run, making sure local communities have a say in how long their library is open and what services it offers.

5. RECOMMENDATIONS

- 5.1 Cabinet is requested to agree the mandates for Adult Social Care, Children's Services and the Libraries service as a basis for moving forward.
- 5.2 Cabinet is also asked to agree to refer the mandates to Scrutiny for further improvement and debate.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 6.1 The three mandates have been drawn up alongside the plans for the 2012/13 Tri-borough budgets and are consistent with them. The full details of the 2012/13 budgets will be reported to the relevant Select Committees in January 2012 alongside the mandates.

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

- 7.1 The Council's powers to enter into shared services arrangements have been set out in detail in earlier reports. The principles of the Sovereignty Guarantee will be incorporated into the legal agreements setting up the arrangements. The draft agreements also provide for each service to conduct an annual review of the service and an annual strategic agreement summarising the priorities, targets and budgets for the forthcoming financial year together with any variations to the arrangements. It is anticipated that the Mandates will form part of this process, in addition to being an expression of the Council's sovereign priorities".
- 7.2 Officers are of the view that the proposals will have no negative impact on protected groups at this stage and indeed the purpose of the proposals is to protect front line services. Officers are mindful however that the PSED is an ongoing duty and due regard will continue to be given to the PSED as proposals are developed and implemented and appropriate action taken.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Tri-Borough proposals report (February and June 2011)	Kayode Adewumi 0208753 2499	FCS, 1st floor Town Hall.
CONTACT OFFICER: Head of Governance and Scrutiny		NAME: Kayode Adewumi	