

Bold Ideas for Challenging Times

Tri-Borough Integration

- London Borough of Hammersmith & Fulham
- Royal Borough of Kensington & Chelsea
- Westminster City Council

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CONTEXT

- **31% average reduction in formula grant**
- **£100 million savings by 2014 / 2015 across 3 Boroughs**
- **Protecting front line services a priority**
- **77% of residents surveyed said 3 authorities should share some or as many services as possible (35% and 43% respectively)**
- **Retain sovereignty (e.g. Councillors, decision making/democratic services, housing management, licensing, planning, communications).**



MAKING THE SAVINGS

The 3R's of common sense Local Government

- 5) **Release Assets - drive down debt and support capital programmes**
- 7) **Restructure – combine services to cut overheads – a core tri-borough mission**
- 9) **Reform delivery of local public services – continuing to shape the debate outside the scope of tri-borough.**



PROPOSALS

- **Combine Children's Services with a single Director**
- **Combine Adult Social Care with a single Director - commissioning services**
- **Combine Library Services**
- **Combine corporate overheads including IT and HR**
- **Combine facilities management**
- **Reduce Chief Executives from 3 to 2 (Westminster retain CE given capital city responsibilities)**
- **Combine leisure, highways, transport and parking**
- **Future integration: customer services, waste management, street cleansing, contingency planning, CCTV, environmental health, parks management**



LESSONS LEARNT SO FAR

- **Clear Political leadership and relationships (plaudits & criticisms)**
- **Quality of Advice – strong governance; internal resources (project and programme boards); stimulate ‘employee intellectual curiosity’**
- **Robust Business Cases - £500,000 achieved in Children's Services and Libraries Directors’ posts alone.**
- **Communications – consistent and proactive (internally & externally), credible, understandable, focus on tangible progress.**



RETAINING SOVEREIGNTY

- 19 point sovereignty guarantee (rights and responsibilities)**
- **Set own Council Tax, publish budgets and accounts**
- **Continue to set individual Council spending priorities**
- **Veto of proposals, no ‘out voting’**
- **A commitment to shared learning, innovation and value for money**
- **Share what works in service delivery and encourage neighbours to learn**
- **12 months notice period on termination of services (with fairly shared costs arising)**
- **Resulting in high level of participation and engagement by Councillors**



TRI BOROUGH HR ISSUES

- ‘Espirit de Corps’ Tri-borough staff and management events and networks
- Tri-borough TU Consultation Forum and Terms of Reference
- Appointments processes for Chief Officers; adapting current Member processes.
 - Ring fencing revised, combined structures across 3 boroughs – different post titles and grades?
- TUPE or Section 113 transfer of staff?
- Recognise staff anxiety – and opportunities
- Tri-borough vacancy management and re-deployment processes
- HR Working Protocols



H.R. ITSELF !

- **Single HR Director – RBK&C & LBHF from April 2012**
- **Scope for integration of ‘strategic HR’ from April 2012**
- **Project Athena from 2014 (transactional HR services)**
- **All HR staff event July 2011, further sessions planned**
- **Communicate often, seek to minimise anxiety**



FINALLY – 3 TOP TIPS

- **Communicate regularly and realistically at all levels and through a wide variety of methods**
- **Concentrate on developing a good solution, then progress; preferable to developing unachievable ‘gold standards’**
- **High trust model must prevail – you can’t force legal agreements; instead build genuine participative processes**

