

SHARED AND INTEGRATED SERVICES UPDATE

To: Communities and Partnership Committee

Meeting Date: 23 January 2020

From: Amanda Askham, Director for Business Improvement and Development

Electoral division(s): All

Forward Plan ref: N/A **Key decision:** No

Purpose: To provide an overview of the work on the Shared and Integrated Services Programme since the previous update in July 2019.

Recommendation: The Committee is asked to:

Note and comment on the key areas that have progressed during the monitoring period and the next critical stages of work between now and the end of March 2020.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Amanda Askham	Names:	Cllr Criswell
Post:	Director for Business Improvement and Development	Post:	Chair
Email:	Amanda.askham@cambridgeshire.gov.uk	Email:	Steve.criswell@cambridgeshire.gov.uk
Tel:	01223 703565	Tel:	01223 706398

1. BACKGROUND

- 1.1 The Shared and Integrated Services Programme between Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) has been operational since May 2018 following Member approval to a new formal joint programme of work between the two Councils. This followed the success of a number of shared senior leadership posts between the two Councils as opportunities arose.
- 1.2 This report to the Communities and Partnership Committee, in their role as the overarching Member governing body for CCC, provides the Committee with an overview of the new shared arrangements since the previous reporting period.

2. HIGHLIGHTS SINCE THE PREVIOUS REPORTING PERIOD

- 2.1 During the last 6 months, Shared Services between CCC and PCC have progressed in specific functional areas / teams across the Council. This includes areas such as IT, Communications Team and roles / teams within the People and Communities Directorate. Further details about these areas are provided in sections 2.2 – 2.4.
- 2.1.1 Linked to the annual review of the Joint Working Agreement between the two Councils, work has started to review the governance and underpinning processes relating to decisions around new shared arrangements to ensure they are streamlined and embedded within existing HR and Finance processes. This will be combined with a review of the programme to update Members on progress (lead Members in both Councils commissioned in October 2019), review the benefits of the programme to date (some of which are outlined in section 3 of this report) and to seek political endorsement for the proposed future development of the shared approach. This review will be discussed by Chairs (CCC) and Cabinet Portfolio Holders (PCC) at a workshop in late January 2020.

2.2 IT and Digital Strategy for CCC and PCC

- 2.2.1 Some shared teams and front line services have been in place since 2017 and it is increasingly evident that there is a need for an IT and Digital Strategy to support these shared services and to progress the transformation of both councils.
- 2.2.2 The existing and planned convergence of services across Cambridgeshire and Peterborough requires a step change in delivery of IT for both councils. The current arrangements have been ad-hoc and localised and are therefore, not as effective as they could be and in some cases are more expensive than they need to be.
- 2.2.3 This vision for future IT that has been articulated is for staff in shared services to be able to work effectively with colleagues across both organisations and be able to deliver more effective services to our citizens. Staff should have access to IT that supports this and enables secure, easy and robust sharing with collaboration tools delivered on a cost effective basis, with the minimum level of duplicate costs for equipment and licences. In short converged IT systems supporting converged teams that can work seamlessly across the two organisations.

- 2.2.4 In view of this, in July 2019, General Purposes Committee and Cabinet at Peterborough City Council (PCC) approved the joint IT and Digital Strategy and PCC Cabinet also approved the decision to share the Sand Martin House Data Centre with Cambridgeshire County Council. The CCC Data Centre, which is currently located in Shire Hall in Cambridge, needs to be re-located as the site is being re-purposed.

2.3 **Customer and Digital Services Directorate**

- 2.3.1 Within this Directorate, a staffing consultation has concluded and a joint Communications team across Cambridgeshire and Peterborough has been established under the leadership of the joint head of communications.
- 2.3.2 The new structure mirrors the working of the CCC/PCC shared executive team to offer more transparent and dedicated support to the main service directorates of CCC and PCC as both experience considerable change and transformation to manage increasing demand with reducing budgets.
- 2.3.3 Across the whole council this increases the need to communicate the work and challenges of the council to key audiences not just in Cambridgeshire and Peterborough, but nationally too.
- 2.3.4 The structure increases the dedicated communication capacity available to key parts of the organisation – it reduces duplication of management roles; and inside the team builds capacity and improved career progression within the team and creates resilience in service areas.

2.4 **People and Communities**

- 2.4.1 The Directorate continues to evolve their shared arrangements. This includes shared roles within the Education Directorate, Adult Safeguarding and a staffing consultation moving towards a shared leadership structure within the Communities and Safety Services Directorate. Work also continues on other shared programmes of work such as Adults Positive Challenge and approaches like Think Communities. Systems convergence in Adults and Children's Services is progressing as previously reported.

3.0 **BENEFITS OF SHARED WORKING**

- 3.1 Shared roles across PCC and CCC have proved an instrumental first step in efficiency and effectiveness, not just in helping to identify and drive out savings, but in delivering a wealth of additional customer/operational/organisation/system wide benefits. The two councils have something region of 200 shared roles in place which has enabled both councils to reduce costs. This in turn has led to greater opportunities for identifying further savings opportunities - but equally important have been a range of other benefits which are beginning to be realised:
- ***Sharing best practice more openly and easily*** - combining the expertise and learning across both councils to develop innovative solutions to the same demand and resource challenges
 - ***Speaking with one voice on key strategic issues*** - Cambridge and Peterborough are two of the fastest growing cities in the UK. A shared Chief

Executive allows us to bring a stronger and single voice in discussions with central government. The arrangement further strengthens both Councils' relationship with the Cambridgeshire and Peterborough Combined Authority thus helping greater coordination of infrastructure investment across Peterborough and Cambridgeshire. Having one Chief Executive at the heart of discussions across the region and with government ministers concerning the devolution agenda has been beneficial in jointly representing both parties' views in debate and has enabled a better understanding of how residents in both local authority areas could benefit from the devolution of powers from Government. The arrangement provided a single senior officer focal point – alongside politicians - for negotiating with Government.

- **Improved customer / partnership experience** - Partners report that it is both faster and easier to work with us - particularly in the areas of children and adults services, where a single officer can represent both areas at meetings, leading to a lack of confusion on hand offs around service. We also become a stronger partner for other public sector organisations. As we align Council services across the Peterborough and Cambridgeshire footprint, it will be easier for partner organisations – Health, Police, Fire, and District authorities to engage with us to meet common goals for communities
- **More resilient and efficient Councils –**
 - Working to join up both LA's front doors and digital services, is already delivering tangible benefits including procurement of a single reduced cost CMS (web platform), improved customer experience and the ability to managing rising demand at minimal additional cost
 - Our joined up approach has led directly to DFE investing £4m in Cambridgeshire for Family Safeguarding, to benefit from pilot work already developed in Peterborough
 - The creation of a shared Public Health (PH) service has led to a more resilient service with greater coverage and specialisms compared to two separate teams. For some areas of PH it is difficult to recruit, by working together it is possible to leverage these skills across both authorities. Joint Public Health analytical team means analysis can be undertaken once for both areas
 - Joint arrangements in place for the Procurement of Tenders means we procure services jointly across Cambridgeshire and Peterborough. This has reduced transaction costs through only procuring once, and allowed management savings to be extracted from contracts due to greater scale. Working in this way has reduced contract prices for; healthy workplace service, healthy schools support service, the children's public health section 75 arrangement, Carers Tender and The Mental Health Recovery and Community Inclusion service (including the CCG).
 - Sharing or fully integrating services gives both Councils greater resilience against challenging circumstances, allowing us to deploy resource effectively to cope with sudden (such as support to inspections) or complex change.
 - Reduced the number of Boards and meetings – much is now delivered across both Cambridgeshire and Peterborough e.g. joint commissioning board, SEN strategy and planning, Best Start in Life - freeing up officer's time
- **Workforce** - creating increased career development opportunities for officers

working across both councils, leading to improved retention in harder to recruit to areas

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 A good quality of life for everyone

There are no significant implications for this priority.

4.2 Thriving places for people to live

There are no significant implications for this priority.

4.3 The best start for Cambridgeshire's Children

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

There are no significant implications within this category.

As with all major change programmes, additional corporate and service resource will be required during the development of individual business cases and implementation. Any additional resource requirements will be determined at the discovery and design phase and will be put forward to the relevant Committee as appropriate.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

An allocation of any joint procurement activity will be required at individual project business case level between CCC and PCC.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category.

Equality (Community) Impact Assessments will be undertaken when changes are being proposed to existing service, policy, strategy or function through the Shared and Integrated Services Programme.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

Implications in relation to this priority are outlined in section 2.1.1 of this report.

Both Councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods. Commissioning or delivering services together is not designed to change how residents experience services, it is about how to get things done more efficiently.

5.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by the Monitoring Officer?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Christine Birchall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
IT and Digital Strategy for CCC and PCC – report to General Purposes Committee – 16 July 2019	https://tinyurl.com/yxj4r7jp

Shared and Integrated Services Programme – Communities and Partnerships Committee – 4 July 2019	https://tinyurl.com/y6peubfw
Shared and Integrated Services Programme – Communities and Partnerships Committee – 18 October 2018	https://tinyurl.com/yxflzkuy
Cambridgeshire County Council – 16 October 2018: 'Item for Determination from General Purposes Committee: 'Cambridgeshire County Council and Peterborough City Council Shared Services – Joint Working Agreement and Protocols' (item 7)	https://tinyurl.com/y3rsg9g6
Shared Services Joint Working Agreement and Protocols – Paper to CCC General Purposes Committee – 20 September 2018	https://tinyurl.com/so6gujr
Shared and Integrated Services Programme – Communities and Partnerships Committee – 31 May 2018	https://tinyurl.com/vs5lvyy