

**DELIVERY PLAN AND PERFORMANCE REPORT – APRIL TO JUNE 2019**

**To:** Communities and Partnership Committee

**Meeting Date:** 10 October 2019

**From:** Adrian Chapman, Service Director

**Electoral division(s):** All

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

**Purpose:** This report describes performance against agreed strategic priorities, performance indicators and performance outcomes for the period April 2019 to June 2019.

**Recommendation:** The Committee is asked to:

- a) Note and comment on key areas of work during quarter 1, including performance outcomes, and make any comments or suggestions for further service delivery;
- b) Consider and approve the proposed new key performance indicators for the Cambridgeshire Skills service, as described in section 2.6;
- c) Agree to receive a full report during this municipal year on progress being made with the Wisbech 2020 programme.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Ian Phillips	Names:	Cllr Criswell
Post:	Head of Community and Safety Integration	Post:	Chair
Email:	Ian.Phillips@peterborough.gov.uk	Email:	steve.criswell@cambridgeshire.gov.uk
Tel:	01733863849	Tel:	01223 706398

## 1. BACKGROUND

- 1.1 This report provides information on progress being made towards delivering the Committee's agreed priorities. It also contains the first set of performance information relating to the new indicators and outcomes agreed by the Committee relating to these priorities.
- 1.2 At the Committee meeting in May 2019, Members agreed to focus primarily on the following strategic priorities for the year:
- Think Communities
  - Libraries - including the Civic programme
  - Domestic abuse and sexual violence
  - Hate crime
  - Prevent
  - Adult skills
  - Tackling poverty and improving social mobility
  - Wisbech 2020
  - Homelessness reduction
  - Shared Services
- 1.3 This is the first of a new approach to reporting performance to the Committee. Until now, performance information has been embedded in the regular finance reports; however, it was recognised that this may not provide sufficient visibility and depth of information to enable Members to fully understand our performance, and to be able to both challenge and offer support as appropriate. It is anticipated that the new-style performance report will be presented to Committee on a quarterly basis.
- 1.4 Section 2 of this report describes the progress and performance under each strategic priority.

## 2. MAIN ISSUES

### 2.1 Think Communities

#### 2.1.1 The following key performance outcomes have been agreed for this priority:

1. **Strategic Coherence and System Facilitation** - Effective and meaningful relationships will be developed and maintained across the public sector system. Senior Responsible Officers are in place and leading the workstreams below
2. **Communications** – Development of a Think Communities brand, strategy and marketing plan
3. **Community Engagement** – Delivery of a series of community engagement events will have been held in localities across the county. The return on investment made as a result of the Innovate and Cultivate fund will be demonstrated
4. **Data and Intelligence** – Development of area profiles that allow for a single view of a place across the public sector system

5. **Estates and Buildings** - Development and implementation of the Cambs 2020 model for service delivery
6. **Funding and Resources** - Identifying where system resource can be shared or aligned to deliver Think Communities outcomes
7. **Technology and Digital** – Development of a cross sector system that allows the public to report issues easier e.g. environmental, safeguarding
8. **Workforce reform** – Delivery of an immersive workforce development programme for all staff to encourage new skills and behaviours as per the model ‘21st century public servant’ ambition

2.1.2 **Strategic Coherence and System Facilitation:** During the last few months, support from, and engagement with, partners from across the public sector in Cambridgeshire and Peterborough has continued to be significant. This support was recently reaffirmed at the July 2019 meeting of the Cambridgeshire Public Service Board, where Chief Executives (and equivalents) from across the public sector system gave their full endorsement for the approach being developed. The discussion at the Public Service Board signified the beginning of the next phase of the Think Communities approach. The Board’s endorsement enables us to move into a new phase of mainstreamed delivery, building on the prototypes work that has been previously reported to Committee, but enabling us to develop new approaches to public service delivery in communities where the need is greatest or where opportunities exist.

A model of place based delivery boards has been agreed in principle, with each being coterminous with a district council boundary and chaired by the relevant District Council chief executive. This will give the boards an appropriate level of seniority and profile, and will encourage system leaders from across the public sector to engage. The delivery boards will take responsibility for overseeing the delivery of the Think Communities approach in their areas, with each board developing local arrangements for delivery, problem solving and place shaping that are relevant for their area. Whilst front line staff and managers will be encouraged and enabled to work differently together, focussed on a whole place rather than departmental or organisational boundaries, the delivery boards will ensure any barriers or challenges are overcome, will reflect the strategic direction set by our statutory boards (such as the Health and Wellbeing Board and the Safeguarding Boards), and will seek to take opportunities to align resources and use assets more effectively. Huntingdonshire, Peterborough and Fenland are likely to be the first delivery boards to launch, with Huntingdonshire’s aiming for an October start. Detailed discussions are taking place with the remaining district councils to ensure such an arrangement meets the local need.

Finally, the Committee will note that our work to date has largely been focussed on public sector transformation. This has been a deliberate strategy, given the scale of the sector and the collective challenges we face. However, there has, concurrently, been ongoing engagement with our partners in the voluntary sector, primarily via the Support Cambridgeshire arrangements. As a result of this, the newly formed voluntary sector Chief Executive Forum has recently reviewed the original Think Communities document, and suggested a number of changes which they feel will engage more effectively with voluntary sector partners and the whole population.

This work is now being reviewed, and will form part of further updates to Committee in the coming weeks.

- 2.1.3 **Communications:** a detailed communications plan has been developed, which combines both internal and external communications actions. A communications group has been established, comprising leads from across the public sector, so that Think Communities communications activity can be appropriately planned and co-ordinated. As a result of the prototype work, we already have a number of case studies which are in the process of being developed; these describe, in practical terms, the impact a different approach has had on individuals, communities and our workforce, and will be used in both our internal and external communications work. When the case studies are developed, we will ensure that they are shared with Committee Members.
- 2.1.4 **Community Engagement:** throughout the summer, we have actively engaged with the public at community events, asking them to consider what matters most to them and how they might consider services being delivered differently to better meet their needs. The results of this work are now being analysed and will help inform future delivery plans. Our annual Local Councils Conference in November will be an opportunity to focus discussions with parish and town councils on their roles and the opportunities that exist with Think Communities. Parish and Town Councils have a pivotal role to play in enabling the public sector to rethink its approach and priorities within parished communities, and provides us with a legitimate platform on which to build a more collaborative style of service design and delivery.
- 2.1.5 **Data and Intelligence:** Taking a place based approach through Think Communities presents numerous opportunities to work differently together, with a focus on local people, communities, assets, opportunities and challenges. It also enables us to more easily share and analyse data from across the public sector. To help achieve this, and to therefore enable the development of detailed area profiles, we are developing a 'data bank' which will be made widely available. It will present data at the lowest possible geography, primarily at lower super output area (LSOA) scale (between 400 and 1,200 households). LSOA is a widely recognised geographical layer that enables the reporting of diverse small area statistics.

Each delivery board will have a number of LSOA's within their patch, and their work and priorities will be informed by the data currently being collated. This data, when taken as a whole, will create area profiles which will help shape the priorities of the boards. Alongside data about the population, the area profiles will also describe the local assets, the amount of public sector spend attributed to that area, and the levels of demand for different services that originate within that area.

We have also worked with colleagues across the health system to inform their proposals for the new Primary Care Networks (PCN's). PCN's are new arrangements which bring groups of primary care (GP) practices together to better serve the needs of the local population at the earliest opportunity, providing a geographical footprint which enables other services to work alongside GP's more easily. 21 PCN's have been established, enabling us to easily identify which parts of the health system need to be involved in each aspect of Think Communities delivery.

Significantly too, as a result of the Think Communities work, we now have access to a wide range of new health-specific datasets which broadens out the scope to bring about real change in communities where health inequalities or issues are prevalent.

- 2.1.6 **Estates and Buildings:** of most significance with this priority is the progress being made on the Cambs 2020 programme, particularly the development of the community hubs. Community hubs (formerly referred to as spokes buildings) are the key bases from which the majority of our staff will operate by the time we vacate the Shire Hall site. This work has enabled us to review current working arrangements, alongside the location and condition of our buildings and the needs of our communities, to create a model of working which locates the right mix of staff in the right locations. A detailed report on this workstream is being presented to Committee at its October meeting.
- 2.1.7 **Funding and Resources:** One of the key areas of work at present is the data and intelligence work described in section 2.1.5. As mentioned, this work is building an in-depth picture of our communities, including the resources currently committed and expended in those communities. It is our aspiration to be able to use this data to inform decision making, service design and service delivery, including seeking opportunities to align resources and/or to use what we have across the public sector more appropriately to best meet identified needs.
- 2.1.8 **Technology and Digital:** Over recent months the introduction of a new IT and Digital Strategy has recognised the importance of technology in helping the workforce and citizens work differently together. New tools will be introduced that will allow for greater collaboration across the public sector, and Think Communities is currently exploring how these can be tested in the existing prototypes. We are also working with council services and our partners to develop a new online directory of services that, when paired with the area profiles, will help services and citizens find support for themselves in their area. Maximising the use of Assistive Technology is a key priority in the Adults Positive Challenge programme, which embodies the Think Communities principles.
- 2.1.9 **Workforce Reform:** The success and impact of the Think Communities approach relies on our workforce operating in new and innovative ways, where traditional limitations or boundaries can be challenged and where staff are encouraged, enabled and supported to take different approaches to resolving entrenched and long term issues. There is significant evidence supporting this approach, but it does require a mindset shift within our staff and managers, as well as across the public sector at large. Some of our prototypes have been testing this theory, and there are some significant examples emerging which will be included in the case studies described at section 2.1.3. In the medium term, we plan to deliver an immersive training experience to staff across the public sector, effectively 'resetting' their views about being a public servant and helping them to reframe their approach around a place. In the short term, we will be fast-tracking this approach with our partners in some areas where Think Communities delivery is progressing, including in Wisbech and North Huntingdonshire, and across the Granta group of GP practices in the south of the county.

## 2.2 Libraries, including the Civic Programme

### 2.2.1

Indicator or Outcome	Baseline (at 31/3/19)	Current Performance (1/4/19 to 30/6/9)
Number of issues:	1,954,443	467,104
Number of visits:	1,920,826	476,099
Events (attendance):	119,532 Assisted digital events 4,188	15,071 Assisted digital events 931
Transformation work with Civic	-	See narrative below

### 2.2.2

On 24 June, Milton Road Library was reopened following a complete rebuild and refurbishment. The library has been well received from the local users and the broader community and has seen strong support and positive feedback to date. An official launch event was held on 28 September to celebrate the opening. In addition, Soham Library has undergone a refurbishment and reopened to the public on 15 July. Further, a service level agreement was signed with Huntingdon Town Council for the new Coneygear community managed library due to open by November 2019.

### 2.2.3

A new eBook provider for Cambridgeshire Libraries launched in July 2019, with 2,174 eBooks checked out in July, an 81% increase in loans between June 2019 and July 2019. Although outside of this reporting period, this shows a useful comparator and service improvement compared with data at the end of the current quarter.

### 2.2.4

Cambridgeshire Libraries were part of a national pilot with the BBC testing virtual reality headsets. 103 customers got involved and all gave very positive feedback about the experience.

### 2.2.5

Two new mobile libraries are being purchased for the library service and the successful company has just been appointed as a result of a robust procurement exercise.

### 2.2.6

In relation to the Civic programme, the Committee is receiving a separate progress report at its October meeting.

## 2.3 Domestic Abuse and Sexual Violence

### 2.3.1

The following key performance indicators have been agreed for this priority:

1. The number of repeat victims to the Independent Domestic Violence Advocacy (IDVA) service compared to statistical neighbours
2. The number of targeted support programmes delivered for victims
3. The number of referrals and the number of repeat referrals to the Domestic Violence Perpetrator Panel

However, at present the council's business intelligence team are not able to access this specific data to report against these indicators. This issue should be resolved shortly.

Meanwhile, the following data is provided for information, showing referrals, engagement rates and repeat presentations by district:

Q1 Data by District

	Referrals	Engagement Rate	Repeat Rate
Cambridge City	65	74%	38%
East Cambs	21	86%	22%
Fenland	46	78%	39%
Huntingdonshire	85	88%	33%
South Cambs	37	65%	38%
Peterborough	113	50%	25%

\*data adjusted throughout the year as database updates so final numbers not confirmed until Q4

2.3.2 Domestic Abuse referrals to the IDVA service have risen for the first quarter. Two areas have largely accounted for this increase:

- Cambridge City – 65 referrals (previous 12 month average: 53 per quarter)
- Huntingdonshire – 85 referrals (previous 12 month average: 62.5 per quarter)

A trend of increasing referrals to the IDVA Service is now appearing through 2018/19 and into this year. The service as a whole has seen referrals increasing every quarter through last year and into quarter one. Indications are that quarter two will also see an increase which is creating significant pressure on the service. Referrals to Refuge for outreach support are also increasing.

2.3.3 The Domestic Abuse and Sexual Violence service is undergoing a review to ensure resourcing is appropriate and that service design and delivery is able to meet current and prevent future demand. This review is being carried out with our partners, given the nature of this work. One of the objectives of the review is to support the development of an early intervention team, with our partners, to help prevent issues escalating to more serious domestic abuse or sexual violence. This review is due to report back in the Autumn, and will be presented to Committee at this time.

## 2.4 Hate Crime

2.4.1 The following key performance indicators have been agreed for this priority:

1. The number of hate (i) crimes and (ii) incidents reported per 100,000 population, compared to our statistical neighbours
2. Number of incidents recorded online
3. Satisfaction data from the police regarding reporting centres

At time of compiling this report, police data was expected, and would then need to be quality assured by the council's business intelligence team. If this becomes available prior to the Committee meeting, it will be tabled for information.

- 2.4.2 As a result of the work led by this Committee, third party reporting centres have launched across Cambridgeshire. A steady increase in reporting is being experienced, compared to previous years (see below); there are no significant spikes in levels however, and so this increase is to be welcomed as it signals greater awareness of hate crime reporting, an issue which is generally accepted to be under-reported.

*Third Party Hate Crime Reporting Centres reports:*

January 2019:	10
February 2019:	17
March 2019:	29
April 2019:	27
May 2019:	29
June 2019:	19
July 2019:	23

## 2.5 **Prevent**

- 2.5.1 The following key performance indicators have been agreed for this priority:

1. The number of individuals assessed as being at risk and referred to Channel Panel
2. The number of support plans in place
3. Assessment of the threat level of terrorism in Cambridgeshire as assessed by the police

- 2.5.2 Performance data for these indicators is taken from the Counter Terrorism Local Profile (CTLTP), which was last published in June 2019. CTLTP's identify the threat and vulnerability from terrorism and extremism in local areas. A CTLTP helps the police and local partners, including the council, understand and prioritise threat and vulnerability with suggested recommendations to address any risk. The data shown below is taken from the June 2019 CTLTP (the next being published in September 2019):

1. The number of individuals assessed and referred to Prevent in quarter 4 (January to March 2019) is 30. This is an increase, and would indicate that we are getting better at identifying cases in Cambridgeshire. The agencies with the highest rates of referral are the police and the education sector
2. We have had an average of 30 cases managed within the Prevent programme during quarter 4, and 13 cases open with support plans under Channel Panel at the end of the same period
3. The current International threat level for the Eastern Region is currently assessed as Severe. Threat levels are designed to give a broad indication of the likelihood of a terrorist attack:
  - LOW means an attack is highly unlikely
  - MODERATE means an attack is possible, but not likely



- SUBSTANTIAL means an attack is likely
- SEVERE means an attack is highly likely
- CRITICAL means an attack is highly likely in the near future

2.5.3 Whilst Cambridgeshire Constabulary are currently the lead agency in relation to Prevent and related work to combat terrorism, the council is a key partner. As reported to Committee previously, the responsibility to lead Prevent-related activity is scheduled to transfer to local authorities shortly. The council is represented on the countywide Prevent Delivery Board, along with a wide range of other agencies. Alongside this role, work is also continuing to support community organisations and faith leaders to ensure the buildings they manage are safe and secure.

## 2.6 **Adult Skills Service**

2.6.1 The following key performance indicators have been agreed for this priority:

1. Percentage of people starting (i) an adult skills programme and (ii) an apprenticeship that complete the programme
2. Percentage of people starting (i) an adult skills programme and (ii) an apprenticeship that then achieve the learning outcome
3. Percentage of learners participating in (i) an adult skills programme and (ii) an apprenticeship from the 20% most deprived wards/divisions as a proportion of the total
4. Proportion of adult skills delivery commissioned by Combined Authority compared to overall delivery

However, as a result of the development of the new Cambridgeshire Skills service, a revised set of performance indicators is proposed which better measure the effectiveness of the new service:

1. Number of Learner registrations as a proportion of the contractual target
2. Percentage of Learners retained as a proportion of Learner registrations
3. Percentage of Learners achieving the agreed outcome as a proportion of Learners retained

The Committee is asked to consider and approve these new indicators.

2.6.2 Progress towards launching the new adult skills service has been regularly reported to Committee, most recently at its August 2019 meeting. Contracts have been signed with the Combined Authority (who now hold the funding for delivery of adult skills), a full staff restructure is close to completion, a new learning programme has been launched, and two new bases for the service are being mobilised (Ely and March).

2.6.3 The adult skills academic year, and associated contracts, runs from 1st August to 31st July. In terms of last year's performance, although figures have not yet been verified, the indicative results are as follows:

- for the 2018/19 academic year, the service achieved 103% of the funding target (contract), working with 6,184 local residents

- of those that started a course, 95% remained on a course, and of those, 94% achieved their learning goal

## 2.7 **Tackling Poverty and Improving Social Mobility**

2.7.1 The following key performance outcome has been agreed for this priority:

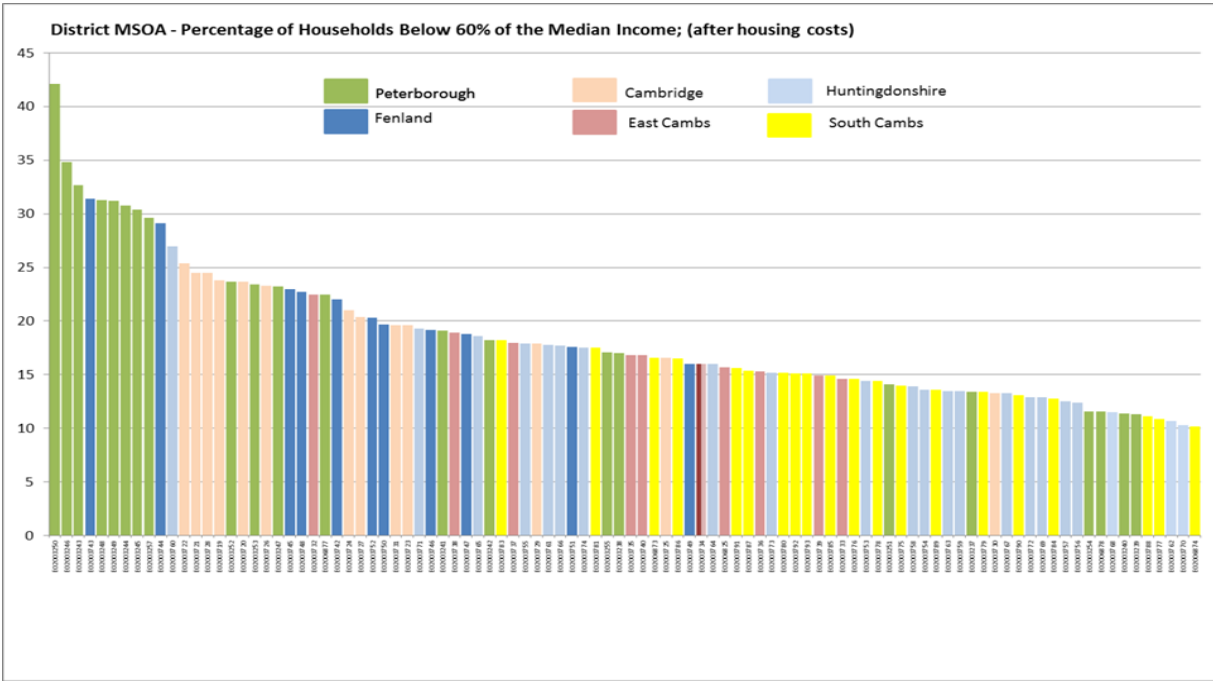
To deliver the actions and outcomes as outlined within the Commitment to Tackling Poverty and Improving Social Mobility:

1. Boosting incomes and reducing costs - through the delivery of targeted advice services, promoting energy switching and tackling barriers to labour market participation
2. Improving education standards and raising skills - deliver the Opportunity Area Programme in East Cambs and Fenland and continue to develop children's communication, language and literacy
3. Strengthening families and communities - through the delivery of targeted support for families by our Child and Family centres and develop the Best Start in Life programme
4. Delivering an effective benefit system - provide assisted digital support to people needing to access benefits and promote free computer use in libraries
5. Promoting long term economic growth benefiting everyone - develop a range of volunteering opportunities that help to get people into work or learn new skills to enhance their careers

As with many areas which the Committee leads on, the successful delivery of the outcomes relies on a shared and partnership approach.

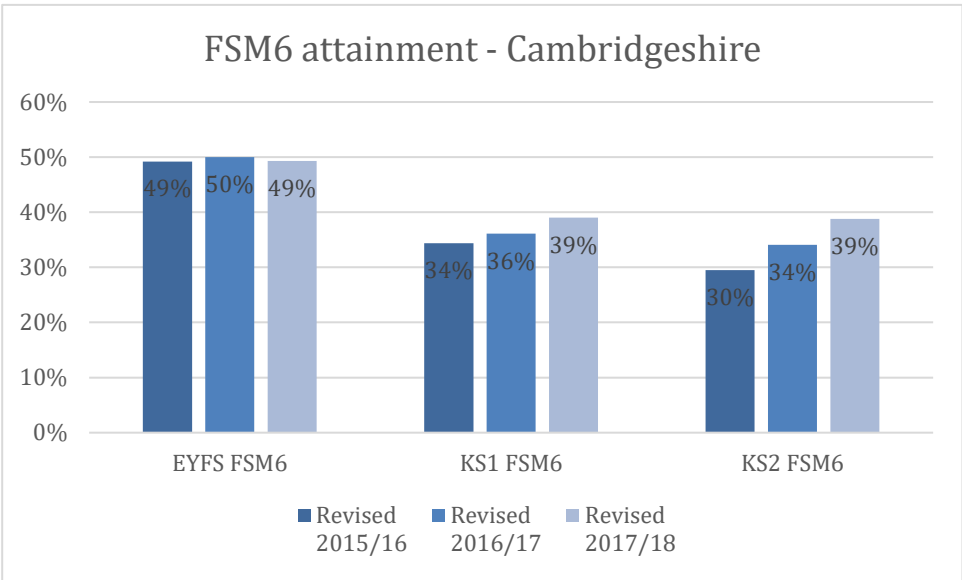
The following diagrams illustrate the baseline information from which progress will be measured:

2.7.2 **Figure 1: Percentage of people living in poverty, by District**

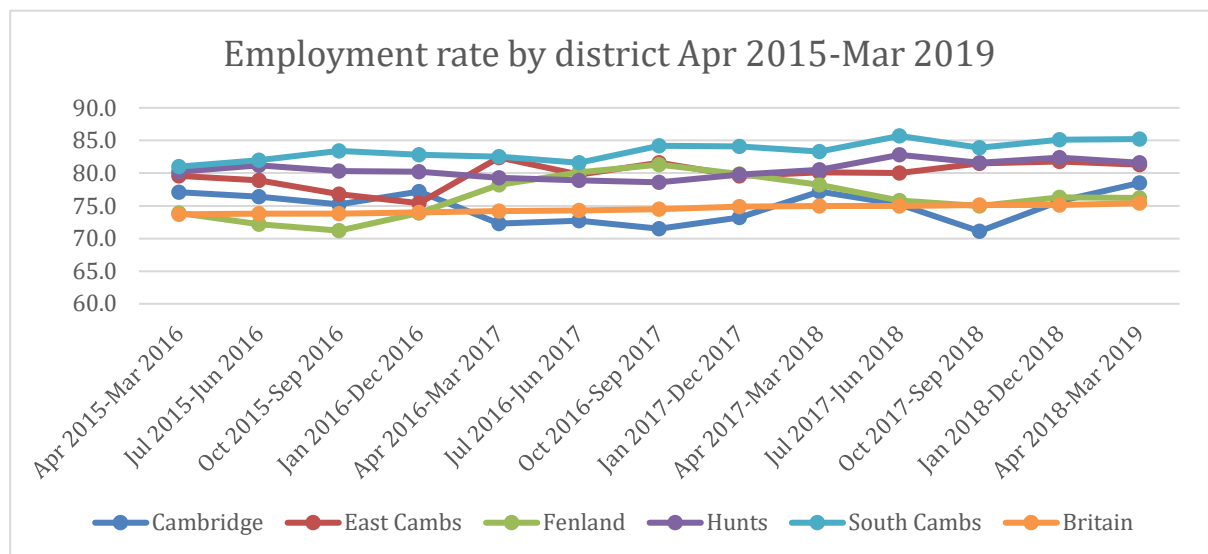


Source: ONS Small Area model-based households in poverty estimates (Financial Year end 2014), published April 2017. Based on National Family resources Survey as outlined:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/530659/hbai-low-income-how-is-it-measured-infographic.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/530659/hbai-low-income-how-is-it-measured-infographic.pdf)

2.7.3 **Figure 2: Educational Attainment**



#### 2.7.4 **Figure 3: Employment Rates, by District**



Source: NOMIS

#### 2.7.5 The council's strategy sets out a number of ways in which we can help to prevent or mitigate poverty. These include:

- Promoting energy switching through the Cambridgeshire energy switch, which has seen over 500 people now switch providers, with an average saving of £121 per year, per customer. Pre-registration is now open for the next scheme to be launched in October
- Cambridgeshire Community Local Assistance Scheme, which has supported 1,445 people, providing £266k of support to vulnerable families
- Talking Together in Cambridgeshire, which aims to accelerate the achievement of children aged 0- 6 living in Wisbech, March, Chatteris, Huntingdon and North East Cambridge, reaching the expected development in communication, language and literacy. To date, activities have reached 750 children, 250 families and 90 practitioners
- The Best Start in Life programme, which will identify specific areas where we can work together to have the greatest impact on early years outcomes for children from pre-birth to 5. 18 locations in Cambridgeshire have been visited during which parents, carers and young children were engaged about their lived experience. These stories helped shape the strategy and delivery model which will bring together the various strands of early year's provision in a more integrated way.

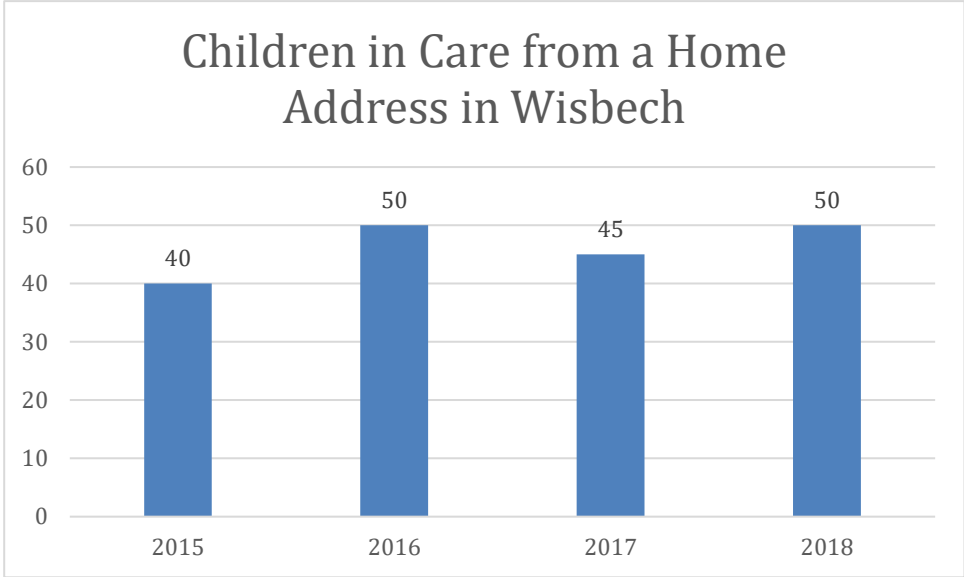
### 2.8 **Wisbech 2020**

#### 2.8.1 The following key performance indicators have been agreed for this priority:

1. Reductions in the number of children in care
2. Creation and delivery of an Early Help Hub
3. Improved educational attainment

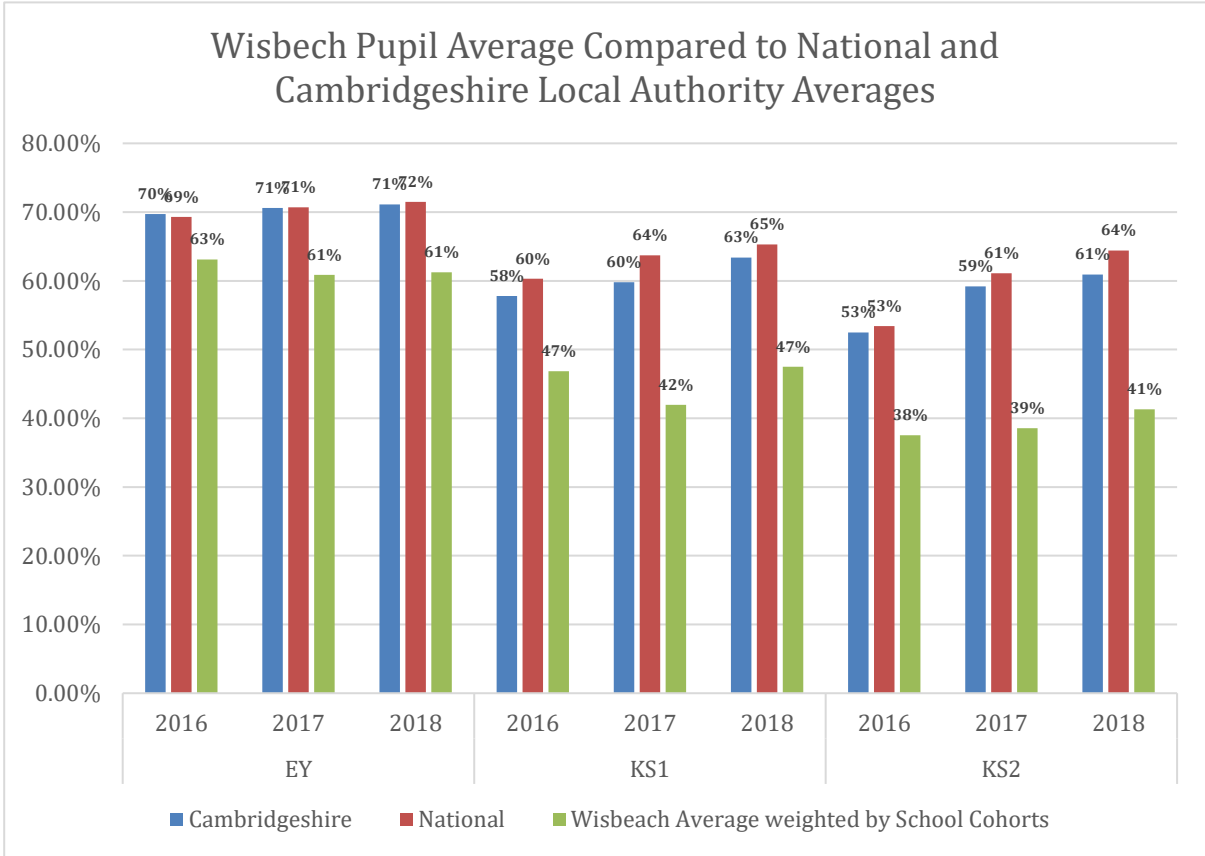
The following diagrams illustrate the baseline information from which progress will be measured:

2.8.2 **Figure 1: Children in Care**



Source: ONE, rounded to nearest 5

2.8.3 **Figure 2: Educational Attainment**



Source: Nexus

- 2.8.4 Closely linked to the Think Communities priority, we are working with our partners at Fenland District Council and Wisbech Town Council, the local MP, Anglian Water and a wide range of council departments and external organisations to refocus and reenergise Wisbech 2020. Collectively, we share an ambition to transform the lives of Wisbech residents, increase economic opportunity and prosperity, improve the visitor experience, and tackle some short and long term challenges (from homelessness through to transport infrastructure).
- 2.8.5 A new 12-month delivery plan has been agreed by partners, with a greater focus on short to medium term outcomes whilst still retaining the focus needed to achieve long term aspirations. The delivery plan is driven forwards by an officer and partner steering group which is now co-chaired by a corporate director from Fenland District Council and the Service Director for Communities and Safety from Cambridgeshire County Council. It is recommended that a full report on progress is scheduled into the Committee's work programme this year. Given the number of programmes currently focussed on Wisbech, the Wisbech 2020 Steering Group has recommended that the various programmes come together to be led by a single, overarching steering group, so that duplication is avoided, opportunities are maximised, and, critically, that Wisbech residents and businesses are clear about what is happening to support them. These programmes include Wisbech 2020 itself, the Community Led Local Development programme (section 2.8.6 refers), the 'I Love Wisbech' programme, and the Growing Fenland Market Towns initiative.
- 2.8.6 The Wisbech Community Led Local Development programme is an EU-funded programme which provides project funding for groups and organisations to tackle the barriers to labour market participation in Wisbech. The county council is a participating partner. 52% of the available funding has been allocated to date to six projects, including:
1. C P Learning Trust: to widen participation by bringing new and second chance opportunities for learning that will increase confidence, self-esteem, basic skills and, consequently, significantly improve overall life chances, both social and economic
  2. New Opportunities, the Ferry project: offering additional services and more support to homeless or marginalised clients or clients with multiple needs. The project includes employment support for those that are night shelter clients or part of other vulnerable groups in Wisbech, and a work preparation programme for people with multiple needs
  3. First Step Forward - Rosmini Centre: supporting adults in the Wisbech area who are unemployed and rough sleeping or sofa surfing due to complex and ongoing issues, including being exploited. The project works with clients who are unable to access mainstream services because of a history of non-engagement or where the client needs emergency intervention
  4. Supporting Parents into Employment - Rosmini Centre: building a network supporting the steps into work, providing access to formal and informal training relevant to local employment activities, to meet individual need, supported with information, advice and guidance sessions, and coaching

from project staff. Encouragement and support is provided to develop experience, confidence and soft skills through volunteering

## 2.9 Homelessness Reduction

2.9.1 The following key performance outcomes have been agreed for this priority:

1. Deliver the Housing Related Support joint commissioning strategy by April 2020
2. Successful delivery of milestones for the Housing First pilot in Cambridge City
3. Completion and agreement of a housing operating model for the county council
4. Development of a joint transformation programme to reduce homelessness across the county

2.9.2 Progress towards delivering these outcomes has been reported to Committee, most recently in July 2019. The full report can be found at this link:

[https://cambridgeshire.cmis.uk.com/CCC\\_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=Zlv42k8cvZT8HrUK6QWUtnjEUr2UZXD3r90f471mxwQQXDv8k7l4Cw%3d%3d&rUzwRPf%2bZ3zd4E7lkn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9lXnlq%3d%3d=hFflUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFflUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPllEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCPMRKZMwaG1PaO=ctNJFf55vVA%3d](https://cambridgeshire.cmis.uk.com/CCC_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=Zlv42k8cvZT8HrUK6QWUtnjEUr2UZXD3r90f471mxwQQXDv8k7l4Cw%3d%3d&rUzwRPf%2bZ3zd4E7lkn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9lXnlq%3d%3d=hFflUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFflUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPllEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCPMRKZMwaG1PaO=ctNJFf55vVA%3d)

2.9.3 A further report on progress is scheduled to be presented to the Committee later this municipal year. However, at this stage it can be reported that there are no known issues that might challenge our ability to meet the agreed outcomes.

## 2.10 Shared Services

2.10.1 The following key performance outcome has been agreed for this priority:

- To demonstrate greater efficiency, outcomes and financial savings under the shared savings programme

2.10.2 The Committee received a report at its July meeting on the work to deliver shared services between the county council and Peterborough City Council. The key achievements to date include:

- the production and adoption by both councils of the Joint Working Arrangements (JWA) and Protocols which govern the way we will work together to deliver improved outcomes for the people we serve, and in a way that can be sustained for the future
- definition of the different legal mechanisms that enable shared working across the two councils and subsequent implementation (i.e. Section 113 arrangements or other)

- establishment of a central record of all the shared roles to date to enable the benefits realisation work to be undertaken in preparation for the annual review of the JWA
- shared senior leadership including Chief Executive, Executive and Service Directors
- approximately 248 shared posts across a range of services

Further regular progress reports are scheduled to be received by Committee throughout the year.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 A good quality of life for everyone**

The cross-cutting nature of this Committee, reflected in its strategic priorities, enables it to support all other service committees and to develop meaningful partnerships in order to achieve a good quality of life for everyone.

#### **3.2 Thriving places for people to live**

The cross-cutting nature of this Committee, reflected in its strategic priorities, enables it to support all other service committees and to develop meaningful partnerships in order to achieve thriving places for people to live.

#### **3.3 The best start for Cambridgeshire's Children**

The cross-cutting nature of this Committee, reflected in its strategic priorities, enables it to support all other service committees and to develop meaningful partnerships in order to achieve the best start in life for Cambridgeshire's children.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

There are no significant implications for this priority.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

Whilst we don't foresee any procurement implications, should there be any procurement or outsourcing requirements required for anything in this paper we will comply with the Council's Contract procedure Rules.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications for this priority.

#### **4.4 Equality and Diversity Implications**

There are no significant implications for this priority.



4.5      **Engagement and Communications Implications**

There are no significant implications for this priority.

4.6      **Localism and Local Member Involvement**

There are no significant implications for this priority.

4.7      **Public Health Implications**

There are no significant implications for this priority.

Source Documents	Location
None	N/A