

**SHARED AND INTEGRATED SERVICES PROGRAMME**

*To:* **Communities and Partnerships Committee**

*Meeting Date:* **18 October 2018**

*From:* **Amanda Askham – Director Business Improvement and Development**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **To provide an overview of the work on the Shared and Integrated Services Programme since May 2018**

*Recommendation:* **Communities and Partnerships 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 January 2019**

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<b>1.</b>	<b>BACKGROUND</b>
1.1	Both Councils have been working on an ambitious programme of transformation, with a determination to improve lives for local people despite an increasingly challenging financial context. Building a whole system approach which puts community outcomes firmly at the center of all that we do and which is built around shared priorities, outcomes and cost efficiencies is a crucial part of the Shared and Integrated Services programme. This work requires a greater degree of collaboration between local public services, their partners and providers and with the public than has been ever previously been experienced in Local Government.
1.2	As part of this new model of Local Government, Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) have come together with the support of their Members to explore the merits of shared and integrated services, looking at how we might further develop our close working relationship to reduce cost to serve, avoid duplication and ensure that we put outcomes for people at the heart of service delivery.
1.3	A joint programme of work has been initiated to build on the clear areas of opportunity and significant benefits for both organisations that have been identified.
1.4	<p>In May 2018, the Communities and Partnerships Committee received a report on the newly formed Shared and Integrated Services Programme in their role as the overarching Member governing body for CCC. At this meeting it was resolved by a clear majority to:</p> <ul style="list-style-type: none"> <li>• Endorse the principles of the Shared and Integrated Services Programme</li> <li>• Endorse the work to date on the Programme and the opportunities identified</li> <li>• Endorse the projected programme benefits</li> <li>• Endorse the proposals that it is a whole-Council initiative, led by the Communities and Partnership Committee but supported by all directorates and committees and developed as a joint programme with Peterborough City Council.</li> <li>• Note that resource requirements for each work stream are still to be determined and that it is likely that General Purposes Committee will receive a proposal for investment from the Transformation Fund to facilitate the delivery of benefits.</li> </ul>
1.5	This report outlines the significant areas of activity that have progressed during this monitoring period that will both underpin and enable the next phase of the detailed strategic business case for shared services. This includes the Programme Governance (Terms of Reference), Joint Working Agreement and Protocols, high level programme business case, financial baselining and the proposed forthcoming changes in the People and Communities Directorate in relation to Shared and Integrated Services.
<b>2.</b>	<b>KEY AREAS OF ACTIVITY – DEVELOPING THE SHARED SERVICES MODEL</b>
2.1	Terms of Reference (ToR) for the Shared and Integrated Services Programme have been developed. The ToR set out where decisions about the Programme will be made, accountability, roles and responsibilities and how the work will be managed. This

	<p>stipulates the political and officer governance and is incorporated as a schedule to the Joint Working Agreement (JWA) which was approved at PCC's Cabinet in September. CCC's General Purposes Committee (GPC) will recommend the JWA to full Council on 16 October 2018 (see linked documents for the report to GPC and appended JWA).</p>
2.2	<p>The JWA encapsulates the shared aims and intended outcomes of a collaborative approach to service delivery and sets out the core principles and requirements underpinning formal joint working arrangements between PCC and CCC.</p>
2.3	<p>Whilst the JWA does not in itself give rise to joint working arrangements in general or in relation to any particular service area it does provide a platform through which opportunities can be explored and approved on a case by case basis. This includes the requirement to produce a detailed business case assessing the overall viability of each proposal having regard in particular to the financial and human resource implications.</p>
2.4	<p>The approval of the JWA therefore takes us to the next critical stage of undertaking the financial baselining and data sharing needed to develop robust business cases both for the overarching work and for individual pieces of integration within the programme.</p>
2.5	<p>Whilst the JWA is going through the final stages of political approval, a high level business case has been drafted for the overarching programme. The business case, which is incorporated as part of the separate item to Committee on the Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24, shows an expected saving of £500k for CCC which is the minimum we think can be achieved in year one. This is most likely be achieved through shared management posts and some service integration. A more detailed business case will be prepared which will come forward in January 2019 with proposals which are likely to release benefits in 20/21 and beyond in CCC.</p> <p>PCC are maximising the benefits of the arrangements by using the shared services programme to benchmark, demonstrate best practice and integrate some services allowing them to drive cost out of current contracts and service delivery, mostly in corporate services.</p>
2.6	<p>Alongside this work and in addition to these savings, Directorates within People and Communities have been developing proposals to fully realise the benefits that a shared leadership team facilitates. The Commissioning and Education Directorates have both been developing proposals for change based on the requirements of both Councils and the benefits that can be realised through sharing and integrating teams. Staffing consultations have recently been launched to engage with the workforce and other key stakeholders about the proposals.</p>
2.7	<p>The Commissioning Directorate is an essential enabler for the delivery of People and Communities services, it supports, challenges and enables the other directorates to deliver their core functions. It was first established in Cambridgeshire in July 2017 and operates across Peterborough and Cambridgeshire under a single management structure of the Service Director of Commissioning. The Service Director is supported by an Assistant Director of Commissioning and a Head of Commissioning for Programmes and Partnerships, with all roles operating across Cambridgeshire and Peterborough.</p>

	<p>With two local authorities commissioning similar services there is clear rationale to create a single structure, creating a single commissioning service across Cambridgeshire and Peterborough. Ordinarily there would be the expectation that the creation of a single structure would create savings, in this case whilst efficiencies will be created through the establishment of a single service any efficiencies will be invested.</p> <p>Oliver Hayward, Assistant Director, Commissioning in Peterborough has engaged with Cabinet Members in Peterborough and Committee Members in Cambridgeshire to ensure that they are given the opportunity to be a part of the consultation. Engagement has taken place with Councillor Bailey, Lead Member for Adult Social Care and Councillor Bywater, Lead Member for Children's Services along with Councillor Smith, Cabinet Member for Children's Services and Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health.</p>
2.8	<p>The Education consultation outlines proposals for a shared senior management structure for Education services and joint leads for school improvement, Special Educational Needs and Disabilities (SEND) and school place planning. These are innovative proposals which would help to improve the quality, capacity and value for money offered by the senior management of Education for both authorities. The key principles guiding the proposals include:</p> <ul style="list-style-type: none"> <li>• Establishing fit for purpose strategic leadership;</li> <li>• Introducing a place-based strategic focus, alongside a focus on delivering services, within senior leadership;</li> <li>• Creating a shared leadership that can act as a platform for realising further potential benefits from shared and integrated working between the two authorities;</li> <li>• Improving system leadership by creating higher-profile senior management posts;</li> <li>• Strengthening the capacity of senior management to enhance value for money through better strategic resource planning and allocation.</li> </ul> <p>The Children and Young People Committee have been kept abreast of these proposals as the lead Committee for this service area and Members are also engaged through the programme governance for this change programme.</p>
2.9	<p>The next phase of the Shared and Integrated programme will focus on the financial baselining work for which a methodology has been developed to ensure fairness and transparency. The baselining work is fundamental to quantifying the financial benefits for both Councils and will underpin the more detailed strategic programme business case that will come forward to this Committee in January 2019.</p>
<b>3.</b>	<b>ALIGNMENT WITH CORPORATE PRIORITIES</b>
<b>3.1</b>	<b>Developing the local economy for the benefit of all</b>
	<p>The following bullet points set out details of implications identified by officers:</p> <ul style="list-style-type: none"> <li>• The two councils have already taken steps to enhance regional collaboration,</li> </ul>

	<p>through the Combined Authority, the NHS Sustainability and Transformation Partnership and community led projects. Further integration of the two councils will have the ability to directly increase this regional collaboration.</p> <ul style="list-style-type: none"> <li>• Closer working between the two authorities will give both Councils a louder voice when it comes to working with local and national government, public and third sector partners and business leaders. This can help influence outcomes and bring about change that may otherwise be lost against competing demands from other regions.</li> </ul>
<b>3.2</b>	<b>Helping people live healthy and independent lives</b>
	<p>The following bullet points set out details of implications identified by officers:</p> <ul style="list-style-type: none"> <li>• 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 including investing early so people have access to services that enable them to remain healthy and independent</li> </ul>
<b>3.3</b>	<b>Supporting and protecting vulnerable people</b>
	<p>The following bullet points set out details of implications identified by officers:</p> <ul style="list-style-type: none"> <li>• Shared roles are leading to increased partnership work, making it easier, faster and more cost effective to work with us, leading to better outcomes for our residents, particularly for those</li> <li>• This arrangement will better facilitate the work with partners to strengthen the support to vulnerable families in their own communities</li> </ul>
<b>4.</b>	<b>SIGNIFICANT IMPLICATIONS</b>
<b>4.1</b>	<b>Resource Implications</b>
	<p>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.</p>
<b>4.2</b>	<b>Procurement/Contractual/Council Contract Procedure Rules Implications</b>
	<p>An allocation of any joint procurement activity will be required at individual project business case level between CCC and PCC.</p>
<b>4.3</b>	<b>Statutory, Legal and Risk Implications</b>
	<p>The Joint Working Agreement and Section 113 sets out the principles which will govern the way in which CCC and PCC will identify and integrate their services to include a Sovereignty Guarantee designed to protect the separate legal and political identities of</p>

	<p>each Council.</p> <p>There are existing service pressures and financial targets in both Councils which will have to be managed alongside the roll-out of new shared and integrated models. This risk will need to be managed to ensure that the pressure to meet these savings in the short term do not undermine the longer term vision.</p>
4.4	<b>Equality and Diversity Implications</b>
	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.
4.5	<b>Engagement and Communications Implications</b>
	A communication and engagement strategy has been prepared for the programme which will be critical to the success of the programme. Additional resource has been approved by the programme board to focus on the operational communications for the programme including the increasing need for communications support for a number of workstreams.
4.6	<b>Localism and Local Member Involvement</b>
	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. The governance arrangements that have been approved for the programme, and can be found in Schedule 8 of the Joint Working Agreement, ensure that Members are sufficiently engaged with the Shared Services programme.
4.7	<b>Public Health Implications</b>
	The programme will be outcomes focussed, ensuring that all corporate priorities and public health implications are taken into account when developing proposals.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly

<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Christine Birchall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Liz Robin

<b>Source Documents</b>	<b>Location</b>
Shared and Integrated Services Programme – Communities and Partnerships Committee – 31 May 2018	<a href="https://tinyurl.com/y86ddnln">https://tinyurl.com/y86ddnln</a>
Shared Services Joint Working Agreement and Protocols – Paper to CCC General Purposes Committee – 20 September 2018	<a href="https://tinyurl.com/ycv9clvn">https://tinyurl.com/ycv9clvn</a>