

Business Case

C/R.6.101 Sharing with other councils - Cambridgeshire & Peterborough Shared Services Programme

Project Overview

Project Title	C/R.6.101 Sharing with other councils - Cambridgeshire & Peterborough Shared Services Programme		
Project Code	TR001408	Business Planning Reference	C/R.6.101
Business Planning Brief Description	We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice.		
Senior Responsible Officer	Amanda Askham		

Project Approach

Background

Why do we need to undertake this project?

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 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.

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.

This approach is not new, over the last few years both Councils have taken advantage of opportunities for shared services as they arose. In 2015, the Director of Public Health in CCC was appointed in PCC under a shared services arrangement. In June 2016, the Chief Executive of PCC was appointed as Chief Executive of both Councils after a trial period which demonstrated the benefits of the shared role. Later that year, following the resignation of the CCC Executive Director for Children, Families and Adults (now the People and Communities (P&C) Directorate), Members in both Councils agreed a programme of integration for senior roles and all Directors in P&C are now in shared roles. There have also been an increasing number of shared or fully integrated functions and services:

- Public Health including a joint commissioning unit
- Children – Multi Agency Safeguarding Hub (MASH), Counselling Service
- Adults – Delayed transfers of Care, Mental Health, Carers
- Domestic Abuse Service
- Joint Adult and Children Safeguarding Boards
- Trading Standards
- Minerals and Waste planning

These shared arrangements have so far delivered savings and benefits for staff, citizens and partners. However, the predicted increase in complexity and demand over the next two years means that the situation is unsustainable for both Councils and particularly for Peterborough as a smaller, unitary Council. The

following factors are critical for both Councils:

- Changes to the way we get our funding and what we get – reducing Revenue Support Grant (RSG)
- Low funding for Adults and Childrens services
- One of eleven most challenged health economies in the country
- Growing population, increased demand for services alongside increasing complexities
- Increase in numbers needing long term care across all client groups
- Diminishing returns from contract negotiations

Following the success of these opportunistic arrangements and the benefits they delivered to both Councils, in November 2017, General Purposes Committee (GPC) noted PCC's request to the Chief Executive to explore delivery of further shared services and asked that this became a joint programme of work. Members acknowledged that opportunities could take a number of forms but principally the aim is to save money, make efficiencies and manage demand on Council services.

In January 2018, following a high level review of opportunity areas, Members at CCC and PCC approved a programme of work to identify and maximise opportunities in the following areas:

- Sharing back office functions
- Reducing leadership costs
- Maximising purchasing power
- Reducing duplication of systems and processes
- Reducing estate costs
- Building resilience through shared teams, shared systems and processes

The Joint Working Agreement (JWA) and Protocols that were approved by the Political Governance of both Councils, in October 2018, allow both Councils to share the information, expert knowledge and the resource that are needed to develop a strategic and evidence based approach to further shared or integrated services. This detailed analysis work will now commence with both Officers and Members to establish a programme of change over the next two years. The programme will be agreed by the CCC Communities and Partnerships Committee and PCC Cabinet in February 2019.

This initial high level business case for savings of £500k for CCC is the minimum amount that we think can be achieved in year one. This will most likely be achieved through shared management posts and some service integration.

What would happen if we did not complete this project?

Significant risk to the financial sustainability of both Councils.

Approach

Aims / Objectives

The overriding **mission** for Peterborough and Cambridgeshire Shared and Integrated Services is a more financially sustainable future for PCC and CCC. This mission is supported by the following vision, objectives goals and strategies:

Vision - outcomes for citizens are improved for residents across Peterborough and Cambridgeshire

Goals

- services are more resilient and are able to move with increased demand
- statutory services are met in a more cost effective way
- PCC and CCC are both better placed for devolution opportunities

Objectives

- workforce can work for anyone from anywhere
- operations are more streamlined and efficient

Strategies

- joint commissioning
- reduce overall headcount
- increased commercial opportunities
- organisational culture change

Design principles

As part of the scoping and feasibility work, a cross council workshop of Directors and key officers agreed the design principles for the initial stages of the programme. The group agreed that all areas of both Councils should be considered in scope and that the following principles should be applied when considering all options:

- be outcomes focused – not organisation focused;
- put people at the heart of a system that makes sense to them;
- maximise opportunities for generating income and reducing cost to serve;
- be ambitious, bold and innovative;
- manage demand to meet future needs;
- preserve and maintain local representation, championing equality and diversity in our communities;
- use evidence and best practice to inform our decisions; and
- do what has the best chance of success.

Seeking out best practice, external perspectives and cross sector learning will be essential to developing new service models. A number of public, private and voluntary sector organisations are joining roles, sharing services and maximising the financial benefits of joint commissioning; providing an increasing knowledge base on the advantages and opportunities from shared and integrated services which the programme will draw on to inform an options appraisal.

Business Model

Both Councils are committed to a business model which is focused on the best outcomes for citizens across Cambridgeshire and Peterborough, securing investment where it is needed and exploring a wide range of options.

Business cases for any proposed change will be developed, taking into consideration:

- strategic fit
- impact on outcomes
- financial and non-financial benefits
- operational and financial baseline and efficiency
- needs and demand
- local identity, diversity and demography
- economies of scale
- potential for quality improvement
- workforce requirements
- deliverability and transition plans including governance and cost

Project Overview - What are we doing

Opportunities could take a number of forms but principally the aim is to save money, make efficiencies, manage demand on Council Services and improve outcomes for citizens. The current proposed scope of the programme is to identify and maximise opportunities in the following areas:

- Sharing back office and corporate functions
- Reducing leadership costs and further opportunities for shared roles
- Building resilience through shared teams, shared systems and processes
- Combining the expertise of both councils and other partners to bring wider solutions to the same demand and resource challenges
- Maximising purchasing power – joint commissioning of services to increase purchasing leverage and achieve best value
- Reducing duplication of systems and processes
- Removing duplication and inefficiency

Each project under the programme will have its own project business case on Verto that will be jointly developed across the two Councils and in-line with the Joint Working Agreement and Protocols that have been developed.

What assumptions have you made?

The following assumptions have been made when developing the early stages of the programme:

- That shared and integrated services across the two Councils will result in reduced cost.
- That further integration of front line delivery services will be possible given the statutory responsibilities of both organisations.
- That both Councils have the capacity to make changes at pace.

What constraints does the project face?

- Both Councils already have ambitious savings targets across all service areas in current business plans.
- The change programme required to move to shared and integrated services is likely to be resource intensive.

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

At this stage it expected that the financial benefits will be realised from the following areas:

- Sharing back office and central functions
- Reducing senior leadership costs
- Maximising purchasing power through joint commissioning arrangements

What is outside of scope?

To be determined.

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Through transforming the way the Councils works in partnership and by making improvements to how we manage our business, our people and our money we can release benefits which reduce the need to make savings which negatively impact against outcomes:

- financial efficiencies, freeing up resource and increasing productivity to reinvest in delivery of services;
- commercial returns on our assets and investment to fund our core services and support for communities;
- career development and learning experiences for our officers, supporting talent management, recruitment and retention
- better use of existing expertise, providing access to a wider resource and increased resilience.
- reduction in cost to serve across multiple functions and services;
- increased partnership work, making it easier, faster and more cost effective to work with us leading to better outcomes for our residents;
- reduced hand offs between teams and across geographical areas, increasing efficiency and productivity and;
- getting more from our systems leadership role by aligning our footprint with other governance structures in the public sector system (i.e. CCG, Combined Authority)

Delivery of these strategic benefits will be reliant on political leadership, good governance and effective management arrangements as well as the compatibility of Peterborough and Cambridgeshire Councils in relation to their scope of services and strategic direction.

Title

Peterborough City Council Savings

Risks

Title

CCC and PCC capacity to deliver the programme

PCC contract negotiations and deliverability of savings

Ability to develop future proposals for the back office due to potential changes with the LGSS operating model

That the Shared Services Programme is unable to deliver anticipated benefits (financial and non-financial)

Influence of Senior Responsible Owner and Programme Team

Short term actions versus longer term delivery

Lack of appropriate skills or capacity in project lead functions

Members are not sufficiently engaged with the programme which creates uncertainty about benefits realisation

Insufficient capital/revenue to implement proposed shared services model

Business continuity not maintained during period of transition
Lack of stakeholder engagement in transition to shared services

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

All citizens in the local authority area who currently access, or will access in the future, services of either CCC or PCC.

What positive impacts are anticipated from this proposal?

Greater impact on outcomes and improved service delivery for the citizens across Peterborough and Cambridgeshire.

What negative impacts are anticipated from this proposal?

Roles and responsibilities will need to be carefully agreed and articulated to avoid confusion about accountability across key service areas.

Are there other impacts which are more neutral?

N/A

Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

Business Case

A/R.6.211 Safer Communities Partnership - Substitute Grant Funding

Project Overview

Project Title	A/R.6.211 Safer Communities Partnership - Substitute Grant Funding		
Project Code	TR001432	Business Planning Reference	A/R.6.211
Business Planning Brief Description	A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.		
Senior Responsible Officer	Sarah Ferguson		

Project Approach

Background

Why do we need to undertake this project?

The current management and partnership support structure costs £174k and if grant funding is secured to offset some of these costs a saving will be made.

What would happen if we did not complete this project?

Savings would not be achieved.

Approach

Aims / Objectives

We aim to secure grant funding for the Safer Communities Partnership.

Objectives:

- The funding would enable some of the Partnership's management costs to be substituted.
- Savings would be achieved.

Project Overview - What are we doing

£30k of savings are being sought - it is hoped these will be achieved through a grant funding application, which would cover part of the Partnership's management costs.

What assumptions have you made?

- Funding request will be successful.
- Part of the agreed management costs will be covered by this.

What constraints does the project face?

Should the funding request be unsuccessful, the anticipated costs will need to be met by other sources and savings will be at risk.

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

The figure of £30k is sufficient to cover the identified management and project support costs related to the funding bid.

What is outside of scope?

Any other related services.

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Title

Risks

Title

Outcome of grant application uncertain

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

Internal staff.

What positive impacts are anticipated from this proposal?

Should funding be secured, anticipated savings will be made and service provision will not be impacted.

What negative impacts are anticipated from this proposal?

Failure to secure funding will mean that savings would not be met.

Are there other impacts which are more neutral?

None.

Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

Business Case

A/R.6.212 Strengthening Communities - Post Savings

Project Overview

Project Title	A/R.6.212 Strengthening Communities - Post Savings		
Project Code	TR001435	Business Planning Reference	A/R.6.212
Business Planning Brief Description	The deletion of a recently vacant Community Protection Project Officer post. The community led 'no cold calling zones' project, which was coordinated by the previous post holder, has now successfully concluded.		
Senior Responsible Officer	Sarah Ferguson		

Project Approach

Background

Why do we need to undertake this project?

The Community Protection Project has recently ended and therefore the officer post is vacant and no longer required.

What would happen if we did not complete this project?

N/A

Approach

Aims / Objectives

The Community Protection Project has been completed successfully and there is no further work planned for this.

Project Overview - What are we doing

Project complete.

What assumptions have you made?

N/A

What constraints does the project face?

N/A

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

N/A - project complete.

What is outside of scope?

Project Dependencies	
Title	

Cost and Savings	
See accompanying financial report	

Non Financial Benefits	
Non Financial Benefits Summary	
All benefits have been realised and the project is now complete.	
Title	

Risks	
Title	

Project Impact	
Community Impact Assessment	
Who will be affected by this proposal?	
N/A.	
What positive impacts are anticipated from this proposal?	
Project has been completed.	
What negative impacts are anticipated from this proposal?	
None.	
Are there other impacts which are more neutral?	
None.	

Disproportionate impacts on specific groups with protected characteristics	
Details of Disproportionate Impacts on protected characteristics and how these will be addressed	

