

SHARED AND INTEGRATED SERVICES PROGRAMME

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

From: **Amanda Askham, Director for Business Improvement and Development**

Electoral division(s): **All**

Forward Plan ref: **Key decision: No**

Purpose: **To provide an overview of the work on the Shared and Integrated Services Programme since the previous update in October 2018**

Recommendation: **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 next reporting period (October 2019)**

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1. BACKGROUND

- 1.1 The Shared and Integrated Services Programme between Cambridgeshire County Council (CCC) and Peterborough City Council (CCC) 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 an opportunity for reflection of the past year and a look ahead to next key areas of opportunity in our shared and integrated services agenda.

2. BUILDING SOLID FOUNDATIONS FOR SHARED AND INTEGRATED SERVICES

- 2.1 A number of fundamental pieces of work have taken place in order to protect the sovereignty guarantee of both Councils and underpin the successful delivery of the Programme and its intended benefits. Some examples include:
 - The production and adoption by both Councils 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
 - Development and establishment of the internal governance arrangements for the Programme, set out in a Terms of Reference (ToR)
 - Development of specific Shared Services Business Case templates that align to the parameters set out in the JWA and Protocols and approval process that must be used when entering into any new shared arrangements
 - 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 (see section 3.3).
- 2.2 This work has put the solid foundations in place which underpin the shared and integrated services agenda.
- 2.3 During the last year, Members have been engaged with both the underpinning work and with the shared arrangements that we have established across the two Councils (see section 3).
- 2.4 As outlined in the ToR, this Committee and PCC Cabinet will continue to receive update/monitoring reports a minimum of three times a year. In addition, where individual project business cases determine that a political key decision is required, we will use the skills and remit of the Committee's in the most appropriate way to make decisions as appropriate. This Committee and PCC Cabinet will be informed of any new arrangements and will be involved in the decision making as appropriate.

A meeting between the Leader of each Council, Shared Services Committee/Cabinet lead and the Senior Responsible Owner for the Programme (Amanda Askham) to discuss the Programme will be scheduled for July following the recent PCC elections.

There is also a continuing commitment to involve the joint cross party Member / Officer working group and this will be organised at the appropriate time, likely Autumn 2019.

3. SHARED ARRANGEMENTS – WHAT WE HAVE ACHIEVED SO FAR

3.1 The Shared Services agenda between the two councils began in February 2015 when a restructure of PCC's senior management team took place. Dr Liz Robin, Director of Public Health at CCC was appointed as the Director of Public Health at PCC under a shared services arrangement. This was closely followed by an interim arrangement to share PCC's existing Chief Executive, Gillian Beasley, following the departure of Cambridgeshire's outgoing Chief Executive which was then made permanent through the Member approval process in both Councils. This has led to a number of other joint Senior Leadership posts across the two Council which complete an almost wholly joined up management team under the joint Chief Executive:

- Shared Executive Director and Senior Leadership team in People and Communities Directorate
- Shared Director of Legal and Governance
- Shared Director of Customer and Digital
- Shared Director of Business Improvement and Development
- Shared Executive Director for Place and Economy (June 2019)

All of these appointments have gone through the relevant Member engagement and decision making process in both Councils.

3.2 The benefits of a shared senior structure have enabled both the sharing of skills, expertise, resilience and transformation capacity but also delivered financial benefits for both Councils. The appointment to these strategic posts have also driven better use of organisational capacity and resource within each of these Directorates. To date we have approximately 248 shared posts, from individual roles to whole teams (for example the Commissioning and Brokerage team in People and Communities account for approximately 129 of these shared roles). This figure does not include the separate arrangements we have in place for the Joint Coroners Service which was established in August 2015 in addition to a joint Trading Standards Service which came later in April 2017 (Place and Economy Directorate).

3.3 As outlined in the JWA, the Senior Responsible Owner for the Shared and Integrated Services Programme shall carry out an annual review of the Arrangements for the purpose of evaluation. The JWA commenced in October 2018, following the approval process in both Councils, and therefore it is anticipated that a more formal review of the Arrangements and the associated financial and non-financial benefits of these shared roles will be completed towards the end of 2019 and a report will be presented back to this Committee.

3.4 In addition to the above there are also other separate major change programmes happening between the two Councils. Adults Positive Challenge and Think Communities are two examples of this which are driving a different relationship with

society to enable better outcomes whilst also creating a more sustainable future for both Councils.

4. FUTURE AREAS OF OPPORTUNITY

4.1 During the next reporting period there are a number of areas of key focus for the Programme. Each of these areas of opportunity are subject to individual business case development and approval processes in both Councils, some of which are set out below:

- The development and endorsement of a shared Commercial strategy which will be delivered over the next three years which will lead to benefits for both Councils. Subject to the Member approval process in both Councils, this will lead to the development of a shared Commercial team to deliver on the ambitions set out in the Commercial Strategy
- Strategic oversight of the change management resource requirements (Transformation resource at CCC and Programme Management Office in PCC) of both Councils over the next 2-3 years which will drive better use of organisational capacity and resource and delivery of better outcomes for citizens
- The adoption of a Shared IT Strategy and the underpinning operating model will detail how we will deliver the Strategy, over what period of time and the investment needed. The implementation of this Strategy is a fundamental enabler to joint working; by using the same platform we will be able to share calendars, have conversations and use programs as if we were in the same organisation. Convergence of key business systems will allow for further business process alignment leading to more efficient ways of working – we are already starting to see the benefits of this in Adults and Children's Services.
- Engagement with the Leaders in both Councils has taken place in the lead up to the IT Operating model proposal going to General Purposes Committee in July 2019 and PCC Cabinet
- Following the decision to share the Director of Customer and Digital with PCC, proposals are taking shape to bring together shared arrangements for Communications and Information and Emergency Planning. Members were briefed on these changes as part of the changes in the Customer and Digital Services Directorate in April and May 2019.
- Opportunities around other Corporate and back office functions are also being considered in addition to possible further integration opportunities in Adults and Children's Services – all subject to further detailed work, business case development and appropriate approval processes
- With the recent appointment of Executive Director Place and Economy, proposals in this Directorate are anticipated during 2019.

5. ALIGNMENT WITH CORPORATE PRIORITIES

5.1 A good quality of life for everyone

There are no significant implications for this priority.

5.2 Thriving places for people to live

There are no significant implications for this priority.

5.3 The best start for Cambridgeshire's Children

There are no significant implications for this priority.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

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.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

6.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

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.

6.5 Engagement and Communications Implications

There are no significant implications within this category.

6.6 Localism and Local Member Involvement

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.

6.7 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 LGSS Law?	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
Shared and Integrated Services Programme – Communities and Partnerships Committee – 31 May 2018	https://tinyurl.com/y86ddnln
Shared Services Joint Working Agreement and Protocols – Paper to CCC General Purposes Committee – 20 September 2018	https://tinyurl.com/ycv9clvn
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