

South Lakeland District Council Cabinet

Wednesday, 27 May 2015

OVERVIEW AND SCRUTINY

REVIEW OF JOINT WORKING OPPORTUNITIES

PORTFOLIO:	Innovation and Improvement
REPORT FROM:	Debbie Storr, Director of Policy and Resources (Monitoring Officer)
REPORT AUTHOR:	Sandip Mahajan, Scrutiny Officer
WARDS:	All
KEY DECISION NO:	Not applicable

1.0 EXPECTED OUTCOME

- 1.1 Subject to approval, the recommendations from the Review of Joint Working Opportunities will enhance joint working involving South Lakeland District Council (SLDC), Cumbria County Council (CCC), and parish/community partners, through a shared action plan for South Lakeland.

2.0 RECOMMENDATION

Cabinet is requested to:

- 2.1 consider the findings of the review into joint working opportunities, as attached at Appendix 3; and
- 2.2 note the Management Advice, as attached at Appendix 1, and agree recommendations, as attached at Appendix 2.
- 2.3 consider the additional suggestion proposed by the Performance Sub-Committee at paragraph 3.11 below.

3.0 BACKGROUND AND PROPOSALS

- 3.1 Overview and Scrutiny (O&S) may undertake in-depth reviews of issues or services that have been identified as being of significant strategic or community interest with real potential for improvement.
- 3.2 Scope to significantly develop joint working between CCC and SLDC was identified as having real potential to add value as part of the priority topics for O&S' work programme in 2014/15.

- 3.3. This review looked at the opportunities for joint working between CCC and SLDC within South Lakeland. It is important to have shared priorities and work together on plans and delivery of services.
- 3.4 Central government is encouraging councils to adopt a more 'place-based' approach whereby people's local needs are identified and service provision matches localities. This also means working more closely with local communities including parish councils and Local Area Partnerships (LAPs).
- 3.5 This review ran from September 2014, concluding in February 2015. The review membership included a strong cross-section of triple and 'dual-hatted' Members (CCC and SLDC and, in some cases parish councils).
- 3.6 Members wanted to pursue a review that resulted in increased value for money with residents benefitting from better services and/or reduced costs.
- 3.7 In summary, this review proposed developing a cultural shift and structured approaches to joint working relationships and opportunities. In particular, this means SLDC and, the South Lakeland Local Committee and Local Team of CCC working even more closely together. A joint Action Plan is proposed which will mean working using a places-based approach developing shared strategic priorities, local area development and specific projects such as cycling infrastructure.
- 3.8 Management were involved throughout the review. They have taken the opportunity to complement the review report with additional advice based on the findings as a whole. The Management advice is attached at Appendix 1 followed by the Recommendations table as attached at Appendix 2.
- 3.9 The full review report is attached at Appendix 3. This provides the detailed rationale for Members' recommendations.
- 3.10 The Overview and Scrutiny Committee considered the Review Group's report at its meeting on 22 April 2015. The Committee endorsed the report and recommendations for consideration by Cabinet. The Committee also proposed the addition of the following recommendations (which have been incorporated into the suite of recommendations at Appendix 2):
- Greater integration with adult services needs to be raised with the SLDC Portfolio Holder for Health and Wellbeing;
 - Greater involvement of County Highways in joint working is needed; and
 - Consideration needs to be given to ensuring that digital proposals involve IT systems that are compatible with Eden District Council and Cumbria County Council.

3.11 At the meeting of the Performance Sub-Committee held on 29 April 2015, it was suggested that the issues of air quality and transport be considered in Joint Working Opportunities with Cumbria County Council.

3.12 The Local Committee endorsed the Action Plan on 24 March 2015 and will be sent the final report.

4.0 CONSULTATION

4.1 The relevant service lead (Policy and Partnerships), Director of People and Places and the Chief Executive have been fully involved throughout the review providing information on existing and proposed joint working. This included relevant plans. CCC's Local Committee Chairman, who was a Member of the Review Group, and the Area Manager took part. The Leader, with responsibility for partnerships; and the Deputy Leader, attended.

5.0 ALTERNATIVE OPTIONS

5.1 Maintaining the status quo is an option with no significant changes made from this review. However, this review helps promote joint working between CCC and SLDC and involves other parish/community partners in pursuing area-based plans and approaches. Joint working should lead to more effective use of resources with service improvements for local people and/or reduced costs of services. A shared action plan has been developed which provides good impetus.

5.2 Not accepting the recommendations may mean loss of joint working opportunities. Service improvements and cost savings might not be achieved.

6.0 LINKS TO COUNCIL PRIORITIES

6.1 This review cuts across all priorities as demonstrated by the Action Plan.

7.0 IMPLICATIONS

7.1 Financial and Resources

7.1.1 The work required to undertake this review, covers staff time, printing and meeting costs including travel expenses, which are contained within existing budgets.

7.1.2 Detailed costings and benefits have not been undertaken at this stage. These will be developed during provisional stages of the proposed joint working opportunities. It is anticipated that any savings achieved will be shared as appropriate between CCC and SLDC.

7.2 Human Resources

7.2.1 There are no implications arising from this report but any staffing implications will be identified as proposed joint working opportunities progress.

7.3 Legal

7.3.1 There are no implications arising from this report but any implications will be identified as proposed joint working opportunities progress.

7.4 Social, Economic and Environmental

7.4.1 There are no implications arising from this report but the proposed Action Plan contains proposals which will be socially, economically and environmentally beneficial. Relevant assessments will be carried out as required.

7.5 Equality and Diversity

7.5.1 There are no direct implications arising from this report but the proposed Action Plan contains proposals which will be of benefit to all communities and different groups. Any implications will be identified as proposed joint working opportunities and assessments carried out accordingly.

7.6 Risk

Risk	Consequence	Controls required
That joint working is not promoted and partnership working is not pursued effectively.	Duplication of effort takes place, opportunities to improve services and save costs are not achieved.	Promote the principles of joint working, develop a culture of joint working and take forward the proposed Action Plan.

CONTACT OFFICERS

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APPENDICES ATTACHED TO THIS REPORT

Appendix No.	
1	Management Advice
2	Recommendations Table
3	Final report - Joint Working Opportunities.

BACKGROUND DOCUMENTS AVAILABLE

Name of Background document	Where it is available
None.	

TRACKING INFORMATION

Assistant Director	Portfolio Holder/s	Solicitor to the Council	SMT	Scrutiny Committee
29/4/15	29/4/15	29/4/15	6/5/15	n/a
Executive (Cabinet)	Committee	Council	Section 151 Officer	Monitoring Officer
n/a	n/a	n/a	29/4/15	29/4/15
Human Resource Services Manager	Leader	Ward Councillor(s)		
29/4/15	n/a	n/a		

MANAGEMENT ADVICE

This was an important and timely review which Management welcomed and were keen to support. Some useful joint working exists but much more progress could be made to deliver the outcomes which local government can ensure for the communities of South Lakeland. Change is required in strategic outlook and organisational culture.

We recognise the challenges and the efforts required, yet the benefits from consistent, structured and strategic joint working could be tremendous for communities and businesses in South Lakeland, and for councils at all levels.

The proposals to develop a joint strategic approach at local district (area) level are an important first step. The Overview and Scrutiny recommendation, which takes this forward through an Action Plan, is fully supported. It is hoped that successful joint working at local area level will evolve to fully capture strategic joint working at executive levels. It needs to be emphasised that structured approaches to joint working are required and delivered through robust targets and timetables. Organisational commitment is key. We must ensure joint commitment at executive level from the start. It will be important to build on the momentum of this first joint Action Plan to deliver shared outcomes for local people.

We present the following points to support the proposed outcomes of this review, progressing in good time to closer executive decision-making with one shared strategic plan for South Lakeland covering all services.

Localism and shared resources / strategic priorities

1. Localism and place-based approaches should be at the heart of decision-making. This goal should be the starting point of joint working. Place based working is promoted by Government and is supported at a national level by all political groups.
2. The proposal to develop shared priorities (SLDC Council Plan and CCC Local Area Plan) for South Lakeland is significant and should be considered a first step. Further to this, there is opportunity to develop a shared strategic plan for South Lakeland that reflects the needs of local people in the context of the full range of local government services and responsibilities.
3. **The proposed Action Plan is supported. An indicative target for publishing one shared strategic plan for South Lakeland should be the end of February 2016.**

Shared working / delivery

4. There are a wide range of services operated by SLDC and CCC in South Lakeland (CCC deliver services through both local and central control). There are opportunities to bring development and delivery of placed-based services closer together through joint working, e.g. our Spatial Planning work ensures that children's needs and population are reflected in spatial development (educational infrastructure) and health centres.
5. **There needs to be a structured approach developed that brings the full range of SLDC and CCC (placed-based) services, delivered in South Lakeland, closer together through joint working.**

Strategic decision-making at executive level

6. Local level decision-making and closer working is a first step. Building on this should be an important aspiration. **Closer working between the CCC Local Committee and SLDC Cabinet is supported.**
7. **The Local Committee should deliver closer working, and the support of, the CCC Cabinet. Developing and embedding closer working between the CCC and SLDC Cabinets (and Senior Management Teams) will be of great importance.**

Monitoring and further work

8. Members were keen to ensure that the Action Plan was progressed and outcomes achieved. They expressed an interest in monitoring progress.
9. **Management supports the need to track progress whether through a monitoring report to the Overview and Scrutiny Committee or otherwise.**
10. **We support any further work such as joint scrutiny with CCC to bring joint executive strategic decision-making and services closer together.**

Additional recommendations

11. The Overview and Scrutiny Committee made additional recommendations to the Review Group's report. These concerned: greater integration with adult services; greater involvement of County Highways in joint working; and ensuring that digital proposals were IT compatible with Eden District Council and CCC.
12. The Performance Sub-Committee also suggested that air quality in towns caused by transport needed to be tackled with alternative transport options pursued.
13. **Management supports these additional recommendations.** Involvement of County Highways and transport options are already implicit to the proposed Action Plan which refers to development of the Local Plan, infrastructure work, cycling proposals and the existing joint Highways and Transportation Group. Likewise the development of digital options in the Action Plan can consider the need for compatibility.
14. It should also be noted that the Overview and Scrutiny Committee has in its Work Programme for 2015/16 proposed work on the future of transportation, cycling and infrastructure contributions So subject to avoiding any duplication with the

Joint Working Action Plan, Overview and Scrutiny may be another avenue for considering these issues.

15. Advice is highlighted above (paragraphs 5 and 7) with reference to bringing all the services within South Lakeland closer together and more joint working at executive and senior management levels. **The issue of integrating adult services with health and well-being work is recognised as particularly important and already on the radar of the Health and Well-being Portfolio Holders at both SLDC and CCC. To help achieve this, requires support of the Local Committee to present the need for greater integration at (CCC) Executive Level.**

Conclusion

16. Members are requested to consider this advice and, if accepted, add any further strategic recommendations, as appropriate, to the Action Plan recommendation.

OVERVIEW AND SCRUTINY RECOMMENDATIONS TABLE

Recommendation –

That the following specific points and table of proposed opportunities for joint working between South Lakeland District Council and Cumbria County Council (Local Committee) is pursued:

- Greater integration with adult services needs to be raised with the SLDC Portfolio Holder for Health and Wellbeing;
- Greater involvement of County Highways in joint working is needed; and
- Consideration needs to be given to ensuring that digital proposals involve IT systems that are compatible with Eden District Council and Cumbria County Council.

Opportunity	Action	Key dates
1. Formal Committee structures		
Members (CCC SL Local Committee and SLDC) needed closer working involvement if possible on a formal committee membership basis.	<p>Current activity:</p> <p>Continue SLDC Member / Senior Management Team invited to SL Local Committee (SLLC).</p> <p>Continue joint working arrangement for Children & Young People Working Group and Highways & Transportation Working Group.</p> <p>Future working:</p> <p>SLDC Leader to consider inviting Chair of SLLC to SLDC Cabinet meetings.</p>	Throughout 2015/16 (and ongoing).
2. Joint Priorities		
Establishing joint priorities and activities	Set up Joint Members Working Group, made up of Members from SLDC Cabinet and SL Local Committee. To identify strategic issues for the area (area based issues) and to invite Town/Parish Councils and other key organisations as required working together. Joint priorities to form part of both councils' strategic plans (SLDC Council Plan and CCC South Lakeland Area Plan).	Two meetings during July – October 2015 (during the 2015 planning cycle for both councils)
Delivery of joint	Set up Operational Officer Network, based on the above issues and outcomes identified at the Joint	Establish from October 2015

priorities and activities	Members Working Group.	onwards.
3. Strategic Development of the Area		
Preparing for the replacement South Lakeland Local Plan	Through the Joint Members Working Group and Operational Officers Network, including Town and Parish Councils, identify and consider the issues to be addressed in the next South Lakeland Local Plan.	Next Local Plan to commence 2017.
4. Community Infrastructure Levy and Infrastructure Delivery Planning		
Infrastructure Delivery Planning and Community Infrastructure Levy (CIL)	SLDC/CCC joint working arrangements are in development, including the provision of technical officer support. The joint working arrangements will consider the relationships required with Town and Parish Councils.	April 2015
5. Locality Action Planning		
Developing coordinated strategy for infrastructure and promoting opportunities in local communities especially Kendal and Ulverston (Areas based)	Based on joint priorities identified and through existing activity: Local Enterprise Partnership (LEP) Growth Fund, LEP Strategic Plan, Infrastructure Delivery Plan, Kendal Futures Plan, Business Improvement District plans, Rural and Town Centre Development plans (development of). Infrastructure and Skills & Jobs requirements working with other key partners e.g., Kendal College and universities. Priority action plans and community led plans from Local Area Partnerships (LAPs) and Town and Parish Councils.	Commence October 2015 for 2016 forward planning.
Localism - Understanding local communities, their needs and local assets	Based on strategies and priorities identified including LAP and community led plans - consider a targeted approach via joint projects/actions through appropriate task and finish groups including joint consultation and engagement where required.	Commence October 2015 for 2016 forward planning
Joint working Groups	Continue the development of the joint Children & Young People Action Plan via the Working Group for both councils, reflecting the Joint Strategic Needs Assessment (JSNA) priorities. Continue the development of the Health & Wellbeing Forum joint Action Plan and the setup of task and finish groups to deliver on 3 key priority areas: Health Inequality, Independent Living and Mental Health as	April 2015

	reflected in the JSNA.	
6. Bespoke Service Developments		
Cycling infrastructure and routes	<p>Funding through LEP Growth Fund, Coastal Community Fund etc. CCC to map out various cycling projects across area to coordinate information and opportunities with support from Cycling Officer and other colleagues.</p> <p>SLDC to allocate cycling project to named officer and resource to work with CCC in partnership to deliver outcomes</p>	From April 2015 onwards – through the life of the Council Plan (2019)
<p>Organisational efficiencies</p> <p>1. Joint officer training and development and cultural change</p> <p>2. Member development and training</p>	<p>Through the operational officer network share learning, consider opportunities to collaborate and discuss joint initiatives/projects and joint training and development needs.</p> <p>To consider joint Member briefings on local issues. Briefings for Members of SL Local Committee and briefings for Members of SLDC Council. Both to invite all relevant South Lakeland Members.</p> <p>SLDC to invite CCC SL Members to adhoc joint training events when required. E.g. Localism training.</p> <p>Opportunities to support new Members across both councils.</p>	Setup, Terms of Reference, governance and actions developed by September 2015
Emergency response and community resilience	<p>County Emergency Plan in place for South Lakeland.</p> <p>Consider a joint approach to support communities which want to become resilient in their areas. Based on community requests, facilitate workshops together to support development of community resilience plans (based on capacity of teams following the review at CCC).</p>	<p>In place</p> <p>Commence September 2015</p>
Customer Services and Digital Innovation (include Asset Management options)	<p>Current Policy and Activity:</p> <p>SLDC Digital Innovation Project to be scoped out by April 2015.</p> <p>CCC Digital by Default project.</p> <p>SLDC Asset Management Strategy and CCC Better Places for Work (BP4W). Both include mobile working</p>	Dates to coincide with both Digital Innovation and Digital by Default Projects

	<p>options for accommodation and digital improvements. Review both Asset Registers and consider opportunities for streamlining.</p> <p>Wait until both projects can be mapped for joint activity. Actions to be taken forward via the Digital Improvement Programme Board.</p>	
Community Grants	<p>Map out the current grants process across both CCC/SLDC: type of grants, governance arrangements, timescales etc. Provide report with recommendations to SL Local Committee and SLDC Cabinet on proposals going forward.</p>	<p>July to December 2015</p>