

A **SPECIAL MEETING** of the **CABINET** will be held in **CIVIC SUITE 0.1B, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 10 JULY 2014** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

1. MINUTES (Pages 1 - 8)

To approve as a correct record the Minutes of the meeting held on 19th June 2014.

**Mrs H J Taylor
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary or other interests in relation to any item. Please see Notes below.

3. SHARED SERVICES (Pages 9 - 16)

To receive a report by the Managing Director.

**Mrs J Lancaster
388001**

Dated this 1 day of July 2014



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

*(a) relates to you, or
(b) is an interest of -*

- (i) your spouse or civil partner; or*
- (ii) a person with whom you are living as husband and wife; or*
- (iii) a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

- (a) any employment or profession carried out for profit or gain;*
- (b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
- (c) any current contracts with the Council;*

- (d) any beneficial interest in land/property within the Council's area;
- (e) any licence for a month or longer to occupy land in the Council's area;
- (f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or
- (g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.

Non-Statutory Disclosable Interests

- (4) If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.
- (5) A Member has a non-statutory disclosable interest where -
 - (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
 - (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
 - (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

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Please contact Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Cabinet.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

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Emergency Procedure

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Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 19 June 2014.

PRESENT: Councillor J D Ablewhite – Chairman.
Councillors B S Chapman, D B Dew, J A Gray, T D Sanderson and D M Tysoe.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor R B Howe.

IN ATTENDANCE: Councillor T Hayward

4. MINUTES

The Minutes of the meetings of the Cabinet held on 21st May and 4th June 2014 were approved as a correct record and signed by the Chairman.

5. MEMBERS' INTERESTS

No declarations were received.

6. APPOINTMENT OF EXECUTIVE COUNCILLORS

RESOLVED

- (a) that executive responsibilities for the Municipal Year 2014/15 be allocated as follows:-

Strategic & Delivery Partnerships	Councillor J D Ablewhite
Strategic Planning & Housing	Councillor D B Dew
Commercial Activities (to include Leisure Centres, CCTV, Document Centre)	Councillor R Howe
Operations & Environment	Councillor D M Tysoe
Resources (to include Corporate Estates and Capital Projects)	Councillor J A Gray
Customer Services (to include IT, Car Parking (Operational & Policy))	Councillor B S Chapman
Strategic Economic Development & Legal (to include Licensing & Protection, Communities and Voluntary Groups)	Councillor T D Sanderson

- (b) that the Executive Leader of the Council be appointed to serve as an ex-officio Member of the Employment Panel; and
- (c) that Executive Councillors be appointed to serve as ex officio Members of the Panels as follows:

Executive Councillor for Strategic Planning & Housing	Development Management Panel
Executive Councillor for Strategic Economic Development & Legal	Licensing and Protection Panel/ Licensing Committee.

7. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

RESOLVED

that Councillors T Hayward, B Hyland, T D Sanderson and R J West be appointed to serve on the Hinchingsbrooke Country Park Joint Group for the ensuing Municipal Year.

8. DEVELOPMENT PLAN POLICY ADVISORY GROUP

RESOLVED

that Councillors Mrs B E Boddington, P L E Bucknell, E R Butler, D B Dew, B Farrer and Mrs P Longford be appointed to serve on the Development Plan Policy Advisory Group for the ensuing Municipal Year.

9. MEMBER DEVELOPMENT WORKING GROUP

RESOLVED

that Councillors M G Baker, S Cawley, I Curtis, D B Dew, A Hansard, P Kadewere and R G Tuplin be appointed to serve on the Member Development Working Group for the ensuing Municipal Year.

10. SAFETY ADVISORY GROUP

RESOLVED

that Councillors Mrs B Boddington, J W Davies, A Hansard, R Harrison, Mrs P A Jordan and be appointed to serve on the Safety Advisory Group for the ensuing Municipal Year.

11. ONE LEISURE HUNTINGDON SPORTS CENTRE JOINT COMMITTEE

RESOLVED

that Councillors S Cawley, R Howe and T D Sanderson be appointed to serve on the One Leisure Huntingdon Sports Centre Joint Committee for the ensuing Municipal Year.

12. PROVISIONAL OUTTURN 2013/14 (REVENUE & CAPITAL)

The Cabinet received a report by the Head of Resources (a copy of which is appended in the Minute Book) outlining the provisional revenue and capital outturn for 2013/14 together with the deliberations of the Overview and Scrutiny Panel (Economic Well-Being) thereon.

Executive Councillors were pleased to note that as a result of under spending the Council had been successful in saving an additional £2.2 million, £0.9 million of which would be placed in the Special Reserve with the remaining £1.5 million being used to establish a "Capital Investment" Earmarked Reserve.

Having concurred with the Panel that a programme of Zero Based Budgeting would improve the management of the budget, the Cabinet

RESOLVED

- (a) that the report be received and the provisional outturn and spending variations for the Revenue and Capital Budgets for 2013/14 be noted;
- (b) that a contribution of £0.9 million be transferred to the Special Reserve;
- (c) that a "Capital Investment" Earmarked Reserve be established and a contribution of £1.5 million be transferred to this;
- (d) that in the event that the actual outturn figure varies by more than 2.5% of that noted in (a) above, the Head of Resources, after consultation with the Executive Councillor for Resources and the Managing Director, be authorised to adjust the revenue contributions to the Special and Capital Investment Reserves accordingly; and
- (e) that the Head of Resources be authorised to commence a Zero Based Budgeting Review Programme across the Council, to be funded from the Special Reserve and to update the Cabinet on a quarterly basis.

13. CORPORATE CONSULTATION AND ENGAGEMENT STRATEGY

By way of a report by the Policy and Performance Officer (a copy of which is appended in the Minute Book) the Cabinet was invited to

consider a revised and enhanced Corporate Consultation and Engagement Strategy for 2014-2017 together with an associated action plan and guidance appendices.

In so doing, Members were advised that the Strategy had been developed in consultation with the Overview and Scrutiny (Social Well-Being) Consultation Processes Working Group and reflected the Council's vision outlined in the Corporate Plan. Having noted the conclusions reached by the Panel in relation to Member involvement and consulting with public sector partners, the Cabinet

RESOLVED

that the contents of the Corporate Consultation and Engagement Strategy for 2014-2017 and the associated action plan and guidance appendices be approved.

14. WIND ENERGY DEVELOPMENT IN HUNTINGDONSHIRE 2014 SUPPLEMENTARY PLANNING DOCUMENT

Further to Minute No 13/24 and by way of a report by the Landscape Officer, Planning Services (a copy of which is appended in the Minute Book) Members were acquainted with the outcomes of the consultation exercise undertaken on the draft Supplementary Planning Document (SPD) – "Wind Energy Development in Huntingdonshire".

Members were reminded that the new SPD had been prepared to update, clarify and replace the existing SPD document adopted by the Council in 2006. The document reflects the publication of the National Policy Framework (NPPF) and Planning Practice Guidance on Renewable and Low Carbon Energy.

Having noted the document had been endorsed by the Overview and Scrutiny Panel (Environmental Well-Being) and the Development Management Panel, the Cabinet

RESOLVED

- (a) that the Wind Energy Development in Huntingdonshire Document be adopted as Supplementary Planning Policy Guidance; and
- (b) that the Head of Development be authorised to approve any minor consequential amendments to the text and illustrations prior to publication, after consultation with the Executive Member for Planning and Housing Strategy.

15. A14 CAMBRIDGE TO HUNTINGDON - RESPONSE TO HIGHWAYS AGENCY DEVELOPMENT CONSENT ORDER PRE-APPLICATION STATUTORY CONSULTATION

(Councillor T Hayward, Ward Councillor for Buckden, was in attendance and spoke on this item.)

With the assistance of a report by the Head of Development (a copy

of which is appended in the Minute Book) the Cabinet was acquainted with a suggested response to the pre-application statutory consultation exercise being undertaken by the Highways Agency on the A14 Improvement Scheme.

Members were advised that the project had changed slightly since it was first reported to Cabinet on 17th October 2013, with the previously suggested tolling element of the scheme being dropped and a significant change in the proposed alignment of the route in the Brampton area. However, the remainder of the proposal contained many features for which the Council had been lobbying for including the proposed off-line A14 route to the south of Huntingdon and Godmanchester, the upgrading of the A1 between Alconbury and the A14 and the removal of the Huntingdon Viaduct.

Councillor Hayward was invited to address the Cabinet. He drew attention to the objections raised by Buckden Parish Council to the proposed removal of the Huntingdon Viaduct. It was argued that there were no supporting figures for the anticipated future traffic movements and the possible pollution levels and that the advantages of retaining the viaduct outweighed the three reasons given for its removal. In conclusion, Councillor Hayward urged the Cabinet to reconsider its support for the demolition of the viaduct. In response the Transport Team Leader explained that retention of the viaduct would result in the reclassification of the existing road as a local road for which the County Council had confirmed that they would not be prepared to fund the maintenance of.

The Cabinet also were apprised of the outcome of debate on the matter at the Overview and Scrutiny Panel (Environmental Well-Being) and the contents of written representation by Councillor Bates. In that respect, Members concurred with the Panel and Councillor Bates that the Council's response should be strengthened so that the District Council reserves its position on matters of detail, such as the mitigation of the impact of the development on affected villages thus protecting areas of the District affected by the development.

In drawing their conclusions, the Cabinet recognised the benefits of the proposals, inter alia, in terms of separating local and thorough traffic, improving traffic movements between and around Huntingdon, Godmanchester, St Ives and Hinchingsbrooke, addressing air quality issues, and presenting regeneration and development opportunities in the locality. In acknowledging that there could also be opportunities to improve the existing A1 and A428, Executive Councillors reiterated that the District Council's financial contribution to the scheme remained dependant on the removal of the Huntingdon Viaduct, the creation of an improved new local road network for the town and the construction works commencing by 2016.

Having noted that Highways Agency would continue to work with Officers of the District Council to ensure the best possible solution for Huntingdonshire, the Cabinet

RESOLVED

that the Head of Development, after consultation with the Executive Councillor for Strategic Planning and Housing and the Executive Leader, be authorised to respond to the Highways Agency Consultation on the upgrade of the A14 as outlined in the Annexes to the report, subject to the strengthening of paragraph 4(g) of Annex C to include the words “the District Council reserves its position on matters of detail, such as the mitigation of the impact of the development on affected villages, on which it will negotiate with the Highways Agency”

16. SERVICE DELIVERY OPTIONS FOR LEGAL AND IMD

By way of a joint report by Managing Director, Head of Legal and Democratic Services and IMD Service Manager (a copy of which is appended in the Annex to the Minute Book) the Cabinet were acquainted with the outcome of discussions with LGSS on the possible development of a shared service arrangement for Legal and ICT services. The report had been considered by the Overview and Scrutiny Panel (Economic Well-Being) whose comments were relayed to the Cabinet.

Given the prospect of a joint strategic framework between this Authority and South Cambridgeshire District Council and the opportunities this would present for a genuine shared service model, the Cabinet

RESOLVED

- (a) that the cessation of negotiations with LGSS be endorsed; and
- (b) that the continuation of discussions with South Cambridgeshire District Council on a possible shared service model be supported.

17. WASTE POLICIES

By way of report by the Operations Manager (a copy of which is appended in the Minute book) the Cabinet was invited to consider proposed revisions to the Council’s Waste Collection Policies in relation to the collection points for wheeled bins/sacks and for remote properties (farms and lodges) and additional green bins.

Members were advised that following the introduction of a charge for collecting second green bins, enquiries had been received from residents wishing to have more than one additional bin. It was explained that now the charge has been in place for nearly a year there was the opportunity to increase the number of chargeable bins allowed to two per property which could be promoted within the renewal notices.

With regard to the proposed changes to policies 12A and 12B, relating to collection points, the Executive Councillor for Operations and Environment referred to the deliberations of the Overview and Scrutiny Panel (Environmental Well-Being) on the matter. In

acknowledged that further work was required, including a survey of all affected properties to identify a full range of options, Councillor Tysoe suggested that these changes be deferred pending completion of this work. Having noted that the Panel's Waste Collection Policy Working Group had agreed to assist the Head of Operations and the Executive Member with the review, the Cabinet

RESOLVED

- (a) that the proposed amendments to the Council's Waste Collection Policies in respect of additional green bins, namely Policy 31D, 31H and 31I, as outlined in the report now submitted be approved; and
- (b) that the proposed changes relating to the collection points for wheeled bins/sack and remote properties (farms and lodges) be deferred for further clarification as to the properties affected.

18. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

19. POTENTIAL SALE OF HDC LAND AT HERMITAGE ROAD, EARITH

The Cabinet considered a report by the Lead Housing Strategy Manager (a copy of which is appended in the Annex to the Minute Book) seeking approval for the proposed disposal of Council-owned land at Hermitage Road, Earith for affordable housing development. The report had been considered also by the Overview and Scrutiny Panel (Economic) whose comments were relayed to the Cabinet.

In discussing the contents of the report, Executive Councillors stressed the importance of providing affordable housing for the village and asked that the award of local nomination rights to the Council for the affordable homes built on this site be explored. Whereupon, it was

RESOLVED

that the disposal of land at Hermitage Road, Earith to BPHA be approved on the terms set out in the report now submitted.

20. RECYCLING CONTRACT AWARD

Further to Minute No 13/40 and with the assistance of a briefing paper (a copy of which is appended in the Annex to the Minute Book), the Head of Operations updated the Cabinet on the procurement process

and evaluation of the tender submissions received for the bulking, transportation, sorting and onward sale for the reprocessing of recyclable materials for authorities from the RECAP partnership. Particular mention was made of the financial benefits of the new contract for the Council and the possibility that the range of items collected may increase.

Chairman

Public *
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: SHARED SERVICES

Meeting/Date: Overview and Scrutiny Panel (Economic Well Being)
10 July 2014
Cabinet, 10 July 2014

Executive Portfolio: Executive Leader

Report by: Managing Director

Ward(s) affected: All Wards

Executive Summary:

This report sets out progress to date on shared services and proposed next steps for consideration and decision by Cabinet.

This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in May 2014 Forward Plan.

Recommendation(s):

1. It is recommended that Cabinet:
 - a) Forms a strategic shared services partnership with South Cambridgeshire District Council, whilst continuing to work with other councils including Cambridge City Council on services where there is a business case and a shared commitment to work together;
 - b) agrees to the setting up of a joint informal steering group with the Leaders and/or relevant Portfolio Holders of Huntingdonshire District Council, South Cambridgeshire District Council, and where appropriate Cambridge City Council, to oversee progress and report back to the respective Cabinets and decision-making bodies;
 - c) endorses phase 1 of a shared services programme incorporating Legal, ICT and Building Control; and
 - d) agrees to initial funding of up to £50,000 for project management costs from the Transformation Budget,

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2. WHAT IS THE REPORT ABOUT / PURPOSE?

- 2.1 To progress with the development of a shared services programme with the Council's strategic partner, South Cambridgeshire District Council (SCDC) and where the opportunity exists with budget challenges to meet, Cambridge City Council (CCC), and other appropriate partners

3. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 3.1 The Council has significant budget challenges to meet. Recent reductions in Government Grant are likely to continue well beyond the next General Election to the point where the Council can no longer rely on it and on other sources of Government income.
- 3.2 In addition, Huntingdonshire has one of the lowest council tax precepts in the country so there is limited opportunity to increase income through this route. It is difficult to deliver further efficiencies whilst protecting the quality of frontline services and it is also proving more and more challenging to recruit and retain staff, to provide career development opportunities and to maintain the in-house specialisms and expertise required within smaller teams to deliver services to the standard to which the council aspires.
- 3.3 The Council already has a number of shared services and joint working arrangements, for example:
- (a) Home Improvement Agency (SCDC and Cambridge City)
 - (b) Joint Strategic Planning (County Wide and Peterborough)
 - (c) CCTV (Cambridge City)
- 3.4 Reflecting the need to develop new service delivery models, the council had begun to explore joint service options with LGSS for two service areas, but this discussion has now ended. Finally, proposals for a joint waste services are being developed across the County area (including Peterborough)..

4. OPTIONS CONSIDERED/ANALYSIS

- 4.1 The Council has begun to make good progress on delivering efficiencies, improving customer service and developing a shared approach to a limited range of services.
- 4.2 Plans are also being developed to ensure that the Council becomes more commercial in the way it operates to maximise income and ensure that core services remain viable, as part of the Facing the Future progress.
- 4.3 However, given the climate within which we operate and future challenges, it is imperative that we take all opportunities to minimise costs whilst protecting and enhancing services. A more strategic approach to shared services would make a significant contribution to this ambition.
- 4.4 Given the compatibility in terms of size, priorities and political ambition, it is proposed that a strategic partnership with SCDC offers considerable opportunity. Both Huntingdonshire and SCDC are rural and parished, with existing or forthcoming market towns. We also have shared priorities and challenges relating to growth, quality of life, economic development, business support and transport corridors, together with a desire to become more

commercial in the way we operate. Service delivery and back office functions are similar in many, although not all, respects.

- 4.5 A strategic shared partnership means that we will look in the first instance to work with SCDC to explore options and to develop a programme of shared services, but this will not be exclusive. In reality, there will also be services where it would make sense to share across Cambridge City, SCDC and Huntingdonshire or purely with Cambridge City; essentially sharing will include a minimum of two organisations. This approach will be recommended where it is supported by a shared ambition to implement and an outline business case.
- 4.6 Informal conversations have taken place in recent weeks with both SCDC and Cambridge City with regard to potential services where sharing would make sense. These have identified a common desire to move forward with a shared approach to Legal (with SCDC and the City), ICT (with SCDC and the City) and Building Control (with SCDC). These services are all facing significant challenges with regard to recruitment, retention and in-house access to technical and specialist expertise and in the case of Building Control, competition. A shared approach will enable more resilience and reduced costs across all three services, as well as strengthening competitiveness. It is therefore recommended that these services should form phase 1 of a shared services programme. Proposals for sharing building control with SCDC will be outlined in the next meeting of Cabinet.
- 4.7 In addition to the reasons outlined above, research from elsewhere on shared services demonstrates that ICT is one of the most significant barriers to progress on other shared services and should therefore be an early priority in any shared services programme. ICT can also, in its own right, be a catalyst for significant savings both in relation to management costs and also procurement of systems and licences.
- 4.8 The total direct and indirect costs of the ICT services within Cambridge City, SCDC and Huntingdonshire is £6.1 million. Even a 10% reduction in the annual cost, for example, would achieve savings of £600,000 per annum across the three councils in addition to creating more potential to unlock other savings and income.
- 4.9 Both SCDC and Cambridge City have expressed a willingness to deliver a shared ICT service. This would create a large, robust service with capacity far more in-house for technical expertise and the potential for income generation. However all three services have challenging in-house programmes to deliver and do not currently have the capacity within existing resources to deliver a shared service.
- 4.10 Both SCDC and Cambridge City have also expressed a desire to work with us to develop a shared legal service. Initial work has been carried out across the three authorities with regard to current functions and responsibilities. This shows that the collective costs of the services are in the region of £1.7m. However further work is required to develop proposals given the complexity of the services.
- 4.11 It is proposed, therefore, that business case for a shared legal service is brought back to Cabinet in Autumn 2014.
- 4.12 In addition to the services identified here as part of Phase 1, it is intended that further work will be carried out to consider other opportunities for consideration and also to take advantage of any vacancies that arise from now on to

develop closer working arrangements; the next report to Cabinet will include a more detailed plan for a phase two of further services.

- 4.13 Early consideration has also been given to providing opportunities for staff with regard to joint training and development, secondments, mentoring and other opportunities to build relationships and share expertise. This is actively being developed.
- 4.14 Programme and project management arrangements have already been set up at officer level to ensure momentum and delivery of outcomes. Subject to decisions by Cabinets, it is proposed to use external project management support to ensure a continued focus on delivering outcomes as none of the partners have capacity within existing resources. Initial assistance has been provided by EELGA and external funding to support project management costs is also being sought via a shared bid to the DCLG's Transformation Challenge Award Funding Pot.

5. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 5.1 To be considered on 10 July 2014, prior to Cabinet

6. KEY IMPLICATIONS / RISKS

- 6.1 In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

- The delivery of shared services will require additional capacity for project management. However, it is anticipated that this is likely to be offset either by external funding sources or efficiencies arising from shared services.
- Evidence from elsewhere demonstrates that shared services generally deliver efficiencies of between 10% and 15%, whilst also strengthening resilience and improving service. However, outline business cases for each service will be brought to Cabinet with specific financial implications as we move forward.

Legal

- Any legal implications will be addressed as part of outline business cases for individual services as they are brought forward.

Staffing

- Extensive consultation and engagement with both staff and staff council will be essential as part of this process and initial workshops have already been held in both Huntingdonshire and SCDC. In addition, it is anticipated that a joint protocol will be developed with both SCDC and Cambridge City to ensure a co-ordinated approach across all partners.

Risk Management

- There are considered to be more risks from continuing with the current approach than adopting the recommendations set out in this report. However, the consideration of specific risks will be addressed in outline business cases as they are brought forward.

7. CONSULTATION RESPONSES

7.1 None.

8. OPTIONS CONSIDERED/ANALYSIS

8.1 It is not considered that carrying on with the current approach is a viable option; the council's current focus is on securing a viable financial future for the council in a way that protects the sovereign identity of Huntingdonshire.

8.2 The Council could continue with an incremental approach to shared services with willing partners as opportunities arise, but would need to significantly step up momentum and this could lead to fragmentation with services delivered with a wide variety of different partners.

8.3 Alternatively, the Council could choose to work with partners other than SCDC and Cambridge City Council. However, it is considered that this would not provide the best fit for either residents or businesses and would not facilitate the maximum possible efficiencies.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 The Council has delivered £7.4m of efficiencies over the last four years and by the end of 15/16, and including this year, it will need an additional £1.7m. Incremental improvements and budget reductions are no longer sufficient to ensure that the Council can continue to deliver core services in the context of rising needs and expectations from both residents and businesses.

9.2 In the last year, progress has been stepped up, with the establishment of the Facing the Future programme which is seeking to transform services and change the way the Council does business.

9.3 Meanwhile, the Council's approach to shared services has been incremental. Opportunities to share with willing partners have been taken where it has been possible to demonstrate that this would lead to improved customer service, reduced costs and strengthened resilience. If continued, this approach would continue to deliver limited efficiencies, but could ultimately lead to fragmented services with a range of different partners.

9.4 We now have the opportunity to take a more strategic approach designed to improve services, reduce costs and perhaps more importantly, protect and enhance what both Councils have achieved in terms of delivery and performance.

9.5 It is therefore recommended that the Cabinet develops a strategic shared services partnership with SCDC, for the reasons set out in the report, whilst also continuing as before to work with others, including Cambridge City Council where there is a business case and desire to shared services.

10. LIST OF APPENDICES INCLUDED

None

11. BACKGROUND PAPERS

None

CONTACT OFFICER

Joanne Lancaster, Managing Director – 01480 388001

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