

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 21 APRIL 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 16)

To approve as a correct record the Minutes of the meeting held on 17th March 2016.

**M Sage
388169**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

3. WASTE SERVICE - SERVICE SPECIFICATION (Pages 17 - 48)

To consider the Waste Management Service Specification.

**A Merrick
388635**

4. INTEGRATED STREET SCENE SERVICE (Pages 49 - 62)

To consider the service delivery arrangements for the integrated Street Scene Service.

**A Merrick
388635**

5. SHARED SERVICES JOINT GROUPS TERMS OF REFERENCE AND BUSINESS PLANS (ICT, LEGAL AND BUILDING CONTROL)
(Pages 63 - 134)

To approve the business plans for ICT, Legal and Building Control Shared Services and to approve the Terms of Reference for the Shared Services Joint Group, to enable that Group to operate as a formal committee from September 2016.

**J Slatter
388301**

6. HINCHINGBROOKE COUNTRY PARK JOINT GROUP MINUTES
(Pages 135 - 138)

To receive the Minutes of the Hinchingsbrooke Country Park Joint Group meeting held on 11th March 2016.

**M Sage
388169**

Dated this 13 day of April 2016



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.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Mrs Melanie Sage, Democratic Services Team, Tel No. 01480 388169/e-mail Melanie.Sage@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 Committee/Panel.

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.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (*under Councils and Democracy*).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 17 March 2016.

PRESENT: Councillor J D Ablewhite – Chairman.

Councillors R B Howe, R C Carter, S Cawley,
D B Dew, R Harrison, J A Gray and
D M Tysoe.

88. MINUTES

The Minutes of the meeting held on 11th February 2016 were approved as a correct record and signed by the Chairman.

89. MEMBERS' INTERESTS

There were no declarations of disclosable pecuniary or other interests received at the meeting.

90. HUNTINGDONSHIRE LOCAL PLAN TO 2036 QUARTERLY UPDATE

The Cabinet considered a report by the Head of Development (a copy of which is appended in the Minute Book) to note the progress on preparation of the Huntingdonshire Local Plan to 2036 (HLP2036) and its supporting evidence base in the light of recent government announcements relating to the timescale for the production of local plans.

The government has announced that it expects new local plans 'to be written' by early 2017 although there has been no clarification of what statutory stage of preparation this referred to. The next stage of the preparation process for the HLP2036 would be the proposed submission stage, which was the first statutory stage. This involved a six week public consultation period, specifically inviting representations on issues of soundness and legal compliance.

When the Cabinet received an update in the previous quarter, the highest priority was the brief for a Strategic Transport Study. The Cabinet was informed that this had now been prepared and was being processed by Cambridgeshire County Council's procurement team, with the intention that the contract was awarded in May 2016.

Revalidation work of the Cambridge Sub-Regional Model was currently being undertaken on behalf of Cambridgeshire County Council by Atkins. This work was necessary to ensure that the model incorporated the most up-to-date data on traffic demand, was updated with all recently completed transport infrastructure schemes and the public transport, walking and cycling assignments were correct. Due to the complexity and volume of data in the model the Cabinet was informed that the revalidation work would not be complete until the end of May/early June.

At the Cabinet meeting on 19th November 2015 it was resolved that 'as a priority, infrastructure requirements for Wyton Airfield are further scoped with a view they can be identified and fully costed'. The Cabinet were referred to the four potential development scenarios that had subsequently been prepared to test.

Following appointment of JBA Consulting, work on the first element of the Strategic Flood Risk Assessment (SFRA) had commenced and was scheduled for receipt by the Council in late April 2016. This was later than originally scheduled due to delays in provision of extensive datasets by the Environment Agency. Completion of the second element of the SFRA was now anticipated in July 2016, subject to availability of Environment Agency inputs.

The Cabinet agreed that a county-wide approach to the replacement Gypsy and Traveller Needs Assessment (GTANA) being coordinated by the Joint Strategic Planning Unit on behalf of Huntingdonshire District Council, in partnership with a number of other Councils, was the best approach. The Cabinet also discussed the difficulties in allocating sites and was informed that a criteria based approach to guide site selection continued to be proposed. The Cabinet noted the difficulties that could be presented for schools when gypsy and travellers sites were granted at appeal. The Cabinet was informed that the GTANA would take account of the new, more restrictive definition of gypsy and traveller which had been published and was expected to result in less of a demand on accommodation needs.

The budgets for consultants and related costs to support the HLP2036 and other Planning Policy initiatives had previously been agreed each financial year. Dependencies on others such as the County Council for transport modelling, meant that timescales could be outside the District Council's control and budgets not spent as planned. Rather than continue on this basis, the Cabinet agreed that a single Planning Policy earmarked reserve was established with money used from the reserve to support the work programme.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) stated that the Panel had been pleased that progress was being made with the HLP2036 and its supporting evidence base. The Panel also supported the establishment of a single Planning Policy earmarked reserve. Whereupon the Cabinet,

RESOLVED

- i. to note progress on preparation of the Huntingdonshire Local Plan to 2036 and its supporting evidence base; and
- ii. agrees the establishment of a single Planning Policy earmarked reserve as set out in paragraph 4.1 of the submitted report.

91. LOCAL DEVELOPMENT SCHEME

By way of a report from the Head of Development (a copy of which is appended in the Minute Book) the Cabinet was presented with the new Local Development Scheme which established the timetable for preparation and examination of the Local Plan to 2036.

The previous Local Development Scheme was published in April 2014. It was essential that the Council had an up to date Local Development Scheme to ensure the Local Plan met the legal compliance checks as part of its statutory examination. It was also important that the Scheme was up to date as the Local Plan Annual Monitoring Report, which the Council published each December, reported in relation to the Local Development Scheme in place at the end of March that year.

The Cabinet were informed that once the remainder of the evidence base documents were complete the intention was to undertake the statutory six week consultation on the proposed submission version of the Local Plan during January and February 2017. Following which submission of the Local Plan to the Secretary of State for examination was expected in July 2017. However, it was noted that once submitted the timetable was dependent on the Planning Inspectorate and the duration of the examination would be determined on the availability of an Inspector, the scope and complexity of issues raised and the need for further consultation on modifications that had arisen from the examination.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) stated that satisfactory progress was being made with the timetable for preparation and examination of the Local Plan to 2036.

The Cabinet were informed that to accord with the call-in process an amendment was required to modify the date included in the recommendation. Whereupon the Cabinet,

RESOLVED

to approve the new Local Development Scheme (March 2016) for publication and commencement as of 31st March 2016, attached as Appendix 1 of the submitted report.

92. CORPORATE PLAN

By way of a report from the Corporate Team Manager (a copy of which is appended in the Minute Book) the Cabinet considered the Corporate Plan 2016/18.

The Council's Corporate Plan was reviewed in 2015 when it was agreed that a full refresh would take place in early 2016. The Plan was a two year document that outlined the Vision, Strategic Priorities and Objectives for Huntingdonshire. The Plan also established what the Council aimed to achieve in addition to the core statutory services.

It was explained to the Cabinet that the review had been timed to coincide with the development of Service Plans and where appropriate, actions or performance indicators in Service Plans for 2016/17 had been included in the Corporate Plan.

The Cabinet was informed that feedback received via the quarterly update reports had been incorporated in the revised Plan and that the

objectives, key actions and performance measures were still being finalised.

The condensed version of the Plan was welcomed by the Cabinet as were the reduction in the number of Strategic Priorities from four to three. However, the Cabinet agreed that the wording within the Plan should be bolder with active titles that provided more clarity about what the Council was trying to deliver and its role for example 'Ensuring sustainable growth' rather than 'Sustainable growth...'

The Cabinet agreed that the document should relate to both officers and Members. The Cabinet also thought the Plan should be more explicit in terms of how it translated to officers and the delivery of services.

In considering the comments from the Overview and Scrutiny Panels, the Chairmen of the Overview and Scrutiny Panels (Finance and Performance) and (Economy and Growth), having been invited to address the Cabinet, the proposed performance measures relating to sickness absence and the impact of long term sickness on the overall average were discussed. The Cabinet agreed that there was value in understanding this and it was noted that this was reported separately to the Employment Panel. However, for the purposes of the Corporate Plan the Cabinet agreed to retain the current measure, of reducing the days lost per full time employee to 9 days per person, as this was a standard measure used across the public and private sector and it allowed for performance to be compared. The Cabinet emphasised the importance of addressing and changing the current culture in relation to sickness absence and that Heads of Service must take action to address current sickness levels.

The Cabinet agreed with the Panel that Executive Councillors should take ownership of Corporate Plan and be instrumental in the development of the objectives. However, the Cabinet stated the importance of the role of the Overview and Scrutiny Panels in also taking ownership of the Corporate Plan and challenging on delivery of corporate objectives.

The Cabinet commended the Overview and Scrutiny Panels for their in-depth comments and contribution.

In recommending the Corporate Plan to Council for adoption the Cabinet requested that their comments made should be included. Subsequently the Cabinet,

RECOMMENDED

that the Council adopt the Corporate Plan 2016/18, subject to inclusion of the comments made by the Cabinet, as detailed in the Minute.

93. REVIEW OF WASTE POLICIES

By way of a report from the Interim Head of Service (Operations), presented in his absence by Corporate Director (Services) (a copy of which is appended in the Minute Book) the Cabinet considered the revised waste policies and the consultation on the options for waste

minimisation and potential charges for bin replacements.

The Cabinet was informed of a correction to Policy 3 'Number of Wheeled Bins and Sacks Provided', and it was confirmed that up to two additional 240 litre bins for green and food waste could be provided on request subject to an annual charge, not one bin as detailed in the Policy.

The waste collection policies had been reviewed to ensure they were fully customer focused and represent the best practice for top performing local authorities.

A new Policy for lane end collection arrangements had been developed based on the results of a detailed survey of individual locations. Bespoke collection arrangements had been identified for implementation along with the operational policies and procedures against which these arrangements would be managed.

A rejections policy was also included in respect of repeated contamination of recycling and garden waste bins. Residents would be provided with details of ongoing contamination and allowed time to resolve the issues, which would be deemed as the 'first yellow card warning'. If further contamination incidents occurred a 'second yellow card warning' would be issued, followed by a 'red card', concluding with the removal of the bin. No additional capacity would be provided for waste collection if a bin was removed. The Cabinet emphasised that the yellow and red card warning system only applied to recycling and garden waste bins.

In response to questions, it was explained that Amey Cespa monitored the waste taken to its treatment centre and determined whether the waste was contaminated to a level that it should be rejected. There was an 8% tolerance regarding contamination above which the Council was charged. It was noted to the Cabinet that the Council had a low rejection rate. Contamination occurred most frequently in garden waste which had health and safety implications for the recycling operatives that emptied the bins.

The Cabinet noted that a Waste Minimisation Officer was in post to assist with increasing recycling rates. The Cabinet acknowledged that the Corporate Plan included measures relating to recovery of missed bins and to reducing the level of household waste sent to landfill. However, the Cabinet suggested that the measure should be about increasing recycling levels.

To reduce the waste produced by households, the Cabinet approved the following three options for public consultation to reduce the grey bin capacity on domestic collection, subject to consultations not commencing until the new Municipal Year:

- Option 1: Issue 140 litre bins to all new properties, unless built to accommodate 6 plus residents, and an additional 240 litre blue bin can be provided for recyclates on request. A 140 litre bin would be provided to any resident requesting a smaller bin.
- Option 2: Issue 140 litre bins to all new properties, unless built to accommodate 6 plus residents, and an additional 240 litre blue bin can be provided for recyclates on request. A 140 litre

bin would be provided to any property requesting a replacement bin.

- Option 3: Issue 140 litre bins to all new properties, unless built to accommodate 6 plus residents, and an additional 240 litre blue bin can be provided for recyclates on request. All bins at existing properties throughout the District would be replaced with 140 litre bins.

The Cabinet also approved public consultation on options for charging for replacement bins that have been damaged, lost or stolen.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) stated that the Panel supported the revised waste policies, but suggested the questions proposed for consultation on future bin capacities should be revised to allow them to be more easily collated.

Whilst considering the comments of the Overview and Scrutiny Panel (Economy and Growth) the Cabinet suggested that it would be difficult to monitor the policy if the Council replaced the first bin for free and charged for a second replacement. However, the Cabinet suggested that the Council should consider that a charge be levied on those that removed their bin when moving properties. In conclusion the Cabinet,

RESOLVED

- i. to endorse the revised Waste Collection Policies, as attached as Appendix 1 of the submitted report, with the revision to Policy 3 'Number of Wheeled Bins and Sacks Provided', that up to two additional 240 litre bins for green and food waste can be provided on request subject to an annual charge; and
- ii. approves the consultation on the options for waste minimisation and potential charges for bin replacements, as detailed in the submitted report, subject to consultations not commencing until the new Municipal Year.

94. ANNUAL MANAGEMENT PLAN FOR COUNTRYSIDE ASSETS

By way of a report from the Interim Head of Service (Operations), presented in his absence by the Team Leader (Grounds Maintenance) (a copy of which is appended in the Minute Book) the Cabinet considered the structure of annual management plans for countryside assets and the proposed programme for the development of management plans for all countryside assets.

The purpose of the management plans was to better direct the management, development and maintenance of countryside assets over the short and medium term. This would ensure there was a clear strategic framework for the Countryside Service going forward. The management plans would be developed with input from existing voluntary groups involved with the Countryside Service as their expertise and contributions were essential in order to progress the self-management of selected assets by these groups.

The draft management plan for Barford Road Pocket Park, Eynesbury, would be used as the template for the development of future management plans for all countryside assets.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) stated that the Panel looked forward to receiving an update report at its meeting in June and had suggested that site plans should be included with each asset ranked in order of amenity and wildlife value.

The Cabinet noted the fantastic countryside assets within the district and, in commending the comprehensive report and commenting that it could be shared with Town and Parish Councils,

RESOLVED

to approve the structure of Annual Management Plans for countryside assets, as detailed in Appendix 1 of the submitted report, and the programme for the development of management plans for all countryside assets, as detailed in the submitted report, to provide the future strategic framework for the service.

95. GROUNDS MAINTENANCE SERVICE SPECIFICATION

By way of a report from the Interim Head of Service (Operations), presented in his absence by the Team Leader (Grounds Maintenance) (a copy of which is appended in the Minute Book) the Cabinet considered the Grounds Maintenance Service Specification as the primary document to direct the future delivery of the service. The Service Specification would be subject to review and refinement based on performance monitoring results and customer satisfaction findings.

Along with waste and recycling collections and the street cleansing service, the grounds maintenance service was one of the most visible services delivered by the Council and impacted directly on residents and businesses in the District.

The Grounds Maintenance Service Specification had been developed to better direct the grounds maintenance activities delivered by the Operations Service and to make maintenance frequencies and standards more transparent for residents. The service availability details and maintenance frequencies would form the core information on the Council's website regarding the grounds maintenance service provided by the Council.

The grounds maintenance service includes grass maintenance; amenity shrub beds; pruning of roses; seasonal bedding displays; maintenance of dykes, ditches and watercourses; and minor tree works. The Cabinet were referred to the core hours of future delivery of the service as detailed in Table 1 of the submitted report.

Having considered the comments of the Overview and Scrutiny Panel (Economy and Growth) the Cabinet,

RESOLVED

to approve the Grounds Maintenance Service Specification as the primary document to direct the future delivery of the service, as detailed in Appendix 1 of the submitted report.

96. EVENTS POLICY FOR PARKS AND OPEN SPACES

By way of a report from the Interim Head of Service (Operations), presented in his absence by Corporate Director (Services) (a copy of which is appended in the Minute Book) the Cabinet considered the Policy for events in the Council's parks and open spaces and the introduction of fees and charges.

There was a requirement for an appropriate policy framework that established clear guidelines for the consideration of applications and the staging of events, to provide greater control and to deliver objectives within the Corporate Plan.

The Cabinet were informed that previously events in Council parks and open spaces were agreed outside of any policy framework, with no coherent structure of fees and charges to ensure the Council recovered the costs incurred with accommodating the events.

When an application was submitted the Cabinet agreed that it was important for the Operations Team and Licensing Team to work in partnership so that the applicant received a seamless service.

Whilst discussing the schedule of charges and deposits the Cabinet noted that there should be some flexibility in the fees and deposits as there should be a balance between financial protection for the Council, so that it did not forfeit clean-up costs after an event, and not being a deterrent to groups of volunteers. Therefore, the Cabinet agreed that local non-commercial, charitable and community organisations should be exempt from the charging scheme and that the finalised wording of the Policy be delegated to the Interim Head of Service (Operations) in consultation with the Executive Councillor for Operations and the Environment.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) stated that the Panel were pleased that the Policy had been updated to incorporate the comments made at the meeting. The Panel were disappointed that an event would not be allowed if balloons were to be released. However, the Panel accepted that this was for environmental reasons.

Whereupon the Cabinet,

RESOLVED

to approve the Events Policy for Parks and Open Spaces and the introduction of fees and charges for events from 1st April 2016, subject to:

- i. that local non-commercial, charitable and community organisations are exempt from the charging scheme; and
- ii. the finalised wording of the Policy be delegated to the Interim Head of Service (Operations) in consultation with the Executive Councillor for Operations and the Environment.

97. SAFETY ADVISORY GROUP REPORT

RESOLVED

The draft report of the Safety Advisory Group meeting held on 24th February 2016 was received and noted.

At the conclusion of the above item, at 8.46pm, Councillor S Cawley left the meeting.

98. SPORTS FACILITIES STRATEGY FOR HUNTINGDONSHIRE 2016 - 2021

By way of a report from the Head of Leisure and Health (a copy of which is appended in the Minute Book) the Cabinet considered the revised Huntingdonshire Sports and Leisure Facility Strategy 2016 – 2021 which contained nine recommendations.

The Scope of the Strategy included all known sport and leisure facility provision within the district under the following categories: Indoor Sports Facilities; Outdoor Sports Facilities; Watersports Facilities; and Specialist Facilities such as gymnastics, table tennis, trampolining etc.

At 8.48pm Councillor S Cawley returned to the meeting.

In response to a question it was explained to the Cabinet that the audit of existing provision was not a simple task and that the Strategy was based on Sports England recommendations. In terms of the Sport England's definition of 'useful' water space Huntingdonshire did not reflect well as there were a number of pools in the district that were operated by commercial organisations, where community access was limited by educational use. There were three swimming pools in the district that were not acknowledged within the Strategy as they were not to the Sports England standard in terms of length.

Having considered the comments of the Overview and Scrutiny Panel (Communities and Customers) the Cabinet,

RESOLVED

to endorse the Huntingdonshire Sports and Leisure Facility Strategy 2016 – 2021, as appended to the submitted report, which contains the following nine recommendations:

- i. Encourage investment in projects where the most significant impact can be made on participation levels to address both health and social wellbeing;
- ii. Commit to the retention of all strategically important sports facilities as highlighted in section 5.2 of the Strategy, in particular given the current shortfall of indoor sports hall provision;

- iii. Support projects identified as priority projects to refurbish/upgrade existing sites as identified in section 5.3 of the Strategy;
- iv. Support projects identified as sites planning new facilities to increase the sport and leisure stock as identified in section 5.4 of the Strategy;
- v. Ensure that significant identified gaps in provision are addressed as opportunities permit as identified in section 5.5 of the Strategy;
- vi. Work with partners and stakeholders including other operators to develop and deliver new facilities in areas of identified strategic need as identified in section 5.6 of the Strategy and in correlation with the new major housing sites;
- vii. Seek to maximise all funding opportunities including Section 106, Community Infrastructure Levy, external grants or sponsorship contributions;
- viii. Seek to ensure all sports facilities are fit for purpose, of good quality and with excellent access with Huntingdonshire District Council's own stock being the exemplar for others to follow (including sports pitches and built facilities); and
- ix. Work with other sports and leisure providers to seek improvements in sports provision and encourage participation in sport and active leisure.

99. ONE LEISURE - SIX MONTHLY UPDATE REPORT

By way of a report from the Head of Leisure and Health (a copy of which is appended in the Minute Book) the Cabinet received a six month update report on the progress of One Leisure, following the Cabinet meeting in September 2015.

The progress made included:

- The Group was on target to achieve annual sales of £6.85m (Budget £6.97m) with an operating surplus of £350K (Budget £343k). This represented a turn-round of £420k in comparison to 2014/15.
- Management had controlled monthly trading with each month still remaining in profit, with the exception of October where several significant maintenance issues were resolved. Due to busier periods, expenditure had risen in accordance with increases in revenue;
- 2014/15 admissions showed an increase in attendance of 9% against the previous year and were currently showing a year to date improvement of just under 2%;
- Phase II of the management restructure was complete and all sites now had a new structure in place and operated effectively;
- Following the review of One Leisure Sawtry a new operating model with reduced times and staffing resources had been implemented successfully which had reduced the operating deficit by circa £50k in this financial year with further savings expected. This review had

- also renewed a productive partnership with the on-site college as part of a strategy to re-engage with the local community;
- One Leisure Ramsey was now trading at near breakeven levels with strong performances from One Leisure St Neots and One Leisure St Ives; and
 - Following the delivery of a new membership model in June, pre-paid memberships had increased by over 300 members, which when coupled with a pricing restructure had increased revenue in Impressions memberships by £155k.

In response to questions it was explained to the Cabinet that the issues regarding tenure of One Leisure Huntingdon had been resolved and a full Business Case had now been submitted to the Finance Governance Board to request release of agreed funding in 2016 for the extension of Impressions. Regarding the Members that cancelled their membership each month, it was confirmed that they were invited to provide feedback as to the reasons for cancelling their membership.

Whilst discussing memberships the Cabinet agreed to extend the Armed Forces Discounted membership to include Active Reservists. It was noted to the Cabinet that take up of the Armed Forces Discounted membership was low mainly due to the facilities that were accessible at RAF Wyton.

The Cabinet commended the Executive Councillor for Commercial Activities and all of the One Leisure Team for the significant financial achievements. Previously income and expenditure had converged. However, this financial year income was tracking above expenditure. The Cabinet also expressed its appreciation for the retention of the smaller Leisure Centres throughout the district.

Having considered the comments of the Overview and Scrutiny Panel (Communities and Customers) the Cabinet,

RESOLVED

that it considered and noted the progress of One Leisure over the last six months.

At the conclusion of the above item, at 9.11pm, Councillor J Gray left the meeting.

100. ONE LEISURE STRATEGIC PLAN

(Appendix 2 - One Leisure Strategic Plan 2016-21 was attached to the agenda as an exempt item under paragraphs 3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972).

By way of a report from the Head of Leisure and Health (a copy of which is appended in the Minute Book) the Cabinet received the exempt Strategic Plan for One Leisure 'Growing a healthy business'.

The strategic plan had been devised to guide the facility operations, development and identify strategic facility investment for One Leisure over the next five years.

The three key strategic themes that the strategy had been developed upon were:

- To care about our PEOPLE;
- To be a CUSTOMER focused organisation; and
- To provide the FACILITIES and SERVICES that meets and exceeds customers' expectations.

At 9.13pm Councillor J Gray returned to the meeting.

Although One Leisure had significant success in attracting some of the segmented groups, there were specific under-represented facility user groups or areas of potential for significant growth that the Strategy aimed to target, particularly:

- Children under 19;
- Families with young children;
- Young adults 19 to 30; and
- Older people (over 55)

The Cabinet were informed that efforts would also be focused on retaining existing customers whilst seeking to target new markets which included niche segments like cycling.

Having considered the comments of the Overview and Scrutiny Panel (Communities and Customers) the Cabinet,

RESOLVED

to endorse the five year Strategic Plan for One Leisure 'Growing a healthy business', as attached as Appendix 2 (exempt) to the submitted report.

Chairman

**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Waste Service - Service Specification
Meeting/Date:	Overview and Scrutiny Panel (Economy & Growth) – 12 April 2016 Cabinet - 21 April 2016
Executive Portfolio:	Councillor Robin Carter – Executive Councillor for Operations & the Environment
Report by:	Alistair Merrick – Interim Head of Service (Operations)
Ward(s) affected:	All

Executive Summary:

1. The report provides the opportunity for the Panel to scrutinise the draft Waste Management Service Specification before it is submitted to the Cabinet for endorsement. This document is largely concerned with service delivery requirements and enhancing the service provided to the customer and it has been developed to deliver the Council's existing policies for Waste Management.
2. The Service Specification that has been developed to better direct the waste management activities delivered by the Operations Service and to make service delivery arrangements and standards more transparent for residents. This better direction will improve the quality of service delivery with an improved customer focus as required by the Council's Corporate Plan and Customer Services Strategy; and the delivery efficiencies required by the Council's Medium Term Financial Strategy. The service availability details and delivery arrangements will form the core information on the Council's Website regarding the Waste Service provided by the Council.
3. Along with the grounds maintenance service and the street cleansing service, the waste services delivered by the Council are the most visible services delivered by the Council and impacts directly on residents and business in the District.
4. The scope of the Waste Management Service provided by the Council includes all the doorstep collection services, specialist collection services and the trade waste service.
5. The core hours for the delivery of services going forward will be 06.30 to 15.00 for collection services and 17.00 for administrative matters; this constitutes the guarantee to the residents of when services will be available.
6. Active independent monitoring of the Waste Service is being introduced which is done to a prescribed format and the results measured against the annual

performance targets set for the service. It is this auditing that will benchmark the quality of services being delivered against the targets set in the Corporate Plan and the Annual Service Plan. This introduces a higher level of accountability for the managers within the Waste Service.

7. When endorsed the service availability detail, service delivery requirements and standards will be published on the Council's website so that residents have immediate access to the core information regarding the waste service provided by the Council.

Recommendation(s):

That the Cabinet approve the Waste Management Service Specification.

1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the Waste Management Service Specification before it is adopted.

2. BACKGROUND

- 2.1 The Service Specification that has been developed to better direct the waste management activities delivered by the Operations Service and to make service delivery arrangements and standards more transparent for residents. This better direction will improve the quality of service delivery with an improved customer focus as required by the Council's Corporate Plan and Customer Services Strategy; and the delivery efficiencies required by the Council's Medium Term Financial Strategy. The service availability details and delivery arrangements will form the core information on the Council's Website regarding the Waste Service provided by the Council.
- 2.2 Along with the grounds maintenance service and the street cleansing service, the waste services delivered by the Council are the most visible services delivered by the Council and impacts directly on residents and business in the District in terms of their sense of well-being in respect to Huntingdonshire.
- 2.3 The scope of the Waste Management Service provided by the Council is as follows:
- (i) Domestic Waste Collection Service;
 - (ii) Dry Recyclable Waste Collection Service;
 - (iii) Garden Waste Collection Service;
 - (iv) Bulky Household Waste Collection Service;
 - (v) Cement Bonded Asbestos Waste Service;
 - (vi) Clinical Waste Collection Service;
 - (vii) Provision and Management of Textile Recycling Banks;
 - (viii) Trade Waste Collection Service.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 Following a full review of the current services delivered it was confirmed that the service had been operating outside of an adopted service specification consequently the Waste Management Service Specification attached as Appendix 1 to this report has been developed. The review work has included evaluation of all the current service delivery arrangements and standards against best industry practice. Previously this core information has not been available and it is essential to enable effective and efficient deployment of resources and transparency of service delivery arrangements for service users.
- 3.2 The core hours for the delivery of services going forward will be 06.30 to 15.00 for collection services and 17.00 for administrative matters; this constitutes the guarantee to the residents of when services will be available.

- 3.3 Active independent monitoring of the Waste Service is being introduced which is done to a prescribed format and the results measured against the annual performance targets set for the service. It is this auditing that will benchmark the quality of services being delivered against the targets set in the Corporate Plan and the Annual Service Plan. This introduces a higher level of accountability for the managers with the Waste Service.
- 3.4 When endorsed the service availability detail, service delivery requirements and standards will be published on the Council's website so that residents have immediate access to the core information regarding the waste management services provided by the Council.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 The Overview and Scrutiny Panel (Economy and Growth) was presented the Waste Service – Service Specification. Members commented that they had received far less complaints regarding the service since a series of policies and working practices have been implemented.

The Panel commented that they were concerned that there was not the sufficient level of staff within the service especially considering the level of staff sickness however the Panel was informed that the service does have a sufficient level of staff and that management are tacking proactive measures to reduce staff sickness.

Members were pleased that the Waste Service – Service Specification is clearly a customer focused document.

The Panel commented that they thought that six weeks for the delivery of a new bin was a little too long. Members were informed that six weeks was too long and work would be undertaken to reduce the time for a replacement bin to be issued.

The Panel wanted to emphasise to the Cabinet that they supported the opening of waste disposal facilities on bank holidays to allow collection services to be provided on bank holidays.

5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED

- 5.1 The Waste Management Service Specification will bring a new direction for the service and ensure the arrangements for the delivery of the service are transparent for residents and that performance can be benchmarked going forward to meet the targets set in the Corporate Plan and Annual Service Plan. This will enable the Council to better evidence it is delivering a value for money services.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 During 2016/17 the resources within the Waste Service that deliver the services across the District will be fundamentally realigned against the proposed service delivery arrangements and standards but also to delivery substantial efficiencies required by the Council's Medium Term Financial Strategy. Consequently after endorsement by the Cabinet of the Waste Management Service Specification will be immediately used to drive the reconfiguration of the Waste Service.

7. LINK TO THE CORPORATE PLAN

- 7.1 The policy will contribute to the Corporate Plan as follows:

HDC – Waste Management Service Specification

- a) Enhancing fundamentally the built and green environment of the District.
- b) Operations becoming much more business-like and efficient in the way it delivers safe services.
- c) Realignment of the Waste Service against the principles and requirements of the Council's Customer Services Strategy.

8. CONSULTATION

- 8.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users; these will be used to test the appropriateness of the service delivery arrangements from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

9. LEGAL IMPLICATIONS

- 9.1 The Waste Management Service Specification has been drafted to fully comply with all relevant legislation.

10. RESOURCE IMPLICATIONS

- 10.1 The Waste Management Service Specification has been developed within existing resources. The implementation of the service specification will be within the existing resources profile of the Operations Service set out in the Council's Medium Term Financial Strategy.

11. OTHER IMPLICATIONS

- 11.1 The Waste Management Service Specification seeks to ensure the delivery of an appropriate and equitable balance in the provision of the service across the District.

12 REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The scrutinising of the Waste Management Service Specification gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.
- 12.2 To provide clear direction and performance standards through the service specification for the future delivery of the service.

13. LIST OF APPENDICES INCLUDED

- 13.1 Appendix 1: The Waste Service - Service Specification.

BACKGROUND PAPERS

Review of Waste Policies – Approved by the Cabinet on 17 March 2016.

<http://applications.huntingdonshire.gov.uk/moderngov/documents/s78642/Review%20Of%20Waste%20Policies.pdf>

CONTACT OFFICER

Alistair Merrick – Interim Head of Service (Operations)
HDC – Waste Management Service Specification

Tel No. 388635

SERVICE SPECIFICATION - WASTE SERVICE

PARTS

- (i) Domestic Waste Collection Service
- (ii) Dry Recyclable Waste Collection Service
- (iii) Garden Waste Collection Service
- (iv) Bulky Household Waste Collection Service
- (v) Cement Bonded Asbestos Waste Service
- (vi) Clinical Waste Collection Service
- (vii) Provision and Management of Textile Recycling Banks
- (viii) Trade Waste Collection Service
- (ix) Annual Communications Strategy

PART (I) – DOMESTIC WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Service Specification, the following terms shall have the following meanings:

Terms	Meaning
“Authority’s Call Centre”	Means the corporate call centre provided by the Authority for the residents of the Huntingdonshire.
“Domestic Property”	Means a property that is a building or self-contained part of a building which is used wholly for the purposes of living accommodation.
"Domestic Waste"	Means waste from a Domestic Property that results solely from residential activities in that property.
"Domestic Waste Collection Service"	Means the collection and disposal of Domestic Waste from all individual Domestic Properties within Huntingdonshire.
“Exemption List”	Means Domestic Properties where the Waste Service is required to collect waste from the point of storage (i.e. the place where the waste is normally kept by the occupier) and return the waste container to the normal point of storage after emptying.
“Missed Domestic Bin”	Means a bin or sack that has been reported to the Authority’s Call Centre and/or the Business Support Team in Operations as not having been emptied on the designated day of collection in accordance with this Part (i) of this Service Specification.

2. DOMESTIC REFUSE COLLECTION SERVICE

2.1. The Waste Service shall deploy resource to deliver the specified Key Result Areas and Outputs as the same are detailed below:-

Key Result Areas	Outputs
Management, administration and operation of a Domestic Waste Collection Service	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the Domestic Waste Collection Service. • Provide sufficient transport resources to carry out collection and haulage of all Domestic Waste collected to final disposal points.
Increase customer satisfaction levels in respect of the Domestic Waste Collection Service.	<ul style="list-style-type: none"> • Achievement of set satisfaction levels for the Financial Year - in compliance with the set target for the Financial Year pursuant to the Annual Service Plan.

Service Specification - Waste Service (i)

Key Result Areas	Outputs
Establish the number and location of disabled people or residents with mobility restrictions who are incapable of presenting their waste containers for collection.	<ul style="list-style-type: none"> • Establish the number and location of disabled people and residents with mobility restrictions to develop a service delivery plan to provide an equitable service.
Review and update the Exemption List on a monthly frequency.	<ul style="list-style-type: none"> • An up to date Exemption List to be presented to the Authority for approval by 31 December each year.

- 2.2. The Waste Service shall be required to collect all Domestic Waste by means of wheeled bins, supplemented by large capacity bins, and paper/plastic sacks from all Domestic Properties within the boundaries of the Huntingdonshire or neighbouring local authorities on a weekly basis and deliver the collected Domestic Waste to approved disposal points as agreed with the Head of Service (Operations).
- 2.3. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the delivery of the Domestic Waste Collection Service.
- 2.4. The Waste Service shall ensure that all staff employed by the Waste Service in the provision of the Domestic Waste Collection Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Domestic Waste Collection Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.
- 2.5. The Waste Service shall not commence the Domestic Waste Collection Service prior to 06.30hrs or extend the operation beyond 18.00hrs without the consent of the Head of Service (Operations).
- 2.6. The Waste Service shall not collect Domestic Waste on Saturdays or Sundays unless approved by the Head of Service (Operations).
- 2.7. The Waste Service shall provide the Domestic Waste Collection Service on each day of each Financial Year, provided that it will not be required to collect Domestic Waste on 25 December, 26 December and 1 January each year.
- 2.8. The Waste Service shall collect Domestic Waste from each Domestic Property on a designated day each week.

Service Specification - Waste Service (i)

- 2.9. The Waste Service is required to empty all wheeled bins, large capacity bins, paper and plastic sacks positioned by residents on the boundary of their property with the highway (i.e. boundary of premise nearest to or on the highway) and to return empty containers to their original location without creating unnecessary obstruction.
- 2.10. The Waste Service shall maintain and update in accordance with the Council's policies, the Exemption List where the Waste Service is required to collect the wheeled bin, large capacity bins, paper and plastic from the point of storage (i.e. the place where the wheeled bin, large capacity bin, paper or plastic sack is normally kept by the occupier) and to return the waste container to the normal point of storage after emptying.
- 2.11. The Waste Service shall collect Domestic Waste from communal bin cupboards, compounds or designated waste storage areas for flats or similar developments.
- 2.12. The Waste Service shall only remove Domestic Waste contained within the wheeled bin, large capacity bin, paper and plastic sack where the lids of the bins shall be sufficiently closed such as to meet safety standards.
- 2.13. If the Waste Service judges that the waste container contains non-domestic or heavy garden refuse and the emptying of the waste container may cause damage to the vehicle(s) or loss of the container etc, the Waste Service shall notify the resident of the reasons why the container was not emptied at the time of collection. The Waste Service shall specify the action to be taken by the occupier to ensure that the extraneous materials are removed in order that the container can be emptied at the next normal collection.
- 2.14. For Domestic Properties receiving collections via paper or plastic bags, the Waste Service shall deliver to each such property using this system of collection, sufficient quantities of bags to store domestic refuse normally produced at that property between each scheduled collection visit.
- 2.15. The Waste Service shall leave bags referred to in paragraph 2.14 in a secure and convenient place for the occupier, but not push through or leave bags in letterbox openings.
- 2.16. The Waste Service shall ensure collection of Domestic Waste takes place within eight hours of refuse being pulled out to the highway by residents of the Domestic Properties.
- 2.17. The Waste Service shall collect reported Missed Domestic Bins within 48 hours of the business day as follows:-
- Reported before 15.00 on a Monday – to be collected by 15.00 on the following Wednesday;
 - Reported before 15.00 on a Tuesday – to be collected by 15.00 on the following Thursday;
 - Reported before 15.00 on a Wednesday – to be collected by 15.00 on the following Friday;
 - Reported before 15.00 on a Thursday – to be collected by 15.00 on the following Monday;
 - Reported before 15.00 on a Friday – to be collected by 15.00 on the following Tuesday.
- 2.18. The Waste Service shall maintain records and provide regular reports in relation to Missed Domestic Bins to the Head of Service (Operations).

Service Specification - Waste Service (i)

- 2.19 The Head of Service (Operations) in consultation with the Executive Councillor for Operations and Environment shall set a tolerance in respect of Missed Domestic Bins for each Financial Year. This tolerance is the percentage of bins to be collected as part of the Domestic Waste Collection Service which may be Missed Domestic Bins before remedial action and performance management measures will be implemented by the Head of Service (Operations).
- 2.20. The Waste Service shall manage, maintain and update a system and data base for the replacement of damaged or lost containers for the purpose of providing the Domestic Waste Collection Service.
- 2.21. The Waste Service shall remove any spillage arising during the collection of Domestic Waste immediately.
- 2.22 The Waste Service shall ensure the Domestic Service complements other Services provided by the Waste Service.

PART (II) – DRY RECYCLABLE WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (II) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Authority’s Call Centre”	Has the meaning given to it in Part (i) of this Service Specification.
“Domestic Property”	Has the meaning given to it in Part (i) of this Specification Document.
"Dry Recyclable Waste"	Means Domestic Waste (as the same is defined in Part (i) of this Service Specification) from a Domestic Property that is suitable for recycling, to include newspapers and magazines, glass bottles and jars, ferrous and non – ferrous cans.
"Dry Recyclable Waste Collection Service"	Means the collection and disposal of Dry Recyclable Waste from individual Domestic Properties.
“Exemption List”	Has the meaning given to it in Part (i) of this Service Specification.
“Missed Recycling Bin”	Means a bin that has been reported to the Call Centre and/or the Help Business Support Team as not having been emptied on the designated fortnightly day of collection in accordance with this Part (ii) of this Service Specification.

2. DRY RECYCLABLE COLLECTION SERVICE

2.1 The Waste Service shall deploy resource as to deliver specified Key Result Areas and Outputs as the same are detailed below:-

Key Result Areas	Outputs
Management, administration and operation of a Dry Recyclable Waste Collection Service	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the Dry Recyclable Waste Collection Service. • Sufficient transport resources to carry out collection and haulage of Dry Recyclable Waste collected and delivered to final disposal points.
Increase Dry Recycling Rates	Achieve the following rates:- <ul style="list-style-type: none"> • 2016/17 – 25%; • 2017/18 – 26%.

Service Specification - Waste Service (ii)

Key Result Areas	Outputs
	<ul style="list-style-type: none"> 2018/19 – 28%
Increase customer satisfaction levels in respect of recycling	<ul style="list-style-type: none"> Achieve the levels set out in the adopted Annual Service Plan – Customer Satisfaction with the Waste Service – in compliance with the set target for the Financial Year pursuant to the Annual Service Plan.
Raise profile of recycling in Authority services through provision of appropriate facilities	<ul style="list-style-type: none"> Contribution to overall increase in Recycling Rate – in compliance with the set target for the Financial Year pursuant to the Annual Service Plan.
Establish number and location of disabled or residents with mobility restrictions who are incapable of presenting their waste containers for collection.	<ul style="list-style-type: none"> Establish number and location in order to develop plan to provide an equitable service.
Review the Exemption List and update on a monthly frequency	<ul style="list-style-type: none"> An up to date Exemption List to be presented to the Authority for approval by 31 March each year.

- 2.2 The Waste Service shall be required to separate and collect Dry Recyclable Waste presented in 140/240 litre blue wheeled bins from Domestic Properties within the boundaries of Huntingdonshire or neighbouring local authorities and deliver the collected Dry Recyclable Waste to approved disposal points as agreed with the Head of Service (Operations).
- 2.3 The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the delivery of the Dry Recyclable Waste Collection Service.
- 2.4 The Waste Service shall ensure that all staff employed by the Waste Service in the provision of the Dry Recyclable Waste Collection Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Dry Recyclable Waste Collection Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;

Service Specification - Waste Service (ii)

- All relevant Health and Safety procedures.
- 2.5 The Waste Service shall not commence the Dry Recyclable Waste Collection Service prior to 06.30hrs or extend the operation beyond 18.00hrs without the consent of the Head of Service (Operations).
- 2.6 The Waste Service shall not collect Dry Recyclable Waste on Saturdays or Sundays unless approved by the Head of Service (Operations).
- 2.7 The Waste Service will provide the Dry Recyclable Waste Collection Service on each day of the Contract Year, provided that it will not be required to collect Dry Recyclable Waste on 25 December, 26 December and 1 January each year.
- 2.8 The Waste Service shall collect Dry Recyclable Waste from each Domestic Property taking part in the scheme on the same day each fortnight.
- 2.9 The Waste Service is required to empty all 140/240 litre blue wheeled bins positioned by residents on the boundary of their property (i.e. edge of premise nearest to the point of emptying) or on the highway and to return empty containers to their original location, without creating unnecessary obstruction.
- 2.10 The Waste Service shall maintain and update in accordance with the Head of Service (Operations)'s policies, the Exemption List where the Waste Service is required to collect the 240 litre blue wheeled bins from the point of storage (i.e. the place where the blue wheeled bin is normally kept by the occupier) and to return the waste container to the normal point of storage after emptying.
- 2.11 If the Waste Service judges that the Dry Waste Recyclable Bin contains non-recyclable materials then the Waste Service shall notify the resident of the reasons why the container was not emptied at the time of collection. The Waste Service shall specify the action to be taken by the occupier to ensure the non-recyclable materials are removed in order that the container can be emptied at the next collection.
- 2.12 The Waste Service shall ensure collection of Dry Recyclable Waste takes place within eight hours of refuse being placed on the highway by the residents of the Domestic Properties.
- 2.13 The Waste Service shall collect reported Missed Recycling Bins as follows:-
- Reported before 15.00 on a Monday – to be collected by 15.00 on the following Wednesday;
 - Reported before 15.00 on a Tuesday – to be collected by 15.00 on the following Thursday;
 - Reported before 15.00 on a Wednesday – to be collected by 15.00 on the following Friday;
 - Reported before 15.00 on a Thursday – to be collected by 15.00 on the following Monday;
 - Reported before 15.00 on a Friday – to be collected by 15.00 on the following Tuesday.

Service Specification - Waste Service (ii)

- 2.14 The Waste Service shall maintain records and provide regular reports in relation to Missed Recycling bins to the Head of Service (Operations).
- 2.15 The Head of Service (Operations) in consultation with the Executive Councillor for Operations and Environment shall agree a tolerance in respect of Missed Recycling Bins for each Financial Year. This tolerance is the percentage of bins to be collected as part of the Domestic Waste Collection Service which may be Missed Recycling Bins before remedial action and performance management measures will be implemented by the Head of Service (Operations).
- 2.16 The Waste Service shall manage, maintain and update a system and data base for the delivery of new, the replacement of damaged or lost 140/240 litre blue wheeled bins for the purpose of providing the Dry Recyclable Waste Collection Service. This will include the provision and delivery of a leaflet detailing collection details and approved materials for collection.
- 2.17 The Waste Service shall remove any spillage arising during the operation immediately.
- 2.18 The Waste Service shall operate a monitoring system for the measurement of the Dry Recyclables Collection Service to confirm on a daily basis the tonnage of each material collected per round.
- 2.19 The Waste Service shall ensure the Dry Recyclable Waste Collection Service complements other Services provided by the Waste Service.

PART (III) - GARDEN WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (III) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Head of Service (Operations)’s Call Centre”	Has the meaning given to it in Part (i) of this Service Specification.
“Domestic Property”	Has the meaning given to it in Part (i) of this Service Specification.
"Domestic Waste"	Has the meaning given to it in Part (i) of this Service Specification.
"Garden Waste"	Means Domestic Waste from a Domestic Property that is suitable for composing, to include, grass cuttings, hedge trimmings, leaves, twigs, cut flowers, plants, weeds, bark, woody green waste up to six inches in diameter and windfall.
"Garden Waste Collection Service"	Means the collection and disposal of Garden Waste from individual Domestic Properties.
“Exemption List”	Has the meaning given to it in Part (i) of this Service Specification.
“Missed Garden Bins”	Means a bin that has been reported to the Head of Service (Operations)’s Call Centre and/or the Business Support Team as not having been emptied on the designated weekly day of collection in accordance with this Part (iii) of this Service Specification.

2. GARDEN WASTE COLLECTION SERVICE

2.1. The Waste Service shall deploy resource to deliver service specified Key Result Areas and Outputs as the same are detailed below:-

Key Result Areas	Outputs
Management, administration and operation of a Garden Waste Collection Service	<ul style="list-style-type: none"> • Sufficient numbers of trained and qualified staff to successfully carry out the Garden Waste Collection Service. • Sufficient transport resources to carry out collection and haulage of Garden Waste to final disposal points.
Increase composting rates	Achieve the following rates: <ul style="list-style-type: none"> • 2016/17 - 34%;

Service Specification - Waste Service (iii)

Key Result Areas	Outputs
	<ul style="list-style-type: none"> • 2017/18 – 35%. • 2018/19 – 35%
Increase customer satisfaction levels in respect of recycling	<ul style="list-style-type: none"> • Achieve the levels set out in the adopted Annual Service Plan – Customer Satisfaction with the Waste Service – in compliance with the set target for the Financial Year pursuant to the Annual Service Plan.
Raise profile of recycling in Head of Service (Operations) services through provision of appropriate facilities	<ul style="list-style-type: none"> • Contribution to overall increase in Recycling Rate – in compliance with the set target for the Financial Year pursuant to the Annual Service Plan.
Establish number and location of disabled residents or residents with mobility restrictions who are incapable of presenting their waste containers for collection.	<ul style="list-style-type: none"> • Establish number and location in order to develop plan to provide an equitable service.
Review the Exemption List and update on a monthly frequency	<ul style="list-style-type: none"> • An up to date Exemption List to be presented to the Head of Service (Operations) for approval by 31 March each year.

- 2.2. The Waste Service shall be required to collect Garden Waste presented in 240 litre green wheeled bins from Domestic Properties within the boundaries of Huntingdonshire or neighbouring local authorities on a fortnightly basis and deliver the collected Garden Waste to approved disposal points as agreed with the Head of Service (Operations).
- 2.3. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the delivery of the Garden Waste Collection Service.
- 2.4. The Waste Service shall ensure that all staff employed by the Waste Service in the provision of the Garden Waste Collection Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Garden Waste Collection Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.

Service Specification - Waste Service (iii)

- 2.5. The Waste Service shall not commence the Garden Waste Collection Service prior to 06.30hrs or extend the operation beyond 18.00hrs without the consent of the Head of Service (Operations).
- 2.6. The Waste Service shall not collect Garden Waste on Saturdays or Sundays unless approved by the Head of Service (Operations).
- 2.7. The Waste Service will provide the Garden Waste Collection Service on each day of the Contract Year, provided that it will not be required to collect Garden Waste 25 December, 26 December and 1 January each year.
- 2.8. The Waste Service shall collect Garden Waste from each Domestic Property taking part in the scheme on the same day each fortnight.
- 2.9. The Waste Service is required to empty all 240 litre wheeled bins positioned by residents on the boundary of their property (i.e. edge of premise nearest to the point of emptying) or on the highway and to return empty containers to their original location, without creating unnecessary obstruction.
- 2.10. The Waste Service shall maintain and update in accordance with the Head of Service (Operations)'s policies, the Exemption List where the Waste Service is required to collect the 240 litre green wheeled bins from the point of storage (i.e. the place where the 240 litre green wheeled bin is normally kept by the occupier) and to return the waste container to the normal point of storage after emptying.
- 2.11. If the Waste Service judges that the Garden Waste bin contains contaminated or non-recyclable materials then the Waste Service shall notify the resident of the reasons why the container was not emptied at the time of collection. The Waste Service shall specify the action to be taken by the occupier to ensure the contaminated or non-recyclable materials are removed in order that the container can be emptied at the next collection.
- 2.12. The Waste Service shall ensure collection of Garden Waste takes place within eight hours of waste being pulled out to the highway by the residents of the Domestic Properties.
- 2.13. The Waste Service shall collect reported Missed Garden Bins as follows:-
 - Reported before 15.00 on a Monday – to be collected by 15.00 on the following Wednesday;
 - Reported before 15.00 on a Tuesday – to be collected by 15.00 on the following Thursday;
 - Reported before 15.00 on a Wednesday – to be collected by 15.00 on the following Friday;
 - Reported before 15.00 on a Thursday – to be collected by 15.00 on the following Monday;
 - Reported before 15.00 on a Friday – to be collected by 15.00 on the following Monday.
- 2.14. The Waste Service shall maintain records and provide regular reports in relation to Missed Garden Bins to the Head of Service (Operations).

Service Specification - Waste Service (iii)

- 2.15 The Head of Service (Operations) in consultation with the Executive Councillor for Operations and Environment shall agree a tolerance in respect of Missed Garden Bins for each Contract Year. This tolerance is the percentage of bins to be collected as part of the Domestic Waste Collection Service which may be Missed Garden Bins before remedial action and performance management measures will be implemented by the Head of Service (Operations).
- 2.16 The Waste Service shall manage, maintain and update a system and data base for the delivery of new, the replacement of damaged or lost containers for the purpose of providing the Garden Waste Collection Service. This will include the provision and delivery of a leaflet detailing collection details and approved materials for collection.
- 2.17 The Waste Service shall remove any spillage arising during the operation immediately.
- 2.18 The Waste Service shall provide a monitoring system for the measurement of the Garden Waste Collection Service to confirm on a daily basis tonnage of material collected per round.
- 2.19 The Waste Service shall ensure the Garden Waste Collection Service complements other Services provided by the Waste Service.

PART (IV) - BULKY HOUSEHOLD WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (IV) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Head of Service (Operations)’s Call Centre”	Has the meaning given to it in Part (i) of this Service Specification.
"Bulky Household Waste"	Means large and/or extraneous items from Domestic Properties (as the same are defined in Part (i) of this Service Specification), (including, without limitation, furniture, kitchen items and other household items) but it excludes builders rubble, construction material, garden waste or house clearances.
"Bulky Household Waste Collection Service"	Means the special collection and disposal of Bulky Household Waste from individual Domestic Properties following the residents of such properties having pre-booked the service.
“Domestic Properties”	Has the meaning given to it in Part (i) of this Service Specification.

2. BULKY HOUSEHOLD WASTE COLLECTION SERVICE

2.1. The Waste Service shall deploy such resources as to deliver the Key Result Area and Outputs as the same are detailed below:

Key Result Areas	Outputs
Management, administration and operation of a Bulky Household Waste Collection Service	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the Bulky Household Waste Collection Service. • Provide sufficient transport resources to carry out collection and haulage of Bulky Household Waste collected to final disposal points.

2.2. The Waste Service shall be required to collect and dispose of Bulky Household Waste from individual Domestic Properties within the boundaries of Huntingdonshire after the residents have pre-booked and paid for the Bulky Household Waste Collection Service. Requests for such service will be made through the Call Centre and payments will be made by the residents to the business Support Team.

2.3. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the delivery of the Bulky Household Waste Collection Service.

Service Specification - Waste Service (iv)

- 2.4. The Waste Service shall ensure that all staff employed by the Waste Service in the provision of the Bulky Household Waste Collection Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Bulky Household Waste Collection Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.
- 2.5. The Waste Service shall develop and operate a computerised administration system for managing the Bulky Household Waste Collection Service requests received from the Call Centre.
- 2.6. Within 10 (ten) Business Days of receiving a service request from the Call Centre the Waste Service shall provide the customer with a specific calendar date on which the collection of their Bulky Household Waste will take place.
- 2.7. The Waste Service shall complete the collection of Bulky Household Waste in accordance with calendar dates notified to customers.
- 2.8. Items collected shall be delivered to final disposal points agreed with the Head of Service (Operations).
- 2.9. The Waste Service shall agree with the Head of Service (Operations) in consultation with the Executive Councillor for Operations and Environment a schedule of charges to be charged to the customers by the Waste Service for the Bulky Household Waste Collection Service in February each year for implementation in April each year.
- 2.10. The Waste Service shall ensure the Bulky Household Waste Collection Service complements other Services provided by the Waste Service.

PART (V) – CEMENT BONDED ASBESTOS WASTE SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (V) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Head of Service (Operations)’s Call Centre”	Has the meaning given to it in Part (i) of this Service Specification.
“Cement Bonded Asbestos Waste”	Means asbestos waste of the following profile: <ul style="list-style-type: none"> • Asbestos cement roofs; • Asbestos cement wall and ceiling cladding; • Asbestos down pipes and gutters; • Asbestos cement flues; • Asbestos promenade tiles (used in walkways).
“Cement Bonded Asbestos Waste Service”	Means the provision of grey disposal sacks on request, confirmation of a disposal site to be used (including the customers preferred date and time for disposal) and the provision of a unique disposal code to authorise the disposal.
“Domestic Properties”	Has the meaning given to it in Part (i) of this Service Specification.

2. CEMENT BONDED ASBESTOS WASTE SERVICE

2.1. The Waste Service shall deploy such resources as to deliver the Key Result Area and Outputs as the same are detailed below:

Key Result Areas	Outputs
Management and administration of a Cement Bonded Asbestos Waste Service	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the Cement Bonded Asbestos Waste Service.

2.3. The Waste Service shall be required through the Business Support Team to:

- Handle requests for the Cement Bonded Asbestos Waste Service, including seeking proof of residency to confirm eligibility for the service.
- Confirm the number of specialist grey disposal sacks to be provided (up to a maximum of 9 within a 6 month period).
- Confirm the site for the disposal of the cement based asbestos, including the customers preferred date and time for disposal).
- Confirm the customer’s vehicle make, model and registration for the vehicle to be used for the disposal.
- Provide a unique code to authorise the disposal which shall be written on each grey disposal sack provided.

Service Specification - Waste Service (v)

- 2.3. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the delivery of the Cement Bonded Asbestos Waste Service.
- 2.4. The Waste Service shall ensure that all staff employed in the Business Support Team and involved in the provision of the Cement Bonded Asbestos Waste Service are at all times properly and sufficiently trained, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Cement Bonded Asbestos Waste Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.
- 2.5. The Waste Service through the Business Support Team shall develop and operate a computerised administration system for managing the Cement Bonded Asbestos Waste Service requests received from the Call Centre. The Head of Service (Operations) on request shall be given access to this system.
- 2.6. Within 10 (ten) Business Days of receiving a service request from the Call Centre the Waste Service shall provide the customer with a specific calendar date on which the grey disposal sacks can be collected.
- 2.7. The Waste Service shall in accordance with calendar dates notified to customers:
- Handle requests for the Cement Bonded Asbestos Waste Service, including seeking proof of residency to confirm eligibility for the service.
 - Confirm the number of specialist grey disposal sacks to be provided (up to a maximum of 9 within a 6 month period).
 - Confirm the site for the disposal of the cement based asbestos, including the customers preferred date and time for disposal).
 - Confirm the customer's vehicle make, model and registration for the vehicle to be used for the disposal.
 - Provide a unique code to authorise the disposal which shall be written on each grey disposal sack provided.
- 2.8. The Waste Service shall ensure at all times that sufficient grey disposal sacks are in store and available to residents to facilitate the collection of their Cement Bonded Asbestos Waste.
- 2.9. The Waste Service shall ensure the Cement Bonded Asbestos Waste Service complements other Services provided by the Waste Service.

PART (VI) - CLINICAL WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (VI) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Head of Service (Operations)’s Call Centre”	Has the meaning given to it in Part (i) of this Service Specification.
“Clinical Waste”	Means dialysis waste only.
“Clinical Waste Collection Service”	Means the special collection and disposal service from individual Domestic Properties of Clinical Waste following the residents of the properties having pre-booked the service through the relevant Clinical Commissioning Group.
“Clinical Commissioning Group”	NHS organisations set up by the Health and Social Care Act 2010 to organise the delivery of NHS services in England.
“Domestic Properties”	Has the meaning given to it in Part (i) of this Service Specification.

2. CLINICAL WASTE COLLECTION SERVICE

2.1. The Waste Service shall deploy such resources as to deliver the Key Result Areas and Outputs as the same as below:

Key Result Areas	Outputs
Management, administration and operation of a Clinical Waste Collection Service	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the Clinical Waste Collection Service. • Provide sufficient transport resources to carry out collection and haulage of Clinical Waste collected to final disposal points.

2.2. The Waste Service shall be required to collect and dispose of Clinical Waste from individual Domestic Properties within the boundaries of Huntingdonshire after the residents having pre-booked the Clinical Waste Collection Service through their relevant Clinical Commissioning Group. Requests for such service will be made through the Call Centre and then shall be approved by the relevant Clinical Commissioning Group.

Service Specification - Waste Service (vi)

- 2.3. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all related codes of practice, Guidance and statutory instruments relating to the delivery of the Clinical Waste Collection Service.
- 2.4. The Waste Service shall ensure that all staff employed by the Waste Service in the provision of the Clinical Waste Collection Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Clinical Waste Collection Service;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.
- 2.5. The Waste Service through the Business Support Team shall develop and operate a computerised administration system for managing the Clinical Waste Collection Service.
- 2.6. With 10 (ten) Business Days of receiving a confirmation from the relevant Clinical Commissioning Group to provide the service the Waste Service shall provide the customer with a specific calendar date on which the collection of their Clinical Waste will take place.
- 2.7. The Waste Service shall complete the collection of Clinical Waste in accordance with calendar dates notified to customers.
- 2.8. The Waste Service shall be delivered to final disposal points agreed with the Head of Service (Operations).
- 2.9. The Waste Service shall possess a current Waste Carriers Licence in accordance with the Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1991.
- 2.10. The Waste Service shall ensure that any relevant transfers shall be fully documented in the form of a Waste Transfer Note in accordance with the Environmental Protection (Duty of Care) Regulations, 1991 and the Code of Practice on the Duty of Care.
- 2.11. The Waste Service shall ensure the Clinical Waste Collection Service compliments other Services provided by the Waste Service.

PART (VII) – PROVISION AND MANAGEMENT OF TEXTILE RECYCLING BANKS

1. DEFINITIONS

1.1 For the purposes of this Part (VII) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Recycling Banks”	Means purpose built containers placed at strategic locations throughout the Huntingdonshire for the recycling of textiles from a Domestic Properties.
“Textiles”	Means bedding (sheets, blankets, duvets and pillow cases) and clothes and other cloth items.
“Domestic Property”	Has the meaning given to it in Part (i) of this Service Specification.
“Domestic Waste”	Has the meaning given to it in Part (i) of this Service Specification.

2. TEXTILE RECYCLING BANKS

2.1. The Waste Service shall procure and manage Textile Recycling Bans at 21 strategic locations confirmed with the Head of Service (Operations) to deliver the specified Key Result Areas and Outputs as detailed below:-

Key Result Areas	Outputs
Management and administration and of Textile Recycling Banks across Huntingdonshire.	<ul style="list-style-type: none"> • Provide sufficient numbers of trained and qualified staff to successfully carry out the management and administration of Textile Recycling Banks. • Sufficient transport resources to carry out collection and haulage of Bring Site Waste to final disposal points.
Increase customer satisfaction levels in respect of recycling	<ul style="list-style-type: none"> • Achieving the levels set out in BVPI 90b – Customer satisfaction with Waste Recycling (Local Facilities) – in compliance with the set target for the Contract Year pursuant to the Annual Service Plan.
Raise profile of recycling in Huntingdonshire through provision of appropriate facilities.	<ul style="list-style-type: none"> • Contribution to overall increase in Recycling Rate – in compliance with the set target for the Contract Year pursuant to the Annual Service Plan.

Service Specification - Waste Service (vi)

- 2.2. The Waste Service shall annual review the provision of Textile Recycling Banks in respect of their performance and make recommendation to the Head of Service (Operations) for any amendments to the number (21) and location of the Textile Recycling Banks. The number and location of Textile Recycling Banks shall not be changed without the written approval of the Head of Service (Operations).
- 2.3. The Waste Service shall develop a service specification and contract documents for the provision and operation of Textile Recycling Banks; and then procure a contractor to provide and operate the Textile Recycling Banks at no cost to the Authority.
- 2.4. The Waste Service is manage the contractor and ensure the following:
- Emptying of all Textile Recycling Banks as often as is reasonably required to ensure that there is capacity in such containers for Textiles to be deposited in a safe, proper and orderly manner at all times.
 - Return of empty containers to the original position on the site after emptying has been completed without creating unnecessary obstruction and leaving the Textile Recycling Banks in a state of good order and cleanliness after each emptying.
 - Ensure that the contractor carries out maintenance works required to Textile Recycling Banks to ensure they are fit for purpose, serviceable and safe for use by the public.
 - Ensure that the contractor replaces as appropriate to comply with the obligations of this Service Specification at their own cost, ensuring at all times that there are no less than 19 Textile Recycling Banks which are fit for purpose, serviceable and safe for use by the public within the Huntingdonshire.
- 2.5. The Waste Service shall be fully cognisant of current waste management related Law and any modifications or re-enactment thereof, and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the management, administration and operation of Textile Recycling Banks.
- 2.6. The Waste Service shall ensure that all staff employed by the Waste Service and the appointed contractor in the provision of the Textile Recycling Banks are at all times properly and sufficiently qualified, experienced and instructed with regard to:-
- The task or tasks such person has to perform;
 - All relevant provisions of this Service Specification;
 - All relevant Law relating to the provision of the Textile Recycling Banks;
 - The need to maintain the highest standards of courtesy and consideration;
 - The need to carry out their duties in an orderly manner as may be practicable;
 - All relevant Health and Safety procedures.
- 2.7. The collections by the appointed contractor shall not commence prior to 07.00 hrs or extend beyond 18.00hrs. These hours can only be extended with the prior consent of the Head of Service (Operations).

Service Specification - Waste Service (vi)

- 2.8. The appointed contractor shall collect all waste left at the side of the Textile Recycling Banks and dispose of it in an appropriate manner in accordance with Law.
- 2.9. If the Waste Service judges that the Textile Recycling Banks contain contaminated materials then the Waste Service shall ensure the appointed contractor dispose of the waste at an approved waste disposal point.
- 2.10. The Waste Service shall ensure that all Textile Recycling Banks are emptied prior to and after Bank Holidays.
- 2.11. The Waste Service shall ensure that an adequate site cleansing programme is implemented to take into account the individual needs of each Textile Recycling Bank.
- 2.12. The Waste Service shall initiate enforcement procedures if fly tipping occurs at any of the Textile Recycling Banks and report all such matters and their outcomes to the Head of Service (Operations). Having regard to the necessity to retain certain fly tipped waste as evidence, the Waste Service shall remove and suitably dispose of all fly tipped waste from such sites in accordance with current Law and the Authority's waste disposal policies.
- 2.13. The Waste Service is expected to ensure that all Textile Recycling Banks are in a serviceable condition. Any unserviceable containers must be replaced with new containers.
- 2.14. The Waste Service shall make arrangements for the regular maintenance of all Textile Recycling Banks to include repairs to all the containers, and associated equipment, to the standard required by the Environmental Legislation and Health and Safety specified including Manual Handling and Pull Push Regulations (European Standard EN 840-5).
- 2.15. The Waste Service shall ensure all the signage associated with each Textile Recycling Bank is both clean, in good condition and sited in positions that are visible to the public and ensure that they are clean and free of graffiti. All contact names/telephone numbers which are current at the time shall be in place.
- 2.16. Waste Service shall put systems in place for the provision of both new Textile Recycling Banks and the removal of unproductive Textile Recycling Banks as agreed with the Head of Service (Operations).
- 2.17. Where a Textile Recycling Bank is damaged by vandalism or otherwise, the Waste Service shall instruct the appointed contractor, at its own cost, repair any such damage including burnt out containers or residue from these containers whether in core hours or via out of hours call outs. These incidents should be recorded in a written format and a copy sent to the Head of Service (Operations).
- 2.18. The Waste Service shall establish baseline information on waste deposited at Textile Recycling Banks to ensure on-going monitoring and evaluation of the effectiveness of the Bring Site network.
- 2.19. The Waste Service shall ensure the Textile Recycling Banks service provided complements other Services provided by the Waste Service.

PART (VIII) - TRADE WASTE COLLECTION SERVICE

1. DEFINITIONS

1.1 For the purposes of this Part (VIII) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Commercial Property”	Means a property that is a building or self-contained part of a building which is used wholly for commercial purposes.
“Trade Waste”	Means waste as prescribed in the Control of Pollution Act 1974, and the Waste Collection and Disposal Regulations 1988.
“Trade Waste Collection Service”	Means the collection and disposal of Trade Waste from Commercial Properties.

2. TRADE WASTE COLLECTIONS

- 2.1. The Waste Service shall provide at nil cost to the authority a Trade Waste Collection Service to discharge the Authority’s legal obligation to ensure such a service is offered within the Huntingdonshire. For the avoidance of doubt, the Waste Service can charge the recipients directly for the Trade Waste Collection Service provided.
- 2.2. The Waste Service shall fix fees and charges for the Trade Waste Collection Service at market rates each year by 31 January for approval by the Head of Service (Operations) in consultation with the Executive Councillor for Operations and Environment.
- 2.3. The Waste Service shall ensure the Trade Waste Collection Service complements other Services provided by the Waste Service.

PART (IX) - ANNUAL COMMUNICATION STRATEGY (INCLUDING AWARENESS CAMPAIGNS)

1. DEFINITIONS

1.1 For the purposes of this Part (IX) of this Service Specification, the following terms shall have the following meanings:

Term	Meaning
“Annual Communications Strategy”	Means an annual programme of promotional activities to support the effective and efficient delivery of the Services.
“Awareness Campaigns”	Means specific promotional projects to improve awareness of waste minimisation and recycling that form part of the Annual Communications Strategy.

2. ANNUAL COMMUNICATIONS STRATEGY (AWARENESS CAMPAIGNS) REQUIREMENTS

2.1. The Waste Service shall deploy and resource such functions required to deliver Key Result Areas and Outputs as the same are detailed at paragraph 2.2 below. In particular the Annual Communications Strategy will be aimed at improving and maximising recycling participation rates.

2.2. The Waste Service shall prepare an Annual Communications Strategy with associated Awareness Campaigns to deliver the following:

Key Result Areas	Outputs
Increased Recycling and Composting Rates	Achieving the Combined Recycling and Composting Rates set out in the Annual Service Plan as follows: <ul style="list-style-type: none"> • 2016/17 - 55%; • 2017/18 – 57%. • 2018/19 – 58%
Increased Customer Satisfaction Levels in respect of the Waste Service	Achieving the satisfaction rates set out in the Annual Service Plan as follows: <ul style="list-style-type: none"> • 2016/17 - 80%; • 2017/18 – 83%. • 2018/19 – 86%
Raised profile of recycling in Head of Service (Operations) services through provision of appropriate facilities	BVPI82a Contribution to overall increase in Recycling Rate – targets to be agreed on an annual basis in compliance with the set target for the Contract Year pursuant to the Annual Service Plan.

Service Specification - Waste Service (viii)

Key Result Areas	Outputs
Raised profile of recycling facilities available to trade organisations within the Huntingdonshire	Local Indicator to be developed to demonstrate increase in recycling activity in respect of trade organisations against the local indicator.
Investigate good practice in respect of waste minimisation	Develop plan for waste minimisation to deliver the household waste to landfill targets set out in the Annual Service Plan: <ul style="list-style-type: none"> • 2016/17 - 45%; • 2017/18 – 44%. • 2018/19 – 43%
Produce and implement annual communication strategy and awareness plan to promote waste minimisation.	Develop the communication strategy and awareness plan for waste minimisation to deliver the household waste to landfill targets set out in the Annual Service Plan: <ul style="list-style-type: none"> • 2016/17 - 45%; • 2017/18 – 44%. • 2018/19 – 43%
Provide internet page/s in respect of the Services.	Provide and maintain internet page/s in compliance with the authority's standards for its website.

- 2.3 The Waste Services' Annual Communications Strategy shall contain projects to progress and deliver the stated Key Result Areas and Outputs set out above. The strategy shall include costs for the delivery of the projects.
- 2.4 The Waste Service shall provide the draft Annual Communications Strategy to the Head of Service (Operations) by 31st January each year for the Head of Service (Operations) to approve by 31st March of the same year. If no Service Specification is reached the previous year's Annual Communications Strategy shall be adopted.
- 2.5 The Waste Service will deploy an awareness function that will gain the public's commitment to general environmental objectives, to the practical application of waste minimisation principles, and the aims of recycling.
- 2.6 The awareness function will be co-ordinated with the Waste Service's Annual Communications Strategy to ensure a co-ordinated approach.
- 2.7 The purpose of the awareness projects is to create ownership of the environmental objectives by:-
- Keying in with other school activities and parts of the curriculum;
 - RECAP re-cycling and reusing events;

- Specific school based initiatives;
- One-off events;
- Newsletters;
- District-wide competitions e.g. poster making;

2.8 Other awareness projects will include:-

- Attendance at Residents Meetings, Town and Parish Councils;
- Linking with Enforcement activity, including work programmes of Enforcement Officers;
- Making presentations and staging displays;
- Liaising with RECAP, WRAP, etc, on such events;
- Working with other community groups, churches, special interest groups, etc.

2.9. The Waste Service shall ensure the Annual Communications Strategy and associated Awareness Campaigns complement other Services provided by the Waste Service.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Street Scene Service – Scoping Report.

Meeting/Date: Overview and Scrutiny Panel (Economy & Growth) – 12 April 2016
Cabinet – 21 April 2016

Executive Portfolio: Councillor Robin Carter – Executive Councillor for Operations & the Environment

Report by: Alistair Merrick – Interim Head of Service (Operations)

Ward(s) affected: All

Executive Summary:

1. The report provides the opportunity for the Panel to scrutinise the proposed service delivery arrangements for the deployment of integrated maintenance arrangements for the public realm in Huntingdonshire.
2. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. The proposals have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds Maintenance recently approved by the Cabinet following robust scrutiny. This includes the following:
 - The area based management arrangements for the service;
 - The area staff deployment arrangements for street cleansing and grounds maintenance, specifically the areas to maintained by each team;
 - The new mechanical sweeping regimes to optimise the use of capital equipment;
 - The new grass cutting arrangements for large sites to optimise the use of capital equipment;
 - The future arrangements for weed treatment.
3. The scope of the works to be provided by the integrated Street Scene Service area as follows:

Grounds Maintenance	Street Cleansing
<ul style="list-style-type: none">• Grass maintenance.	<ul style="list-style-type: none">• Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.
<ul style="list-style-type: none">• Amenity shrub beds (Inc. herbaceous borders & rose Beds).	<ul style="list-style-type: none">• Litter bin emptying.

• Pruning of roses.	• Cleansing of gullies.
• Seasonal Bedding Displays.	• Cleansing of Industrial Estates.
• Preparation & maintenance of hanging baskets.	• Removal of fly tipped materials from Council owned land and the Highway.
• Formal and informal hedge maintenance.	• Removal of graffiti and flyposting that is offensive or on a Public Building.
• Maintenance of dykes, ditches & watercourses.	
• Minor tree works.	

4. The core hours for the delivery of the service going forward will be between 07.00 and 16.30 with some fluctuation for seasonal working requirements and this constitutes the guarantee to the residents of when the service will be available.
5. Active independent monitoring of the grounds maintenance activities and street cleansing activities is being introduced which is done to a prescribed format and the results measured against the annual performance targets set for the service and presented together to give better measurement of the overall maintenance of the public realm in the District. It is this auditing that will benchmark the quality of services being delivered against the targets set in the Corporate Plan and the Annual Service Plan. This introduces a higher level of accountability for the managers within the Street Scene Service.
6. When endorsed the area based service delivery arrangements will be published on the Council's website so that residents have immediate access to the core information regarding the integrated Street Scene Service provided by the Council.

Recommendation(s):

That the Cabinet approve the service delivery arrangements for the integrated Street Scene Service.

1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the service delivery arrangements to delivery an area based and integrated Street Scene Service to better maintain the public realm of Huntingdonshire before these arrangements are adopted.

2. BACKGROUND

- 2.1 The proposals have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds Maintenance recently approved by the Cabinet following robust scrutiny. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. This includes the following:

- The area based management arrangements for the service;
- The area staff deployment arrangements for street cleansing and grounds maintenance, specifically the areas to maintained by each team;
- The new mechanical sweeping regimes to optimise the use of capital equipment;
- The new grass cutting arrangements for large sites to optimise the use of capital equipment;
- The future arrangements for weed treatment.

- 2.2 The scope of the works to be provided by the integrated Street Scene Service area as follows:

Grounds Maintenance	Street Cleansing
<ul style="list-style-type: none">• Grass maintenance.	<ul style="list-style-type: none">• Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.
<ul style="list-style-type: none">• Amenity shrub beds (Inc. herbaceous borders & rose Beds).	<ul style="list-style-type: none">• Litter bin emptying.
<ul style="list-style-type: none">• Pruning of roses.	<ul style="list-style-type: none">• Cleansing of gullies.
<ul style="list-style-type: none">• Seasonal Bedding Displays.	<ul style="list-style-type: none">• Cleansing of Industrial Estates.
<ul style="list-style-type: none">• Preparation & maintenance of hanging baskets.	<ul style="list-style-type: none">• Removal of fly tipped materials from Council owned land and the Highway.
<ul style="list-style-type: none">• Formal and informal hedge maintenance.	<ul style="list-style-type: none">• Removal of graffiti and flyposting that is offensive or on a Public Building.
<ul style="list-style-type: none">• Maintenance of dykes, ditches & watercourses.	
<ul style="list-style-type: none">• Minor tree works.	

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 Following on from the restructure of the Operations Service and adoption of the new operating model a full review of the service delivery arrangements was undertaken and consequently the proposals for future integrated and area based service delivery arrangements have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning and Grounds

Maintenance recently approved by the Cabinet after robust scrutiny. The proposals bring together fundamentally remodelled service delivery arrangements for street cleansing and grounds maintenance to be delivered on an area basis. The purpose being to introduce a more holistic and customer focused approach. Following on in this section further detail is provided of these future proposed area based service delivery arrangements.

3.2 The **Area Based Management Arrangements:** The Street Service will be led by the Operations Manager (Environmental Services) who also has the responsibility for strategic planning and development projects in relation to the public realm (Inc. green spaces). The Operations Manager will be supported by two Area Managers; one responsible for the north of the District and one responsible for the south of the District. This is to give Councillors and residents a single point of contact and responsible manager for all Street Scene matters. **Appendix 1** contains the organisational structure for Environmental Services, including Street Scene Services.

3.3 The **Area Based Staff Deployment Arrangements:** Detailed below are the proposed area based staff deployment arrangements for street cleansing and grounds maintenance:

Street Cleansing	Team Leader	Driver/Operatives	Operatives	Total Staffing
South Zone:				
Team Leaders/Road Sweeper Drivers	2	0	0	2
Street Orderly - Huntingdon	0	0	1	1
Street Orderly - St Neots			1	1
Precinct Sweeper - Huntingdon (with extended cleansing routes)	0	1	0	1
Precinct Sweeper - St Neots (with extended cleansing routes)	0	1	0	1
Response Team - Huntingdon	0	1	1	2
Response Team - St Neots	0	1	1	2
Response Team - Rural Areas	0	1	1	2
Support Resource - Rural Areas	0	1	0	1
Sub-total (South Zone)	2	6	5	13
North Zone:				
Team Leaders/Road Sweeper Drivers	2	0	0	2

Street Orderly - St Ives			1	1
Precinct Sweeper - St Ives (with extended cleansing routes)	0	1	0	1
Response Team - St Ives	0	1	1	2
Response Team - Ramsey & Villages	0	1	1	2
Support Resource - Rural Areas	0	1	0	1
Sub-total (North Zone)	2	4	3	9
Highways Team (laybys, arterial routes & A1/A14)	0	2	2	4
Parks & Play Areas Team	1	1	0	2
Total Staffing	5	13	10	28

Grounds Maintenance:	Team Leader	Skilled Operatives	Total Staffing
Ramsey & Northern Rural Areas (Green Zone)	1	3	4
St Neots & Southern Rural Areas (Orange Zone)	2	6	8
Huntingdon, St Ives & Central Rural Areas (Blue Zone)	2	6	8
Large Sites Team (Priory Park, Riverside Park (St Neots), Hill Rise Park, Riverside Park (Huntingdon))	1	1	2
Total Staffing	6	16	22

Appendix 2 contains a plan of the District that details the deployment of the street cleansing teams under the two Area Managers; and **Appendix 3**, contains a plan of the District that details the deployment of the grounds maintenance teams under the two Area Managers.

- 3.4 The **Arboriculture Service Delivery Arrangements:** The service is led by the Arboriculture Manager with an operational team including a Team Leader and two Arborists. Going forward working is being programmed as followed:

- Priority Works: as determined by the Arboriculture Manager on the basis that works are urgent because public safety is being compromised.
- Programmed Works: The Arboriculture Team will outside of priority works will be deployed in defined geographical areas with a programme of works to be delivered. The Arboriculture Manager will collate the programmes of works after his completion of inspection programmes. These programmes are fundamental to the council better managing the risk associated with its' tree stock and will ensure the more robust maintenance regimes for this tree stock.

3.5 The **New Mechanical Sweeping Regimes**: A full review against the Street Cleansing Service Specification has been carried out to ensure Environmental Protection Act standards can be better delivered going forward; and to optimise the use of the existing capital equipment to ensure improved value for money in the service delivery arrangements. The review has enabled cleansing frequencies for road sweeping of routes within the villages to be increased from six weekly to four weekly cycles through better and extended use of precinct sweepers in the market towns. **Appendix 4** contains the new four weekly sweeping regimes across the district.

3.6 The **Grass Cutting Regimes for Large Sites**: A review of vehicles, plant and equipment for replacement over the next four years has identified significant savings from the re-profiling of mowing equipment and providing an opportunity to procure equipment to deliver efficiencies particularly in respect to the mowing of large sites, e.g. Priory Park, Riverside Park (St Neots), Riverside Park (Huntingdon), Sapley Playing Fields and Hill Rise Park (St Ives). A small team equipped with large scale mowing equipment for these works is being created to deliver the identified efficiencies.

3.7 The **New Arrangements for Weed Treatment**: It is proposed to retain a specialist sub-contractor to undertake a cyclic programme of weed treatment across the District based on all towns and villages having three treatments annually. This will be funded from the realignment of existing resources within the Operations Service.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The Overview and Scrutiny Panel (Economy and Growth) was presented the Street Scene Service Scoping Report. The Panel commented that it was useful to have the organisational structure chart available but would like names listed in the structure so that Members know who to ask for when they have an issue.

Members commented that they are pleased that the mechanical sweepers will be sweeping streets in the villages throughout the District.

Comments were raised in regards to graffiti on media boxes and the garages owned by Luminus. Members were informed that Luminus are responsible for the graffiti on their garages. In regards to the media boxes the Council continues to work with the media companies to remove graffiti from the boxes.

The Panel requested regular update reports on the performance of the street scene service.

5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED

5.1 The proposed area based and integrated Street Scene Service will bring a new direction for the maintenance of the public realm across the District; and ensure the arrangements for the delivery of the service are transparent for residents and that performance can be benchmarked going forward to meet the targets set in the HDC – Street Scene Scoping Report

Corporate Plan and Annual Service Plan. This will enable the Council to better evidence it is delivering a value for money services.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 Resources are already being re-aligned to create the integrated Street Scene Service in order to implement the new work regimes immediately after endorsement by the Cabinet and also to deliver the efficiencies required by the Council's Medium Term Financial Strategy.

7. LINK TO THE CORPORATE PLAN

- 7.1 The policy will contribute to the Corporate Plan as follows:

- a) Enhancing fundamentally the built and green environment of the District.
- b) Operations becoming much more business-like and efficient in the way it delivers safe services.
- c) The new service delivery arrangements will ensure the Street Service aligns with the principles and requirements of the Council's Customer Services Strategy.

8. CONSULTATION

- 8.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users; these will be used to test the appropriateness of the service delivery arrangements from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

9. LEGAL IMPLICATIONS

- 9.1 The proposed service deliver arrangements will better enable the Council to meet the requirements and environmental maintenance standards of the Environmental Protection Act.

10. RESOURCE IMPLICATIONS

10. 1 The new area based and integrated service delivery arrangements has been developed within existing resources. The implementation of the service specifications for street cleansing and grounds maintenance will be within the existing resources profile of the Operations Service set out in the Council's Medium Term Financial Strategy.

11. OTHER IMPLICATIONS

- 11.1 The proposed service delivery arrangements seek to ensure the delivery of an appropriate and equitable balance in the provision of the Street Scene Service across the District.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The scrutinising of the proposed service delivery arrangements for the integrated Street Scene Service gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.

12.2 To provide the requisite service delivery arrangement to create the area based and integrated Street Scene Service to deliver requirements and performance standards contained in the adopted Service Specifications for Street Cleansing and Grounds Maintenance.

13. LIST OF APPENDICES INCLUDED

13.1 Appendix 1: Organisational Structure of Environmental Services.

13.2 Appendix 2: Area Based Deployment Arrangements for Street Cleansing.

13.3 Appendix 3: Area Based Deployment Arrangements for Grounds Maintenance.

13.4 Appendix 4: Four Weekly Programme for Road Sweeping.

BACKGROUND PAPERS

Street Cleansing Service Specification – Overview and Scrutiny Panel (Economy and Growth) - 12 January 2016.

<http://applications.huntingdonshire.gov.uk/moderngov/documents/s77386/Street%20Cleansing%20Specification.pdf>

Grounds Maintenance Service Specification – approved by the Cabinet on 17 March 2016.

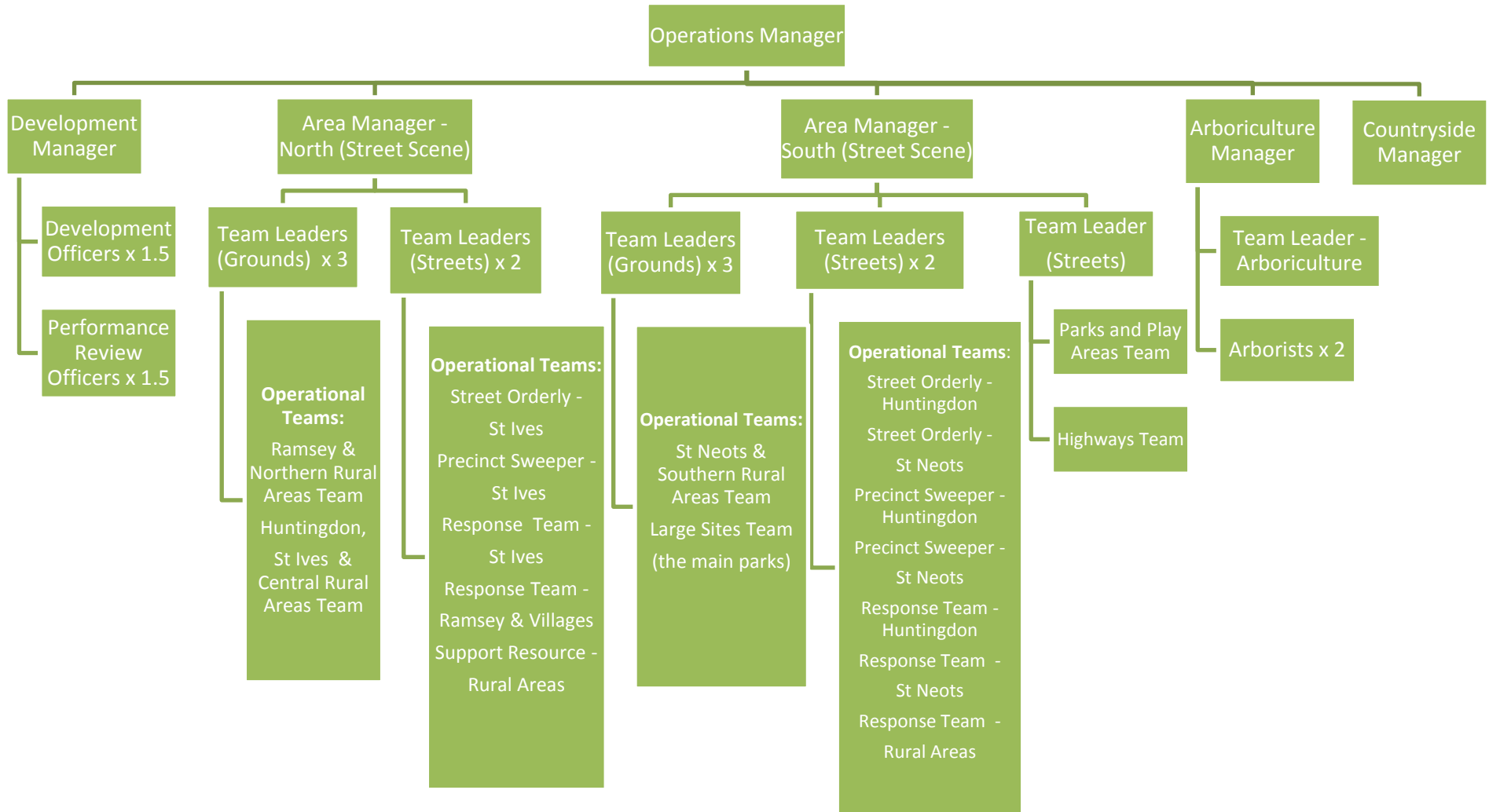
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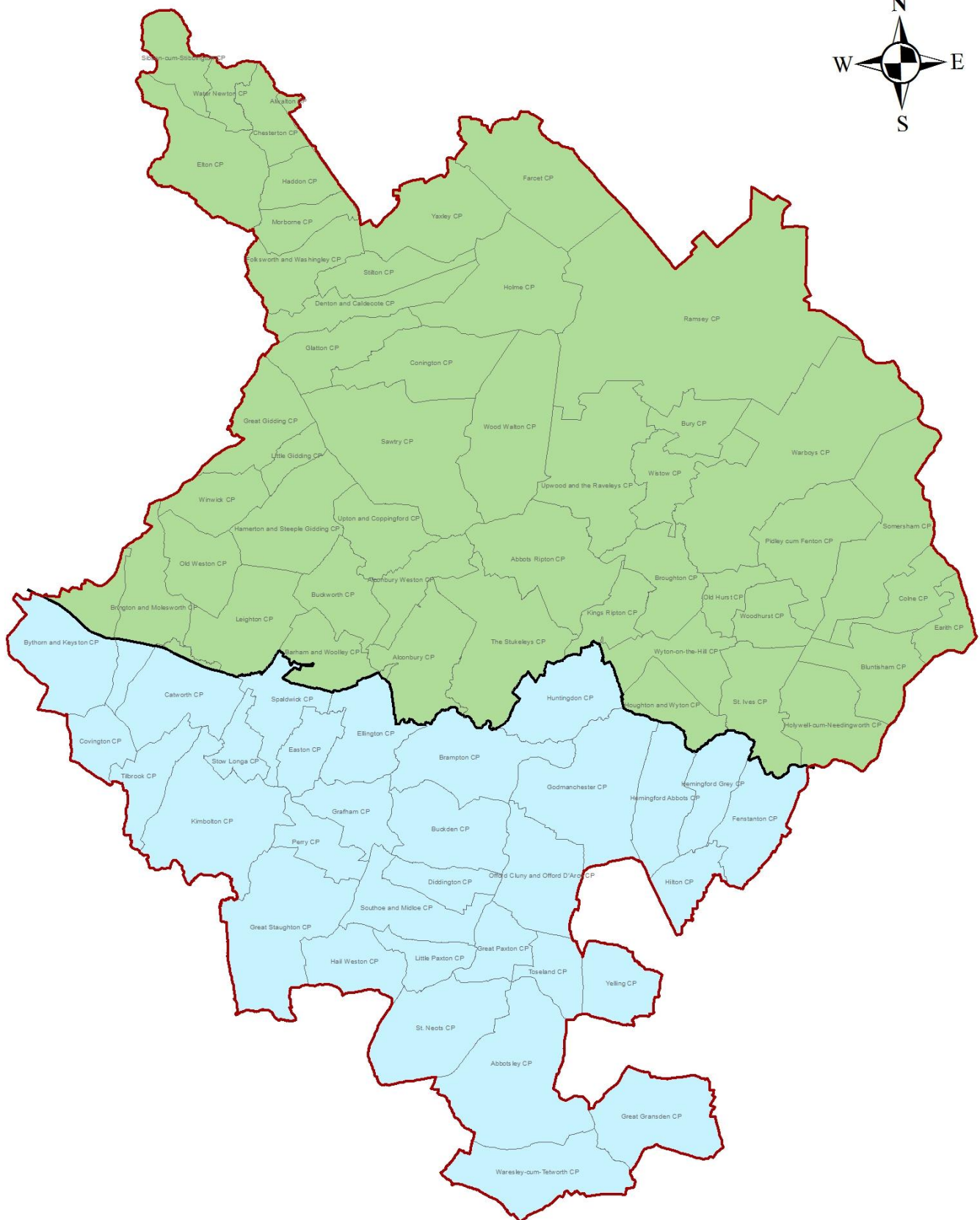
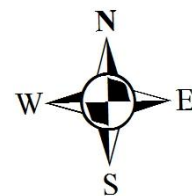
CONTACT OFFICER

Alistair Merrick – Interim Head of Service (Operations)

Tel No. 388635

Appendix 1: Organisational Structure of Environmental Services

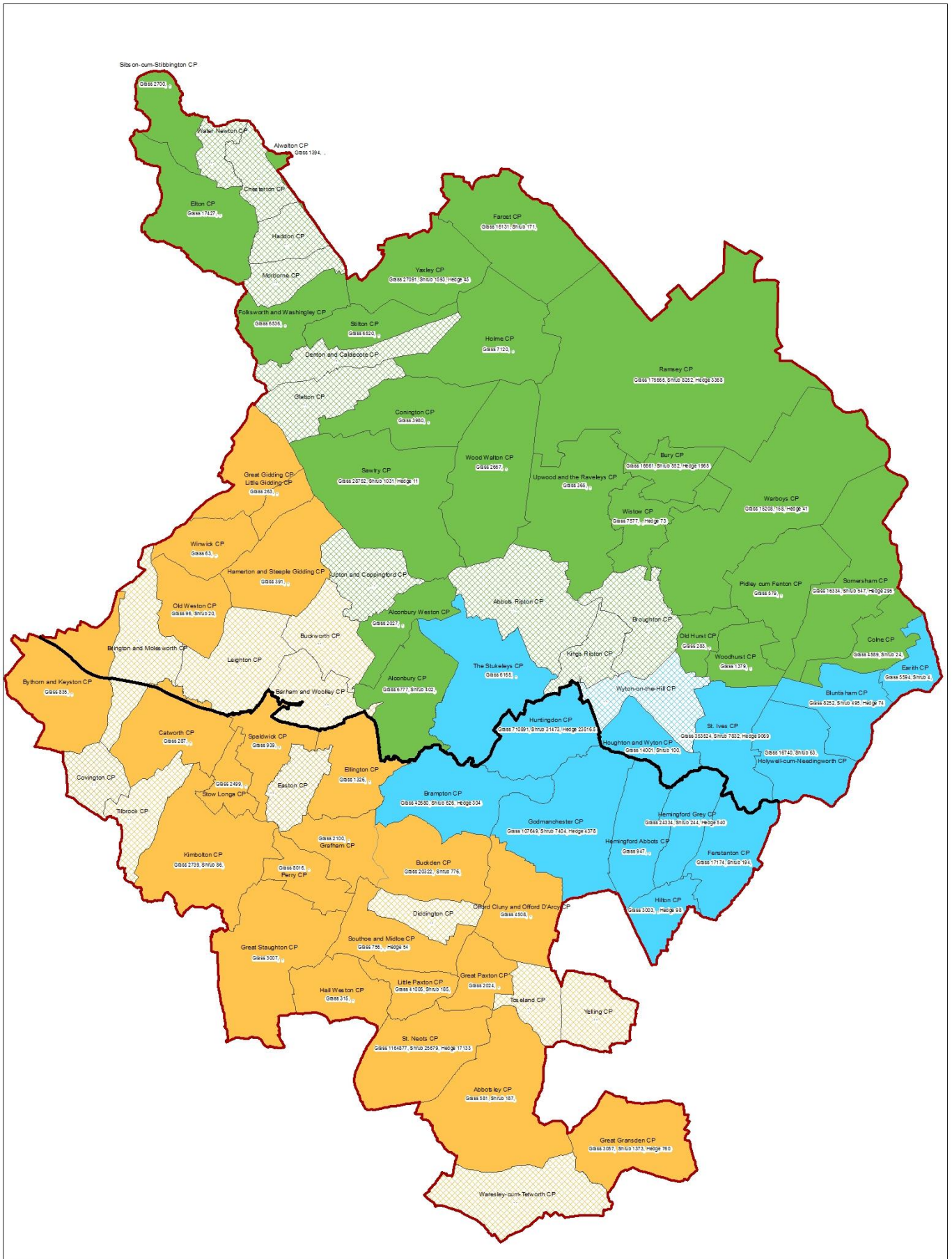




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Date Created: 30/03/2016

Appendix 2
North / South Street Cleansing Deployment


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Ordnance Survey HDC 10002322

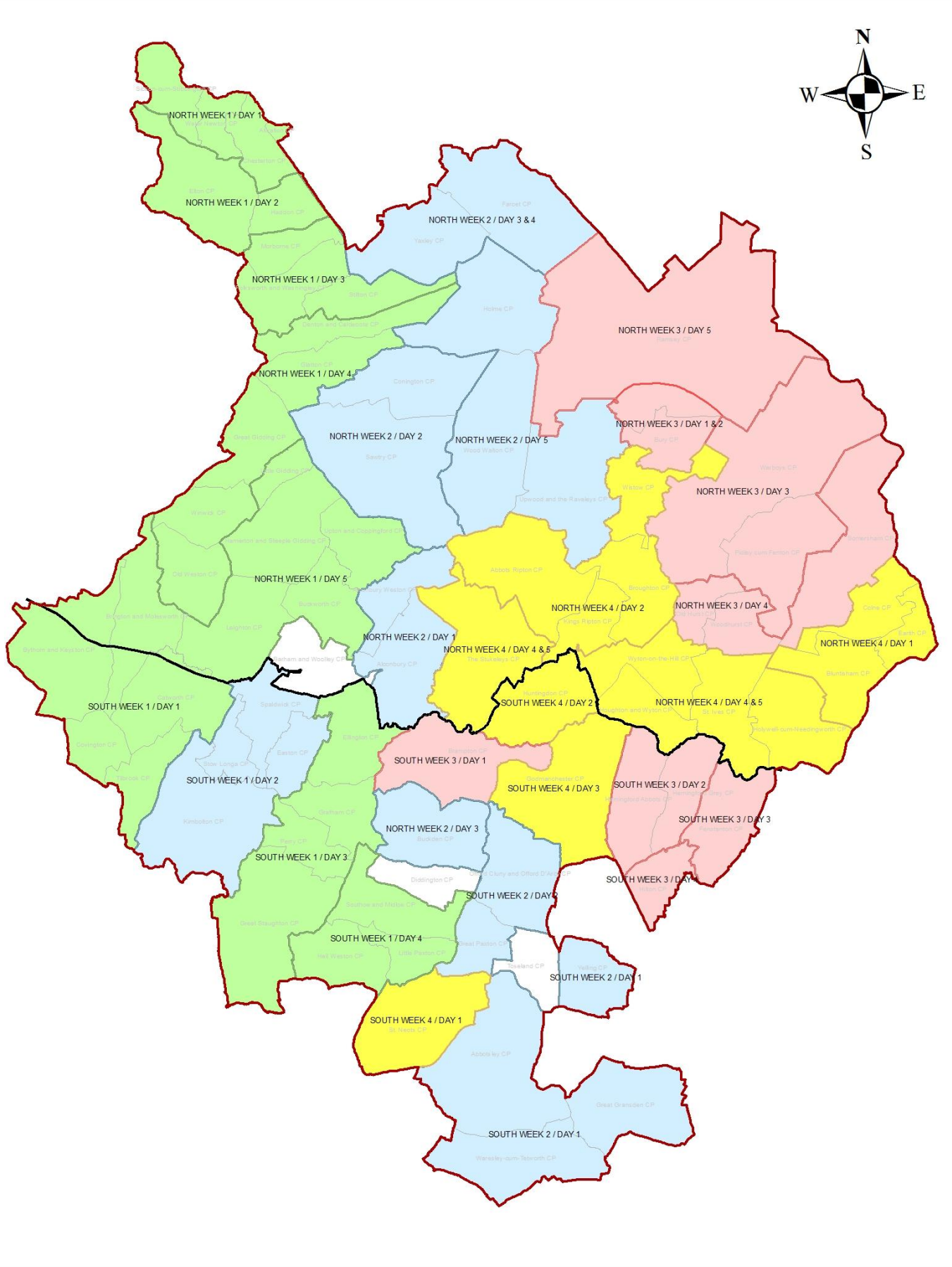
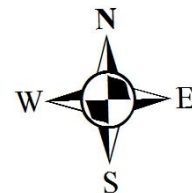


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Appendix 3
North / South Grounds Maintenance Deployment

Huntingdonshire
DISTRICT COUNCIL

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Date Created: 30/03/2016

Appendix 4
4 Weekly Road Programme for Road Sweeper


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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Shared Services Business Plans and Terms of Reference for the Joint Group
Meeting/Date:	Overview and Scrutiny Panel (Finance and Performance) – 7th April 2016 Cabinet – 21st April 2016
Executive Portfolio:	Executive Leader
Report by:	Corporate Director – Services
Ward(s) affected:	All Wards

Executive Summary:

This report is intended to present the business plans for the ICT, Legal and Building Control Shared Services for the period 2016/17, the principles of which were agreed through the detailed business cases approved by Cabinet in July 2015. The report also introduces the Terms of Reference for the Member Board that forms the strategic part of the governance arrangements and is to be known as the Shared Services Joint Group.

Recommendations:

The Cabinet is recommended:

- 1) To approve the business plans for each of the shared services attached at Appendix 1.
- 2) To approve the Terms of Reference (see Appendix 2) for the Shared Services Joint Group, to enable that Group to operate in a formal committee setting from September 2016, prior to which, they will continue to be held on a quarterly basis in shadow format.

1. PURPOSE OF THE REPORT

- 1.1 To approve the Business Plans for the shared Building Control, Legal and ICT Services and the Terms of Reference for the Shared Services Joint Group.

2. BACKGROUND

- 2.1 In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved an Employing Authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.
- 2.2 The business cases to allow Building Control, ICT and Legal shared services to move forward were approved at the same time and as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
- 2.3 On 1st October 2015, Cambridge City became the Employing Authority for Building Control and Legal Shared Services and Huntingdonshire became the Employing Authority for ICT Shared Services. All impacted staff from each service successfully transferred under TUPE to their new employer, where they were not already employed by the lead council.
- 2.4 The three councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:
- Protection of services which support the delivery of the wider policy objectives of each Council
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
 - Savings through reduced managements costs and economies of scale
 - Increased resilience and retention of staff
 - Minimise the bureaucracy involved in operating the shared service
 - Opportunities to generate additional income, where appropriate
 - Procurement and purchasing efficiencies, and
 - Sharing of specialist roles which individually, are not viable in the long-term
- 2.5 Since the go-live date of 1st October 2015, each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above.
- 2.6 A key part of the service reviews has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service. These can be found at Appendix 1. It is recommended that the business plans are approved to enable the shared services to work to an agreed direction and deliver against an agreed set of objectives.

- 2.7 At the same meeting in July 2015, approval was given for the establishment of a Joint Committee without delegated powers the purpose of which is to oversee and provide advice on the delivery of the shared services, with the Leader of each Council being the nominated representative.
- 2.8 A Sovereignty Guarantee was also endorsed by each council, detailing how they would still safeguard local autonomy in respect of continuing to elect local councillors; making its own decisions on council tax; publishing its own budget and accounts and setting its own spending priorities, whilst operating within a shared service partnership arrangement.
- 2.9 The July 2015 report specified the need to ensure strong governance arrangements to oversee service delivery. Since then, the officer governance arrangements, which were already working well, have been further strengthened with three nominated Corporate Directors (one from each partner council) jointly overseeing the direct delivery of shared services, holding each of the Heads of shared service to account. The directors routinely report to the Chief Executives' Board to enable any cross-cutting issues to be dealt with swiftly and effectively.
- 2.10 Prior to the July 2015 report, the three Leaders had been meeting regularly to review progress of the proposed shared services. The report identified the need to formalise this role of the three Leaders, not least to ensure transparency and clarity. It was agreed that this formalisation would be via the establishment of the Joint Committee mentioned at point 13 above.

3. COMMENTS OF OVERVIEW & SCRUTINY

- 3.1 The Executive Member for Commercial Activities explained that shared services are one of the main activity streams intended to deliver the savings planned in the Council's budget. The business plans are live documents so will be updated throughout the year.

It was confirmed that the intention was to secure a single ISO accreditation to cover the whole Building Control service. A business process re-engineering resource has already been allocated to help improve processes and achieve the accreditation with a target validation date of March 2017.

A Member was concerned that local authorities will stop providing Building Control services and asked if there was a plan for dealing with increased competition from the private sector. The Panel was told that options such as setting up a trading company had been considered initially but it was decided to proceed with a shared service instead. Local authorities are required to provide certain statutory services that wouldn't be provided by private sector. The Building Control Shared Service should be more resilient than three separate services and the business plan takes the market into account. A risk register is being maintained to identify and manage risks.

Members were informed that the business plan for the ICT Shared Service includes standardisation and adoption of common systems. For example, a new financial management system is being procured to underpin everything that all three councils do. There has already been a lot of progress made in improving systems to allow staff to work more flexibly and remotely.

A Member asked whether the plans considered the demand for information by people unable or unwilling to use computers. In response, the Panel was informed that the ICT Shared Service's main focus is on supporting Council

services to be more efficient and effective and this includes supporting a move to greater self-service and digital service delivery. It was also pointed out that increasingly the public are accessing services not from computers but from their smartphones. The Council's Customer Service Strategy recognises the need to understand customer needs and provide information and services in accessible ways and the shared service will aim to support various service delivery channels including telephony and face to face service delivery.

A Member commended the three councils for being bold in trialling shared services as a way of saving money through an increasingly business-like approach.

In discussing the business plan for the Legal Shared Service, a Member asked if legal services provided by LGSS were being used by the Council. It was confirmed that a call off contract for legal support and advice available to the shared service does include LGSS, but that LGSS were not a partner in the shared service.

The Terms of Reference for the Joint Group are part of the governance structure setting out the delivery aims for the three shared services. Scrutiny responsibilities are explained and individual Members will have the opportunity to ask questions. When asked if their questions will be answered, the Corporate Director (Services) explained that the Terms of Reference set out a standard protocol for asking questions and that performance against the clearly defined KPIs for each service will be reported to Scrutiny and Cabinet so the services can be properly held to account. The Business plans and budget proposals for shared services will also be reported to Scrutiny and Cabinet annually. There are significant savings to be delivered and these will also be reported to Members.

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 Following approval of the business plans, they will be implemented within each shared service and guide the direction of the service and its teams.
- 4.2 The Head of each shared service will be responsible for the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets.
- 4.3 The business plans are evolving, live documents that will change over time as stronger platforms for shared management information are built and shared service working practices and structures are reviewed.
- 4.4 The recommendations set out above allow any final changes to the Shared Service business plans to be made via delegation to the Corporate Directors in conjunction with the Leaders.
- 4.5 Going forward, the agreed role and remit of the Joint Committee (to be known as the Shared Services Joint Group), will be to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets. They will act as an advisory body to the three councils only.
- 4.6 It is intended that the three Leaders will continue to meet on a quarterly basis as the Joint Committee in a shadow format until September 2016, when Group will become fully constituted and operate as a public meeting from then onwards.

4.7 The terms of reference for the Joint Committee which will be known as the Shared Services Joint Group, can be found at Appendix 2. It is recommended that they are approved to enable the Shared Services Joint Group to be fully constituted and operational from September 2016. The meetings will continue on a quarterly basis in shadow format until then.

4.8 The Shared Services Joint Group will be asked to endorse annual reports, annual budgets, business plans and proposals for potential shared services prior to Cabinet approval at each Council. The Joint Group will also report to each Council's Cabinet periodically on performance of the shared services.

5. LINK TO THE CORPORATE PLAN

5.1 The recommendations relate to the Corporate objective of '*to become more business-like and efficient in the way we deliver services*'.

6. CONSULTATION

6.1 Significant consultation with staff, Unions and Staff Council took place during the establishment of the Shared Services.

7. IMPLICATIONS

7.1 There are no significant implications

8. LIST OF APPENDICES INCLUDED

Appendix 1 - Shared Service Business Plans

Appendix 2 - Draft Terms of Reference

BACKGROUND PAPERS

No background papers were relied upon in writing of this report.

CONTACT OFFICER

Julie Slatter, Corporate Director – Services

Tel No: (01480) 388103

Email: Julie.Slatter@huntingdonshire.gov.uk

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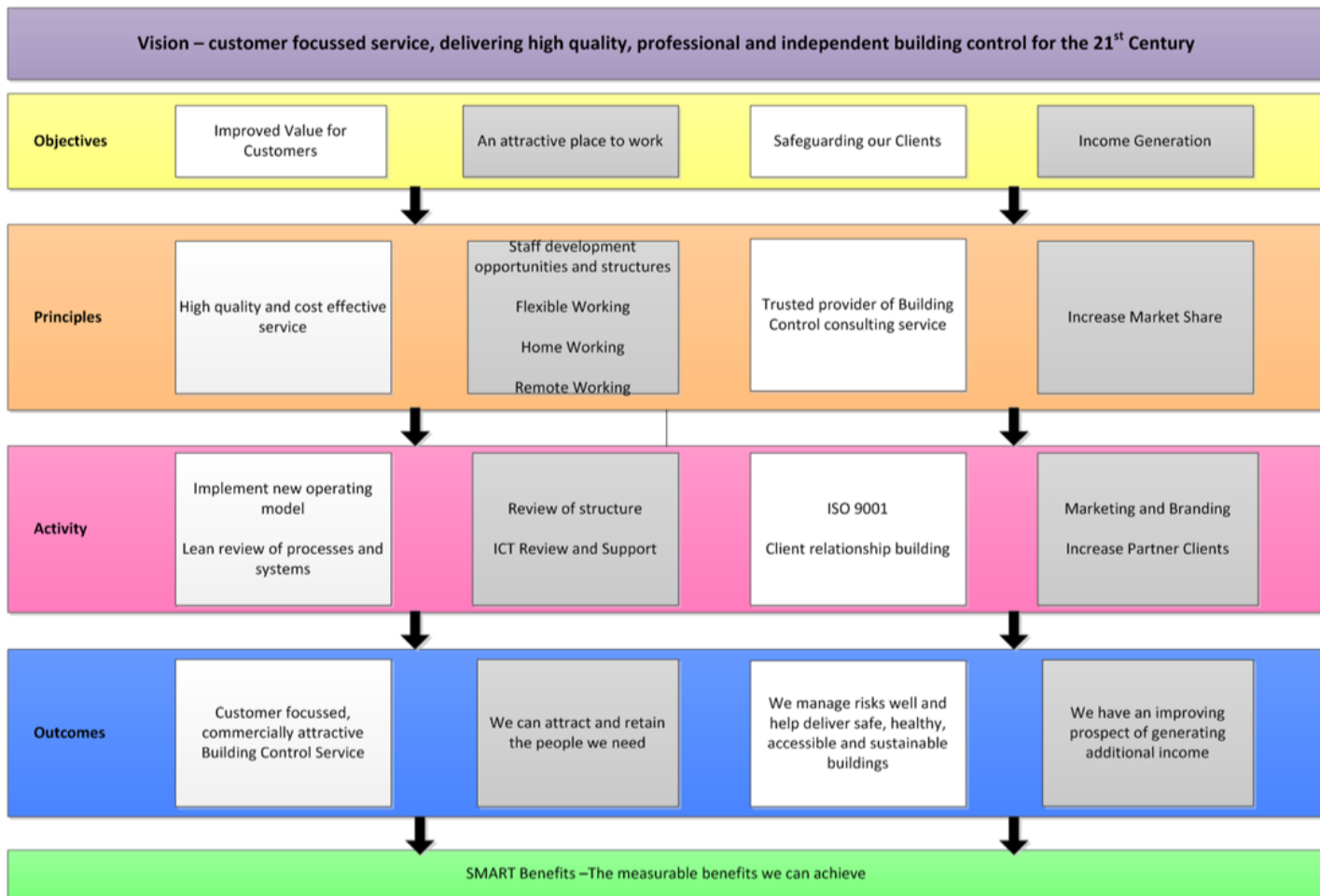
BUSINESS PLAN FOR BUILDING CONTROL 2016/17

Service Leads			
Head of Shared Service	Shared service manager - <i>VACANT</i>		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Simon Payne	Nigel McCurdy	Jo Mills
Lead Councillor			

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (<i>Clearly indicate final version</i>)	Date
1.0	05.01.15
2	2.2.16

Vision



SECTION 1 – CONTEXT AND OVERVIEW (approx. 4 sides in total)

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Building Control Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

The Building Control Shared Service was created by transfer of staff to one organisation (Cambridge City Council, the “employing authority” in October 2015, but it is not yet operating fully as a Shared Service, for a variety of operational and technical reasons. The aim is for it to be fully operational as a shared service from April 2016. Thus, this Business Plan sets out a range of development work which is still required to build the capacity of the Shared Building Control Service, and the full benefits of moving to a Shared Service are unlikely to be realised until the latter half of 2016/17.

Description & Functions of the Building Control Service

Local Authorities hold a statutory duty, to enforce the building regulations, imposed on the council under the Building Act 1984. This involves the examination of submitted plans, inspection of works on site and issuing of Approvals and Completion Certificates, and both informal and formal enforcement action. It provides an important part of the creation and conservation of safe buildings locally – contributing to both growth and heritage, and strengthening key partnerships between major partners (such as the university and colleges) and the Council. The Building Control section also carries out inspection and removal of dangerous structures.

Most of the work carried out by Building Control is subject to competition by Approved Inspectors: it is in the Councils' interest to retain fee earning work, especially work which is charged outside of the standard fee schedule and subject to an individual contract or partnership arrangement for enhanced services.

Building Control carry out work within the boundaries of the local authority areas but also enter into partnerships under the LABC partnership scheme under which they provide plan-checking and advice for partners throughout England and Wales.

Some councils have historically provided additional services within the BC work area. Currently, these are carried over into the Shared Service, but not provided across all council areas, and this will need to be subject to a review during the year to determine whether there are advantages in operating them across all areas. These include:

- street naming and numbering (CCC and SCDC)
- considerate contractor scheme (CCC)
- construction monitoring for Planning (SCDC and SCDC)

Establishing the service model will require clarity over the services to be provided and financial arrangements for services delivered on behalf of some but not all parties.

Staffing

Following TUPE and the creation of the new Shared Services Manager post outlined in the business case (July 2015), the establishment now comprises:

- 1 Shared Service Building Control Manager- *vacant, interviews Feb '16*
- 4 Principal Building Control Surveyors- *0.4fte vacant*
- 15 Surveyors/ Senior Surveyors – *7 posts vacant, interviews Feb '16 (second time of advertising)*
- 1 Apprentice – *2nd apprentice to be recruited Summer 2016*
- 1 construction monitoring officer (SCDC/ CCC only at present)
- 1 Building Control Support Manager – *new post, out to advert Feb '16. Will focus on business development*
- 5 fte technical support (*recruitment needed as result of City internal review of support services; exact number of posts subject to budget following JE*)

There is a need to review the staffing establishment in order to ensure:

- adequate and effective leadership
- experienced staff able to deliver complex projects and mentor more junior/ trainee staff
- effective business support, working as a single team across two locations.

Aims & Priorities

The aims of creating the Building Control Shared Service are to:

- improved value for customers
- an attractive place to work
- safeguarding our clients, and income generation
-

In addition, the ongoing aims of the BC Service are:

- delivering a statutory service to ensure the safety and quality of the built environment, and to contribute to the creation of excellent building

- maintaining and improving service quality and transparency
- achieving a balanced budget through increased partnership income, appropriate fee charges, and effective management of costs

In our first stakeholder workshop as a shared service in January 2016, customers indicated that they really value our service, and trust the local authority brand: they asked us to continue to develop that service, and not to allow financial pressures to reduce the quality of staff, or to impact on the strong relationships with customers.

Our aims will contribute to the strategic outcomes of supporting growth and the local economy.

Service Model

The Building Control service will operate a single service from two hubs, based in Cambridge City and in Huntingdon, with staff deployed on the basis of their preference and the needs of the service. We will work to support surveying staff to be as mobile as possible, so as to reduce time travelling. We will keep under review the volume and type of work commissioned from each hub, in order to deploy resources effectively, and to manage the business.

We will operate as a single business unit, with one set of charges from 1st April 2016, and as soon as we can implement a shared ICT system, we will have a single point of billing, and will streamline initial customer contact and performance management through our business support team.

As a new service, we need to carry out a significant amount of analysis in order to build the business – and to develop our business model in response to this. This includes collecting and analysing more customer feedback data, analysis of the wider building control market in the locality, and data on costs and performance.

Customers

Customers include individual householders, local residents and businesses; small builders; larger developers, land agents and other building services professionals such as architects, construction contractors, and structural engineers; corporate clients including the University, Healthcare trusts, Public bodies and Housing Associations.

Within the Councils, there is a close relationship with Planning and Estates functions.

There is a need to do far more detailed analysis of the business, to determine:

- Numbers and types of applications dealt with in different geographical areas, and how these have changed over time;
- How well the service performs in relation to competition – in different patches and in terms of different types of work (commercial/ residential/new build);
- Strength of partnerships, and success in winning work in different areas – together with an analysis of potential future tender opportunities based on knowledge of growth sites/ aspirations of key partners and others;
- Changes in client-base

Detailed customer profiling will support the development of a more detailed business plan, potentially including investment in marketing.

Governance

The BC Shared Service Board acts as an intelligent client, monitoring the performance of the service and informing future development. It feeds into the Shared Service Management Board any issues relating to implementation/ interface with other shared service programmes.

Service Quality

Cambridge City Building Control operates a Quality Management System assured to ISO 9001:2008 (revalidation March 2017). HDC also operate ISO, but are registered separately with a different organization. ISO is an important independent assessment of quality, and the business process review required to genuinely move to a shared service needs to take account of the requirements of ISO in order to win accreditation for the new service as a loss of ISO would impact on large tender opportunities.

Quality of service is key to retaining business and in particular to winning contracts for larger works. Enhanced services can include: early consultation; same day response; close working with other parts of the Councils

Fees

From April 2016, a single fee schedule will operate for all new work commissioned against the schedule and all tenders will be priced on the same hourly rate across the service.

In addition to fees earned against the schedule of charges, there is income from major projects won by formal tender submissions and fee proposals against a set level of service. There is a greater concentration of very large projects in the city, with some extremely valuable clients, but there are significant projects across the area, and these will increase in future. The new service needs to focus on how to win major projects, and to ensuring a confident and consistent approach to such submissions, backed up by continued high levels of service delivery.

C. FINANCIAL OVERVIEW

Shared Service Budget for next year – current draft below.

We are implementing a single fee structure from April 2016, but also actively working to develop better analysis of work done in order to understand and predict income in the future. This will be used for a full review of costs later in the year.

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings** £	Savings %
Gross Budget	899,600			
Less Income	646,970			

Net Budget	252,630			
Less recharges (non Fee-earning)	97,735			
Net budget after recharges	154,895	287,740		
Fee-Earning a/c surplus/deficit	(14,365)	0		
Non Fee-earning a/c	169,260	287,740	50,780	15%
	154,895	287,740	50,780	
<p>* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting</p> <p>** Yr 1 savings are based on the minimum savings requirement of 15% of the 2015/16 full year Non Fee-earning a/c budget of £338,520</p>				

D. STAFFING OVERVIEW

Staffing

Cambridge City Council is the employing authority. There is a Building Control Shared Service Manager post, to which recruitment is underway (Feb 2016). There are also on-going attempts to recruit to vacant surveyor/ senior posts, but there is a recognised shortage of qualified staff in the East, and there may well be a need for further review of terms and conditions in order to maintain a service in competition with the private sector. An OD strategy is being developed to create a more unified team culture, but a review of staffing will be required in order to ensure that the service has capacity in the right areas.

Overall accountability for the BC service sits with the Building Control Project Board – a board comprising senior officers (Heads of Service), with the manager reporting directly into the Joint SCDC/ CCC Director of Environment and Planning.

An apprentice has been recruited as a first step towards creating new career routes into BC, with a further apprenticeship planned, and potential to create new career routes.

Technical Support is a crucial part of the BC service. A new Business Manager post being recruited to build a stronger business with a commercial and customer focus. The manager will lead a unified technical support team, who will need to play a leading role in reviewing processes and implementing more efficient ways of working.

In terms of skills – there are a number of very experienced staff within the service, but there is a need to recruit, train and develop new staff, and for some existing staff there is a need to broaden experience so that they have the necessary skills to undertake the more complex work required in larger projects. This will help to build a more resilient service and provide opportunities for staff to be involved in wider projects.

E. LOOKING BACK

Achievements

The Service is not yet fully operational as a Shared Service, and as such it is not possible to highlight achievements of the shared service since launch, but individually the three teams have continued to deliver under difficult circumstances, and ensure continuity of service. Teams are beginning to work together and provide more flexible services/ support each other – e.g. HDC have carried out plan-checking for other teams.

The 3C budget as a shared service is expected to be properly integrated from April 2016, and therefore anticipated savings will be quantified from that point.

There is as yet no shared performance data to quantify impact on customers, although current performance is greatly and adversely affected by a lack of capacity within the service. Going forward, the Shared Service will need to take a more flexible approach to the recruitment and retention of staff, without which it may not be commercially viable.

In terms of external accreditation – CCC and HDC are both currently ISO registered, but with different providers. SCDC do not hold this accreditation. CCC have found accreditation to be very important in bidding for external work, and it is therefore a priority to secure independent assurance of the new service as soon as processes have been harmonised and streamlined. Thus sorting out business processes is a major focus for 2016 (and loss of ISO is a major risk).

F. LOOKING FORWARD

Key Opportunities

- maintaining and growing business through better understanding of market/ improved business analysis
- getting team fully staffed to give capacity to respond to tenders / build relationships with partners
- easier access routes for customers
- sharing staff resource and skills across three teams so up-skilling staff and building resilience
- shared IT will improve efficiency as would single fee schedule and on line billing
- remote- and mobile-working would enable officers to work more efficiently

Threats

- increasing competition including from other LA shared services
- lack of capacity to deliver meaning we let customers down
- internal constraints limiting progress especially on HR issues.

What outcomes are we looking to achieve together?

- a) Sustaining and improving the high quality building control service provided to customers – measured against key performance indicators for quality as well as cost and timeliness

- b) Developing and supporting a strong team with appropriate skills – reviewing current staffing structure and T&Cs, recruiting to meet gaps, developing career pathways, supporting staff to train
- c) Maximising fee income and meeting financial break-even requirements as set out in Local Authority Charges Regulations
- d) Developing a better understanding of the business in order to retain or grow market share
- e) Undertaking a full business process review to reduce duplication, increase business efficiency – also to update documentation, improve customer service and then achieve ISO 9001:2008 accreditation
- f) Increasing the number of Business Partners under the LABC Partnership Scheme
- g) Promoting the shared service to existing and potential clients – including through stakeholder events/ seminars/ etc and marketing/comms to launch new service

G. COMMUNICATION AND CONSULTATION

The Shared Service needs to communicate with stakeholders (existing customers but also householders) about the launch of the new service and to review all communications to a common template, new logo, etc. Also need single web access to the new service, linked from all three council websites and a direct access for existing clients.

Stakeholder forums – Cambridge City hold three or four a year, but whole service events will be needed going forward – the first shared service forum was held in January 2016.

The Shared Service collects customer feedback at Cambridge City but this will need to be rolled out across service, and to collect more customer intelligence through genuine engagement

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that [3C Shared Building Control] will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver core BC services to customers – achieving KPIs for time and quality		<ul style="list-style-type: none"> -recruit manager and to existing surveyor vacancies - provide clear leadership, building focus on operational priorities - business review to ensure capacity focussed on priority areas 	<ul style="list-style-type: none"> - manager in post - principals supported to lead key service areas - full complement of staff - operating procedure in place to ensure work distribution/ emergency cover/ etc 	Functioning service able to deliver core service and with capacity to build business partnerships that require enhanced levels of service delivery	
2	Make services more transparent for customers		<ul style="list-style-type: none"> -review and harmonise fees -develop and implement new, common templates - review web-based access - implement single point of billing 	<ul style="list-style-type: none"> - single fee schedule - common letters/ templates/ comms - clarity over tel nos etc - improved on line access - single billing across the area with all payments direct to one LA 	<ul style="list-style-type: none"> - more coherent service, easier for customers to access - increased efficiency – reduced staff time wasted so allowing more focus on real business development 	

3	Make services more efficient	SS business case	<ul style="list-style-type: none"> - full BPR and implement streamlined processes and common templates - move to two hubs - interim IT solution to support the above - recruit new business manager and team - OD work to build single team culture 			
4	Full review of staffing	SS Business case	<ul style="list-style-type: none"> - review staffing structure once new manager is in place 	<ul style="list-style-type: none"> - modern, staffing structure that provides leadership and supports career development 	<ul style="list-style-type: none"> - existing staff concerns about TUPE/ T&Cs addressed - enhanced ability to recruit in future - trainees in post – succession planning 	

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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Speed of registration of applications	ICT	ICT, process review
2	Speed at which applications are examined	Staffing capacity	Lack of staff (plan in place but significant risks to delivery)
3	Customer satisfaction with service	Quality, capacity	Lack of staff capacity Customer confusion during implementation eg from different phone numbers, letters
4	Nominations submitted for Building Excellence Award		

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

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<p>Development objective 1 – ISO Accreditation</p>	<p><i>Describe the aim of the development project or activity. This should be written using SMART principles (Specific, Measurable, Agreed, Realistic, Timely)</i> Achieve ISO recognition for the whole 3C BC service (Completion date to be discussed with ISO provider (s))</p>	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<p>Service will be ISO accredited – to achieve this, it will have clear, coherent and efficient processes in place to support service delivery and Quality Control</p>	<p>Lead officer</p>	<p><i>State Lead Officer’s name and post</i> Business Development Manager?</p>
<p>Is this a Project? (Yes/ No) and description</p>	<p><i>YES – this is a time-limited project to streamline processes and undergo the first ISO as 3c. From then on, maintaining ISO requires continuous service development, which is “business as usual”</i> <i>Work will involve changes to operations and processes</i></p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p><i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i></p>			<p><i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i></p>		
<p>1. ISO supports service ability to win work through external tendering – a requirement in some tenders</p>			<p><i>Income achieved – large tenders bring in the most income and are those most dependent on external accreditation</i></p>		
<p>2. Efficient processes will support “business as usual” activities and will also support access to the business information/ analysis needed for further business development</p>			<p><i>Getting service back on track</i> <i>Managing costs of service downwards / releasing resources to focus on business growth rather than duplicative admin has impact on income achieved</i></p>		

Outputs & products	Resources	Responsible Officer	Target delivery date
Single IT system Single set of processes ISO documentation/ flowcharts Staff training	Additional resource required for BPR and interface of that to systems (eg creating templates); project dependent on appointment of business manager Interim BPR resource	Business Manager (once in post) – <i>until then, workstream lead</i>	June 2016.
Key risks	Failure to achieve ISO leads to loss of high value contracts Dependent on single IT system – interface with ICT – further delays in commissioning this or in implementation will put ISO at very significant risk		

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Development objective		Describe the desired outcome – what will it look like when it has been achieved?	Lead officer	State Lead Officer's name and post
2 – Specification and Procurement of Shared IT for BC and Planning	Moving to a secure, sustainable IT solution that supports data feeds to planning and enables mobile working by BC where appropriate - TIMESCALE dependent on Planning and Growth workstream, this project sits across both. Single, integrated planning system in use by planning, growth and BC (and potentially other services) across the three Councils.	BC surveyors are able to access files/ quotes/ plans etc whilst on site, and to work remotely from all office locations/ hubs/ other places, reducing travel time. Single system streamlines support function and interfaces smoothly with the Planning records of the councils		<i>State Lead Officer's name and post</i> TBC

Is this a Project? <i>(Yes/ No) and description</i>	<i>Yes – it is a project but it may have a significant implementation period of potentially 2 – 3 years.</i>		
Business Benefits		How will it be measured?	
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>		<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>	
1. improved customer experience through better customer interface into IT		<i>Customer feedback</i>	
2. more efficient service – reduced surveyor time spent on administrative tasks			
3. improved business data to allow market analysis and business development			
4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
IT specification	Workstream Lead to work with ICT (Technical Architect?) to produce draft specification by end May	Workstream Lead + Technical Architect	Spec – end May '16, fully tested system March '18
Key risks	Costs not yet identified Complex project connecting across multiple workstreams – risk of delay		

<p>Development objective 3 – Commercial Analysis and Approach</p>	<p>Move to a commercial approach to support business growth by march 2017</p> <ul style="list-style-type: none"> - carry out detailed business analysis to understand current market share - identify realistic growth (or stabilisation) targets in key market sectors by Sept '16; - for 15/16 – targets need to be about stabilising/ avoiding loss of customers, but we need targets and plans for growing market share 	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<ul style="list-style-type: none"> - service fully understands its position in the local BC market, including market share, key strengths, and changes over time - regular business analysis supports key business decisions in commercial environment - percentage market share stabilises and business invests in growing priority areas 	<p>Lead officer</p>	<p><i>State Lead Officer's name and post</i></p> <p>Shared service BC Manager</p>
<p>Is this a Project? (Yes/ No) and description</p>	<p><i>Yes – work is unique in so far as not yet in place – but should become business-as-usual once key posts (SS Manager and business manager) are filled and the business analysis/ review/ planning cycle becomes standard</i></p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p><i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i></p>			<p><i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i></p>		
<p>1. Business is able to stabilise and potentially to grow</p>					
<p>2. Staff understand business priorities and are able to contribute more to business development</p>			<p><i>Staff satisfaction, use of skills</i></p>		
<p>3.</p>					

4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
Detailed business analysis of current position and 15/16 work; reports, templates and scripts for regular business analysis	Business manager – probably plus some additional input either from tech team or elsewhere	Business manager plus BC Board	<i>August 2016</i>
Key risks	Risk of not-doing is loss of market share Risk of doing – need to ensure capacity not diverted too much from key tasks to establish the business-as-usual framework and ISO		

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.

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KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2016/17 Target	2016/17 Year End Estimate
Key Service PIs (to be selected from the action plan at section 2A)					
Applications examined in 3 weeks	Monthly	Varies by LA	Not known*	75%	
Applications examined in 5 weeks	Monthly	Varies by LA	Not known	90%	
Applications registered in 2 days	Monthly	Varies by LA	Not known	75%	
Customer Satisfaction			Not known	80%	
Nominations submitted for Building Excellence Awards				At least 6	
* we will seek to get performance date for the final quarter January – March 2016, to provide a baseline for improvement (whilst noting/ recognising the higher performance levels of some services in previous years)					
Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here)					

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**BUSINESS PLAN FOR ICT SHARED SERVICE
2016/17**

Service Leads			
Head of Shared Service	David Lawrence (Interim)		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Lewis Herbert	Jason Ablewhite	Ray Manning

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level. The reporting timetable for 2016/17 is set out at Appendix XX attached.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (<i>Clearly indicate final version</i>)	Date

SECTION 1 – CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced management costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

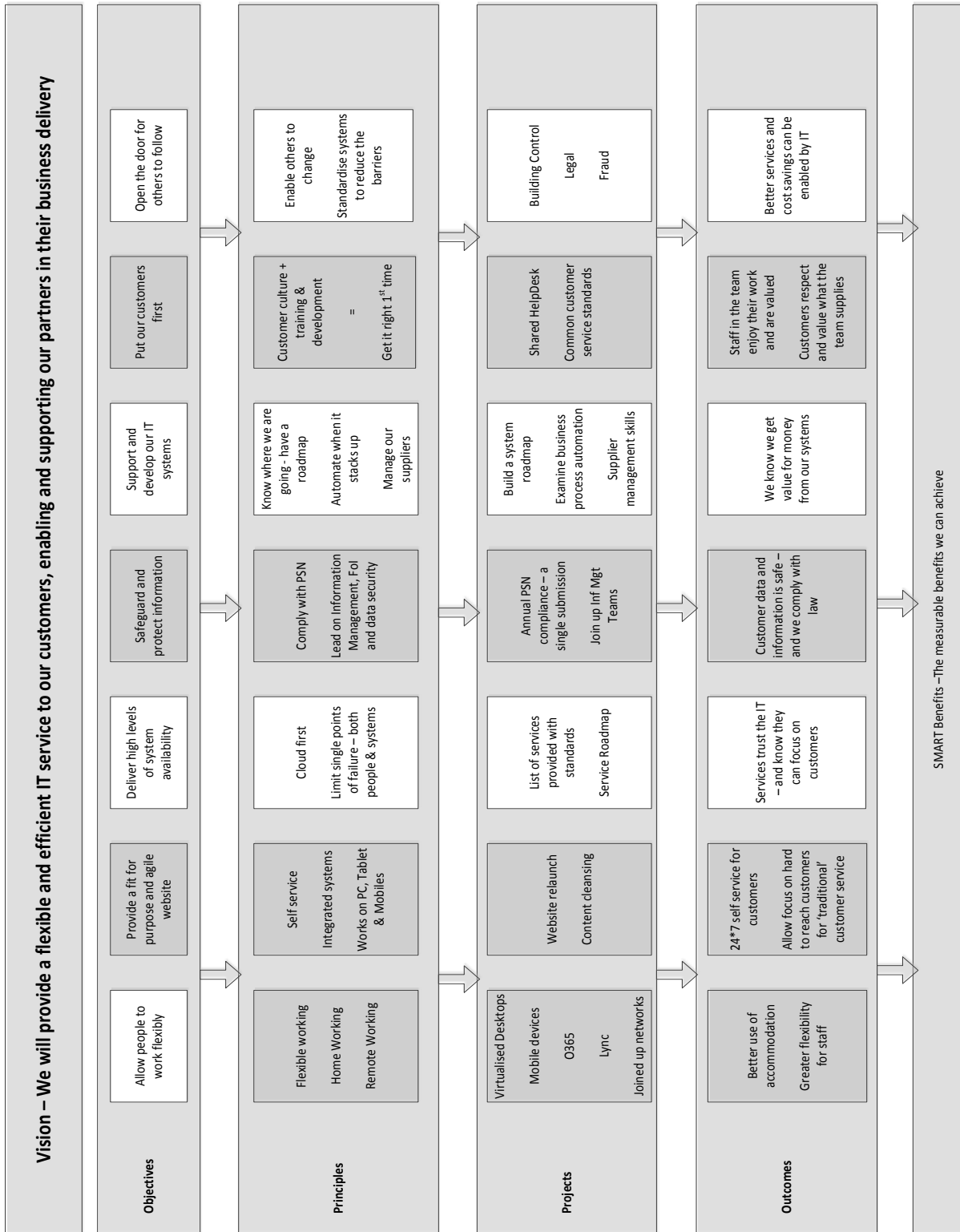
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

Vision & Objectives

The following diagram shows the vision and objectives for the 3C ICT Shared Service:



In essence, the drivers for the creation of the ICT Shared Service are:

- **savings to the 3 councils:** creation of a single shared service increases efficiency and reduces the unit cost of service delivery
- **service resilience:** fewer single points of failure, and increased scale enables increased investment in ruggedised infrastructure, thus reducing probability and impact of service outages
- **collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will become thought leaders for evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own

The **Service Catalogue** is the primary source of information describing the current service offerings provided by the ICT Shared Service. This important document is managed under change control, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services:

- ICT Service Desk and ICT User Support
- ICT Network and Infrastructure Support
- ICT Communications Support
- ICT Strategy Formulation
- ICT Technical / Solutions Architecture
- ICT Project, Procurement, Contract and Supplier Management
- ICT Bespoke Service Delivery
- Data Centre Management
- Telephony Management
- Data and System Backup and Recovery
- Local Area Network (LAN) & Wide Area Network (WAN)
- ICT Security Management
- Email Support & Web Filtering
- Desktop Provision / Replacement
- Office Computer Provision
- Flexible / Homeworking Service
- Mobile ICT Provision (incl. smartphones & tablets)
- Print Facilities
- Audio Visual Facilities (provision & support)
- Database admin and management
- Application Maintenance and Support
- Release Management (Infrastructure and Applications)
- GIS Management
- Address Management
- Information Governance/Management
- Website and intranet Support (incl. web apps and web forms)
- SharePoint / Office 365 Support and Development
- Interfaces Support and Development
- Training
- Compliance (inc PSN / PCI)
- Licence Management / SAM
- Test Plan Development

- Client Service Management
- Finance and Billing
- System packaging AppV / SCCM etc)
- Unix / Linux Physical Windows support
- Business analysis & Business support

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery which are scheduled over the coming weeks and months. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service.

In order to deliver the services described in the catalogue, a new structure has been designed for the ICT Shared Service, which is currently being implemented. Staff consultation on this structure went well; much feedback was received from the initial consultation, which enabled an improved version 2 of the structure to be developed. This was further refined based on feedback from the second round of consultation, see Section D.

Aims & Priorities

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner. It is envisaged that once the appointment process completes and the new structure is in place, these service owners will take personal ownership of evolving the services they own to ensure they remain relevant and fit for purpose for their user communities throughout the life of the ICT Shared Service.

Once the new structure is fully populated, there will be regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

During the development of the business case in summer 2015, a range of delivery options were considered including:

1. retain 3x separate ICT teams within the partner councils
2. combine resources into an ICT Shared Service
3. outsource to third party (e.g. Northgate / Serco / Capita)

Having evaluated these options, it was decided that option 2 presented the best balance of strategic fit, cost control and risk mitigation. All three councils approved the proposal, and hence the ICT Shared Service now has a mandate to operate for the next 5 years (assuming it meets the required cost & service parameters).

Whilst not a formal partner of the ICT Shared Service, there is a key working relationship with Northgate, to whom Cambridge City outsourced their ICT Service some years ago. Cambridge City have retained the option to migrate these services from Northgate to the ICT Shared Service at some future point in time, provided the cost / risk / benefit evaluation is sufficiently appealing.

C. FINANCIAL OVERVIEW

The service budget, as agreed in the business case in July 2015 is shown in the following tables:

Financial Summary

Budget category	Year 0 2015/16 (**)	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Capital	£-	£-	£-	£-	£-	£-
Staff costs	£1,343,662	£2,741,070	£2,795,891	£2,851,809	£2,908,845	£2,967,022
Other costs	£-	£3,173,823	£3,237,299	£3,302,045	£3,368,086	£3,435,448
Charges	£-	£-	£-	£-	£-	£-
Total Costs (net of CCC/Northgate contract)	£1,343,662	£5,914,893	£6,033,191	£6,153,854	£6,276,931	£6,402,470
less savings @ 15% from year 1 onwards	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Net Costs with 15% savings applied	£1,343,662	£5,027,659	£5,128,212	£5,230,776	£5,335,392	£5,442,100
CCC / Northgate Contract costs (***)	£339,340	£678,680	£678,680	£678,680	£678,680	£678,680
Grand Totals	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 2016/17

(**) Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

(***) Table shows total ICT costs, including those within the current CCC/Northgate contract. No forecast savings are shown on CCC/Northgate as this is fixed price contract

Proposed Apportionment of Partner Contributions

Apportionment of Costs	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council	32.7%	41.0%	41.0%	41.0%	41.0%	41.0%
Huntingdonshire District Council	38.4%	35.7%	35.7%	35.7%	35.7%	35.7%
South Cambridgeshire DC	28.9%	23.3%	23.3%	23.3%	23.3%	23.3%
Grand Totals	100%	100%	100%	100%	100%	100%

Cost of ICT Shared Service by Partner

ICT Shared Service costs per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council (incl. CCC/Northgate)	£778,960	£2,740,006	£2,781,232	£2,823,283	£2,866,175	£2,909,925
Huntingdonshire District Council	£515,697	£1,796,334	£1,832,261	£1,868,906	£1,906,284	£1,944,410
South Cambridgeshire DC	£388,345	£1,169,999	£1,193,399	£1,217,267	£1,241,612	£1,266,445
Grand Totals (*)	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 10/16/17

Savings from ICT Shared Service by Partner

ICT Shared Service savings per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total Savings in Yr vs. 15/16 baseline	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cambridge City Council	£-	£363,763	£371,039	£378,459	£386,029	£393,749
Huntingdonshire District Council	£-	£317,000	£323,340	£329,807	£336,403	£343,131
South Cambridgeshire DC	£-	£206,470	£210,600	£214,812	£219,108	£223,490
Grand Totals	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cumulative Total Saving	£-	£887,234	£1,792,212	£2,715,291	£3,656,830	£4,617,201

Once assimilation is completed, true staff costs can be understood relative to budget forecast, including building an understanding of whether TUPE'd staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure.

Given the large number of vacancies on Day 1, it is realistic to assume that expenditure will be below budget forecast.

Specific delivery projects to optimise non-staff costs are already underway. These include:

- Server room consolidation
- Supplier contract management
- Remote / flexible working
- Service Desk rationalisation

Key financial risks:

1. Staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure
2. Re-charging mechanism identifies costs to be charged to the ICT shared service which are outside of the original approved budget

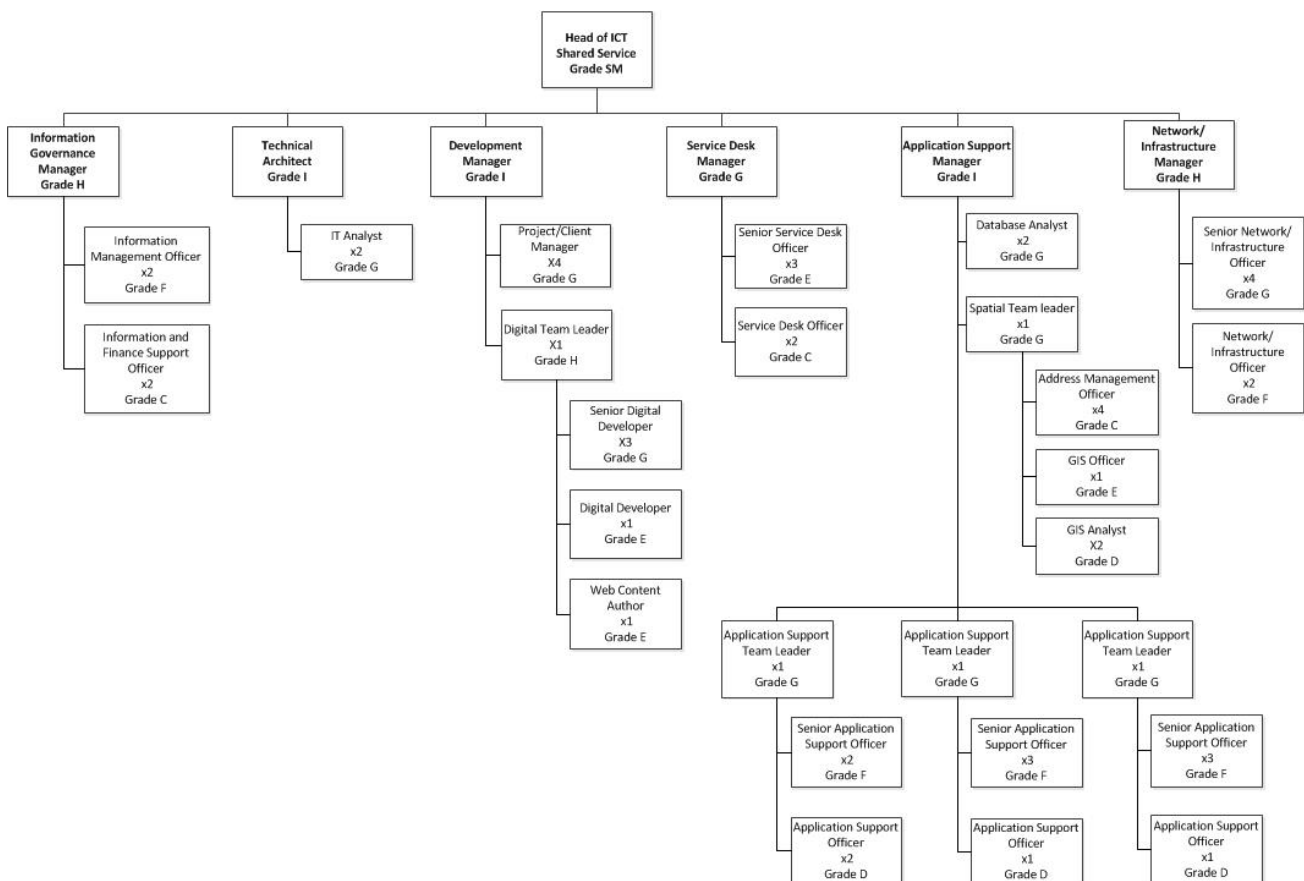
D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The structure was shaped by the following Key Principles:

1. Integrate the current three ICT org structures into a single structure
2. Ensure this structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue
3. Ensure ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world
4. No more than 7x direct reports for any role within the structure
5. Minimise the number of management layers between the Head of Service and all roles within the ICT Shared Service
6. Move towards stronger alignment with the ITIL management model
7. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to siloed teams serving each council)

ICT Organisational Structure



Having closely analysed the skillsets of the staff already within the ICT Shared Service, it can be seen that there are some important skills gaps and capacity issues. These include:

- **Project / Client management:** these roles will play an important part in the deployment of key business solution changes (e.g. new financial management system). The impact of having fewer than planned staff with this skillset will be delayed or cancelled projects to enhance ICT capability, with

consequential delays to benefits delivery for the partner councils. Mitigation could be to hire contract staff, though this may incur incremental cost, and hence dilute benefits of project(s)

- **Technical Architect:** This role is critical to providing Thought Leadership to the councils as they seek to re-design their front line services to embrace Digital First and reduce unit cost of service delivery. Without this role, transformation will happen more slowly, or perhaps not at all, resulting in increased costs to councils over longer term
- **Network / Infrastructure:** A scarcity of permanent staff with these skills has been mitigated in the short term by extending the contract durations of the interim staff who are currently assisting in this area. Whilst not ideal, this provides effective mitigation in short term, thus enabling continued delivery of some key optimisation projects (e.g. server room consolidation).

Transition Team

To enable staff and customers to see how we are moving from the current working practices to the new processes and structure for the ICT Shared Service we have set up a Transition Team. The team consists of the Programme Lead for overall strategic direction, three Transition Managers representing each of the Partner Authorities and a Create Manager responsible for the development of the new service. These individuals work together to move the existing people, processes and technology from current ways of working to the new ICT Shared Service. There is a detailed plan aligned to the functional responsibilities of the new organisation structure that governs the transition process, and all staff within ICT are aware and can contribute to the delivery of this forward plan.

E. LOOKING BACK

Achievements

The ICT Shared Service came into being on 1 October 2015. During the intervening time since then:

- A transition team has been established, managing the step-by-step changes from the existing 3x org structures and delivery models into the new ICT Shared Service organisation structure and delivery model
- A second round of staff consultation has been completed. This consultation focussed on a revised staff structure, based upon the extensive feedback received from the initial consultation in August / September 2015. Note: an inevitable consequence of the second round of staff consultation was a delay to some of the appointment & assimilation process.
 - Note:** Because of this second round of staff consultation, the transition team deliberately focussed on non-staff elements of the transition during Oct – Dec 2015. With this consultation now complete, staff transition activities can be accelerated early in 2016.
- Specific projects are underway to tackle key elements of the technology roadmap. These include:
 - Server room rationalisation
 - Rationalisation of software license / non-staff costs
 - Improved enablement of remote / flexible working
 - Service desk rationalisation
- Over 30 staff have received training in Agile Methodology, with HDC looking to amend their existing delivery model to embrace Agile as a viable alternate delivery methodology

F. LOOKING FORWARD

Short to medium term: By consolidating the three separate ICT teams of the partner councils, the ICT Shared Service will create a single larger organisation that will have greater resilience and more cost effective operations than any of the individual teams could provide. For example, the cost of providing disaster recovery and business continuity will reduce, due to the move to shared server room and disaster recovery infrastructure.

Furthermore, the ICT Shared Service will provide unified service offerings, delivered in a consistent and optimised way (e.g. Address Management services). In so doing, the quality and consistency of service delivery should improve, whilst unit costs reduce. This is an important enabler to assist the partner councils deal with their ongoing financial pressures to do “more for less”. Similarly, rationalising supply chain contracts should also yield savings.

Longer term: A single, larger team provides the opportunity to invest in roles which the individual councils would not have been able to afford in isolation, e.g. Technical Architect. In so doing, the ICT Shared Service will be able to provide Thought Leadership to the three partner councils in how to evolve their front line services to embrace “Digital First” service provision. By supporting this channel shift, ICT will be pro-actively driving down the unit costs of service delivery within the partner councils.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolution steps will be specified, prioritised, controlled and managed.

Risks & threats: The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (incl financial)	Business cases have been developed and presented to each council’s committee cycle in July 2015 for consideration and approval. Benefits have been identified and quantified wherever possible and monthly performance reporting agreed for the first 6 months of operation.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Clear principles to be established to agree how service standards will be developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery
Overall financial savings targets are unrealistic and unachievable, leading to service ‘cuts’ being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre-shared service levels initially, which automatically builds in savings in year 1. Posts being held vacant where appropriate until structures are agreed, offers early possible savings.

<p>No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.</p>	<p>Regular communications from project boards and PBSS. Full communications plan has been developed & is being implemented by communications, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.</p>
<p>The uncertainty arising from a shared services delivery model causes uncertainty amongst impacted employees, leading to them resigning and the Council's losing expertise and knowledge that would be beneficial to the re-engineering of the service.</p>	<p>Communications and engagement plan for staff to support change management and manage uncertainties HR processes clear and well communicated Effective, timely and robust consultation with staff</p>
<p>The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.</p>	<p>ICT shared service priority is to enable flexible working The ICT strategy & implementation plan captures the short, medium and long term actions needed to facilitate flexible, multi-site working</p>
<p>Overall financial savings targets not met by the new shared service or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.</p>	<p>Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared Service business cases. Business cases include robust financial analysis and ongoing work is undertaken on risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant where appropriate until structures agreed offers early possible savings.</p>
<p>Shared Services do not deliver the expected good quality services to internal and external customers</p>	<p>Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery</p>

G. COMMUNICATION AND CONSULTATION

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsible for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure they technical solutions are built into the roadmap.

The **Services Roadmap** is the forward plan for applications and system developments for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed, the roadmap is the responsibility of the Application Support Manager who will lead on consultation with the service areas.

Communications within the ICT Shared Service team will continue via the 'weekly comms' email that reports on progress for forming the new ICT Shared Service. The transition plan is used to manage the timeline of the transition work to form the new service, this plan is updated weekly and is available to all the ICT Shared Service staff.

Communications between the ICT Shared Service and the Partner Authorities or external suppliers will be led by the Development Manager. Regular meeting and engagement activities will be scheduled to help understand customer needs and ensure the ICT Shared Service is performing and enabling corporate objective

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver high standard of system availability	ICT Vision	<p>Develop a list of services provided with customer service standards</p> <p>Develop the Technology and Service roadmaps to outline forward plan of work</p>	<p>Service Catalogue</p> <p>Technology and Service roadmaps</p>	<p>Services across the Partner Authorities understand and have confidence in the functions being delivered</p> <p>Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers</p>	

2	Support and develop our IT systems	ICT Vision	<p>Build a technology roadmap</p> <p>Examine business processes and enable automation wherever possible</p> <p>Proactive management of our suppliers and contracts</p>	<p>Have a clear understand of the technological direction for the future</p> <p>Clearer simpler processes that involve less human interaction and that can be replicated elsewhere</p> <p>A single set of invoices and contracts to administer.</p>	The Partner Authorities are confident that we are getting value for money from the ICT investment	
3	Open the door for others to follow	ICT Vision	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance	<p>Standard applications</p> <p>Ability to access, use or administer systems centrally</p> <p>Enable the services to change</p>	These shared services deliver a more efficient function and better value for money.	

4	Allow people to work flexibly	ICT Vision	<p>Mobile devices</p> <p>Office 365 sites</p> <p>Establish Lync and collaborative working systems</p> <p>Enable global protect on laptops and tablets to work anywhere</p>	<p>Flexible Working</p> <p>Home working</p> <p>Remote Working</p>	<p>Allow flexible working, staff are able to have a better work life balance with home or remote working.</p> <p>Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner</p>	
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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Customer Satisfaction	ICT	
2	Budget Savings achieved	ICT, Finance	
3	Organisational Structure populated	ICT, HR	
4	Service Catalogue PIs met	ICT	

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

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Development objective	Allow staff to work flexibility from home and across the 3 partner Authorities	Describe the desired outcome – what will it look like when it has been achieved?	Staff are able to access any system they require from any site or home	Lead officer	Development Manager/ Technical Architect
Is this a Project? (Yes/ No) and description	<i>No this is a programme of works – There are a series of projects that need to be delivered to enable staff to work in a more flexible manner. The first phase includes providing access to all sites via a single swipecard mechanism, access to centralised resource booking, availability of hotdesks and the provision of global protect enabled laptops and tablets. The second phase of projects will look to deliver a plan to enable any staff to work from any location.</i>				
Business Benefits			How will it be measured?		
1. Enables the cultural change of staff working in a partnership environment			Staff satisfaction survey		
2. Maximises the usage of existing accommodation, and enables the partner Authorities accommodation strategies to be implemented.			Percentage of desk space used, and ratio of staff to desks across the partner offices		
3.					
4.					
Outputs & products		Resources	Responsible Officer		Target delivery date
Install a common card reader system across the three partner Councils Implement a single cloud based resource booking system for all meeting rooms, hot desks, pool cars, visitor spaces, and equipment for the partnership		ICT and facilities staff ICT with input from facilities and accommodation staff	Andy Wood (Facilities) 3C ICT Project/Client Manager		

Key risks	
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Development objective	Implementation of a single Financial Management System	Describe the desired outcome – what will it look like when it has been achieved?	A single system, and standard processes in use by all three partner Authorities	Lead officer	Development Manager	
Is this a Project? (Yes/ No) and description	<i>Yes – This is a procurement and implementation of a new system to replace the three existing IT applications, along with the standardisation of business processes.</i>					
Business Benefits			How will it be measured?			
1. A single system will mean less administration overheads for the ICT Application Support Staff			Service availability time, call resolution time, customer satisfaction			
2. A standardised system will enable staff in Finance to work in a more efficient and flexible manner, and potentially work across the different partners, maximising the staff resources						
3.						
4.						
Outputs & products		Resources		Responsible Officer		Target delivery date
Following tender process an order and contract for a new Financial management System Standard configuration setup (documented)		Accountancy, project management, legal Accountancy, IT Analyst		3C ICT Project/Client Manager 3C ICT IT Analyst		
Key risks						

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Development objective	Consolidation of the existing data centres and replacement of the SAN storage system.	Describe the desired outcome – what will it look like when it has been achieved?	Provide a main and secondary data centre with SAN capacity to run all server requirements for the partner Authorities	Lead officer	Technical Architect & Network/Infrastructure Manager
Is this a Project? (Yes/ No) and description	<i>Yes – Procurement of a new SAN to accommodate the data for all three partner Authorities, and consolidation to a main and secondary data centre. The secondary site is a live mirror of the main site so that it will provide a dynamic fail over option in case of an emergency or disaster.</i>				
Business Benefits			How will it be measured?		
1. Reduction in ICT administrative overheads for multiple data centres			Call resolution time by Network staff, Network and server availability and performance metrics		
2. On site dynamic disaster recovery options with the secondary backup site, allowing the cessation of external options which currently cost £110k per annum			Cost benefit analysis		
3. Closing of certain data centres, especially within Cambridge will enable the Cambridge City accommodation strategy to be delivered.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Consolidated data centres New SAN software	ICT Network and project management	3C ICT Technical Architect and Project/Client Manager			
Key risks					

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.

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Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans (<i>i.e. what do we want to achieve and why are we doing it?</i>)	Lead Officer
	Allow staff to work flexibility from home and across the 3 partner Authorities	Development Manager/ Technical Architect
	Implementation of a single Financial Management System	Development Manager
	Consolidation of the existing data centres and replacement of the SAN storage system.	Technical Architect/ Network/Infrastructure Manager

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.

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KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
Key Service PIs <i>(to be selected from the action plan at section 2A)</i>					
Customer Satisfaction	Annual				
Budget Savings achieved	Annual				
Organisational Structure populated	One off				
Service Catalogue PIs met	Quarterly				
Corporate Plan KPIs <i>(all PIs in the Corporate Plan that your service is responsible for should be listed here)</i>					
None					

**BUSINESS PLAN FOR LEGAL SERVICES (THE PRACTICE)
2016/17**

Service Leads			
Head of Practice	VACANT		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Cllr Herbert	Cllr Harrison	Cllr Topping

APPROVED BY	Status	Date
Management Board	Draft	8/02/16
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [Executive Councillor and Scrutiny Committee]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (1)	Date 12th February 2016

A. PURPOSE OF THIS DOCUMENT

This is the proposed Business Plan for the Practice, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case proposes to be delivered, to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

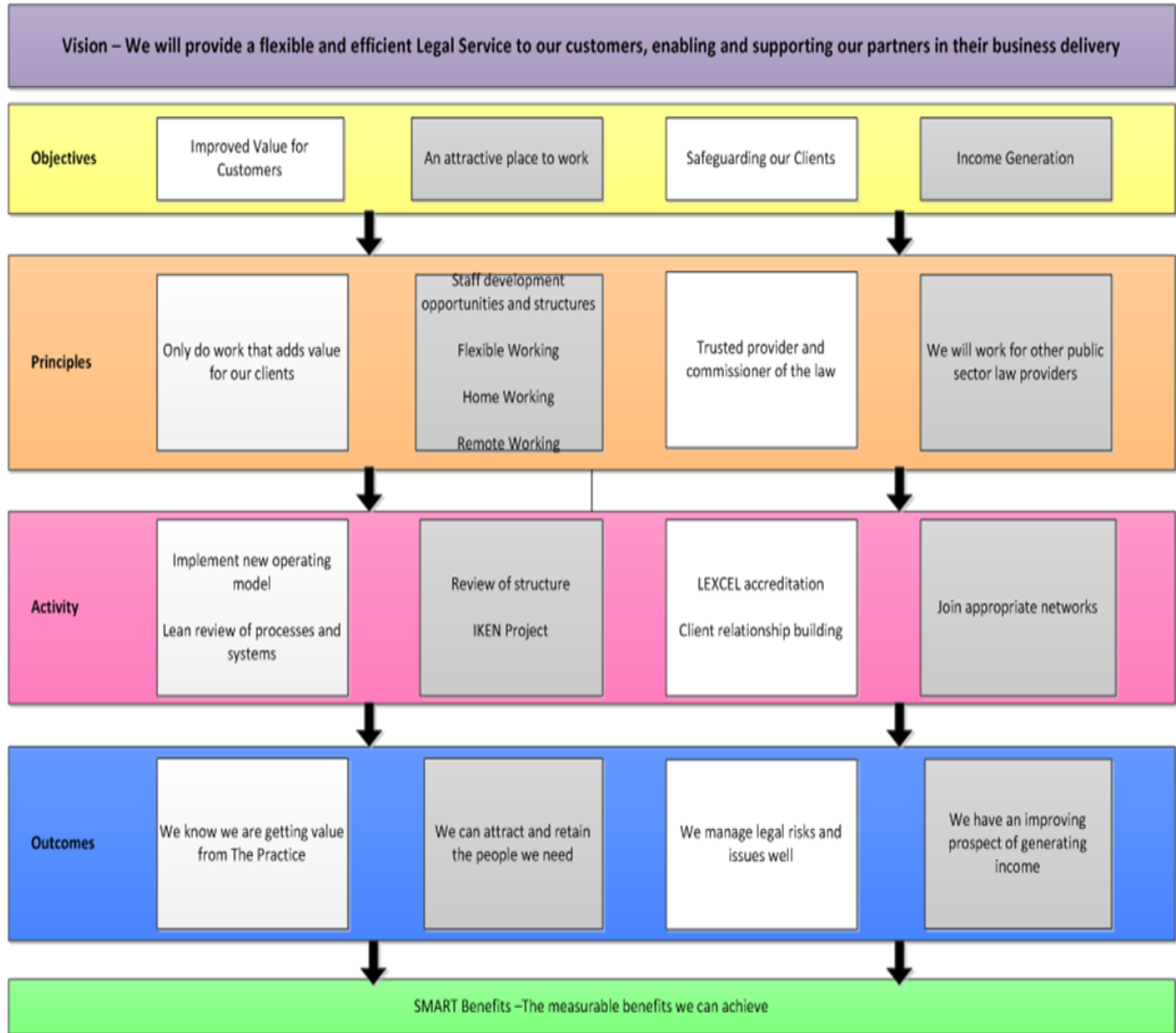
B. DESCRIPTION OF THE SERVICE

Vision

The Legal Shared Service known as the Practice went live in October 2015. The service is in the transition stage and is moving from 3 distinct and separate units to a true shared service.

The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.

Vision for the Practice



This business plan will form part of ensuring that the Practice becomes a true shared service and that the benefits are realised.

Description of The Practice

The Practice carries out legal work for the 3 Councils covering all areas and types of work in which the Councils are involved including general legal advice, drafting documents and representing the Council in court.

The Practice is committed to providing an excellent legal service to assist the Councils in meeting its objectives and to ensure that the individual Councils act within the law.

Staffing

Historically each Council had a standalone Legal department (see appendix 1). Following TUPE, SCDC and HDC staff were transferred to CCC as employing authority.

The TUPE transfer consultation document included the new job description and person specification for the new post of Head of Legal Practice and proposed a new structure, showing two Service managers below the Head of Practice to head up the contentious and non-contentious teams. The role of Head of Practice was not disputed and is in the process of recruitment.

The main outcome of the consultation was that a re-design of the second tier management structure should be considered to make any management structure flatter and the arrangements for have been consulted on in a second consultation process which finished on 8 February 2016. As the outcome of the second consultation cannot be pre-empted, and for the purposes of this document only, an assumption is being made that there will be no major change to the structure under consultation (the business plan will be updated after the outcomes of consultation are known if required).

Objectives

Workshops have been completed with client departments and a clearer indication of the levels of expectations from the client departments is now known. How the Practice itself will be structured below the second tier of principal lawyers to meet the current and future demands of the clients of the Practice will be influenced by the outcomes of these workshops. It is a requirement of the Business case that client departments should inform the future operation of the Practice and feed into the Business Plan.

The Business Case also states there should be a review of accommodation requirements within the first six months of the Practices operation. This should feed into the accommodation strategy of each of the partnering local authorities' asset management plans.

Referring to the Business Case, the focus for the Practice remains the same as stated in the Business Case approved by all three Councils: A high standard of leadership, whereby the senior management team possess the right range of managerial, commercial, innovation and change management skills necessary to deliver the new service:

- Align current capacity with demand from within the practice itself
- Reduce external spend by 10% (i.e. £38k) in the first year of operation
- Optimise effective use of legal skills
- Reduce the books and publications spend
- Client departments to have a major role in developing the Business Plan

- Introduce appropriate KPIs to be monitored by the new management team of the Practice
- Income generation is key to the success of the Practice, and should derive income from legal costs incurred or recovered in a legal activity
- A detailed and comprehensive staffing review to be undertaken within the first year, based on an assessment of the needs of the new service and a new structure being implemented.
- To have a joint time recording and case management system
- A new management team be appointed to oversee a service-wide restructuring within the first year of operation
- Existing teams would stay where they are upon commencement of the practice however this arrangement would be reviewed within 6 months of operation

Stakeholders and Partners

The client services from the 3 partner councils are identified as key stakeholders and are being liaised with through workshops and meetings to review current and further requirements.

C. FINANCIAL OVERVIEW

The Business case is based on:

- A Practice budget of £1.4m
- A 10% reduction in external spend is expected to achieve savings of £39k.
- Better commissioning of external legal advice
- The re-structure will see efficiencies in management and business support arrangements (latter being driven by the extended use of technical support via IKEN, together with better processes) expected to achieve a balance of £140k balance of the savings

Therefore the proposal is to achieve savings of £179k from 2016/17.

The table below is an illustration of the reduction in net budget as a result of the proposed savings targets for 2016/17

The Practice Budgets (excluding recharges / overheads)

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings £	Savings %
Gross Budget	722,035	1,303,800	140,270	
Less Income	125,355	289,440	38,730	
Net Budget	596,680	1,014,360	179,000	15%

*Yr. 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting.

2016/17 savings shared by Council in proportion to 2015/16 gross budget contribution

57.21%	14.05%	28.74%	
CCC	HDC	SCDC	Total
£	£	£	£
102,403	25,146	51,451	179,000

Budget monitoring for the period Oct 2015 to December 2015 is illustrated below

	Budget to Date	Actual to Date	Variance Over/(underspend)
Expenditure	£361,110	£317,445	(£43,665)
Income*	(£62,770)	(£29,483)	£33,187
Net	£298,440	£287,962	(£10,478)

**This only includes fees collected at Cambridge City Council. A further £37k is due from SCDC for the period Oct-Dec 15 in respect of fees from s106 agreements.*

D. STAFFING OVERVIEW

In October 2015 Cambridge City Council became the Employing Authority for the Practice. The current structures are shown at appendix 1 and the proposed structure is shown at appendix 2 the latter is the subject of the second consultation which commenced on the 6th January 2016 and concluded on the 8th February 2016. This consultation and the client workshops will inform the structure of the Practice moving forward.

The flatter structure, with the principal solicitors taking on the leading roles in specific discipline of the Practice with knowledge in other disciplines, will allow for a broader range of skill sets, whilst still retaining the specialism which client departments have shown a preference for. The creation of the Business Support Manager role will allow the Practice to be more resilient and more responsive by stripping out the routine administration work, allowing the lawyers to focus on legal work. Client workshops have been held to identify their aspirations and needs to enable the Practice to build the right level of efficient and effective capacity and capability going forward. The staff have been engaged in this process through away days, completing a basic skills template and providing details of their experience of capacity demands from client departments.

It is acknowledged that the Practice staff have and are still going through major change with the implementation of the shared service. Staff are being briefed through regular newsletters, team meetings and electronic communications. Staff have been encouraged to provide feedback and comments on any proposed changes to the structure or processes of the Practice.

The Practice is carrying several vacancies at present. In order to maintain service to clients interim arrangements have been put in place. This consists of arrangements with external third party suppliers of local authority legal services to support the Practice through its transition to full structural operation in summer 2016. This solution will be funded by the use of savings made from vacant posts and is on the basis that the Practice will only pay for the work carried out by the third party supplier.

To further improve the transition from 3 individual services to one single shared service a review of accommodation requirements and ways of working is underway. Staff will be consulted on this following on from the management structure consultation.

The recruitment process to Head of Practice is underway and Ray Ward (Director of Business Transformation) is acting Interim Head of Practice during the transition period.

E. LOOKING BACK

Achievements

1. The Practice is still within budget and over the past three months (over the life of the Practice). There is a current underspend of approximately £92k on permanent staff costs. However there is an overspend on temporary staff during this transition which amounts to approximately £72k, which leaves a net underspend of some £20k. The income for the Practice also appears to be on target for 2015/16. Monthly meetings are held to monitor the budget.
2. A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice from partner councils.
3. No vacancies have been recruited to at the moment pending the reviews of the service, however interim arrangements have been put in place to minimise any affect to client services.
4. There is evidence of the flexible use of legal resources across the three Councils. The formal introduction of revised structures and working arrangements will build on and accelerate this
5. The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners. Further work is required to maximise the use of the system.

F. LOOKING FORWARD

The Practice plans to increase its efficiency and effectiveness to its three partner Councils by bringing in some of the work which is currently outsourced, better more focussed use of “Legal” time, developing new and streamlining processes. It will also improve resilience in covering the legal requirements of partner councils by the flexible use of its legal capability.

The next phase of our restructuring of the Practice will focus on developing a structure that facilitates career progression to enable improvements in the recruitment and retention of staff – this work will be completed in summer 2016.

One area identified that can assist the three historic teams becoming one is accommodation. It is thought at this stage that moving the staff over to one base with two hubs, will help build a stronger more integrated team which currently has challenges simply because of the geography and locations of the three offices. Any changes will be consulted on with the staff in advance.

With the introduction of standard case management system and time recording system the aim is to get people working more flexibly through home working, remote working and the use of regional hubs. Putting adequate ICT solutions in place is key for the delivery of this objective and further work is being carried out in this area.

The service client workshops has identified the following areas of focus for the Practice:

Opportunities

- Harmonisation of policies, procedures and constitutions
- Ability to provide legal advice for commercial opportunities
- Consistency of legal advice
- A single point of contact
- To be less risk averse
- More procurement opportunities
- Increased self-help for client departments
- Specialist advice across whole spectrum of Councils’ work
- Obtaining government grant funding

Cambridge City Council currently has Lexcel accreditation This is a management accreditation recognised and run by the Law Society and the process is vigorous. It is a prestigious award; where local authority in-house departments can shine against their private practice counter-parts. It is an aspiration for the Practice to have consolidated accreditation.

G. COMMUNICATION AND CONSULTATION

On-going dialogue will continue with Client departments and the Practice staff via the workshops and face to face meetings, team meetings and the regular newsletter. A weekly update email is to be sent out to all Practice staff to keep them updated on progress, issues and updates.

The interim implementation manager has also been meeting with managers, to discuss levels of service to their departments during the transition and it is intended for this to continue in the short-term, until the recruitment of Head of Practice. During discussions a consensus is emerging that is welcomed, namely that specialist leaders in their fields are necessary but also a much broader skill range to cope with the ever-increasing demands for legal services.

Consultation on any potential office moves is planned imminently, to avoid as much disruption as possible.

Early indications of the outcomes from the workshops have been mentioned in section F. An outcomes report will be prepared in order to feed into a future Business Planning, and provide the necessary evidence for the Head of Practice to take the Practice in the right direction in the future.

The interim implementation manager will report monthly to the Management Board for Shared Services through a highlight report providing information on progress, risks, issues etc.

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	<p>Integrate varying policies and procedures of the three Councils into single policies and procedures e.g. the recording and collection of disbursements, the payment of fees to bodies such as HMLR and courts</p> <p>Integrate a single fees charging mechanism and charge out rate for the fee earners</p>	<p>Identified from the workshops - work in progress</p> <p>Business plan and client departments</p>	<p>Investigation into the varying policies and procedures to unite these and form into single policies and procedures</p>	<p>Single policy and procedure where appropriate</p> <p>Make a comparison of fees and charges and look at updating these to have a single fees and charges model</p> <p>Compare costs allowed by the courts</p>	<p>Uniform policy where appropriate.</p> <p>Uniform procedures for handling legal matters</p> <p>Uniform fees and charges</p> <p>Uniform system for payment to bodies</p> <p>Uniform charge – out rates</p>	MM

2	Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible	Initial business case agreed at July 2015 S&R Committee	Analysis of external spend and review of capability and capacity within the Practice	Reduce the legal spend of the practice	A reduction in the cost of outsourced work More work being carried out in-house	MM
3	An interim solution to the work force situation	Business Plan	Procure a third party supplier with call off arrangements. Carry out a mini procurement exercise	Appointment of a third party supplier to call upon as and when to plug the gaps	The client departments to have an efficient and professional service during the interim	MM

Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Cycle time – to provide insights into the timeliness of delivering legal services	ICT system Business Process Review (BPR) Accommodation Strategy implemented	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource ICT system not working - Mitigated by highlighting issues through the Management Board for escalation
2	Process efficiency – to outline how well the processes and procedures are designed	Business Process Review Lexcel Accreditation	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource Lexcel Accreditation not achieved - Resource to be allocated to implement changes, standards and liaise with Lexcel

3	Staff productivity – to assess the outputs delivered by legal personnel	ICT Use of case management system	<p>ICT system not working</p> <ul style="list-style-type: none"> - Mitigated by highlighting issues through the Management Board for escalation <p>Staff are not recording their time correctly</p> <ul style="list-style-type: none"> - The Business Manager will be providing regular reports to the Head of Practice and immediate correctional action can be taken
4	Cost effectiveness – to reflect the quality of financial management	Finance ICT	<p>The Practice does not deliver stated savings</p> <ul style="list-style-type: none"> - The budget will be monitored monthly and reported to the Management Board for reporting or action

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

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Development objective	Design, agree and implement accommodation strategy	Describe the desired outcome – what will it look like when it has been achieved?	The Practice staff located in the post appropriate locations with the ability to work from home and work remotely	Lead officer	<i>Maria Memoli – Interim Implementation Manager</i>
Is this a Project?	This is a project which has already commenced and is due for completion by July 2016.				
Business Benefits			How will it be measured?		
<u>Better integration of teams</u> <ul style="list-style-type: none"> - Integrating the historic teams to become one - Easier to influence historical cultural differences - More clarity for client services on points of contact 			Feedback from staff to be sought through consultation Customer and staff satisfaction will be measured by way of regular feedback forms and meetings.		
<u>Alignment with CCC and wider shared service accommodation strategies</u> <ul style="list-style-type: none"> - Better use of accommodation through the 3 Councils estates - Increased use of hot desking - Focus on remote and home working 			Aim of desks to staff ratio of 7 to 10 employs measured. Business Manager to produce report on remote and flexible working figures to the Management Board.		
<u>Increased flexibility for the Practice staff</u> <ul style="list-style-type: none"> - Ability to work from various locations - Ability to work from home - Hubs in place near local courts 			Plan implemented and in use		

Outputs & products	Resources	Responsible Officer	Target delivery date
Accommodation Strategy Consultation Document Implementation Plan	Ray Ward – Sponsor Maria Memoli – Project Manager Alex Coyler – MAC Lead Richard Wesbroom – Finance Ruth Leyshon-Wilson - HR	Ray Ward	July 2016
Key risks	ICT infrastructure does not support vision Capacity to deliver on time		

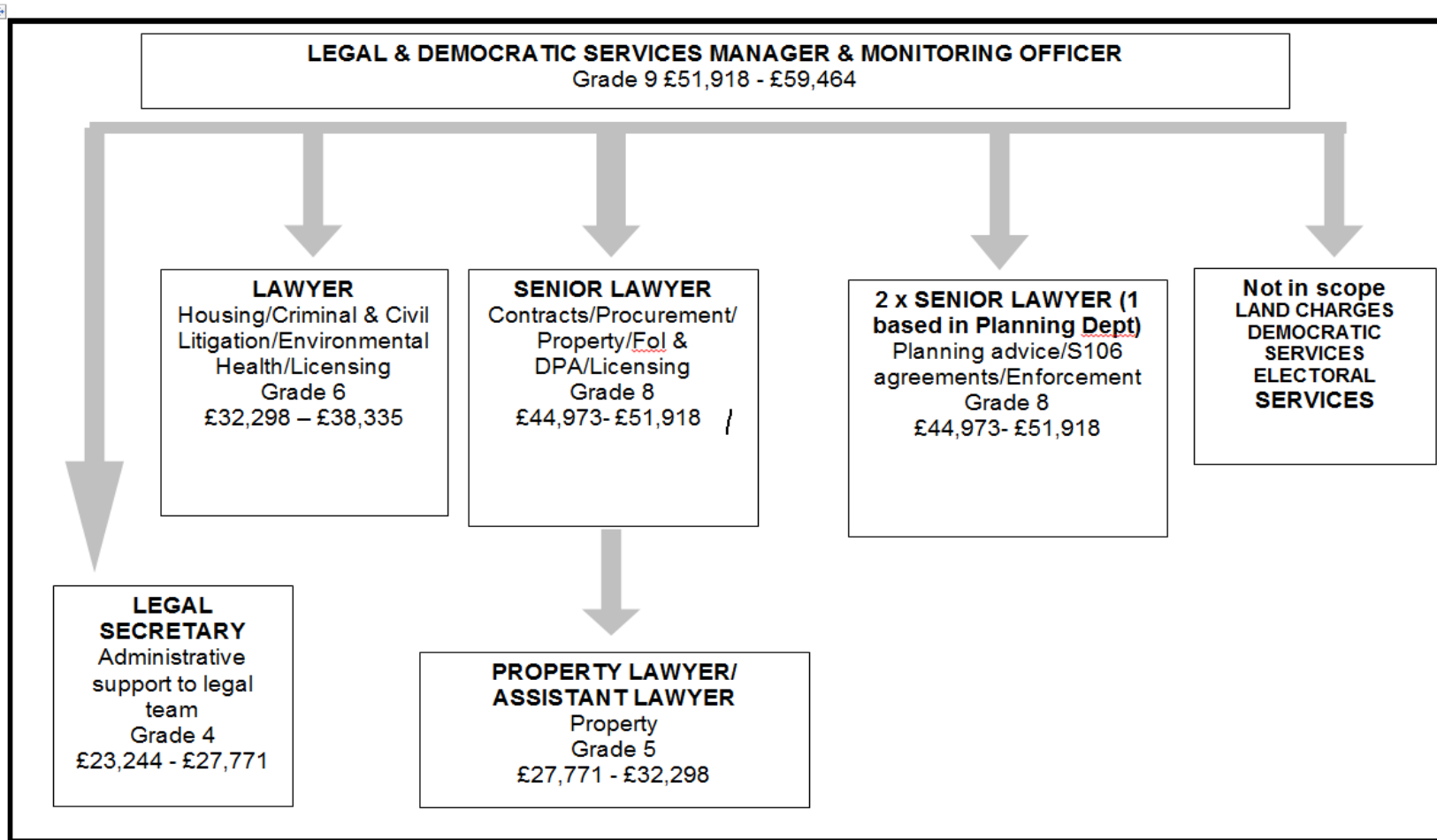
SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

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KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
Key Service PIs (to be selected from the action plan at section 2A)					
Cycle time – to provide insights into the timeliness of delivering legal services – aim to reduce overall cycle time by 10% against baseline by improving demand management	Monthly to Management Board	n/a	n/a	n/a	TBC
Process efficiency – to outline how well the processes and procedures are designed – aim to remove 25% of waste from processes	Monthly to Management Board	n/a	n/a	n/a	TBC
Staff productivity – to assess the outputs delivered by legal personnel – aim to increase staff productivity by 10% over agreed baseline	Monthly to Management Board	n/a	n/a	n/a	TBC
Cost effectiveness – to measure achievement of 15% saving from baseline budget	Monthly to Management Board	n/a	n/a	n/a	Savings of £179K
Customer Satisfaction surveys – to establish baseline level of customer satisfaction	Monthly to Management Board	n/a	n/a	n/a	TBC
Reduction in externalisation of work – to measure achievement against the 10% reduction target	Monthly to Management Board				

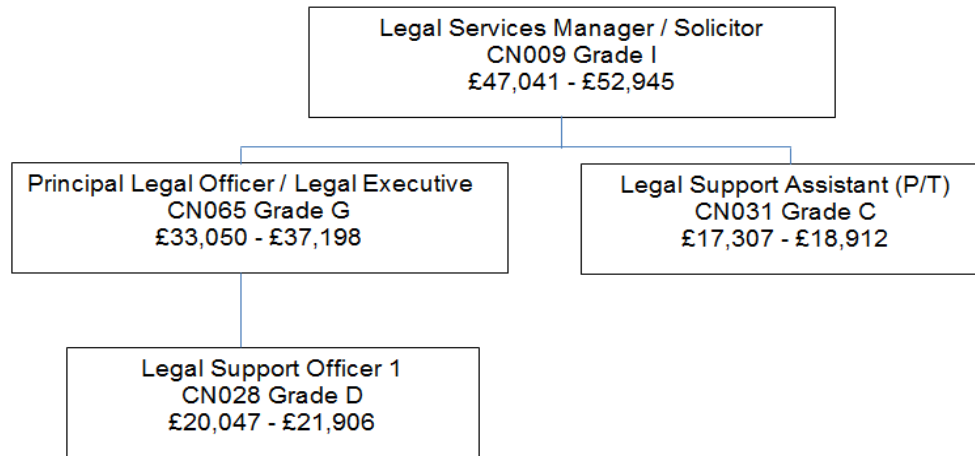
Appendix 1

Existing Structure Charts (as at August 2015) - South Cambridgeshire District Council Legal Services Structure



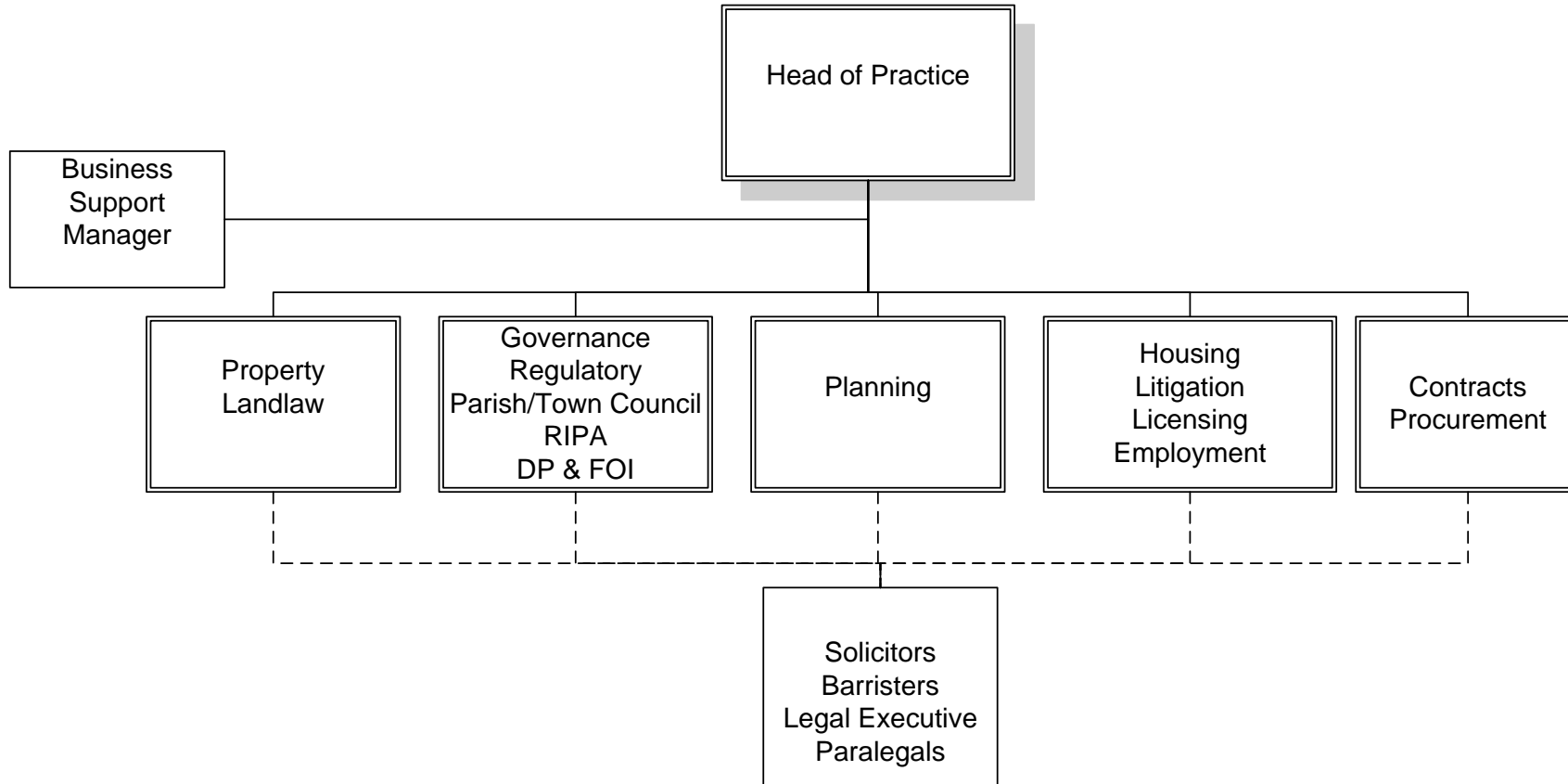
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Existing Structure Charts (as at August 2015) - Huntingdonshire District Council Legal Services Structure



Appendix 2 Proposed Structure

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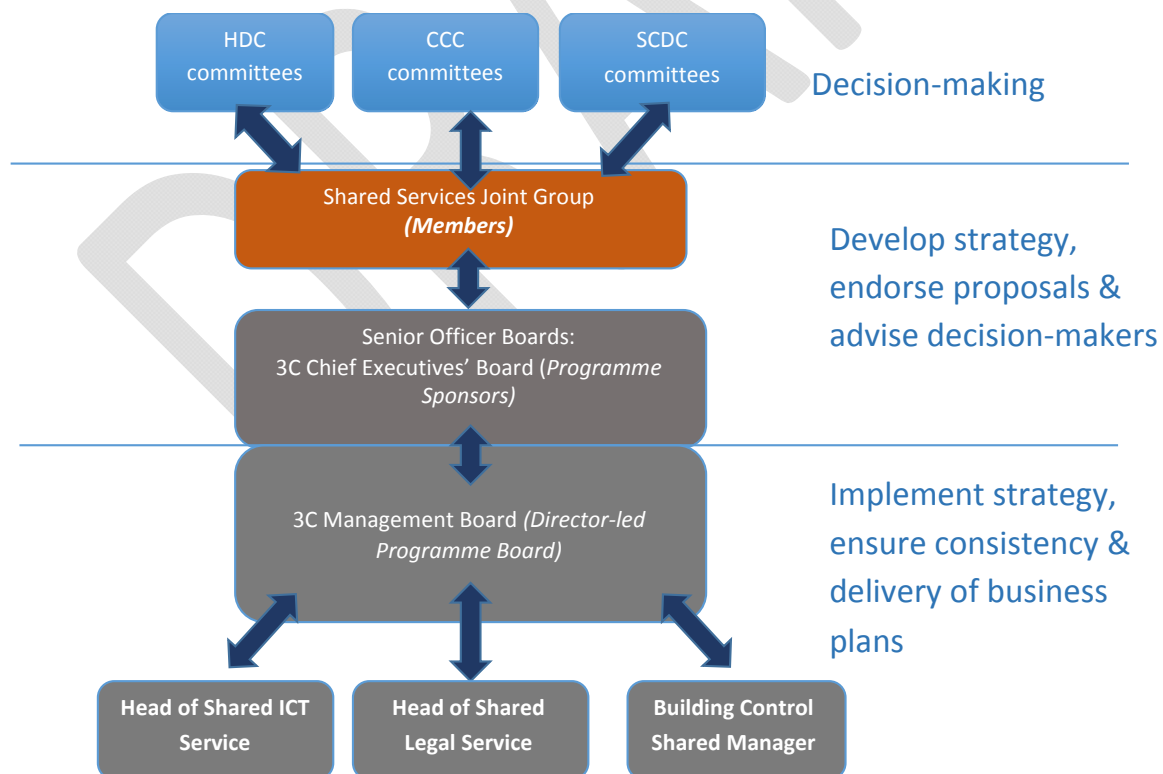
Shared Services Joint Group Terms of Reference

South Cambridgeshire District Council (SCDC), Huntingdonshire District Council (HDC) and Cambridge City Council (CCC), have formally agreed to establish a partnership in order to take forward a number of shared services in a phased manner.

The aim of the shared services is to protect key services and build resilience whilst retaining local control and sovereignty for the three councils.

The three councils will therefore remain as separate entities and maintain their own decision-making routes. The partnership will therefore be developed on an equitable basis, recognising that each authority has strengths in particular services but that each also faces specific challenges.

The governance structure as outlined in the Partnership Agreement and the diagram below, will include a Member Joint Group, a senior officer Partnership Board and a Management Board led by Corporate Directors.



Guiding Principles of shared working

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The Councils will:

- Work in a way that encourages mutual respect, openness and trust
- Commit to the successful achievement of the shared services
- Operate in a transparent and clearly accountable manner
- Share investment costs and benefits gained, proportionate to their budget contribution
- Work constructively together to manage key strategic risks
- Adopt the necessary internal changes to enable them to work effectively with the new Shared Service organisation
- Undertake to resolve any conflicts through appropriate governance arrangements with a view to maintaining strong relationships
- Be governed by the Partnership Agreement that forms the basis of clear, binding, contractual arrangements between partner councils
- Develop a framework for service charging, service levels and customer compliance

1. Parties

Cambridge City Council
Huntingdonshire District Council
South Cambridgeshire District Council

2. Status

The Shared Services Joint Group has been established by Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. It is a Joint Group of the three Councils, established under section 102(4), Local Government Act, 1972.

3. Membership

Three elected members (the Leaders of each partner Council or their nominated substitute). The Leaders may, by mutual agreement, invite other members to attend the Joint Group.

4. Functions of the Joint Group

- 4.1 The Joint Group is established to provide strategic direction and leadership to the shared services in line with the agreed principles of operation and the approved business plans and budgets. It will also consider proposals for future shared services, in line with each council's corporate frameworks before making recommendations to each partner Council.
- 4.2 In addition, it will provide advice, oversight and challenge with regards to the shared services' performance against the approved business plans and budgets.
- 4.2 The Joint Group is an informal body and does not have any delegated powers or discharge of functions and powers. It is an advisory body to the three Councils only and will endeavour to reach a consensus on the issues that it advises upon.

4.3 The Joint Group, operating in a consensual manner, will review and recommend the proposed budget and business plan for each shared service on an annual basis and make recommendations to each partner Council as appropriate.

4.4 The Joint Group will consider quarterly performance reports, financial reports and risks against the approved budget and business plan for each shared service, with reports or recommendations submitted to each partner Council as appropriate.

4.6 Each partner Council's respective Overview and Scrutiny functions will continue to have responsibility for scrutinising their own Council's role in the shared services' arrangement. The Joint Group could recommend to a particular Council that its Overview and Scrutiny function considers particular issues that may occur in respect of a specific shared service.

5. Professional and administrative support

5.1 Committee management and administrative support to the Joint Group will be provided by the council to which the current Chairman belongs.

5.2 Other professional support will be provided to the Joint Group on an ad hoc basis as agreed between the three Councils.

6. Standing Orders

6.1 The Joint Group will be governed by the Standing Orders set out in Annex A attached to these Terms of Reference.

7. Costs

7.1 The three Councils will each bear its own costs in relation to the operation of the Joint Group.

7.2 However, should the Chairman continue into a second year as Chairman, the costs for the administration of the Joint Group are to be borne by all three councils equally, until there is a change of Chairman.

Shared Services Joint Group

Standing Orders

1. Membership

- 1.1 The Joint Group will have a membership of three, comprising the Leader of each partner Council.

2. Alternate or substitute members

- 2.1 Each Leader will be entitled to appoint an alternative or substitute member who may act in all aspects as a member of the Joint Group in their absence.

3. Term of office

- 3.1 The term of office of members from the three Councils shall end:
- if rescinded by the appointing Council; or
 - if the member ceases to be a member of the appointing Council.

4. Appointment of Chairman

- 4.1 The Joint Group will appoint a Chairman at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils.
- 4.2 The principle of rotating the role of Chairman between the three partner Councils on an annual basis will be followed, unless the Joint Group unanimously votes to re-elect the current Chairman for a further term of office.

5. Quorum

- 5.1 The quorum for meetings of the Joint Group will be three members.
- 5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chairman's, discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.
- 5.3 If there is no quorum at any stage during a meeting, the Chairman will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed and the remaining items will be declared null and void.

6. Member conduct

6.1 Joint Advisory Board members shall be bound by the Code of Conduct of their nominating authority.

7. Notice of and summons to meetings

7.1 Notice will be given to the public of the time and place of any meeting of the Joint Group in accordance with the Access to Information rules of the current administering authority.

7.2 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Joint Group. The agenda will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such details as are available.

8. Meeting frequency

8.1 The Joint Group may set its own timetable for meetings but will initially meet quarterly.

9. Participation at Joint Group meetings by elected Members of partner Councils

9.1 At the discretion of the Chairman, other elected members of the three partner Councils may be entitled to speak and participate at meetings of the Joint Group.

10. Questions by elected Members of partner Councils

10.1 At the discretion of the Chairman, elected Members of partner district Councils may ask questions relating to the business of the Shared Services Joint Group. This standard protocol is to be observed:

- (a) notice of the question should be given to the Democratic Services team at the current administering authority by 10am the day before the meeting;
- (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Joint Assembly, nor any matter involving exempt information (normally considered as 'confidential');
- (c) questioners cannot make any abusive or defamatory comments;
- (d) if any clarification of what the questioner has said is required, the Chairman will have the discretion to allow other members to ask questions;
- (f) no more than 20 minutes at the beginning of each meeting will be permitted for questions
- (g) individual questioners will be permitted to speak for a maximum of three minutes;
- (h) in the event of questions considered by the Chairman as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

11. Minutes

11.1 The Chairman will sign the minutes of the proceedings at the next suitable meeting. The Chairman will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

12. Exclusion of the public and press

12.1 Members of the public and press may be excluded from meetings in accordance with the Access to Information rules of the current administering authority, with regard to the consideration of exempt or confidential information.

13. Recording of proceedings

13.1 The recording in any format of meetings of the Joint Group is permitted, except:

- where the Chairman, or person presiding the meeting, rules that filming is being undertaken in such a way that is disruptive or distracting to the good order and conduct of the meeting;
- where the public have been excluded from the meeting in accordance with the Access to Information rules of the current administering authority during the consideration of exempt or confidential information.

14. Disturbance by public

14.1 If a member of the public interrupts proceedings, the Chairman, or person presiding the meeting, will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room.

14.2 If there is a general disturbance in any part of the meeting room open to the public, the Chairman, or person presiding the meeting, may call for that part to be cleared.

14.3 If there is a general disturbance making orderly business impossible, the Chairman, or person presiding the meeting, may adjourn the meeting for as long as he or she thinks is necessary.

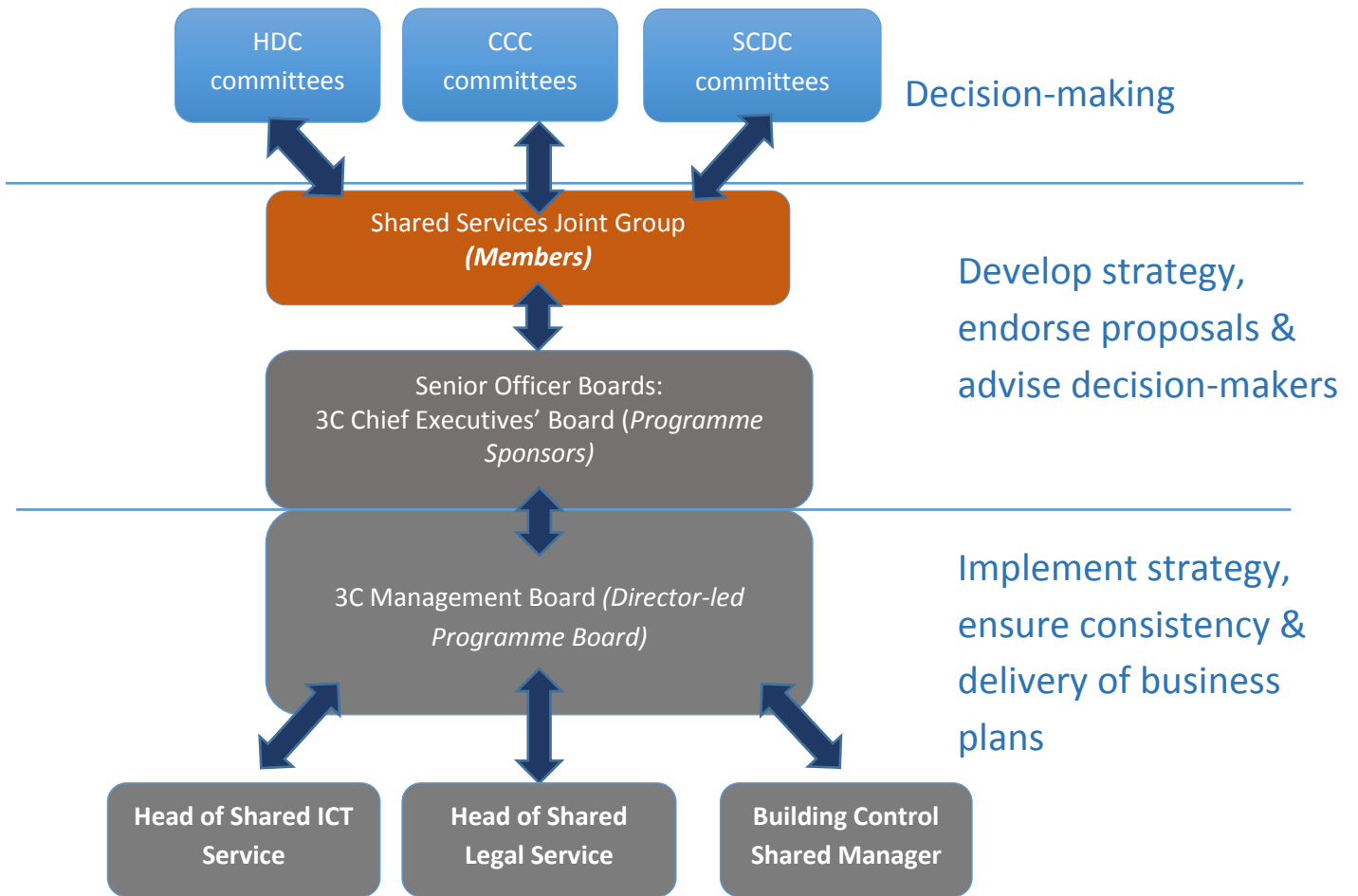
15. Interpretation of Standing Orders

15.1 The ruling of the Chairman of the Joint Group as to the application of these Standing Orders shall be final.

16. Suspension of Standing Orders

16.1 Any of these Standing Orders may, as far as is lawful, be suspended by motion passed unanimously by those entitled to vote.

3C Shared Services, Governance Arrangements – December 2015



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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the HINCHINGBROOKE COUNTRY PARK JOINT GROUP held in the Countryside Centre, Hinchingsbrooke Countryside Park on Friday, 11 March 2016.

PRESENT: Councillor R J West - Chairman.
Councillors R C Carter and T Hayward.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillor T D Sanderson.

IN ATTENDANCE: Mrs J Arnold, Mr M Chudley, Mr J Milligan, Mr C Moss and Mrs M Sage,

13. ELECTION OF CHAIRMAN

RESOLVED

That District Councillor R West be elected as the Chairman of the Hinchingsbrooke Country Park Joint Group for the remainder of the Municipal Year.

Following which Councillor R West took chairmanship of the meeting.

14. MINUTES

The Minutes of the meeting held on 27th March 2015 and the Notes of the inquorate meeting held on 16th October 2015 were approved as a correct record and signed by the Chairman.

15. MEMBERS' INTERESTS

There were no declarations of interest received from those Members that were present.

16. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED

That District Councillor T Sanderson be appointed as the Vice-Chairman of the Hinchingsbrooke Country Park Joint Group for the remainder of the Municipal Year.

17. MEMBERSHIP OF THE GROUP

The Membership of the Hinchingsbrooke Country Park Joint Group for 2015/16 was noted as follows:

(a) **Cambridgeshire County Council**

Councillor Sir P Brown.

(b) Huntingdonshire District Council

Councillors R C Carter, T F Hayward, T D Sanderson and R J West.

The Group expressed their continued concern at the lack of attendance at the meetings by Cambridgeshire County Council. In an attempt to resolve the matter it was agreed that the Chairman would again write to the Leader of Cambridgeshire County Council to express the Groups' continued concern.

18. SENIOR RANGER'S REPORT

In receiving and noting the content of the Senior Ranger's report on park activities for the period October 2015 – February 2016, comment was made in relation as follows:

(a) Staffing

The Group was informed that following the Café Supervisor ceasing employment, as part of the ongoing restructure, a new Hospitality Supervisor position had been created to manage both the operation of the café and Countryside Centre. It was anticipated that a person would be in post from May 2016.

A new post of Events and Promotions Officer had been created within the Countryside Services team, and this position had been occupied by the former Countryside Centre Co-ordinator. However, until the new Hospitality Supervisor was in post it was impacting on the Events and Promotions Officer being able to fully dedicate to this role.

(b) Volunteers

The Country Park received more interest from students regarding work experience placements than it could accommodate and it had learnt from past experience to be specific as to the requirements of the students and the role.

The Council was considering where apprenticeship schemes could be accommodated, which would include Countryside Services.

The Park received funding from Cambridgeshire County Council for ten adult volunteers who were accompanied by two support workers.

(c) Wider District

As part of the national 'Clean for the Queen' campaign to celebrate the Queen's 90th birthday, a series of community clean-ups events had been organised over a number of sites. The first event was a success and had generated a significant number of volunteers.

(d) Café

In response to question, it was confirmed that there had been cursory investigations as to the viability of relocating the café to within the Countryside Centre. However, the costs and remedial works required to facilitate this had made the idea impracticable.

(e) Countryside Centre

In discussing whether there was further scope as an educational facility it was explained that due to the national curriculum and the resultant lesson timetable it was difficult for secondary schools to allot time to use the Country Park. A number of primary schools already used the Park mainly from Easter through to July.

It was noted that although Hinchingsbrooke Hospital had its own training room, there was a need to better promote the Park at the hospital

(f) Events and Activities

The Group was informed of a new Policy due to be approved by the Cabinet for events in the Council's parks and open spaces and the introduction of fees and charges, which would have an impact on events held at the Country Park.

The new policy framework would establish clear guidelines for the consideration of applications and the staging of events, to provide greater control.

Previously events in Council parks and open spaces were agreed outside of any policy framework, with no coherent structure of fees and charges to ensure the Council recovered the costs incurred with accommodating the events.

There was flexibility within the schedule of charges and deposits depending upon the type of organisation applying to hold an event.

The Group was informed that the Park was part of the Naturally Healthy Week which received national publicity. The Naturally Healthy campaign was submitting a bid for research regarding health benefits from being outside.

(g) Friends of Hinchingsbrooke Country Park

The Friends were seeking a volunteer who could assist with applying for grants.

The Chairman of the Group would be attending the Friends Annual General Meeting.

(h) Financial Position

Members' attention was drawn to the positive financial position of the Country Park. Regarding the Hinchingsbrooke Country Park and Management budget it was noted that there had not been much spend on the maintenance of the building and there had not been as

many events organised mid-year. However, combined the running costs and income were on target.

Having installed a log burner in the Centre, £1k funding was received per annum. To generate additional funding the Park was selling surplus logs on a small scale from the Park. However, a more suitable location would be the community nursery.

The nursery was not located within the Park and the Group discussed potential options regarding the future of the nursery.

The Hinchingsbrooke Country Park budget for 2016/17 required savings of £30k to be identified.

Whilst discussing the future of the Hinchingsbrooke Country Park Joint Group it was suggested that it would be preferable to have a Group that considered all open spaces throughout the district, and not solely the Hinchingsbrooke Country Park. Subsequently the Group tasked the Interim Head of Service (Operations) and Cllr Carter along with the Chairman of the Overview and Scrutiny Panel (Environmental Well-Being) to consider opportunities on how to progress the matter, which the Group hoped would be expeditiously actioned.

19. DATE OF NEXT MEETING

The Group noted that their next meeting would be held on 14th October 2016 at 10am.

Chairman