

A meeting of the **OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **THURSDAY, 7TH 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 - 10)

To approve as a correct record the Minutes of the meeting held on 3rd March 2016.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 14)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**M Sage
388007**

4. SHARED SERVICES BUSINESS PLANS AND TERMS OF REFERENCE FOR THE JOINT GROUP (Pages 15 - 84)

To receive a report on the Shared Service Business Plans and the Terms of Reference for the Joint Group.

**J Slatter
388103**

5. CORPORATE PLAN PERFORMANCE MEASURE UPDATE

The Panel is to receive a verbal update on the Corporate Plan Performance Measure.

**A Dobbyne
388100**

6. WORK PLAN STUDIES (Pages 85 - 86)

To consider the work programmes of the Communities and Customers and Economy and Growth Overview and Scrutiny Panels.

**A Green
388008**

Dated this 24th day of March 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 Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@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.

This page is intentionally left blank

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN on Thursday, 3rd March 2016.

PRESENT: Councillor G J Bull – Chairman.

Councillors T D Alban, P L E Bucknell, E R Butler, R S Farrer, L George, D Harty, B Hyland, J M Palmer, M F Shellens and J E White.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor Mrs A D Curtis.

21. MINUTES

The minutes of the meeting of the Panel held on 4th February 2016 were approved as a correct record and signed by the Chairman.

22. MEMBERS' INTERESTS

No declarations of interests were received.

23. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st March 2016 to 30th June 2016.

The Panel noted that the Shared Services Governance matter for decision was included in error and the line would be removed from the Notice of Key Executive Decisions.

24. PROJECT MANAGEMENT SELECT COMMITTEE 12 MONTH REVIEW

With the aid of a report by the Programme and Project Manager (a copy of which is appended in the Minute Book) the Project Management Select Committee 12 Month Review was presented to the Panel. Members were acquainted with the report and the inclusion of the Octagon within the Capital project schemes to effectively manage the underspend.

The Panel were informed that there are six project governance boards and each board has a member of CMT, two to three Heads of Service and other key officers from different areas of the Council.

Members were addressed by the Head of Customer Services in respect to the project of the new website. The Panel were informed that the website went live in October 2015 and the project

management had been reviewed for its effectiveness.

The project has achieved a number of objectives it set out to do including: being able to view the website on different devices; the reduction of content meaning the website is less cluttered; pages quicker to load; the reading age reduced to an average of 6 and the removal of 1400 unlinked documents.

The Panel were informed that the website is viewed by a good range of age ranges and that the next step of the project is the ongoing management of the website.

Following a question regarding the net budget of the Octagon scheme and why was it £0 the Panel was informed that it was because there was no budget approved in the capital budget 2015/16 and that the budget was approved afterwards.

In response to a question as to why the project boards do not have a Member on the board the Panel were advised that the Corporate Governance Panel did not feel the need for a Member on the board.

After a question in regards to the migration of customers over to the website Members were informed that the Council does measure migration and that 90% of new benefit claims and 67% of change of circumstances are online. Peak usage of the website were the weeks up to Christmas.

The Panel was informed that the way projects are managed in terms of budget and end date has changed as now the focus is on what is vital and deliverable within the timescale and if vital objective are delivered then the other objectives would be revisited.

A Member asked if a facility could be constructed to enable residents to search for their ward Member using their postcode. The Panel was informed that the website could be personalised so when a resident enters their postcode the local bin collections appear the next step is to ensure that the local ward Member appears as well.

Following a question of the process and safeguards for when projects go wrong Members were informed that for Capital projects risks would be picked up by finance and the other projects have the project managers reporting regularly with risks picked up by the project board.

25. CORPORATE PLAN

With the aid of a report by the Corporate Team Manager (a copy of which is appended in the Minute Book) the Corporate Plan was presented to the Panel. Members were acquainted with the Corporate Plan and how it links with Service Plans. The Panel noted that Overview and Scrutiny would have the information they require to hold Portfolio Holders to account.

When discussing the vision and strategic priorities and objectives the Panel expressed a preference for the first vision statement of 'we want to continue to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth

whilst providing value for money services'. Members noted that the number of priorities has been cut from four to three.

The Panel agreed that there should be some preamble however not too wordy as Members felt that the document should remain a clean strategic document.

Under Enabling Communities section Members were concerned that the discrepancies between the market towns and villages would mean that the objective of 'ensuring that our streets and open spaces are clean and safe' would be difficult to achieve.

Concerns were raised that the action point within the Enabling Communities section of 'reduce incidences of littering' would be difficult to measure.

Following a question on what the Council were doing in regards to the objective of 'support community development and enabling the voluntary and community sector organisations to develop, and working with communities to build resilience' within the Enabling Communities section the Panel was informed that the Overview and Scrutiny Panel (Communities and Customers) have a Working Group investigating the issue.

Members questioned whether the objective of 'supporting economic growth in rural areas' within the Sustainable Growth section was achievable as rural areas suffer from slow broadband and they are competing with the enterprise zones.

The Panel did not believe the action within the Sustainable Growth section of 'continue to work with partners and influence the Local Enterprise Partnership's Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth' was realistic as Members believe that the Local Enterprise Partnership can't be influenced.

In reference to the action of 'facilitate delivery of new housing on the large strategic site at Wyton' underneath the Sustainable Growth section a Member wanted to emphasise the requirement for infrastructure in particular road infrastructure. Members were also keen to include Molesworth underneath the same action point.

The Panel noted that the action of 'Zero Based Budgeting (ZBB) Phase 2 is undertaken to identify further service savings' under the section of Efficient and Effective Council meant that the next process of ZBB would take place within the lifetime of the Corporate Plan.

Under the Efficient and Effective Council section the action of 'collecting money that is saved?' was noted as particularly confusing however Members were advised that this was an error and the action should have read 'collecting money that is owed'.

Concerns were raised regarding the measurement of 'accelerate business growth and investment' underneath Sustainable Growth. Members emphasised that they would like this to continue especially the measure of 'processing of planning applications on target – major (within 13 weeks or agreed extended period)'.

Following concerns that the objectives and actions could be achieved not as a result of Council intervention the Panel were informed that the quarterly reporting would have an explanation with every distinct measure.

This led on to the suggestion of moving the Overview and Scrutiny Panel (Finance and Performance) to a quarterly cycle to coincide with the Corporate Plan quarterly reports. Members received were supportive of the suggestion however recognised the requirement for additional meetings at busier points of the Municipal Year.

After a discussion concerning the elements within the Corporate Plan beyond the Council's control, the Panel was reminded that the Council should try to influence those elements if it is important to Huntingdonshire as the Council has a responsibility to look after the District and its residents. In response a Member suggested adding a section on the interdependencies with other agencies and authorities that the Council relies upon to help deliver the Corporate Plan.

Following a question regarding the measure of 'gross number of affordable homes delivered' underneath Sustainable Growth, Members were informed that there are national definitions for affordable housing and they do take into account of the local property values.

A Member raised a concern that the measure of number of days the process Housing Benefit changes of circumstance' underneath Efficient and Effective Council would be adversely affected by the level of zero hours contracts. In response Members were informed that there would be new electronic housing benefits form which would make the process quicker.

(At 8.09pm, during the discussion of this item, Councillor T Alban left the room).

(At 8.13pm, during the discussion of this item, Councillor T Alban returned to the room).

26. WORK PLAN STUDIES

The Panel received and noted a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Communities and Customers and Economy and Growth.

Following a discussion on the Health Economy and the work stream of 'the impact of growth on GP surgeries, school places and hospital capacity' the Panel was reminded that Overview and Scrutiny Panel (Communities and Customers) are currently working on the study.

27. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting. As there was only

one item on the programme and that had concluded Members were informed that the programme would not be on future agendas unless a new study was proposed.

Chairman

This page is intentionally left blank

NOTICE OF KEY EXECUTIVE DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by Councillor J D Ablewhite Ms Melanie Sage
Date of Publication: 23 March 2016
For Period: 1 April 2016 to 31 July 2016

Membership of the Cabinet is as follows:-

| | | |
|--------------------------|--|--|
| Councillor J D Ablewhite | - Executive Leader of the Council | 3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk |
| Councillor R C Carter | - Executive Councillor for Operations & Environment | 5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail: Robin.Carter@huntingdonshire.gov.uk |
| Councillor S Cawley | - Executive Councillor for Organisational Change & Development | 6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk |
| Councillor D B Dew | - Executive Councillor for Strategic Planning & Housing | 4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk |

| | |
|--|--|
| Councillor J A Gray - Executive Councillor for Resources | Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk |
| Councillor R Harrison - Executive Councillor for Strategic Economic Development & Legal | 55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664 Email: Roger.Harrison@huntingdonshire.gov.uk |
| Councillor R Howe - Deputy Executive Leader of the Council with responsibility for Commercial Activities | The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk |
| Councillor D M Tysoe - Executive Councillor for Customer Services 12 | Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk |

Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk. Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

- Notes:- (i) Additions changes from the previous Forward Plan are annotated ***
 (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

| 3 Subject/Matter for Decision | Decision/ recommendation to be made by | Date decision to be taken | Documents Available | How relevant Officer can be contacted | Reasons for the report to be considered in private | Relevant Executive Councillor | Relevant Overview & Scrutiny Panel |
|--|--|---------------------------|---------------------|---|--|---|------------------------------------|
| Shared Services Joint Groups Terms of Reference and Business Plans (ICT, Legal and Building Control) | Cabinet | 21 Apr 2016 | | Ms Julie Slatter, Corporate Director (Services) Tel No. 01480 388001 email: Julie.Slatter@huntingdonshire.gov.uk | | J Ablewhite S Cawley D Tysoe R Harrison D Dew | Finance and Performance |
| Waste Service - Service Specification | Cabinet | 21 Apr 2016 | | Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email:Alistair.Merrick@huntingdonshire.gov.uk | | R Carter | Economy and Growth |

| Subject/Matter for Decision | Decision/ recommendation to be made by | Date decision to be taken | Documents Available | How relevant Officer can be contacted | Reasons for the report to be considered in private | Relevant Executive Councillor | Relevant Overview & Scrutiny Panel |
|---|--|---------------------------|---------------------|--|--|-------------------------------|------------------------------------|
| Creation of the Integrated Street Scene Service | Cabinet | 21 Apr 2016 | | Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk | | R Carter | Economy and Growth |
| Housing Strategy 2016 - 2020 *** | Cabinet | 16 Jun 2016 | | Jo Emmerton, Housing Strategy Manager Tel No. 01480 388203 email: Jo.Emmerton@huntingdonshire.gov.uk | | D Dew | Communities and Customers |
| Community Chest Grant Aid Awards 2016/17 *** | Grants | 30 Jun 2016 | | Chris Stopford, Head of Community Services Tel No. 01480 388280 or email Chris.Stopford@huntingdonshire.gov.uk | | J Gray R Harrison | Communities and Customers |

Public
Key Decision - No

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 Overview and Scrutiny Panel is invited to:

Make comments on the business plans for each of the shared services attached at Appendix 1 and the Terms of Reference for the Shared Services Joint Group.

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 draft Business Plans and Terms of Reference for the Shared Services Joint Group.
- 1.2 This is not a key decision it is an opportunity to approve the Business Plans for the shared Building Control, Legal and ICT 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 1 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 comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

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

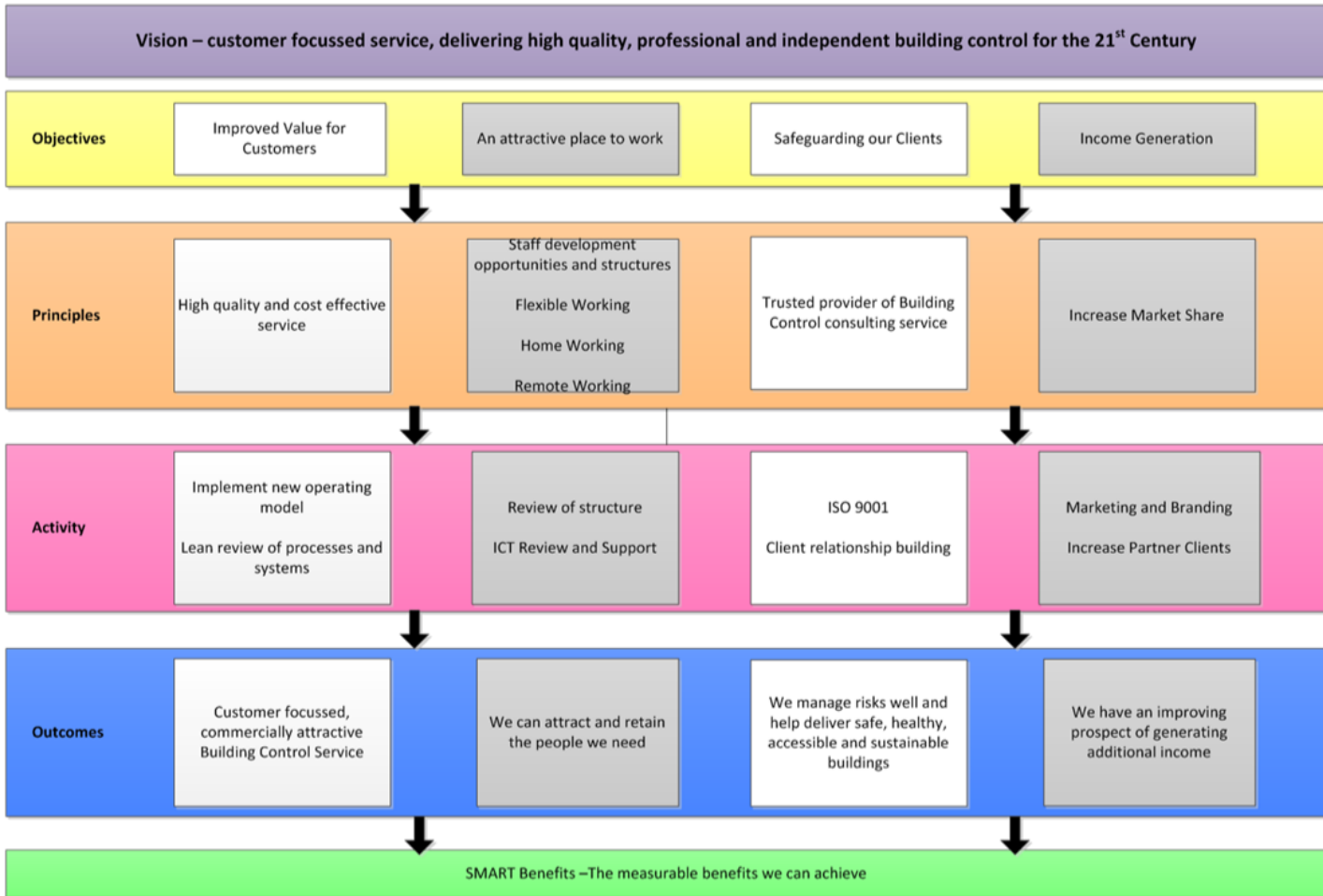
BUSINESS PLAN FOR BUILDING CONTROL 2016/17

| 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 more 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 | |

29

| 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

30

| | | | | | |
|--|--|--|--|----------------------------|---|
| <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 | | |

31

| 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.

35

| 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) | | | | | |
| | | | | | |

This page is intentionally left blank

**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

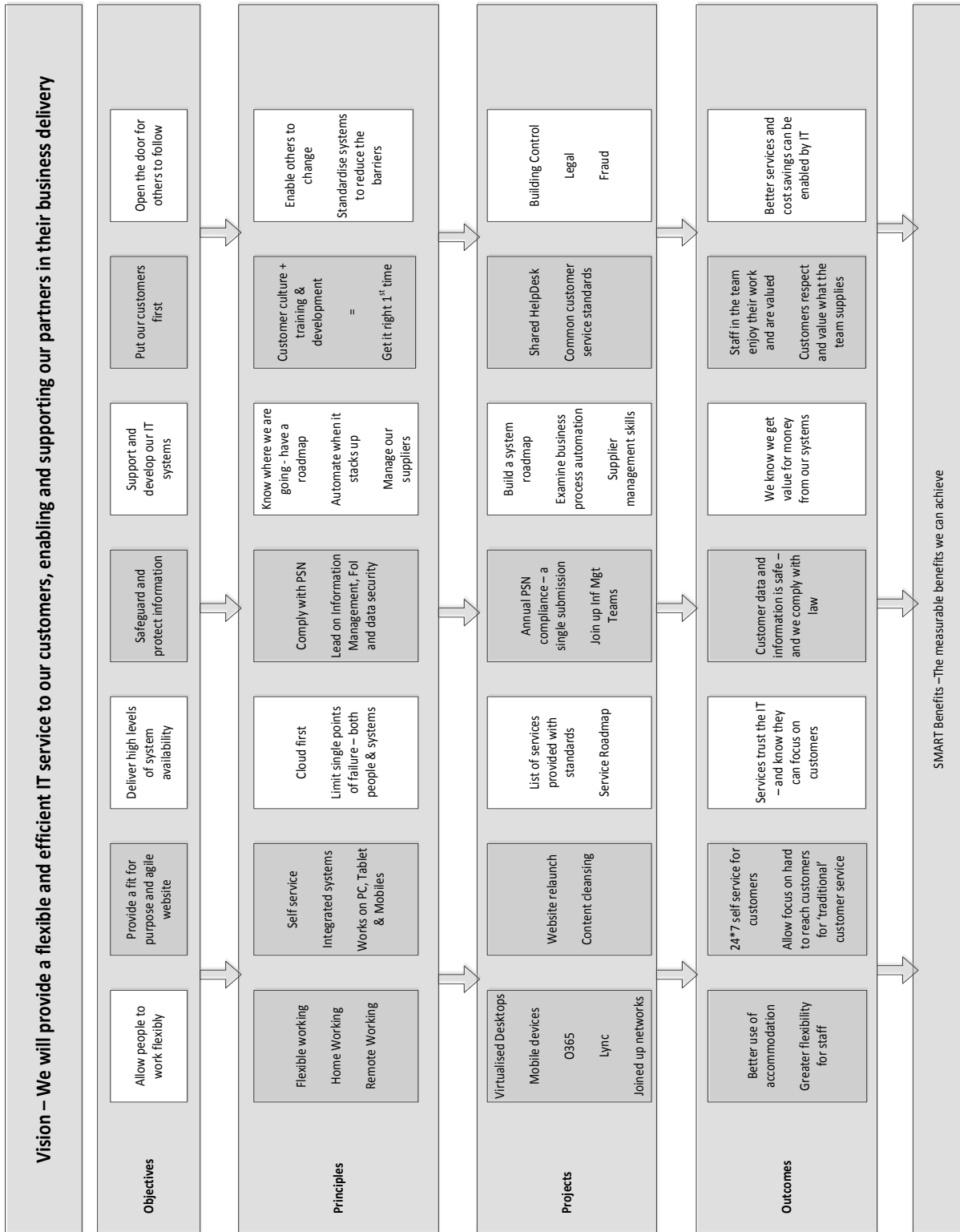
The Plan is divided into the following sections:

- 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

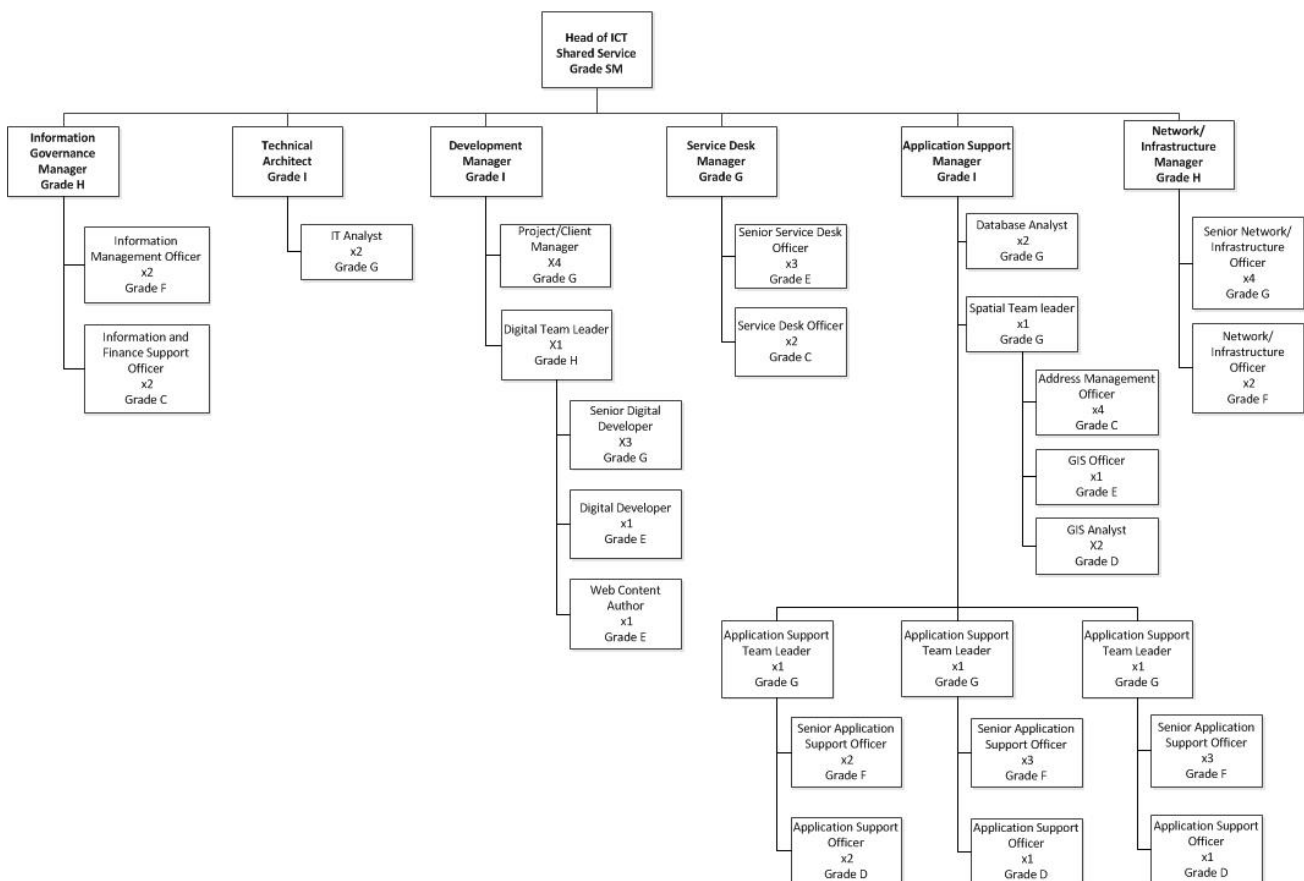
D. STAFFING OVERVIEW

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.

49

| | 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> | |
|---|-------------------------------|------------|--|---|---|--|

51

| 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

52

| 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 | |
|------------------|--|

| | | | | | |
|---|--|---|---|---------------------|-----------------------------|
| 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 | | | | | |

53

| | | | | | |
|--|--|---|---|-----------------------------|---|
| 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.

55

| 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.

56

| 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) | | | | | |
| Customer Satisfaction | Annual | | | | |
| Budget Savings achieved | Annual | | | | |
| Organisational Structure populated | One off | | | | |
| Service Catalogue PIs met | Quarterly | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here) | | | | | |
| 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 [<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 (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

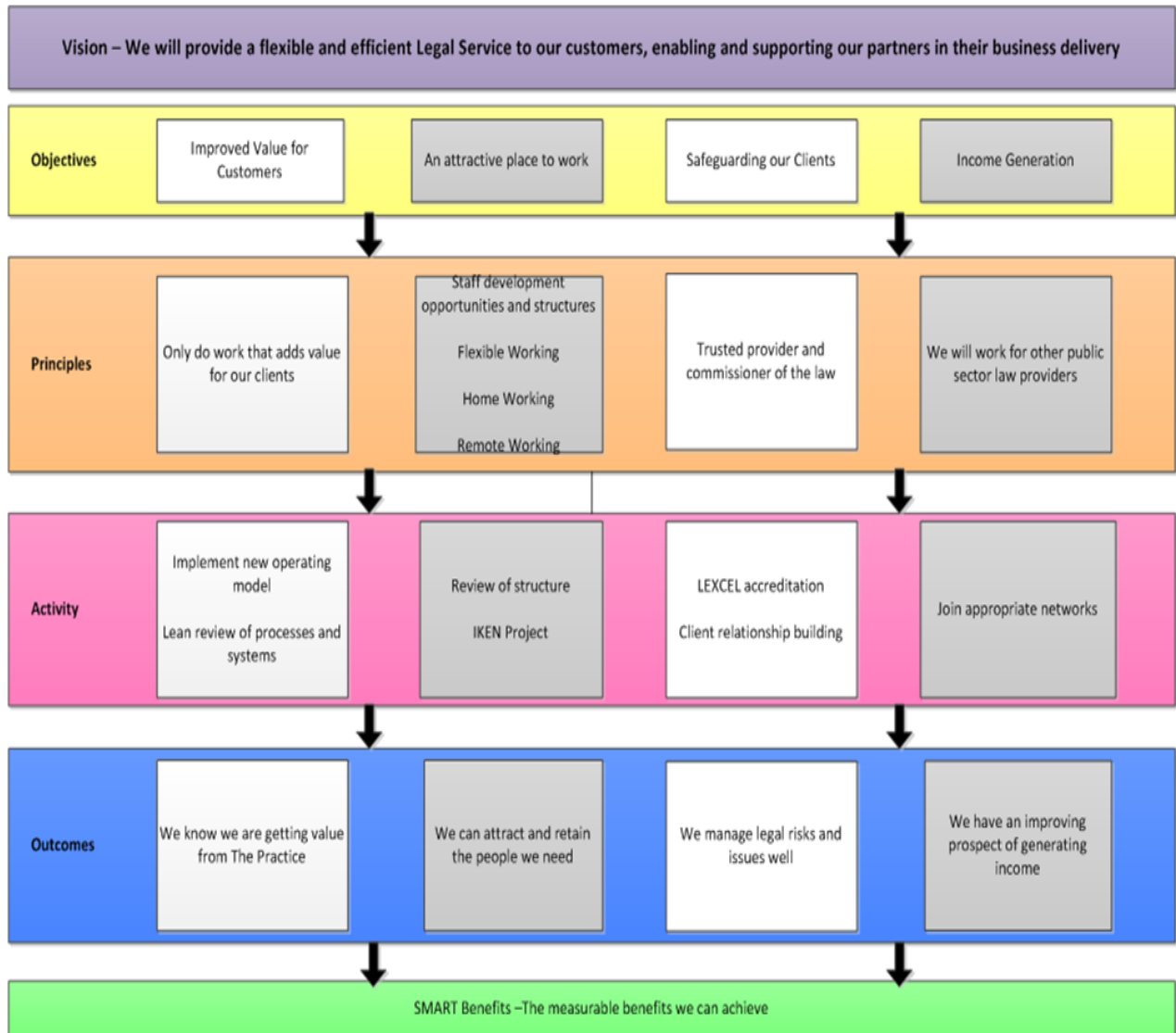
B. DESCRIPTION OF THE SERVICE

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.

66

| | 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

70

| | | | | | |
|--|---|---|--|---------------------|--|
| 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 | | |

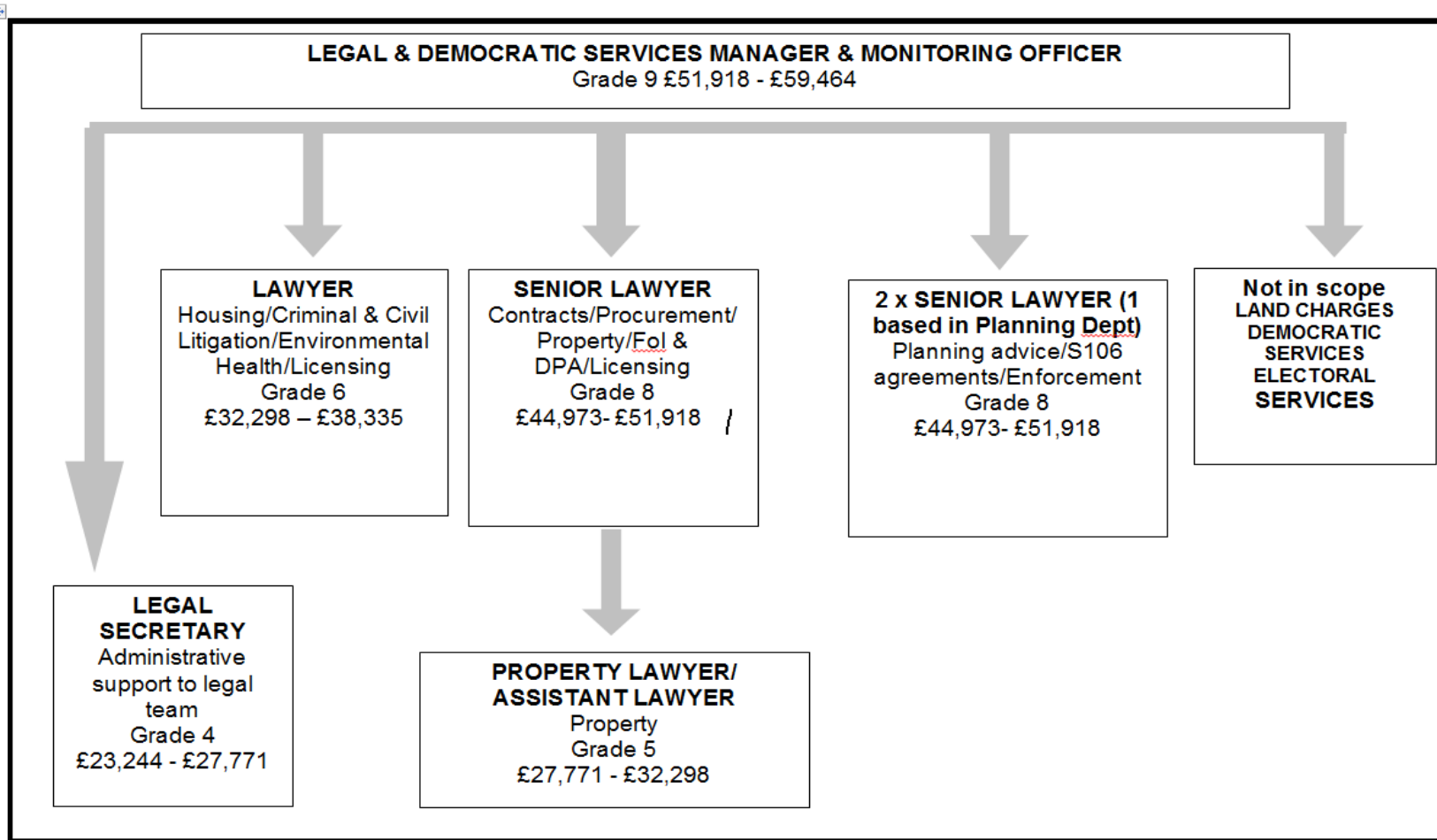
SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

72

| KPI Reference and Description | Reporting frequency | 2015/16 Target | 2015/16 Final Outturn | 2015/16 Target | 2016/17 Year End Estimate |
|---|-----------------------------|----------------|-----------------------|----------------|---------------------------|
| Key Service Pls (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 | | | | |

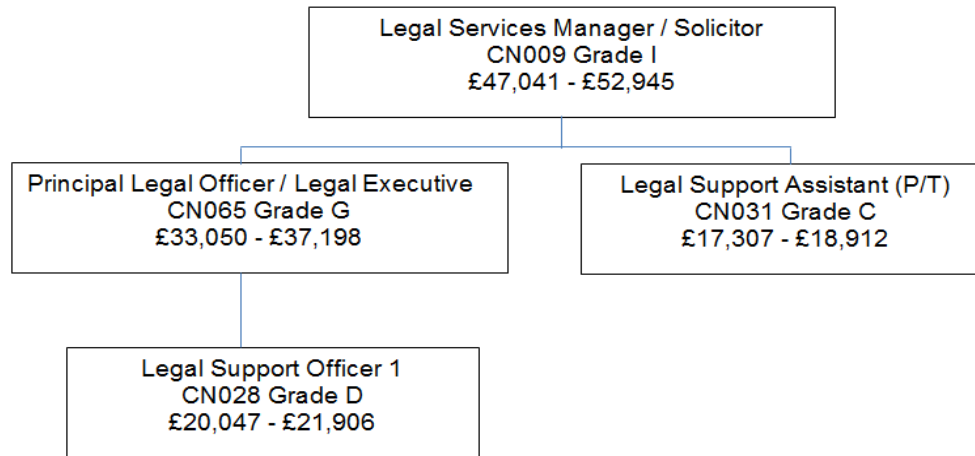
Appendix 1

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

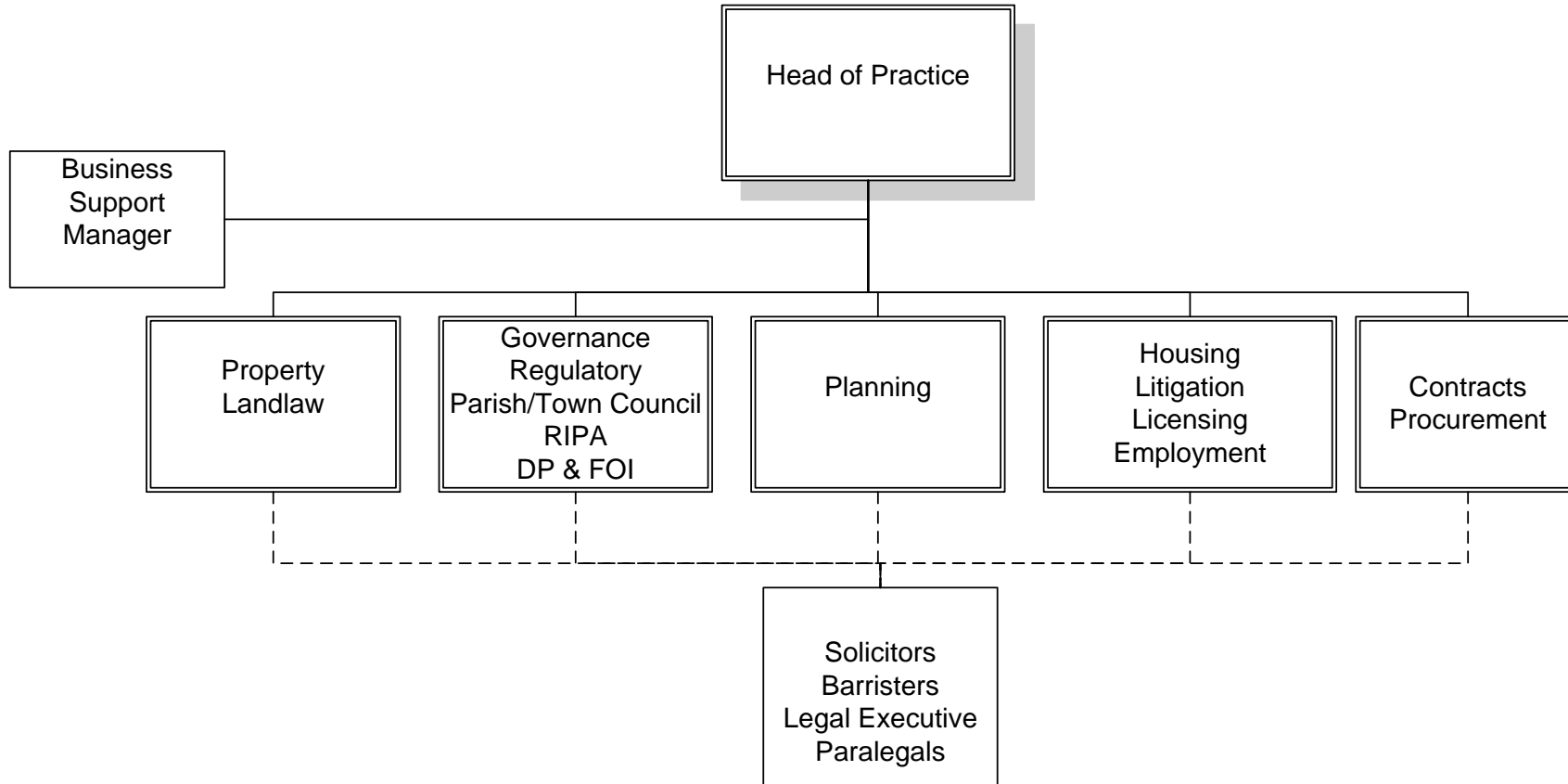


73

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



Appendix 2 Proposed Structure



This page is intentionally left blank

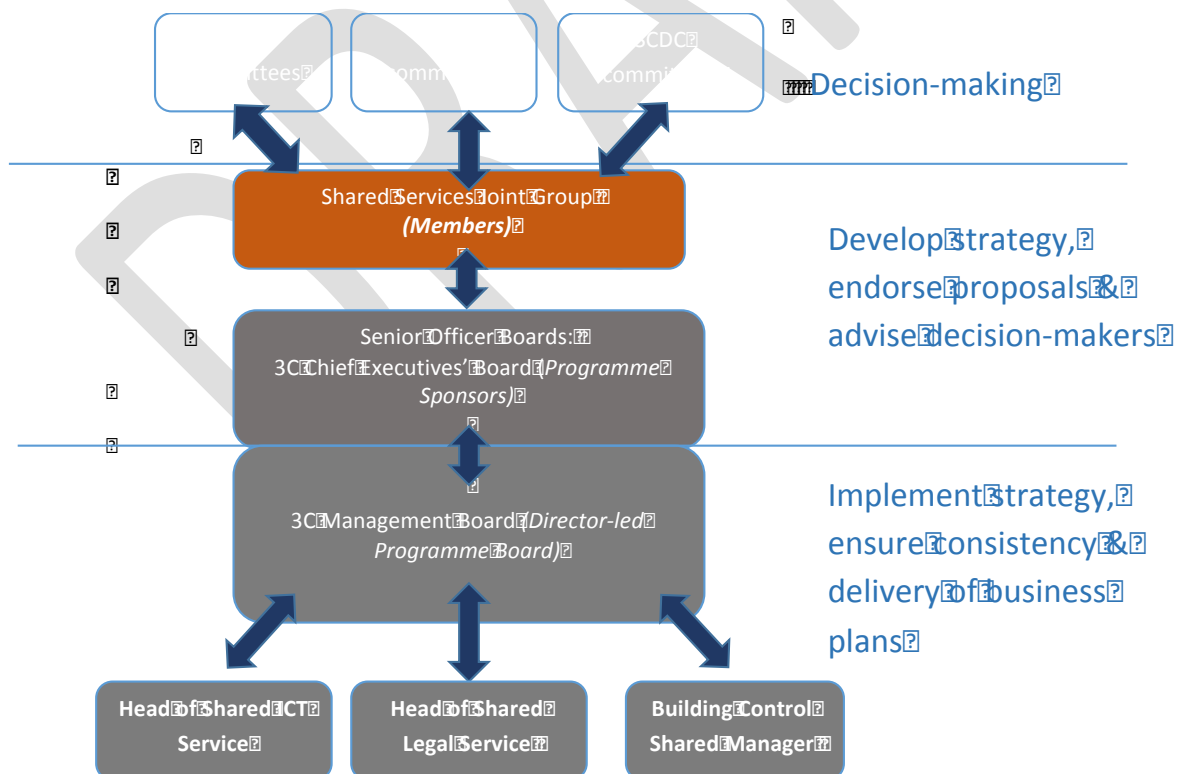
Shared Services Joint Group Terms of Reference

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

JAG_ToR_Dec15_JRv0.3

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.

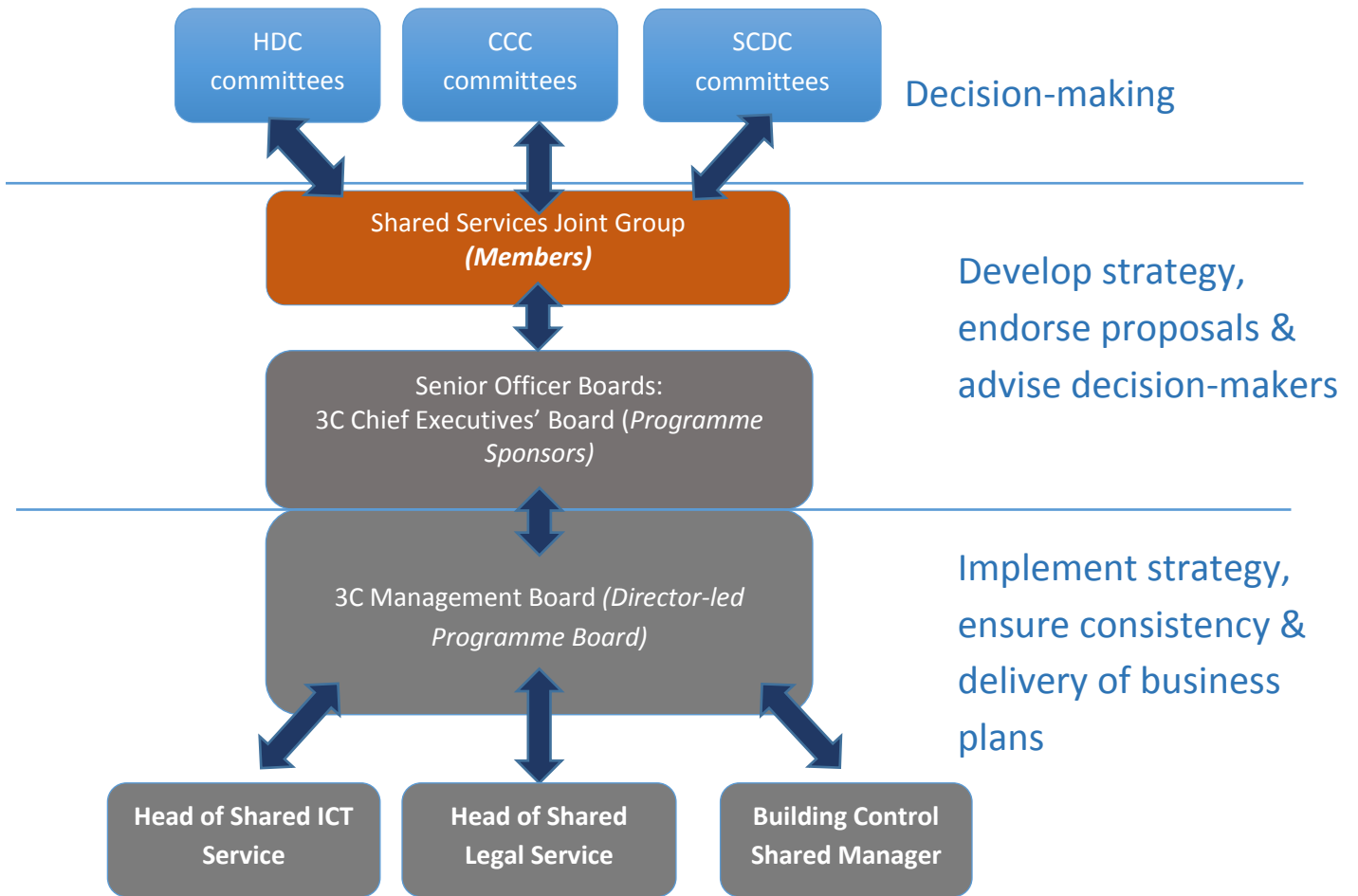
15. Interpretation of Standing Orders

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



This page is intentionally left blank

CURRENT ACTIVITIES OF THE COMMUNITIES AND CUSTOMERS AND ECONOMY AND GROWTH PANELS

| STUDY | OBJECTIVES | PANEL | STATUS |
|---|---|---------------------------|---|
| Voluntary Sector Grant Funding | To review the proposed funding allocation for Voluntary Sector Groups and the impact of those proposals. | Communities and Customers | <p>The Panel requested the formation of this Working Group following the receipt of the report on Voluntary Sector Grant Funding 2016/17 to 2019/20. A meeting of the Working Group took place on 25th February 2016 and 14th March 2016.</p> <p>Further meetings will take place on 11th April, 25th April, 17th May and 14th June 2016.</p> |
| The Health Economy | To establish priorities for future work on the local health economy. | Communities and Customers | <p>Scoping paper considered. Further reports requested on:</p> <ul style="list-style-type: none"> • the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience; • community engagement, including examples of good practice; • the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • the impact of growth on GP surgeries, school places and hospital capacity. |
| Registered Social Providers | To review the work of Registered Social Providers and the challenges faced by them. | Communities and Customers | <p>The Working Group was joined by the Executive Councillor for Strategic Planning and Housing on 29th February 2016 to study the impact of national housing changes on local housing associations in the District.</p> <p>A follow up meeting to summarise the findings of the study was held on 21st March 2016.</p> |
| Cambridgeshire County Council Budget Scrutiny | To review the Cambridgeshire County Council's Budget proposals and assess their impact upon Huntingdonshire and | Communities and Customers | The Working Group comprised of Councillors T Alban, D Brown, G Bull, Mrs S J Conboy, S Criswell, M Francis, D A Giles, T Hayward, B Hyland, P Kadewere, T D Sanderson, M Shellens and R J West. |

| STUDY | OBJECTIVES | PANEL | STATUS |
|---|---|---------------------------|--|
| | it's residents. | | Meetings were held on 14th and 19th January 2016 to scrutinise the various aspects of the County Council's Budget Proposals. |
| Review of Elderly Patient Care at Hinchingsbrooke Hospital | In conjunction with the hospital the group will review elderly patient care at Hinchingsbrooke Hospital. | Communities and Customers | <p>The Working Group consists of Councillors S J Criswell, T Hayward, Mrs P A Jordan, P Kadewere and Mrs R E Matthews. Meetings were held on 18th July 2013, 11th November 2013 and 24th February 2014.</p> <p>A meeting of the Working Group took place on 1st April 2016.</p> |
| Waste Collection Policies | To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges). | Economy and Growth | <p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>Draft operational policies for garden waste contamination, dry recyclates contamination and lane end collection was considered at the Panel's November 2015 meeting.</p> <p>The Review of Waste Policies was considered at the Panel's February 2016 meeting.</p> |
| Litter Policies and Practices (to include graffiti removal) | To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes. | Economy and Growth | <p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>The Street Cleansing Service Specification was considered at the Panel's January 2016 meeting.</p> |
| Corporate Enforcement Policy | To assist the Head of Community Services with the evolution of a Corporate Enforcement Policy. | Economy and Growth | The Working Group consists of Councillors J W Davies, I D Gardener and T D Sanderson. |