

**HUNTINGDONSHIRE DISTRICT COUNCIL**

<b>Title/Subject Matter:</b>	Shared Services' 2017/18 Annual Report
<b>Meeting/Date:</b>	Cabinet – 19th July 2018
<b>Executive Portfolio:</b>	Executive Councillor for Digital & Customers, Councillor Darren Tysoe
<b>Report by:</b>	Corporate Director – Services, Oliver Morley
<b>Wards affected:</b>	All

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**Executive Summary:**

The attached annual report reflects the progress that has been made over the last year in the shared service arena, establishing and stabilising operational structures, controlling costs, and beginning to deliver on the ambitious objectives of the original business plans.

The last year has been a period of progress with the shared services increasingly demonstrating not just a control over their own business, but increasingly helping to shape and influence the wider ways of working of the three Councils. The shared services and their governance have helped further develop strong working relationships between the partner organisations particularly in the area of technology and modernisation.

The 2017/18 annual report will be required to be endorsed at all partners' individual governance committees. It is therefore recommended that the Executive Councillor delegate authority to the Shared Service Management Board to agree final amendments to the annual reports in line with comments received from all partner committees.

**Recommendations:**

Cabinet is recommended:

- 1) To endorse the Shared Service annual report for 2017/18 attached at Appendix 1.
- 2) To delegate authority to the Shared Service Management Board to agree any final amendments to the annual report in line with comments received from all three individual partner Councils.

## **1. PURPOSE OF THE REPORT**

- 1.1 To endorse the 2017/18 Annual Report for the Shared Services.

## **2. BACKGROUND**

- 2.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead 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 ICT, Building Control 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 The partner councils had previously agreed that the achievement of the following outcomes is the 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
- 2.4 Since go-live 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. As the annual report shows, a lot of this work is now complete, providing a stable platform on which to proceed.
- 2.5 A key objective for each of the services 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 were presented and formally approved by the three councils in spring 2018, and their reception recognised the progress that had been made over the previous 12 months.
- 2.6 The annual report has been consulted on with the Lead Members at each of the Councils. Their role is to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets.
- 2.7 The 2017/18 annual reports will be required to be endorsed at all partners individual Executives. It is therefore recommended that Executive Councillors delegate authority to the Shared Service Management Board to agree any final

amendments to the annual report in line with comments received from all partner committees.

### **3. COMMENTS OF OVERVIEW & SCRUTINY**

- 3.1 The Panel received the 3C's Shared Services Annual Report at its meeting on 5th July 2018.
- 3.2 A Member commented that the annual report is too finance based and seems to lack a summary of the operational aspect of the shared service.
- 3.3 Following a comment regarding the potential for a changing IT budget, as new technology emerges and staff with different skills sets are required, the Panel was informed that Senior Management are constantly reviewing different technological options.

### **4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 4.1 The Head of each shared service is ultimately responsible for the overall operation of that service. Any feedback on the annual reports will be fed into them to inform the delivery of the service and how it operates.
- 4.2 The recommendation set out is to delegate authority to the Shared Service Management Board to agree final amendments to the annual report in line with comments received from all three individual partner Councils.

### **5. LINK TO THE CORPORATE PLAN**

- 5.1 The recommendations relate to the corporate objective '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 2017/18 Annual report

### **BACKGROUND PAPERS**

No background papers were relied upon in writing this report.

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