



**REPORT TO:** Scrutiny and Overview Committee  
**LEAD OFFICER:** Director of Health and Environmental Services

6 July 2017

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## 3C SHARED SERVICES – 2016/17 ANNUAL REPORT

### Purpose

1. This report summarises the performance for the 3C Shared services during 2016/17. The scope includes Legal, Building Control and ICT. The principle of producing an annual report for the 3 way shared services was agreed at this committee in July 2015.
2. The report is for information purposes, to update the committee on the performance of 3C Shared Services for the financial year 2016/17.

### Recommendations

3. It is recommended that the Scrutiny and Overview Committee notes the content of this report

### Background

4. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an annual report.
5. A governance structure is in place for 3C Shared Services with quarterly meetings to review the detailed information and a forward plan in place for the 3C Management Board (containing the lead directors from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation to performance measurement during 2016/17.
6. The 3C Shared Service 2016/17 Year End Report (**Appendix 1**) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
7. In 2016/17 major transformational changes were delivered within these services with staffing reviews, consultation, accommodation moves and recruitment to the senior management positions. All of these were focussed on delivering a more efficient and effective service. Service specific items are set out in the Annual Report, however, of note:-
  - Legal advice and personnel being brought within a single practice.
  - ICT changing to take on the services and systems that had previously been supported by Northgate Public Services at the City, providing a more consistent service and scope for greater collaboration on strategy and systems in the future.

- Building Control retaining market share during a period of significant change.
8. As these changes were imbedded the focus of the services and governance boards in the latter half of 2016/17 moved from implementation monitoring to performance measurement. Improvements were made to the performance framework in particular with reports presented to the various governance boards.
  9. The appointment of Tom Lewis as Head of 3C Legal and Paul Sumpter as Head of 3C ICT during the year have significantly added to the leadership and stability of the services. It is also recognised as a lesson learnt that senior management positions should have been recruited to sooner to provide the leadership and vision required during major change. This lesson has been applied to the more recent shared service arrangements that have been entered into.
  10. Until recently making a permanent appointment to lead the 3C Building Control service had been difficult. A revised package was therefore developed and approved and a permanent appointment has been made, Heather Jones started in June 2017.
  11. All the services have a business plan in place for 2017/18 and the service performance will be monitored against these objectives during 2017/18 by the governance boards.

### **Implications**

#### ***Financial***

12. The 3C Shared Service 2016/17 Year End Report (**Appendix 1**) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
13. The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as realistic in the longer term as efficiencies and savings are driven out of the services. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities.

### **Background Papers**

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

Cabinet – 9<sup>th</sup> July 2015 – Shared Services Report

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