

REPORT TO: Cabinet
LEAD OFFICER: Director of Health and Environmental Services

19 April 2018

SHARED SERVICES 2018/19 BUSINESS PLANS

Purpose

1. To seek Cabinet's comments on and approval of the 2018/19 Business Plans for the Shared Service.
2. This is not a key decision and is being presented to Cabinet in accordance with the protocol set out in the Shared Service Partnership Agreement and it was first published in the December 2017 Forward Plan.

Recommendations

3. Cabinet is recommended:
 - 1) Subject to any comments made, to approve the business plans for each of the Shared Services attached at Appendix 1.
 - 2) To delegate authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all three partner Councils.

Reasons for Recommendations

4. The Shared Service business plans provide direction and set out how each will meet agreed business cases targets and contribute to delivery of the SCDC corporate Plan. However, given that 3 Councils are commenting on these shared plans, a mechanism must be put in place to incorporate those comments. Delegating authority to the Shared Service Management Board will enable to final amendments to be made to the business plans in line with comments received from all three partner Councils.

Executive Summary

5. The attached business plans continue the progress that has been made over the last year establishing and stabilising Shared Services operational structures, controlling costs, and beginning delivery of the objectives of the original business plans.
6. The business plans, along with the strong working relationships between the partner organisations, have seen the shared services increasingly support new ways of working, and the potential for greater efficiencies within the organisations particularly around the use of technology and modernisation.

7. The 2018/19 business plans will be required to be endorsed through each Council's individual decision-making processes. It is anticipated that Councils will have comments on the plans and to ensure these are included in the final versions, it is recommended that Cabinet delegate authority to the Shared Service Management Board (comprising Directors of each Council, including SCDC lead Director, Mike Hill) to agree final amendments to the business plans in line with comments received from all partner Councils.

Background

8. In October 2014, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Shared Waste Service. After consultation Cambridge City Council staff TUPE'd to South Cambridgeshire District Council.
9. 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 agreed that shared service staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer.
10. The business cases for 3C ICT, Building Control and Legal shared services were approved at the same time and as a result, the three proposed shared services were created on the 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
11. In January 2017, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Shared Internal Audit Service. South Cambridgeshire District Council staff were TUPE'd to Cambridge City Council and the service went live.
12. On 3 July 2017, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Greater Cambridge Shared Planning Service. Following consultation, Cambridge City Council staff are proposed to be TUPE'd to South Cambridgeshire District Council on 1 April 2018.
13. The partner 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 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, and
 - Sharing of specialist roles which individually, are not viable in the long-term

14. 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 business plans demonstrate, a lot of this work is now complete, providing a stable platform on which to proceed.
15. 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. The business plans are included at Appendices 1-6. Whilst the content of the business plans is still to be refined to reflect the detailed priorities for each Council. It is recommended that the business plans are endorsed to enable the Shared Services to work to an agreed direction and deliver against an agreed set of objectives.
16. The attached business plans have been developed by Heads of Service and reviewed by Directors, Chief Executives and 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.
17. As agreed in the original business case a Shared Services Annual Report for 2017/18 will be presented to Cabinet in June/July 2018. This report will update members on benefits, progress and issues for the financial year 2017/18.

Considerations

18. 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.
19. 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.

Options

20. An option could be not to support the documents or to recommend amendments. Any major amendments would be required to be considered and agreed by each of the partner Councils.

Implications

21. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety, the following implications have been considered:

Financial

22. The Shared Service business cases contribute to and are in line with the SCDC medium term financial strategy agreed at Council in February 2018.

Staffing

23. Staffing issues, changes and costs are detailed in each of the Shared Service business plans.

Consultation responses

24. Significant consultation with staff and Unions took place during the establishment of the Shared Services.

Effect on Strategic Aims

Aim D – An innovative & dynamic organisation

25. Improve efficiency and value for money within a viable financial strategy.

Background Papers

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

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