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7 June 2018

To: Chairman – Councillor Grenville Chamberlain  
Vice-Chairman – Councillor Brian Milnes  
Members of the Scrutiny and Overview Committee – Councillors Ruth Betson,  
Anna Bradnam, Dr. Martin Cahn, Sarah Cheung Johnson, Gavin Clayton,  
Dr. Claire Daunton, Dr. Douglas de Lacey, Geoff Harvey, Steve Hunt,  
Peter McDonald, Judith Rippeth and Graham Cone

Quorum: 6

Dear Councillor

This is a supplement to the previously-published agenda for the meeting of **SCRUTINY AND OVERVIEW COMMITTEE** on **THURSDAY, 13 JUNE 2019**, containing the minutes of the previous meeting and appendices A and B of the Shared Services Annual Report.

Yours faithfully

**Mike Hill**  
Interim Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

#### AGENDA

	<b>PAGES</b>
<b>3. Minutes of Previous Meeting</b> To authorise the Chairman to sign the Minutes of the meeting held on Tuesday 21 May 2019 as a correct record.	<b>1 - 8</b>
<b>11. Shared Services Annual Reports</b> Appendix A and B	<b>9 - 56</b>

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# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 21 May 2019 at 5.20 p.m.

PRESENT: Councillor Grenville Chamberlain – Chairman  
Councillor Brian Milnes – Vice-Chairman

Councillors:	Ruth Betson	Anna Bradnam
	Dr. Martin Cahn	Gavin Clayton
	Graham Cone	Dr. Claire Daunton
	Steve Hunt	Peter McDonald
	Judith Rippeth	

Councillors Dr. Tumi Hawkins and John Williams were in attendance, by invitation.

Officers:	Victoria Wallace	Democratic Services Officer
	Suzy Brandes	Principal Accountant (General Fund & Projects)
	Susan Gardner Craig	Head of People and Organisational Development
	Caroline Hunt	Planning Policy Manager
	David Roberts	Principal Planning Policy Officer
	Claire Spencer	Senior Planning Policy Officer
	Amanda Thorn	Principal Planning Policy Officer

### 1. APOLOGIES

Apologies for absence were received from Councillors Douglas de Lacey, Sarah Cheung Johnson, Peter Topping and Deborah Roberts who had hoped to attend the meeting as a substitute for Councillor de Lacey. Councillor Philip Allen was present as a substitute for Councillor Cheung Johnson and Councillor Graham Cone was present as a substitute for Councillor Topping.

### 2. DECLARATIONS OF INTEREST

In relation to agenda item 7 (Bourn Airfield Supplementary Planning Document), Councillors Grenville Chamberlain and Gavin Clayton both declared a non-pecuniary interest as the local members representing the neighbouring wards of Hardwick and Cambourne.

### 3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16 April 2019 were agreed as a correct record of the meeting.

### 4. PUBLIC QUESTIONS

There were no public questions.

### 5. STRATEGIC RISK REGISTER

The committee reviewed the draft Strategic Risk Register and made a number of comments and suggestions which officers agreed to incorporate. These included:

- The committee felt that while some of the risk controls were clear and

- succinct, which the committee liked, some of the controls were aspirational.
- Regarding IT risks, the committee requested the inclusion of reference to the Scrutiny ICT Working Group.
  - The committee pointed out reference being made to the names of officers who have left the organisation, and felt that it may be preferable to refer to role titles rather than names.

The committee felt that the document was a big improvement and agreed to note it.

## **6. 2018-19 QUARTER 4 PERFORMANCE REPORT**

The committee considered and noted the Quarter 4 Performance Report. Committee members requested a standard deviation and a scale on the graph be included in future reports.

The committee also raised concerns regarding the poor performance of the Customer Contact Centre.

## **7. BOURN AIRFIELD SUPPLEMENTARY PLANNING DOCUMENT - DRAFT FOR CONSULTATION**

The Planning Policy Manager and Principal Planning Officer presented the draft Bourn Airfield Supplementary Planning Document and associated documents to be published for consultation, explaining the consultation and engagement process for this.

The Planning Policy Manager informed the committee of the following:

- The SPD sought to achieve higher levels of sustainability and captured the Council's ambition for zero net carbon by 2050.
- The SPD's green ambitions were explained, as was access and the importance of ensuring there would not be rat running through surrounding villages.
- A junction enabling direct access from the A428 to Bourn Airfield was not being proposed and the reasons for this were explained. This was in accordance with the advice of Highways England that there was no strategic need for this.
- The intention of the SPD was to be completely consistent with Local Plan policy and representatives from the local community had been engaged in its preparation.
- A secondary school would be necessary and this would be located on the northern boundary of the site.
- The aim was for public consultation to take place from 17 June until 29 July 2019, with three public exhibitions taking place in Bourn, Caldecote and Cambourne.

Des O'Brien representing Bourn Parish Council, addressed the committee and set out the parish council's severe concerns regarding the dismissal of the option for direct access from Bourn Airfield onto the A428, and the impact that this would have on local roads and villages. He referred to the 2011 census which stipulated the population of Cambourne as 8186, of which 3371 travelled to work by car. In Autumn 2014 a traffic survey found that 3100 cars left Cambourne between 7.15 and 9.15am. It was likely that 9500 people would be living at Bourn Airfield, therefore once it was built out it was likely that 3500 cars would be travelling from Bourn Airfield, which would go onto local roads and compete with the existing Cambourne traffic. It was not felt that there had been a proper assessment of the traffic and that the developer's traffic assessment hugely underestimated the numbers of cars. Mr O'Brien suggested the committee suspended

this process in order to look at the traffic. Mr O'Brien raised concern that the Cambourne to Cambridge busway was being presented as the solution to everything when it was not; despite the busway there would still be huge numbers of cars on the roads. Bourn was a village that could not sustain the levels of traffic that would come from Bourn Airfield and a new solution that properly addressed the problem was needed. He suggested that money was put into assessing having direct access to the A428 from Bourn Airfield and that options were looked at.

Councillor Tumi Hawkins also addressed the meeting as the local member representing Caldecote. She made the following points:

- She echoed Bourn Parish Council's concerns regarding the lack of direct access to the A428 and questioned the traffic modelling that had been used. Councillor Hawkins had raised this issue with Highways England.
- She pointed out that Bourn Airfield did not have any employment space, therefore residents would all have to leave the settlement to go to work. The Cambourne to Cambridge Busway would not serve any employment parks and would just be going to central Cambridge, which was not where the majority of commuter journeys ended. Therefore many people would not use this and would still use their cars to travel to work.
- Policy SS/7 stated that there should be at least two useful highway accesses to the north east and north west of the site; Councillor Hawkins pointed out that there was already a deficiency in the local junction providing access to the A428.
- There would be rat running through Caldecote village and there was already difficulty with traffic on this road.

Councillor Geoff Harvey was also present to represent the Climate and Environment Advisory Committee.

Councillor Grenville Chamberlain who was the local member representing Hardwick, pointed out an error on page 14 of the SPD, which stated that the A428 provided access to the M11; this was incorrect as the A428 provided access to the A1303, which was congested every morning to access the M11. Councillor Chamberlain pointed out that this congestion would get worse and create more rat running through the villages, with buses not serving the destinations the majority of commuters needed them to serve. The Cambourne to Cambridge busway was of little value as it would only go to central Cambridge. He echoed the need for direct access from Bourn Airfield to the A428 and did not accept Highways England's response to this. He felt that transport was a major obstacle that was not being overcome by the SPD.

Councillor Ruth Betson who was the local member representing Cambourne, expressed support for direct access from Bourn Airfield to the A428, the lack of which would force traffic from Bourn Airfield to merge with existing Cambourne traffic. She raised concern regarding single lane access to Girton; she informed the committee that she had spoken to Highways England about the modelling for this, which was flawed. She informed the committee that experience of Cambourne residents using the current bus service was that it regularly took one and a half hours to get from Cambourne to Cambridge.

Councillor Philip Allen as the local member representing Harston and Comberton, agreed with the concerns raised by other local members in relation to traffic. He pointed out that 75% of commuter journeys did not end in Cambridge, therefore people would not use the Cambourne to Cambridge busway. He also pointed out that this project was likely to be delayed as it was likely to be challenged and go to judicial review.

The committee had a long and in depth discussion with members making the following points:

- Transport infrastructure needed to be put in place at the beginning of development in order for modal shift to happen. If interim measures were not put in place, this would not be achieved.
- A railway station at Cambourne would provide the option for access to the Cambridge Biomedical Campus and although this would be years away, should be taken into account.
- It was pointed out that Cambourne residents also travelled to St Neots in order to get the train to London.
- It was suggested that at least two clear access points were needed for a development of this size.
- A number of committee members echoed suspicions about the traffic modelling and wanted this to be explored.
- Traffic for the potential new park and ride site to be located at the Hardwick/Dry Drayton roundabout, needed to be taken into account in the traffic modelling.
- It was pointed out that if the council was serious about the 2050 zero net carbon target, it had to be assumed that a lot of existing traffic would reduce. The focus should not be on making car transport easier.

The Planning Policy Manager responded to the concerns raised by committee members:

- Transport was an issue explored through the Local Plan process and the transport modelling for the Local Plan had looked at this proposal. There had been a lot of challenge on transport modelling by local groups and developers. The transport modelling had been tested in detail for the Local Plan, which had been accepted and adopted. The SPD supplemented the Local Plan and did not conduct fresh modelling, the SPD modelling was very strategic. Detailed testing of the transport assessment took place at the planning application stage, which would challenge the soundness of the modelling. It was emphasised that this level of scrutiny was best placed at the planning application stage.
- It was suggested that wording be incorporated in the SPD to capture committee members' concerns around the potential impact of the development and the need to ensure this impact could be mitigated. The SPD could not specify direct access to the A428, but could include this challenge.
- The context of Bourn Airfield would be different when it was built as there was currently a limited public transport system. The Greater Cambridge Partnership however, was actively taking forward the Cambourne to Cambridge Busway, which was not dependent on the implementation of the CAM Metro. This would provide transport to the west of Cambridge and access to the employment centre at Eddington. The busway would use very modern buses and would be a segregated route so the journey time would be reliable.
- The committee's concerns were acknowledged and officers would give further thought as to what they could recommend to Cabinet, taking these concerns into account.

In response to the officer's comments, the Vice Chairman, who was also a member of the Planning Committee, suggested it would be difficult for the Planning Committee to take into account the cumulative impact of this development when it reached the planning application stage. He raised concern that the Greater Cambridge Partnership and Combined Authority did not seem to communicate with each other and was nervous about relying on these organisations to come up with a coherent plan.

Des O'Brien was invited to address the committee again. He said that as a former district councillor and member of the Planning Committee, he was aware of the

limitations of the committee. He suggested the issue of building big developments and putting more cars on the roads needed to be addressed; options to mitigate this needed to be looked at now.

Councillor Tumi Hawkins suggested the Greater Cambridge Partnership, Highways England, County Council, District Council and Combined Authority needed to discuss the traffic modelling together. She suggested the sentence 'The new village will not be served by direct access from the A428' on page 37 of the SPD, should be removed as direct access was needed at the Broadway.

Committee members also raised concerns regarding the Bourn Airfield build boundary and buffer zones. It was pointed out that the buffer zone between Bourn Airfield and Cambourne seemed to be thin, with the Broadway being the only separation. Officers assured the committee that this fulfilled Local Plan Policy. Councillor Hawkins also raised strong concerns regarding this, emphasising the need for Bourn Airfield to be completely separate from Caldecote and for parcel 4 to be entirely woodland.

In response to the concerns raised regarding the build boundary and buffer zones, the Planning Policy Manager explained the diagrams and the boundary. The committee was informed that there were very substantial gardens on the boundary with Caldecote, so there was significant distance between the Bourn Airfield boundary and existing dwellings.

Concern was raised regarding lack of provision of community facilities at Bourn Airfield, including GP provision:

- The committee was informed that Cambourne Town Council was concerned about the pressure that Bourn Airfield would put on the existing community facilities in Cambourne, including GP provision, with the lack of facilities planned at Bourn Airfield. There was concern from members that the pressures put on the GP surgery would become untenable and that as a result, GPs would walk away. In response to this the committee was informed that South Cambridgeshire District Council was working on a Health and Wellbeing Strategy.
- It was suggested that a GP surgery was needed at Bourn Airfield. The committee was informed that NHS funding was a problem for new developments as funding was based on the number of older people, and new developments were usually made up of young families and were therefore penalised with regards to funding.

In response to these concerns, officers informed the committee that the SPD reflected the most recent advice from the NHS. The extension of the existing surgery in Cambourne to make a super surgery, was the NHS' preferred option. This could however change and this detail would be picked up at the planning application stage.

Committee members discussed and raised concerns about place making and made the following points:

- More work on the specifics around place making was suggested, so this was not left to chance, it was requested that the SPD made reference to this.
- The idea of shops with flats above, was supported.
- There should be more specific quantitative triggers regarding retail and services, to ensure facilities were actually delivered.
- Sustainable drainage should not be included in the calculation of open space for recreation; officers agreed this would be double checked.
- The committee was informed that the County Council could not guarantee shared use of the school playing field as this would need to be agreed with the school provider, which had not yet been appointed. Members queried whether a

condition could be placed on the provider to ensure this and were informed that officers were continuing to work with the County Council on this.

- A local member representing Cambourne urged the need to think about provision for all age groups and not just young children, as there had been some issues with teenagers in Cambourne and there needed to be provision for them. What the triggers for community facilities would be was queried and the need for triggers to ensure facilities were delivered was emphasised; officers advised that this was being worked on.
- In response to queries regarding buildings in the village centre being up to four storeys in height, members were informed that this was not excessive and was design led to ensure the centre of the village was obvious, creating interest with the use of a mix of heights.
- Members suggested the village centre should be in the geographical centre of the development, not to the north west, so it did not compete with Cambourne.
- Concern was expressed regarding the location of the schools to the north, which was close to the A428 and therefore close to noxious gases from traffic.
- It was suggested that there should be post office provision in the village to avoid journeys needing to be made to other villages to access services.
- It was queried whether the local aquifer had capacity to supply sufficient potable water to the development.
- The need to incorporate dementia friendly design was emphasised. Learning from the experience of Cambourne, it needed to be ensured that benches provided in the development were not too low for older people to use, as this had happened in Cambourne.

The committee agreed the following recommendations to Cabinet:

- (a) The committee had severe reservations regarding transport. Committee members felt that there needed to be access from Bourn Airfield to the A428. The committee was concerned that the scale of modal shift desired was highly unlikely to be achieved.
- (b) The committee was unconvinced by Highways England and other transport assessments and was concerned that transport infrastructure would not be in place before the development was built.
- (c) How health services, including social prescribing, would be provided in accordance with the development of the Council's Health and Wellbeing policy, should be consulted on with the Cambridgeshire and Peterborough Clinical Commissioning Group.
- (d) The village centre should be located in the centre of the settlement.
- (e) There should be additional attention to place making, especially the village centre and more inclusion in the SPD of how economic development support would be provided where planning is not able to, such as for example to enforce occupancy of empty retail units, and, to include provision of amenities for youth and the aged.
- (f) The committee had concerns about buffer zones on the eastern and western sides of the development. It should be ensured that these did not include gardens.

Given the reservations it had, the committee did not feel it could endorse the SPD in its current state.

**8. SCRUTINY ICT WORKING GROUP UPDATE**

The Vice Chairman of the committee provided a brief update on the ongoing work of ICT Working Group. The LGA had offered the Council 5 days of ICT support, the use of which would be discussed with the Head of ICT to ensure best value was achieved from this time.

The committee was informed that a meeting had taken place to work on resolving the issues with the Chamber microphone system and progress had been made in moving this forward.

**9. WORK PROGRAMME**

The committee noted its work programme.

**10. MONITORING THE EXECUTIVE**

There were no updates.

**11. TO NOTE THE DATES OF FUTURE MEETINGS**

The next meeting would take place on Thursday 13 June 2019 at 5.20pm.

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**The Meeting ended at 8.50 p.m.**

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## 2018/19 Annual Report

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3C Shared Services is a strategic partnership between Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council

VERSION 1.0

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## **Executive Summary**

During 2018/19 the shared services have built on the operational state that was reported on in the previous Annual Report with further consolidation of their functions particularly through the development of digital systems of working. This accords with the partners authorities' strategic direction for IT and Digital services.

The financial benefits of operating shared services were confirmed last year when 15% savings were reported against the original business cases. This trend has continued in 2018/19. All three services are reporting savings against their budgets for the year.

Recruitment and retention of staff has been an important area for all the shared services. All of them have Senior Managers though, as would be expected, there has been some turnover. Recruitment is a particular challenge for local authorities, so the success of the Building Control service in finding innovative ways of meeting this challenge, are particularly noteworthy. This will be an area that will need to be carefully watched in 2019/20.

The approval of Business Plans for 2019/20 by all the partner authorities means 3C Shared Services are in a sound position to take further steps towards delivering on the original objectives, most notably delivering the policy objectives of each Council, increasing resilience while delivering savings.

Much of the work on Shared Services has been dedicated to getting them to a position where they run on a "business as usual" basis. There are, however, some outstanding governance matters still to be addressed. The current Shared Services Agreement expires in 2020 and the partners are required to commence discussion in late 2019 on future collaborative arrangements. This provides an opportunity to complete those items that are still outstanding, review detailed operating arrangements and check that the broad principles are the most appropriate to take the shared services forward.

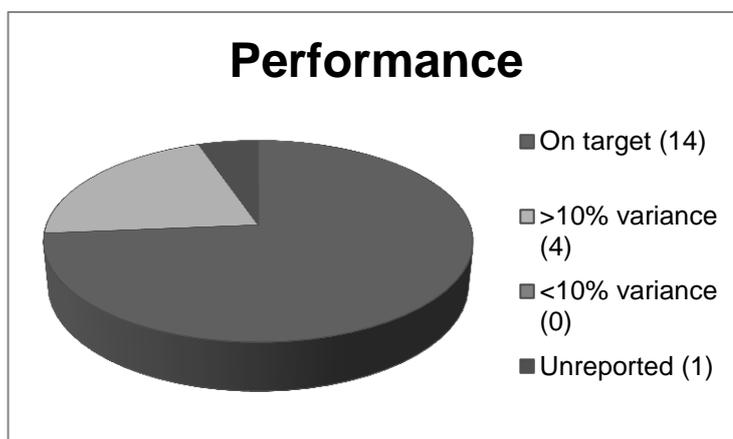
Challenges have been experienced during the year. The resilience of IT systems has been tested by two major incidents. Business recovery and continuity plans were implemented and remedial work to systems rectified the problems. Under the Server Room Consolidation Project failover testing has been successfully carried out. The project will be completed by the end of 2019 thereby enhancing the resilience of the service.

## **SECTION 1 - GENERAL INFORMATION**

- 1.1 Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council commenced sharing Legal, Building Control and ICT services in October 2015. The formal Agreement between the authorities contains a requirement that an Annual Report is prepared on the services' activities and performance. This is the second such Report.
- 1.2 As also required by the Shared Services Agreement, the performance of the shared service performance is overseen by a governance structure, comprising a Shared Services Management Board (containing the lead directors from each authority), a Chief Executives' Board and 3C Joint Shared Services Group (comprising of the leaders of each of the Councils).
- 1.3 The 2018/19 service business plans for the Shared ICT, Legal and Internal Audit services were approved by the Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council committees in March 2018. The business plans provide information on the priorities, key performance indicators, budget profiles and development projects.
- 1.4 All the services now have Senior Managers who are embedded in the services and this has resulted in a number of strategies being produced and approved by all three partners, ensuring that services have appropriate plans in place and these are suitably aligned with organisational priorities to deliver against the priorities of the three partner authorities.

## **SECTION 2 - OPERATING AND FINANCIAL REVIEW**

- 2.1 The following sections contain service specific details on the operation and performance of the shared services. All services are monitored against a range of performance measures, on their financial performance and customer satisfaction and on the achievement of development projects.
- 2.2 Overall performance against the measures agreed by the partner authorities in March 2018 is positive. Of a total of 19 performance measures, 14 have been completed as planned. The remaining four are reported as being within 10% of the target. No performance has been reported as being more than 10% adrift of the target, while one measure is not reported to the Board. Further analysis appears in the next section.



- 2.3 Financial performance is a key aspect of sharing. All of the services have achieved savings against their budgets for 2018/19. Importantly, the year's budget targets represent savings against the original 2015/16 baseline positions.
- 2.4 Building Control and 3C Legal had identified 19 development projects between them. Eleven are on track, six have experienced minor slippage and two were subject to significant slippage. It is necessary to distinguish the position of 3C ICT's projects from those of other services. Its role is to provide support to all the partner councils' service areas in the achievement of their projects. 3C ICT has been involved in 17 major projects in a supporting role. Further details appear below.
- 2.5 With regard to customer satisfaction, all services have recorded satisfaction rates in excess of the 85% standard.

## **SECTION 3 - 3C LEGAL SHARED SERVICE**

### **General Information**

- 3.1 3C Legal Service, known as 'The Practice', has the following objectives:
- 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 delivering the service.
  - Opportunities to generate additional income, where appropriate.
  - Procurement and purchasing efficiencies.
  - Sharing of specialist roles.
- 3.2 Prior to establishment, each council was facing challenges with recruitment and retention of legal staff and was increasingly reliant upon external providers to meet its needs, especially on major projects. A shared service would create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities. At that time the combined budget of the legal services for the three partner authorities was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.
- 3.3 Significant changes were made to the way The Practice operated in 2017/18, including:
- ✓ Introduction of time recording software.
  - ✓ The use of a consumption based model to assist with transparency.
  - ✓ Revising the accommodation and operating arrangements.
  - ✓ Decreased reliance on locum and agency staff.

This has enabled The Practice to move on to a sound footing, which has realised results in 2018/19.

### **Financial Performance**

*Further information is provided in the performance report at Appendix 1*

- 3.4 The Outturn for 2018/19 is as follows:

£	Budget	Actual	Variance/Outturn
Legal	1,191,220	991,194	200,066 (surplus)

- 3.5 In regard to the three Authorities' combined budget of £1,444,000, the headline is a 17% saving on the pre-shared service position. The outturn for 2018/19 of £991,154 represents a 17% saving on the £1,193,360 baseline budget in 2015/16, and this is despite £116,860 of salary inflation, which has been absorbed. This has been delivered through driving greater efficiency, removing contractors and putting in place a stable structure. Fee earning time is up for the year.
- 3.6 Performance against the income target of £200,840 for 2018/19 has seen income of £269,915 delivered, which has contributed to the surplus of £200,840.

### **Service Performance**

- 3.7 The last 12 months have in overall terms been extremely positive for The Practice with improved performance and delivery. The last 12 months has generally seen staff integrate into the shared structure with far greater staff movement between offices at Cambridge, Cambourne and Huntingdon. This is to the benefit of the Practice and clients in enabling greater resilience and client interface. Several welcome additions have been made to the staffing structure and the flexible working arrangements offered by the Practice have proved an important selling point in attracting staff.
- 3.8 This year has seen a marked improvement in the level of hours recorded by fee earners. The target hours for the Practice have been exceeded by 13.5% or 1,964 hours in simple terms. The final quarter performance has shown a marked improvement. This can be explained both by the improved efforts of the fee earners but also because the Practice Manager is now able to capture time spent attending hearings and committees for fee earners, which previously was not as accurately captured as would have been liked. This has been one of the benefits of the enhanced IKEN practice management system rolled out in the second half of the year. In overall terms the improved performance benefits all by unlocking additional fee earner time across the Practice. Moving forward the benefits represented by Council Anywhere will certainly assist in building on this positive progression.
- 3.9 Attention is drawn to the 90% success rate in litigation. This is explained by the work undertaken by the Practice in relation to debt recovery and parking prosecutions on the relatively high number of cases comparatively for HDC. In terms of complexity such matters are more straightforward. Work is underway with the client to seek to enable them to process more routine paperwork/activity on these matters as a more effective mechanism for interfacing with court/public. The figures remain extremely encouraging and work currently underway with the client (developing the intelligent client role) will seek to build on this.
- 3.10 One set back in year was the refusal by the Law Society to approve 3C Legal for Lexcel accreditation to allow the Practice to trade commercially, ironically on the grounds that the shared service is made up of three separate

organisations, rather than being a separate entity in its own right. Nonetheless the preparations for Lexcel have been extremely beneficial in driving improved efficiencies and best practice and in overall terms have acted as powerful stimulant to drive improved performance.

### **Customer Feedback**

- 3.11 Last year's Annual Report identified that further work was required on measuring customer satisfaction in a meaningful manner during 2018/19. The outcome of this work shows a very positive picture. Following a customer survey completed during the year all of the four Teams have exceeded 90% satisfaction rates, with a Practice average of 96.5%.
- 3.12 The client satisfaction levels are very encouraging albeit fee earners will continue to work with clients to improve the number of surveys returned. Working with clients through regular liaison meetings encourages feedback and interaction and the roll out of such meetings across the last 12 months has been delivered at every level of the Practice. By listening to clients' concerns and feeding back any areas where they can assist (through improved instructions for example) the work of the Practice has become much more client focused.

### **Looking Forward**

- 3.13 In terms of the year ahead the Practice is looking to address some of the IT issues the service has experienced by upgrading all of the hardware, which will support cross site working, something that is key to this team. The legal service are also looking to work with the three councils to review legal spend outside 3C Legal and to quantify the cost benefit/risk benefit position of the cost of the advice versus the risk associated with non-commissioning of advice, to identify opportunities where a more commercial approach can be taken.

## **SECTION 4 - 3C ICT SHARED SERVICE**

### **General Information**

- 4.1 The following objectives have been collectively agreed for 3C ICT:
- 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.
- 4.2 In essence, the drivers for the 3C ICT Shared Service are:
- Savings to the 3 councils: 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 more robust 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 contribute to the evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own.
- 4.3 2018/19 has been a year of progress, transition and challenge for 3C ICT. In terms of progress, financial targets for the year have been achieved. In addition progress on the digital portal has helped to demonstrate the progress that can be made when there is clear alignment and close working between services and ICT, and ably showed the benefits of more agile delivery.
- 4.4 Transition - Further development, and deepening, of the ways of working with and between the three councils, and the benefits of standardisation of technology and harmonisation of ways of working are beginning to deliver significant benefits. The number of applications in use across the councils has reduced to 222, from a starting point of 284 reducing both duplication and overheads. The three councils have also agreed formal priorities to ensure there is clarity on all sides on how the finite 3C ICT resource is being tasked.

- 4.5 The Council Anywhere project, driving not only technology changes but also organisational change and streamlined ways of working, is being rolled out across the three councils starting this year. Alongside the technology changes, the consistent use of Business Analysts, and the further development of Transformation functions, working collaboratively across the 3 councils, has made consistent system requirements much clearer. This significantly increases the probability of projects delivering the changed ways of working to which councils aspire. The Art of the Possible workshops undertaken as part of the project has informed this and this approach has been enhanced by the appointment of Council Anywhere Champions who work with their services to identify business needs that the new technology can address.

### **Financial Performance**

*Further information is provided in Appendix 2*

- 4.6 The provisional outturn position for 2018/19 is recorded in the table below:

£	Budget	Actual	Variance/Outturn £
3C ICT	6,508,725	6,378,983	129,742 (surplus)

- 4.7 The overall provisional financial outturn demonstrates a saving over the budget set at the start of the year. This budget (£6,508,725) represents a saving of £811,406 over the pre-shared service costs of ICT in the 3 authorities. The financial reporting is based on re-profiled business case approved in February 2018. Partners are paying less for their ICT service under 3C ICT and it is currently projected there will also be an underspend. This is despite a number of challenges throughout the year, particularly in relation to staffing.

### **Service Performance**

- 4.8 In terms of KPIs (Key Performance Indicators) – of the 8 official 3C ICT KPIs, 5 are performing above target, with the remaining 3 operating within 10% of the target.
- 4.9 Challenge - Has come in the form of the turnover in the leadership of the service which has removed capacity and leadership at a key time; two significant service disruptions; and the pressure of maintaining business as usual arrangements across three legacy IT arrangements, whilst simultaneously migrating these arrangements to more stable and modern solutions.
- 4.10 Transition between technology and ways of working is always an organisation's point of greatest risk, and creates vulnerability to external factors, as has been demonstrated by the events of the past year. Lessons have been learned, and whilst the agreed delivery programme offers mitigation against similar events in the future, until these projects are

delivered in full, residual risk will remain. 3C ICT remain committed to working closely with the authorities both individually and collectively to identify risk, and to support the authorities' overall risk appetite by providing options around effective management of risk and realigning risk from more physical ways of working. This is particularly relevant given that all three councils are pursuing a technology forward strategy, which will continue to increase their reliance on technology. The first 100 day review by the new Head of ICT will address this point as a matter of priority.

- 4.11 In terms of clarity on leadership of the service, all three councils have now, formally approved the recruitment of Sam Smith and the supplementing of her part time role as the new Head of 3C ICT, with a full time Deputy Head of IT (Operations) post (interim arrangements already in place). This will provide additional capacity and focus on business as usual and alignment of project activity, and help resolve the root causes of a number of issues experienced in the past 12 months. Sam Smith in her Head of ICT role is currently producing a first 100 day report that will act as a state of the service report, reflect on incidents affecting it and present all three councils with clear choices to address any issues identified.

#### *Service Resilience*

- 4.12 All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months service availability has fallen below what the ICT service aspires to achieve. The completion of the server room consolidation will significantly improve the situation; however, there are several lessons that have been learnt. Some of these service outages have been down to external factors whilst others have been down to changes made by the internal Team. The Team is working hard to increase the accountability of external providers, plan and deliver internal changes more effectively and improve the clarity of the communication that is provided to our customers and its planning.
- 4.13 There are two main measures of incident performance (response and resolution), and these have varied significantly throughout the year, reflecting operational pressures (November outages) and the need to balance Business as Usual (BAU) service with project delivery. Processes have been implemented during the year to manage major service affecting incidents and the system used to manage all calls to the IT service desk has also been reviewed to ensure it is effective. The reality is that until the two key convergence projects (Council Anywhere and Server Room Consolidation) are complete the IT Service will be required to manage the legacy environments of all three councils and the problems inherent in those environments. Delays in those projects has meant that the anticipated drop in call volumes and streamlining of support processes have not yet come to fruition.
- 4.14 In summary the service has:
- Delivered a 13% saving over the pre-shared service position.
  - Delivered resilient data centres, with disaster recovery capability.

- Implemented a common, shared digital portal, which already has over five thousand registered users, and demonstrated customer-to-frontline staff system integration.
- Made significant progress on the implementation of the new shared waste system,

### **Customer Feedback**

- 4.15 KPI 1 Customer Satisfaction with 3C ICT as measured by receipt of both unsolicited (compliments, complaints and comments) and solicited feedback (feedback requests for all resolved calls and quarterly surveys), has remained about target throughout the year, averaging over 90% satisfaction despite some service outages.

### **Looking Forward**

#### *Key Projects*

- 4.16 **Council Anywhere** -This project has been marked by significant delays throughout the year, with a series of technical and supplier issues compounded by changes in senior management, a higher than expected level of BAU work throughout the year and other ongoing project work. The result has been that delivery has slipped into Q4 for some elements and beyond for others. As at Q4 Local Champion overview and training sessions are complete, governance settings have been agreed and a rollout plan has been submitted by the Councils'. Key elements of Office 365 have been delivered for testing purposes to the Local Champions and other key users with Product Assurance officers signing off the testing ready for roll out from April 2019. The Global Protect VPN has been delivered and application packaging and testing has been ongoing. A related project **Aruba ClearPass – Council Anywhere (CCC/SCDC/HDC) (Sponsor – Oliver Morley)** has seen the technology to support truly flexible working across all three councils successfully rolled out at Mandela House and Pathfinder House, plus 2 floors of the Guildhall. Plans are in place for the roll out at Waterbeach, South Cambs Hall, Eastfield House and the remaining floors of the Guildhall.
- 4.17 **Consolidated Server Room** - During the year progress on this project has been variable with initial good progress made, with Q1 seeing the migration of HDC largely complete along with 40% of SCDC servers and active plans to commence the migration of City servers. Progress then stalled for several reasons. Q3 saw two major issues related to this project and in turn impacting progress. On 31st October a fibre cable was accidentally severed causing Cambridge City to lose connectivity with the Shire Hall datacentre. The outage resulted in two errors on the server room setup that required fixing. Prior to the remediation work being fully completed a further incident occurred on 15th November, where the air conditioning at Pathfinder House shut down and caused overheating in the server room. All the systems were recovered and were fully operational by Monday 19th November. No data was lost. Following these 2 outages suppliers have implemented the required remediation work in December. Failover testing was conducted in Q4 (February) and was successful. Work to decommission the legacy equipment also started in that

quarter with many of the old servers having been powered off and unracked at SCDC.

- 4.18 **Public Services NetworkSN** - Work continued on this throughout the year with the result that HDC submitted and were accredited as compliant in Q4. SCDC submitted their information to Cabinet Office during Q4 and are waiting to hear the result. City have a further 14 actions to complete before submission (due May 2019).
- 4.19 **Environmental Health System Procurement** - HDC and CCC have had capital funding approved to undertake this project alongside SCDC. All 3 partners have developed an agreed specification, which has gone out to tender, and will finish in early April.
- 4.20 **Waste Services Implementation (SOSP) (SCDC/CCC/HDC)** - Phase 1 of this project was closed down within Q4. **Phase 2 (CCC/SCDC/HDC) (Sponsor – Joel Carre)** was at Amber in that quarter due to risks to the project, the newness of IEG4 portal and Yotta Alloy and likelihood that the development might take longer than expected. The Digital Team have delivered 3 integrated forms for City, 1 for SCDC and 1 proof of concept for HDC.

## **SECTION 5 - 3C BUILDING CONTROL**

### **General Information**

- 5.1 3C Building Control was set up in October 2015 with the following objectives:
- 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.
- 5.2 When creating the shared service, the priorities were to improve capacity by expanding the skilled team with management arrangements that enabled resources to be deployed effectively and efficiently, the adoption of best practices and processes and to improve recruitment and retention in local authority building control services.
- 5.3 This Annual Report reflects progress against the Business Plan for 2018/19. The Plan contained detailed service information and was approved at partner committees in March 2018. Given the commercial nature of the service, only limited information has been included in this public report.

### **General Progress**

- 5.4 The Strategic Lead has been successfully recruited into a secondment into the Greater Cambridge Shared Planning Service for a six month period on a part time basis, commencing in April 2019. To facilitate this secondment, a Principal has been appointed to act up as Strategic Lead on a part time basis and a Senior has been appointed to act up as Principal. Recruitment has taken place of a replacement Surveyor, who is due to commence early in 2019/20.
- 5.5 There has been some slippage in the budget, which means the service review planned for 2018/19 is likely to take place in the new Financial Year, subject to finances. The service also will be in a position to review the proportions set for fee earning and non fee earning for the financial year 2019/20.
- 5.6 The team continues to improve its processes. The majority of applications are now made electronically and the aim is to achieve fully electronic processes by July 2019. This is being rolled out across hubs.
- 5.7 With regard to its marketing activities, the service has nominated 14 schemes for the Local Authority Building Control (LABC) National Building Excellence Awards 2019, and 11 of these are finalists. Out of the total number of finalists for the LABC East Anglia region, 3C Building Control has almost a quarter of

the nominations. This is testament to the excellent schemes within the area of operation.

- 5.8 In terms of the recognition received by staff during the year, the team were nominated in the South Cambridgeshire staff awards; one member of the team was nominated in the South Cambridgeshire staff awards, above and beyond, and one member of the team was highly commended in the national LABC Rising Star Awards 2019. The team were also Finalists in the Association for Public Service Excellence Awards 2018/19 for the Best Construction Team.

### **Financial Performance**

- 5.9 The outturn position for 2018/19 is recorded in the table below:

£	Budget	Actual	Variance/Outturn
3CBuilding Control	1,801,160	1,533,956	267,204 (surplus)

- 5.10 It is a requirement that each Council contributes to the non fee earning account for all statutory works for which the service is unable to charge.
- 5.11 The service is currently forecasting an increase in the deferred income. This is a more positive position than the last two years.

### **Service Performance**

- 5.12 Building Control had eight Key Performance Indicators for 2018/19 ranging from acknowledging and determining applications to customer satisfaction levels. These KPIs form part of the quality management system adopted by the service.

### **Customer Feedback**

- 5.13 This is the first time customer satisfaction feedback has been obtained for a number of years. For 2018/19 the Building Control Partnership has been collating data on the percentage of customers who overall have rated the service as good and above. A KPI target has been reported on throughout the year. The service distributes customer satisfaction surveys to all customers, including those who submit regularisations. This is captured via an online questionnaire. Returns are generally positive. An interim target of 75% has been exceeded with an actual rate of 86% satisfaction. Some areas have been identified for improvement, which the service reviews and actions if appropriate.
- 5.14 The service will be working to a Quality Management Service Target of 95% in 2019/20.

### **Key Projects**

- 5.15 Building Control identified six development projects in its 2018/19 Business Plan. Four of these projects are on track, while two have encountered some (but not significant) slippage.
- 5.16 The service is undertaking a full review of the IT infrastructure to maximise effectiveness of the teams and enable agile working. This is ongoing and interlinked with other projects. The Council Anywhere project and new equipment should benefit the service; however, there has been some slippage with the roll out of new laptops and screens. Related to this, the service is working to transform paper based filing systems into a fully digitised records and management system.
- 5.17 Staff recruitment, retention and development is a key objective for Building Control. A recruitment drive has been successful and team development days have been held and working groups set up. Team members are undertaking training to enhance their skills. Further recruitment exercises have been undertaken in July and September 2018 and March 2019 to ensure succession planning is effective. There remain issues with recruitment of experienced professionals.
- 5.18 A project was identified to unlock the commercial potential of the team. To date the Strategic Lead has been undertaking some consultancy work.
- 5.19 Green ratings have been reported for implementing the ISO 9001: 2015 quality management system across the partnership and for developing a marketing and communication strategy for the service. These projects are now business as usual and not included in 2019/2020 Business Plan.

## **SECTION 6 - GOVERNANCE**

- 6.1 Shared Services' governance arrangements are prescribed in the Shared Services Agreement. The main provisions require there to be in place a Management Board, a Chief Executives' Board and a Joint Shared Services Group. In addition, Business Plans for each shared service and an Annual Report are submitted through the three councils' formal decision-making forums for approval.
- 6.2 The governance arrangements ensure that all partners have joint responsibility for the shared services and that decisions are made at the most appropriate level. The Council Leaders and Chief Executives can focus on the strategic relationship between the three councils and on agreeing new services to consider sharing, whereas the Corporate Directors through the Management Board can provide consistent leadership and drive forward the shared services.
- 6.3 It is confirmed that the Management Board has met throughout the year as have the Chief Executives' Board and the Joint Shared Services Group. The Management Board has fulfilled its monitoring role by receiving quarterly performance reports. Its views appear in the next section. The role of the other two aspects of the governance arrangements are evidenced by the fact that Business Plans and the Annual Report have fed into the formal arenas on the required timescales.
- 6.4 Shared services are subject to audit and an Audit Protocol has been adopted for this purpose.
- 6.5 The governance of shared services is constantly under review. Any conclusions reached that result in changes will be incorporated into the new Agreement, which will come into force from October 2020. To give an indication of the kind of changes that are being contemplated, one of the Cambridge City Scrutiny Committees has requested that the feasibility and potential benefits of establishing a joint scrutiny function are investigated.

## *Management Board*



Bob Palmer (SCDC), Oliver Morley (HDC), Fiona Bryant (CCC)

- 6.6 The Management Board is an important feature of the governance of shared services. It is formally established as it is a requirement of Shared Services Agreement signed by the partner authorities. The Management Board meets on a quarterly basis and is made up of the Corporate Directors from each council who have a lead role in shared services overall. Each of the shared service leads attends the Board to provide updates and share learning. This is the forum to agree joint priorities and the direction for service delivery, ensuring that the needs of all partners are reflected, managed and delivered through the business plans and that any issues or risks are addressed as early as possible.
- 6.7 The Management Board also holds each of the shared service leads to account in terms of the implementation of their business plans and the delivery of the benefits identified. The Management Board in turn reports to the Chief Executives' Board and, on a quarterly basis, to the Shared Services Joint Group which comprises the three Council Leaders. The Leaders are then well-placed to provide any updates to their individual councils.
- 6.8 The Management Board is of the view that the shared services have made good progress in 2018/19. The Board places particular emphasis on the financial performance of all the services. Compared with the baseline budget, all services have achieved savings on top of the 15% savings reported last year.
- 6.9 The Management Board also is pleased to report on the performance of the shared services. Overall performance against targets is running at 74% on track and 21% within 10% variance of the target. Equally, customer feedback shows satisfaction rates above the 85% target for all three services.
- 6.10 Directors have not shied away from meeting the challenges that have been encountered. They have been closely involved in tackling interruptions to the ICT services, and are satisfied that, in the unique and severe circumstances that arose, the response of 3C ICT was in accordance with business continuity and recovery plans. Additional resources have been allocated to ensure the service can be sustained. Importantly, lessons have been learned, and Directors are confident the ICT service will be more robust going forward. The establishment of an ICT steering mechanism will aid ongoing service

development. Attention is drawn to the integral role 3C ICT has in driving forward the three councils' transformation programmes and establishing cultural change.

- 6.11 The Management Board is confident the shared services are in good shape as they enter into 2019/20 and subsequent years. Important developments will take place in 2019/20 to enhance the transparency of shared services by reviewing the basis on which services are recharged to the three partner authorities and by ensuring services have formal agreements in place to make explicit what the services will do.

**3C LEGAL SHARED SERVICE**

**Council Budget Contribution and Hours Consumed**

<b>Council</b>	<b>% budget contribution</b>	<b>Hours Consumed</b>
<b>CCC</b>	54.22%	<b>8052.25</b> (49.21%)
<b>HDC</b>	18.54%	<b>3664.04</b> (22.39%)
<b>SCDC</b>	27.24%	<b>4646.53</b> (28.40%)

**Staff Productivity(Target 90%)**

<b>Target (hours)</b>	<b>Actual (hours)</b>	<b>% of Target Achieved</b>
14398.43	16362.82	113.64%*

\* Target exceeded

**Customer Satisfaction (Target 90%)**

<b>Team</b>	<b>% of Target Achieved</b>
Planning Team (sent 89, returned 23)	99%
Property Team (sent 195, returned 75)	100%
Contracts Team (sent 88, returned 39)	97%
Litigation Team (sent 103, returned 38)	90%
Practice Average	96.5%

**Litigation Outcomes**

<b>Cases Closed on the System</b>	<b>Cases marked as Successful</b>	<b>Cases marked as Unsuccessful</b>
CCC = 214	CCC = 185	CCC = 1

HDC = 446 SCDC = 30	HDC = 410 SCDC = 24	HDC = 3 SCDC = 2
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**3C ICT SHARED SERVICE**

**Council Budget Contribution**

<b>COUNCIL</b>	<b>Budget £</b>	<b>Actual (Provisional) £</b>	<b>Variance/ Outturn£</b>
Cambridge City Council	3,080,494	3,035,040	45,454 (surplus)
Huntingdonshire District Council	2,097,672	2,000,251	97,421 (surplus)
South Cambridgeshire District Council	1,330,559	1,343,692	13,133 (overspend)

**Service Performance Against Indicators**

**KPI customer satisfaction (based on time taken to resolve) – Target is >80%**

Customer satisfaction –

Q1 = 95%	Q2 – 93%	Q3 – 93%	Q4 – 93%		↔
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**KPI Service availability**

Q1 – Amber	Q2 - Amber	Q3 - Red	Q4 - Amber		↔
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**KPI Incident Performance – Target is >83.75%**

Q1– 90%	Q2 63%	Q3 67%	Q4 84%		↓
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**KPI Service request Performance – Target is >92.5%**

Q1 - 74%	Q2 - 81.5%	Q3 - 80.75	Q4 – 93.5%		↑
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**KPI Service/Work order request performance – Target is >85%**

Starter – Mover – Leaver process

Q1 – 86%	Q2 – 86%%	Q3 – 93%	Q4 – 91%		↑
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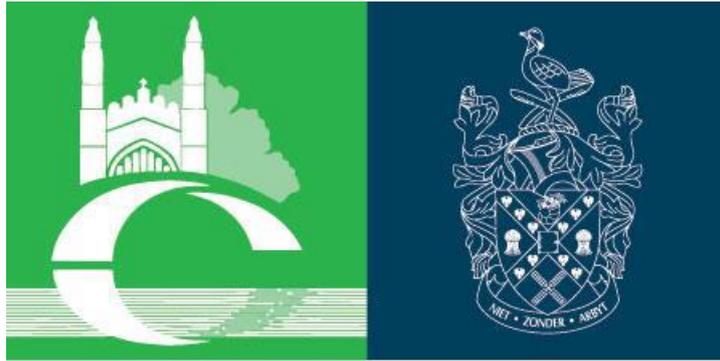
**KPI Project Delivery Performance (based on time to receive and respond to project requests)**

Q1 – 70%	Q2 – 53%	Q3 - 35%	Q4 – 61%		↔
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**KPI8 – Services Budget savings**

Q1 - £160k by FY end	Q2 - £27.5k by FY end	Q3 - £27.5k by FY end	Q3 – £155k by FY end		↔
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**GREATER CAMBRIDGE**  
SHARED SERVICES

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2018/19 Annual Report

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VERSION 1.0

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Author: Shared Services Management Board

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## Executive Summary

The Greater Cambridge Shared Services Annual Report contains a detailed breakdown of the performance of the shared planning, waste and audit services against their approved business plans for 2018/19. All three services have retained their Senior Managers and have business plans for 2019/20, which have been approved by Cambridge City and South Cambridgeshire District Councils.

The Greater Cambridge Shared Planning service is still in the implementation phase of unifying as a shared service. It has been necessary to focus on the service design and ICT issues in the implementation phase. It is anticipated other areas will progress more rapidly now the bulk of this is in train.

Following a period of considerable change in 2017/18, the Shared Waste Service has been in a position to develop in a number of detailed areas of its operations both internally and by implementing policies that benefit customers.

The Shared Audit Service has again underspent on its budget. In 2018/19 the figure was £32,036, which was partly achieved by introducing new digital ways of working. This will put the service in a good position to meet expected requirements to deliver additional audit days in 2019/20.



Greater Cambridge  
Shared Services is a  
strategic  
partnership  
between Cambridge  
City Council and  
South  
Cambridgeshire  
District Council

## **SECTION 1 -GENERAL INFORMATION**

- 1.1 Cambridge City and South Cambridgeshire District Councils have developed a range of shared services. The Greater Cambridge Shared Services comprise planning, waste and audit. This is the second Greater Cambridge Shared Services Annual Report.
- 1.2 The shared services each have identified service objectives and produce an annual business plan designed to meet those objectives. The Annual Report is an assessment of how they have performed against these plans. They have all produced business plans for 2019/20, which have been approved by the parent councils.
- 1.3 During the year, the performance of the shared services is overseen by the Greater Cambridge Management Board. The Board is made up of lead directors from the authorities. It reports to the Greater Cambridge Chief Executives' Board and then on to the Joint Shared Services Group. The latter comprises the Councils' Leaders.
- 1.4 To ensure the governance arrangements promote transparency and public accountability, both the Annual Report and Business Plans are submitted to Cambridge City and South Cambridgeshire District Councils for formal Member approval.
- 1.5 The following paragraphs contain service specific details on the operation and performance of the shared services. All services are monitored against a range of performance measures, on their financial performance and customer satisfaction and on the achievement of development projects.

## **SECTION 2 - SHARED PLANNING SERVICE**

2.1 The Greater Cambridge Shared Planning Service went live in April 2018 with the following objectives:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees of each of the participating Councils.
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery.
- To build/retain a reputation for professionalism, staff development, the delivery of high quality outcomes and competent "business management" amongst peers and partners.

2.3 The Greater Cambridge Shared Planning Service is the "Local Planning Authority" for the areas of South Cambridgeshire District Council and Cambridge City Council. It therefore has a number of statutory roles to perform on behalf of the two Councils and, in addition, undertakes a number of "discretionary" activities that complement the delivery of corporate and strategic planning objectives.

2.4 The service can charge fees, which are set nationally for planning and related applications and for land charge searches. It also levies a range of discretionary charges for pre-application advice.

### **Financial Performance**

*Further information is provided in the performance report at Appendix 1.*

2.5 The budget position for 2018/19 is recorded in the table below:

£	Budget	Actual	Variance/Outturn
Planning	4,485,235	3,209,758	1,275,477 (surplus)

The total underspend of £1,275m primarily relates to revised costs (including staffing) and significant increased income for South Cambridgeshire District Council.

### **Service Performance**

2.6 During 2018 the service implemented a new management structure. This comprises two service centred teams (led by the two Assistant Directors, Sharon Brown and Paul Frainer) and a central support/enabling team to assist the senior management team in managing the efficient operation of the "business" led by Steven Winsor. During the implementation phase of the

project, the service is also being supported by a discrete implementation capability.

- 2.7 The service's performance against the three indicators that it monitors is on track. No slippage is reported. The on track indicators are:
- Decision making within statutory or agreed timelines for Major applications
  - Decision making within statutory or agreed timelines – Minor applications
  - Decision making within statutory or agreed timelines – Other applications

*Further information appears in Appendix 1.*

- 2.8 The previous Head of Implementation left in April 2019 and to mitigate the impact of this, Heather Jones 3C Building Control Strategic Lead has been seconded into the shared service on a part time basis. Her role will be to assist with the second phase implementation and transition phase of the shared planning service. Recruitment to the Operations Manager post has been successful with a start planned for May 2019.
- 2.9 With regard to ICT matters, an e-mail address has been confirmed and will shortly be implemented. A focused recruitment website is also to be progressed this year along with the upgraded new planning software system(IDox). Implementation of the IDox solution, has slipped to the autumn to allow for the Council Anywhere (CA) rollout in the service, the progression of the phase 2 implementation and the need to focus resources on operational priorities in 3C ICT and the planning service. Council Anywhere implementation is currently underway and appears favourable. Team members will receive their new devices in through June, Office 365 training is now being offered to all.
- 2.10 Work has commenced on the service's branding. It is anticipated there will be some quick wins for team development.
- 2.11 The service can report on some significant achievements and success stories. This year has seen the conclusion of the Local Plan process to put in place an up to date Development Plan for the Greater Cambridge Area. Work on the Development of the North East Cambridge Area Action Plan, underpinning the Housing Infrastructure Fund Bid has also started. The adoption of the Local Plan has been accompanied by ongoing work on the Supplementary Planning Documents (SPD) for strategic sites at Waterbeach, Cherry Hinton and Bourn Airfield and adoption of SPD for Mitchams Corner and the Grafton Centre. Support for the GCP and Combined Authority programmes have seen significant engagement with those bodies.
- 2.12 On the Delivery side, approval of reserved matters on a number of Strategic sites and progress around project delivery at Wing, Northstowe, Waterbeach, Darwin Green and on a number of key employment sites has nevertheless been accompanied by ongoing service delivery challenges associated with staff workloads and system performance.

- 2.13 On 27 February 2019 the service held a celebration to mark 50 years of the Cambridge Conservation Area in the Guildhall. It was a successful event with over 100 attendees. There was an afternoon session with exhibition and talks highlighting the significance of conservation areas along with display boards of the history of various buildings within Cambridge Conservation Area. The evening session consisted of a series of talks and question and answer panel of James Littlewood, CPPF, Ian Harvey, Civic Voice, Duncan Wilson, Historic England. Talks ranged from community involvement in the Conservation Area and a national picture of their importance along with ideas for future evolution. This supports the vision of the Greater Cambridge Shared Planning service.
- 2.14 With two finalists in the National Urban Design Awards, it was fantastic that the co-housing at Marmalade Lane won the public sector award on 28 March 2019. These awards celebrate the best in the design of towns and cities, streets and spaces and there are five categories in total. Marmalade Lane is the first co-housing project in Cambridgeshire consisting of 42 housing units and communal space with common ownership. The community were involved throughout with the design team, City Council as land owner, South Cambridgeshire District Council as planning authority and Members to collaborate on this successful scheme.

### **Customer Engagement**

- 2.15 Data for South Cambridgeshire show satisfaction running at 72%. Data has not historically been collected for Cambridge City. New measures are being developed for the whole service alongside the proposed creation of additional capacity in the service to improve customer insight.
- 2.16 The service continues to engage actively with users through forums (Agents and Parishes) and has undertaken joint projects, such as village design statements in South Cambridgeshire throughout the year.
- 2.17 All planning services traditionally receive a number of complaints. This is generally due to the decision making process; however there are other reasons such as response times. Whilst both Councils have been transitioning into the Greater Cambridge Shared Planning service this has impacted on the response to complaints for the service. Measures are now being put in place to address this. Complaints tend to be complex, requiring lengthy investigation time and are generally related to development management issues.

### **Key Projects**

- 2.18 The service has two projects on track, two have experienced some slippage that is not significant and one has significant slippage. The projects on track are Phase 2 of the shared service planning programme and a review into how improved accountancy will allow the service further to account for and recover where possible the costs of delivering projects, advice or services to others in line with the objective of maintaining our capabilities (to deliver high quality development on behalf of communities) at lower net cost and meet 2019/20 MFS commitments.
- 2.19 Amber progress is reported in respect of the review advice services and the recruitment and retention programme. The Planning software upgrade has

seen significant delays. The upgrade to Uniform has been re-phased and likely implementation is proposed in the autumn. The Council Anywhere Programme will be delivered through May/June on site; Planning is one of the first services in this rollout. It will be followed by mobile phone deployment to support agile working across the service.

## **SECTION 3 - SHARED WASTE SERVICE**

### **General Information**

3.1 The Greater Cambridge Shared Waste Service was set up with the following objectives:

- Deliver a safe and legally compliant service.
- Maintain and improve service quality that residents can see and appreciate.
- Lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs.
- Increase opportunities to market and compete for additional business, for instance in relation to trade waste.
- Find new opportunities to reduce net costs in relation to fleet procurement and maintenance.
- Achieve service improvements, greater resilience and better performance, through shared knowledge and experience.
- Enhance opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.
- Deliver the KPIs for the service; deliver the ongoing benefits of a shared service through change and innovation.

3.2 The Service comprises a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for residents of Cambridge City and South Cambridgeshire.

3.3 Collection of recycling and waste from approximately **121,600** households and over 2,700 commercial customers across both council areas, which generates about 9 million collections a year.

### **Service Performance**

3.4 The service in 2018/19 has been focusing on the following operational areas:

- Annual staff training programme for all operation staff.
- Increase in health and safety monitoring.
- Small restructure for operational management team.
- Developing improved operational systems.
- Completing scheduled collection in day and reducing missed collections.
- Minor Round changes between vehicles and reducing commercial vehicles on certain days.

3.5 The Yotta management system is now embedded in to service. It includes the ability to search for properties with bin stores and to submit invoices for trade

collections undertaken. The bin request webform is working well and is integrated with Yotta.

- 3.6 The policy that the green bin would be collected monthly has been fully implemented. The period during December through to March represented the first winter that the policy applied to all residents. A further policy initiative enabling residents to subscribe to receive an additional green bin started in South Cambridgeshire, with over 3,000 bin subscriptions.
- 3.7 The service is still struggling to recruit drivers into vacant posts owing to high demand for skilled drivers in the market. The amount and type of advertising undertaken has been increased to try to attract more drivers. A further incentive is the introduction of a Golden Hello payment. Six operatives are on driver training courses.
- 3.8 The service is leading the Cambridgeshire and Peterborough Waste Partnership (RECAP) to resolve past and current challenges arising from the contract. RECAP is collectively sourcing both legal and technical support that will be required during the current discussions. The discussions are necessary to ensure the contract is more stable for the remainder of its term. The Compliance Officer is responsible for monitoring and compliance for all partners using the Materials Recycling Facility.
- 3.9 Some benchmarking has been undertaken and the current contract with Amey has been found to be extremely good value. Similar terms would not be achieved if the service attempted to re-tender at this point because of the harsh conditions in the recyclate market.
- 3.10 In terms of performance, the number of successful collected on scheduled bins continues to remain extremely high. The service has also focused on contamination of dry mixed recycling at bring sites, which has led to a change to the material collected at two sites within the City and the removal of other sites within the District. Post these changes there has been zero contamination at the City sites. This process will be rolled out to other highly contaminated bring site locations within the City.
- 3.11 Internally, work has taken place with the facilities team at South Cambridgeshire Hall and a new office recycling system has been introduced; additional support to improve recycling is being provided at Mandela House and The Guild Hall.
- 3.12 The service has rolled out a safety campaign under the banner #ConsiderTheImpact. The campaign is aimed at encouraging motorists to be patient around waste vehicles by highlighting the huge impact an accident would have on people's lives, including for the person driving dangerously. There have 39 reports by our drivers of such incidents and close working is taking place with the police on this.

### **Financial Performance**

*Further information is provided in the performance report at Appendix 2.*

- 3.13 The Outturn for 2018/19 is as follows:

£	Budget	Actual	Variance/Outturn
Waste	4,558,290	4,575,275	16,985 (overspend)

3.14 The financial position of the shared waste service is complex. Detailed analysis appears in the Appendix.

### **Service Performance**

3.15 The service identified three Key Performance Indicators for 2018/19. Two indicators are on track and one is red. The target of 99.5% of bins collected on schedule was extremely high. As a result the service particularly undertakes monitoring to ensure that any repeated missed collections are investigated and resolved.

3.16 The second indicator relates to the percentage of household waste sent for reuse, recycling and composting. The recycling rate for the year to the end of February 2019 was 51.05%, which exceeded the target of 50%. This compares well with a recycling rate 50.19% for the same period last year.

3.17 The third indicator was new for 2018/18. It introduced a target sickness absence rate of 1.17 days per full time equivalent employee per month. The target has not been met. Absence management is a very active area in the service and all cases that hit trigger levels have been reviewed by managers with a nominated Human Resources (HR) contact. The Operation Manager has fortnightly meetings with HR to focus on long term sickness as this is having a significant effect on the performance.

### **Customer Engagement**

3.18 In addition to using social media, leaflets and council magazines the service has undertaken a significant amount of face to face resident engagement and has engaged with both local and national media. The following are a sample of the work undertaken:

- Recycling, compost awareness and other education events.
- Community Action days held at Gamlingay, Orchard Park, Cambourne
- New Recycling and WEEE banks opened at Glebe Aura and Abode
- Carbon neutral report filmed by ITV at our underground bin site at Aura
- Gonville and Caius College - sustainability event - recycling and trade waste talk delivered
- Skills swap day at Brownfields community day, clothes swapping, take it or leave it stall, repair café, metal general waste and WEEE skip.

3.19 The Shared Waste Service is working on raising both Councils' profiles on a national stage:

- TV coverage for recycling and contamination scheme and safer driving.
- Involvement on BCC Radio 4 programme Costing the Earth.
- Presenting at a number of national events on topics including Plastics and new Resources and Waste Strategy.

- Co-hosted a special event showcasing our Eddington underground waste collection systems with the Association of Public Service Excellence (APSE).
- Shortlisted for the two National Recycling Awards, one for innovation and a second for partnership, for the underground collection system at Eddington, Cambridge.
- Finalists for the APSE awards on 13 September (Best Partnership working Initiative) for the Underground bins at Eddington
- Shortlisted for the Community Sweep project by the Local Authority Recycling Advisory Committee.

### **Project Performance**

- 3.20 The service has completed three projects during 2018/19. All three projects are on track. The continued delivery of a shared waste service programme covers a number of service areas, which includes the approval of a set of standardised policies/procedures. These have been published on the councils' websites.
- 3.21 The second project saw the development of the Shared Commercial Waste Service to increase commercial waste profitability. This has required planning a marketing and communication campaign with corporate and service teams following on from a review involving the Judge Business School. Business support staff have been recruited to assist in the running of the service.
- 3.22 The final project comprised a review of the South Cambridgeshire Street Cleansing Service. Data collection has been completed and added to Yotta. A review of sweeping activity is being undertaken to improve sweeping cover. Staff briefings for litter and dog bin emptying, fly tipping and litter picking collections have taken place to implement changes. New zones for organising the work are beginning in May and street sweeping will follow on at the middle/end of May.

## **SECTION 4 - SHARED AUDIT SERVICE**

### **General Information**

4.1 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.

4.2 The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. The detailed role of Internal Audit is set out in the Internal Audit Charter, which is approved annually by the partners' relevant Audit Committee. To act successfully as a key business partner, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage. The key service objective is to provide assurance on each Council's control environment.

4.3 A risk based plan is completed annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Council's relevant audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council.

### **Financial Performance**

*Further information is provided in the performance report at Appendix 3.*

4.4 The outturn for 2018/19 is as follows:

£	Budget	Actual	Variance/Outturn
Audit	319,300	287,265	32,036 (surplus)

4.5 The underspend is mostly attributable to staff vacancies, partially offset by the increased Agency Worker costs. In addition the team maintains its professional expertise through training and the purchase of professional

publications and guidance. There has been a £4k saving as training has been delivered in house, and it has not been necessary to purchase any publications this year.

- 4.6 The team has started to make some operational savings by reviewing its ways of working. For example a digital working approach was introduced for completing benefit subsidy assurance work, which enabled the service to reduce the number of days required to complete this activity. It is aimed to exploit further efficiencies by utilising smarter ways of working through Council Anywhere. South Cambridgeshire District Council has an appetite for increasing the amount of days committed to the Internal Audit Plan, which will increase the overall budget and change the percentage split for 2019/20.

### **Service Performance**

- 4.7 The service is on track against both of its indicators. The team achieved accreditation with the standards for PSIAS (Public Sector Internal Audit Standards) and LGAN (Local Government Application Note) at the beginning of the year. Compliance has been maintained following the accreditation. Under the effectiveness indicator, the key documents (Annual Head of Audit Opinion and the Annual Governance Statement) were completed to statutory deadlines at both Councils. If the Accounts had been concluded on time, the Annual Governance Statement would have been finalised, so the team is confident this KPI has been met.
- 4.8 The team is making good progress delivering the plan for both Councils and has undertaken a number of pieces of responsive work. An ongoing challenge at South Cambridgeshire District Council is the closure of the accounts for 2017/18. A member of the team previously worked as an external auditor at EY, which is a great resource to have. This has enabled the team to complete the closure checklist for the Council, helping to provide assurance to the external auditors. Most Internal Audit teams do not have experience in this area, so it is intended to utilise these skills at the beginning of the next financial year further to assist South Cambridgeshire District Council with the 2018/19 closedown. It should also be noted that the delay has required additional amendments to be made to the Annual Governance Statement to ensure it reflects the current risk environment.
- 4.9 The team is currently utilising two agency workers to help deliver the internal audit plan at both sites, and this has helped with the conclusion of a number of pieces of work. A new agency worker commenced in January, who replaced an existing agency worker. Recruitment has been approved for replacement substantive employees.
- 4.10 The team aims to maximise its productive time and has introduced this as a performance measure for 2019/20. It also is developing a joint audit plan to maximise productivity through increasing coverage efficiency. ICT has been a challenge over the past year, and it is estimated that 20 days have been spent managing ICT disruption, outage and resolution. The team has an effective business continuity plan to manage workload during ICT outages as it is a significant user of technology. As a shared service working across multiple

sites there is vulnerability to long term ICT disruption risks, although the service also benefits from the potential resilience of working at multiple sites with alternative hardware and network provision.

- 4.11 The team was independently accredited as “Generally Conforms” to both the PSIAS and the LGAN at the beginning of the financial year. This is the highest level of accreditation and was reported to both relevant audit committees. A significant amount of work was required to achieve the accreditation. In addition, the team has been delivering an action plan to make further improvement; examples include:
- Development of an in-house management system for audit plans;
  - Revision to the audit manual for joint working across multiple customers;
  - Revision to working templates and procedures;
  - Development of joint audit plans to maximise productivity.
- 4.12 Additional unplanned work requests from South Cambridgeshire District Council include preparing a revision of the Audit and Corporate Governance Committees Terms of Reference. This will be completed to the standards established by CIPFA in 2018. The committee is also requesting that the team co-ordinate assurance of Counter Fraud and Corruption, which would not have been part of our standard Business Plan, however it is good practice.
- 4.13 Actions agreed as part of Internal Audit reviews are recorded on the risk management system: 4Risk. South Cambridgeshire District Council has started to use this in 2018/19, while Cambridge City Council has been recording Internal Audit actions for a number of years. Management are responsible for updating progress of their actions, which are followed up by Internal Audit. A significant number of actions have been identified, which had not been updated over the past couple of years, so the team has proactively worked with managers to ensure these are up to date. Now that these records are up to date, monitoring can revert to business as usual.

### **Project Performance**

- 4.14 The service has undertaken one project during the year. PSIAS compliance has been achieved and a number of improvements during the year have been implemented.

### **Looking Forward**

- 4.15 The service is developing a risk based embedded assurance process for ISO14001 and ISO9001 standards. The Greater Cambridge Shared (Trade) Waste team aim to maintain compliance with the standards, which requires input from Internal Audit. These standards are not typically used in Local Government, but are used by trading entities. The aim is to be compliant, and advertise this, as it can provide assurance to customers, which can be important for attracting business. Once the risk based embedded assurance process is established, there may be merit in other Council teams applying for

the compliance standards, as it may help to generate revenue by attracting customers.

- 4.16 Unplanned work included revisions of the Annual Governance Statement at South Cambridgeshire District Council due to late conclusion of the Statement of Accounts. Revisions to the document have to be agreed with Audit Committee, External Audit, the Leader and the Chief Executive. This is still ongoing whilst the accounts are concluded. It is highly likely that the same challenge will be encountered in 2019/20.
- 4.17 At the same time, it has already been noted that South Cambridgeshire District Council is exploring the potential benefits of increasing the amount of days committed to its Internal Audit Plan, with the associated budget implications.
- 4.18 It is recommended that the risk management system: 4Risk system is used to record and monitor actions agreed from other external inspections, such as external audits and housing inspections.
- 4.19 The team has identified where it can improve processes through Council Anywhere and is looking forward to being an early adopter of the technology.

## **SECTION 5 - GOVERNANCE**

- 5.1 Shared Services' governance arrangements are designed so that the partners have joint responsibility for the shared services and that decisions are made at the most appropriate level. Formal governance begins with service specific steering groups for the planning and waste functions. These groups ensure the partner councils' Executives have close oversight of the services.
- 5.2 Next in the chain, governance is focussed around a Management Board made up of lead directors of the two authorities. The Management Board's role is to provide leadership and to drive the shared services to achieve the strategic and operational objectives they were established to deliver.
- 5.3 The Management Board reports to the Chief Executives' Board and then on to the Joint Shared Services Group. In addition, Business Plans for each shared service and an Annual Report are submitted through the three Councils' formal decision-making forums for approval.
- 5.4 It is confirmed that the Management Board has met throughout the year as have the Chief Executives' Board and the Joint Shared Services Group. The Management Board has fulfilled its monitoring role by receiving quarterly performance reports. The Chief Executives' Board and Joint Shared Services Group have ensured that Business Plans and the Annual Report are produced in such a way that they can be approved by Members.
- 5.5 To enhance the governance arrangements, the planning and waste services are nearing completion of Memoranda of Understanding governing their operation.
- 5.6 Shared services are subject to audit and an Audit Protocol has been adopted for this purpose.

**PLANNING SHARED SERVICE**

**Budget Position**

	<b>2018/19 Budget £</b>	<b>2018/19 Actuals £</b>	<b>2018/19 Variance £</b>
<b>Income</b>	(5,435,193)	(5,158,326)	(276,867)
<b>Expenditure</b>	9,920,428	8,368,084	1,552,344
<b>Total (Net)</b>	4,485,235	3,209,758	1,275,477

**Service Performance Against Indicators**

Decision making within statutory or agreed timelines for Major applications. Monthly	2018/19 Target 60% Actual 71% GREEN <input type="checkbox"/>
Decision making within statutory or agreed timelines – Minor applications. Monthly	2018/19 Target 65% Actual 70% GREEN <input type="checkbox"/>
Decision making within statutory or agreed timelines – Other applications. Monthly	2018/19 Target 80% Actual 86% GREEN <input type="checkbox"/>

**SHARED WASTE SERVICE****Budget Position**

	£	£
<b>Waste Operations Variance</b>	16,985	
Staffing Costs		71,402
Contracted Services - MRF		169,792
Other costs		(166,727)
Income		510
Fleet Costs		(57,992)

**Adverse Variances****Staffing**

Salary savings due to staff turnaround	75k
Overtime savings	76k
Agency staff for backfilling vacant posts and sickness	(210k)
Staff associated costs (medicals, training etc.)	(12k)

The total overspend on staffing costs within the GCSWS is £71k, incorporating all budgets for salaries, overtime and agency backfill as well as staff training and medicals etc. Savings on budgets associated with permanent staff mainly due to turnover during the year (£63k) and less overtime (£76k) have been offset by the over-utilisation of agency staff (£210k) to backfill those vacant posts and cover sickness which remains high.

**Materials Recycling Facility**

An entry in the strategic risk register has already identified this as a budgetary pressure. The 2017/18 outturn reported that the tighter controls of contaminated material at Amey and the global downturn in material prices had led to an adverse effect on the budget in-place for processing recyclates. The financial implications of these changes were not evaluated in time for the 2018/19 budget setting and consequently the budget over spend has continued to the sum of **£170k** for domestic collections. Going forward, a budget injection of £200k has been approved in

2019/20 to counter this budget pressure and a compliance officer has been recruited by the RECAP partnership to assist with the monitoring of the contract to ensure that costs do not escalate unchecked.

### Income

Income streams within the GCSWS are varied, ranging from income generated from commercial activities and special or bulky household waste to that received from the sale of wheeled bins, additional collection services and recycling credits. Commercial sensitivity restricts the detailed reporting of these figures; suffice to say that overall, income across all these channels is within £510 of that budgeted. Revenues from trade waste activities are lower than that targeted, however, lower than budgeted revenue does not necessarily correlate with lower net surpluses. Costs in relation to commercial activities have also reduced (see below) and customers are being encouraged to recycle more of their trade waste, which is both cheaper to the GCSWS to process but also cheaper for the customer, leading to reduced revenues to the service.

Recycling credits received from the Waste Disposal Authority attributable to recycled waste collected at the kerbside are under budget by **£45k**. Again, this may not correlate to reduced performance as the income generated is directly attributable to tonnages collected. Manufacturers are being encouraged to use more sustainable materials in their packaging along with the increased use of lighter plastic material, which all have an impact on the tonnage but will not affect the recycling performance indicators.

The reduced income from recycling credits has been more than offset by continued increases in income over budget from:

- Bulky household collections - £36k
- Collection of green waste (2<sup>nd</sup> green bin – CCC) - £18k
- Reimbursed costs from collecting from Eddington - £36k
- Income generated from bins sales and s106 income - £69k

### **Positive Variances**

#### Fleet Costs

Fleet costs are showing a favourable variance of £58k. The majority of this has come from the saving of £93k in the fuel budget. This is a visible way of showing the financial viability of shared services and demonstrates that budget savings can be found by working smarter and continually monitoring round configurations to optimise efficient working. **£30k** of this has been offset by increased costs in spot hiring vehicles which were necessary to cover the turnaround time between returning the contract hire vehicles back to the lease company and delivery of the new Council owned RCV's. Spot hiring of this nature should not be needed in the future as all vehicles are owned by either Authority.

#### Other

As alluded to above, although trade income has declined, so have the costs associated with commercial waste, most notably the costs of disposing of waste either through the MRF or most markedly in landfill. The budget for landfill disposal costs are showing savings of £223k with MRF disposal costs of £64k set against this

leaving a net saving to the commercial waste service of **£159k**. This saving reflects the GCSWS strategy in promoting recycling across the whole service which when directed towards trade should manifest into greater margins and ultimately increased profits.

Unutilised budget for ICT software of **£30k** is a one-off saving as a result of the change of the waste management software system to Yotta. This is a shared service system implemented by the 3C partners. The first year's licence costs of Yotta have been paid for as part of the implementation costs, which are treated and budgeted for within the capital budget for this project.

### **Service Performance Against Indicators**

#### **Bins collected on schedule (target 99.5%)**

	Missed	Possible	Actual	% Missed	% Collected
April 18	1,519	646,394	644,875	0.23%	99.77%
May 18	1,940	675,172	673,232	0.29%	99.71%
June 18	1,981	682,443	680,462	0.29%	99.71%
July 18	4,047	680,227	676,180	0.67%	99.33%
Aug 18	2,319	708,967	706,648	0.33%	99.67%
Sept 18	709	616,946	616,237	0.11%	99.89%
Oct 18	1,128	704,620	703,492	0.16%	99.84%
Nov 18	868	682,443	681,575	0.13%	99.87%
Dec 18	666	649,119	648,453	0.10%	99.90%
Jan 18	1,199	712,545	711,346	0.17%	99.83%
Feb 18	892	621,360	620,468	0.14%	99.86%
Mar 18	940	655,930	654,990	0.14	99.86

#### **Household waste sent for reuse, recycling and composting (target 50%)**

	2017/18	2018/19
Quarter 1	52.3%	55.6%
Quarter 2	54.3%	51.5%
Quarter 3	49.9%	50.29%
Quarter 4	43.6%	<b>Estimate 43.19%</b>
Annual	49.7%	<b>Estimate 50.55%</b>

Sickness absence rate

	2018/19				
	Short Term Absence	Long term Absence	Total Absence	FTE	Sickness days per FTE
April	136	132	268	171.53	1.56
May	101	184	285	174.53	1.63
June	103	99	202	170.09	1.19
July	99	130	229	169.09	1.35
August	101	110	211	170.09	1.24
September	139	42	181	168.09	1.08
October	104	134	238	167.09	1.42
November	119	63	182	167.09	1.09
December	131	66	197	168.09	1.17
January	185	138	323	167.09	1.93
February	85	100	185	166.09	1.11
March	135	84	219	166.09	1.32

**SHARED AUDIT SERVICE**

**Council Budget Contribution**

Council	Cost £	% split
Cambridge City Council	225,565	78
South Cambridgeshire District Council	62,060	22

**Service Performance Against Indicators**

Performance indicators	
How many performance indicator targets have been set for this service?	2
How many are currently green (on track)?	2
How many are currently amber (within 10% of target)?	0
How many are red (more than 10% adrift of target)?	0

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