Report to:	Scrutiny and Overview	16 July 2020

Lead Cabinet Member: Cllr John Williams, Lead Cabinet Member for Finance

Lead Officer: Liz Watts, Chief Executive

Shared Services annual reports and 3C Shared Services Partnership Renewal Agreement

Executive Summary

1. The annual reports of our five shared services (Waste, Planning, ICT, Building Control, Legal) are attached at Appendix 1.

2. The Partnership Renewal Agreement for 3C Shared Services (ICT, Building Control, Legal) is attached at Appendix 2 (this is restricted due to commercial sensitivity). The agreement expires in September 2020 and the proposal is to extend it for another five years.

Key Decision

3. The extension of the Partnership Renewal Agreement is a key decision and it was first published in the July 2019 Forward Plan.

Recommendations for Scrutiny and Overview

4. It is recommended that Scrutiny and Overview:

   a. Notes the annual reports for shared Planning, Waste, Internal Audit, ICT, Building Control and Legal services and provides any feedback to the Cabinet on performance of these shared services;

   b. Considers the Partnership Renewal Agreement for 3C Shared Services (ICT, Building Control and Legal) and provides any feedback to the Cabinet.

Reasons for Recommendations

5. These are all significant council services, and it is important to review their performance. The extension of the 3C Shared Service, following the first five years of its existence, is critical to maintain cost efficient and resilient service delivery.

Details

6. **Annual Reports (Appendix A)**

7. Members will be aware that key South Cambs services are shared in the following arrangements:

    SCDC and Cambridge City Council: Planning, Waste, Internal Audit, Payroll
    SCDC, Cambridge City and Huntingdonshire DC: ICT, Building Control and Legal

8. The annual reports set out the performance of all of these services against a number of factors (service delivery, financial, customer feedback etc). There is no annual report for Payroll due to the size of the service.

9. **Extension of 3C Partnership Agreement (Appendix B)**

10. Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils have been sharing ICT, Legal and Building Control services since 2015. The Shared Services Agreement has been in place since then and lasts until 30th September 2020. The renewal process offers the opportunity significantly to enhance the services' strategic vision, to ensure they each fulfil the three councils' requirements of them and are resilient, and to streamline their governance arrangements.

11. The proposed changes to the agreement are outlined in the following paragraphs.

12. The current agreement expiry date of 30th September 2020 will be amended to 30th September 2025

13. The Agreement contains the original Principles of Collaboration and these are considered still to be sound. However, it was felt that the services required a stronger strategic vision. The general objectives of the Shared Services will therefore be updated as the following:

    - To operate in partnership and support the objectives of the 3 Councils.
    - To inform the strategic direction of the authorities through the provision of guidance and advice.
    - To act as a catalyst of business change that promotes the transformation agenda of the 3 councils.

- To provide further enhancement of services which support the delivery of the wider policy objectives of each Council.
- To simplify and work harmoniously between services and authorities to deliver a more seamless, planned and predictable end-to-end service, which effectively delivers outcomes to residents.
- Ongoing delivery of services that are genuinely shared, where appropriate, 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.
- To help identify and support the realisation of savings within the organisations where current ways of working do not maximise the opportunities for efficiency and effectiveness, within your areas of influence.
- To deliver savings through, but not limited to, drivers of costs, reduced overhead costs and economies of scale.
- Increased resilience through the recruitment and retention of high calibre staff by delivering greater succession planning and reduce reliance on the external recruitment market.
- Minimise the bureaucracy involved in operating and interacting with the shared service.
- Pursue opportunities for working with new partners where the opportunity to generate additional income or deliver significant operational or strategic benefits to the authorities exists.
- To pursue procurement and purchasing efficiencies between partners and where appropriate beyond the organisations.
- Sharing of specialist roles which individually, are not viable in the long-term.
- To deliver a customer focussed service, which has the understanding and meeting of customer needs at its heart
- To operate in a transparent way on an individual council basis in relation to financial and operational performance and reporting. To work towards harmonised arrangements in these respects during the life of the Agreement.
- To adopt as a minimum a quantitative performance management culture – one that takes into account the perspectives of residents, staff, shared services, the 3 councils and elected Members.

14. The Governance arrangements are being updated to ensure the services each fulfil the three councils' requirements of them and are resilient, the remits of the various aspects of the Shared Services governance structure have been reviewed. There is clear responsibility for:

- considering and making recommendations on strategic direction.
- recommending early decisions on strategic matters.
- having advance sight of materials to be submitted to Council Executives and formal meetings.

- identifying recommendations for the three authorities when additional resources are required, and
- reviewing performance and operational matters in relation to any of the services.

15. The three services are now operating on a Business as Usual basis, so it is safe to streamline the governance arrangements to an appropriate level. To this end, the remits of the various aspects of the Shared Services governance structure have been amended to ensure they are efficient and effective going forward. The revised remits appear in the Schedules to the new Agreement. Within this arrangement the Joint Shared Services Group has political oversight of the Shared Services and will be responsible for receiving the individual services' Business Plans and Annual Reports. This will obviate the need to subject these documents to the three councils' formal decision-making processes.

16. Schedule 5 references to Cost Share calculations are updated in line with S151 Officer agreement.

17. Schedule 7 is the Exit Provisions, an entirely new schedule.

Implications

18. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial

19. Each annual report sets out financial performance against budget.

Legal

20. In the case of the Partnership Agreement extension, this has been reviewed by Legal.

Risks/Opportunities

21. Any disruption to the delivery of these services would cause significant risk to the council, and therefore it is important to agree the extension of the 3C shared service in good time. The current agreement expires in September.

Alignment with Council Priority Areas

A modern and caring Council

22. Delivery of resilient and cost efficient services, which perform to a high standard is key to being a modern and caring Council.

Background Papers

Appendices

Appendix A: Annual Reports
Appendix B: Draft Partnership Agreement for 3C Shared Services (This document is restricted as it is commercially sensitive)

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Appendix A – Annual Reports

3C Legal Shared Service Annual Report 2019/20

1.1 General Information

1.1.1 Significant changes have been made in operations over the past year, including finalisation of the consumption-based model which was formally implemented on 1st April 2020.

1.1.2 The Practice has developed access to a greater range of preferential rates to achieve better value for partners where external specialist support is required, for example in new commercial projects.

1.1.3 The Practice has also developed its role in provision of advice at earlier stages in development through groups such as the City Council's Quality Assurance Group, SCDC's Investment Governing Board and Investment Selection Team, and 3Cs Information Security Group. This has proven more efficient in identification of pragmatic solutions to issues at the earliest possible stages.

1.1.4 The Practice has continued to develop the role of the intelligent client across the partner authorities to deliver effective legal services and add value. Where it has been necessary to procure external expertise to provide legal support on matters, the intelligent client role is one where the Practice will work with the client to understand that need and source the most appropriate and cost-effective advice from the marketplace.

1.1.5 As a national issue public sector legal recruitment remains generally challenging. Work to increase the attractiveness of the package and use of underpinning technology and flexibility through Council Anywhere has led to increased number of interest in vacant posts and careful management of resources and activity has kept the service within the planned budget parameters.

1.2 Financial Performance

1.2.1 The Outturn for 2019/20 is as follows:

	Budget £	Actual £	Variance/Outturn £
Legal	1,110,330	1,143,300	32,970 (deficit)

Council	Budget £	Hours Consumed	Actual £
CCC	601,911	8868 (45.98%)	525,689
HDC	205,855	4630 (24.00%)	274,392
SCDC	302,564	5790 (30.02%)	343,219

1.2.2 The outturn for 2019/20 is £1,143,300 against a budget of £1,110,300. The overall 2019/20 3C shared legal budget includes a savings target of £119,100.

The total savings target was formed by rationalising resources and supplies by £40,750 and increasing the income target by £78,350.

1.2.3 Performance against the income target of £280,760 for 2019/20 has seen income of £242,058 delivered. The deficit is as a result of a fall in income in February and March 2020 due to a decrease in mainly planning and court fees relating to the impact of Covid-19.This has contributed to the overall deficit £32,970 which is shared between partners.

1.3   Service Performance

1.3.1 Staff productivity achieved 94% on a target of 90%. The target hours for the Practice have been exceeded by 898 hours in simple terms. This has continued to build on the upward progression made last year.

1.3.2 The success rate in litigation was 83% on a target of 80%. The figures remain extremely encouraging and work currently underway with the client (developing the intelligent client role) will seek to build on this. HDC has a comparatively hight number of cases in relation to debt recovery and parking prosecutions. Work is well underway to seek to enable the client to process more routine paperwork /activity on these matters which is a more effective mechanism for interfacing with court/public.

1.4   Customer Feedback

1.4.1 Client Satisfaction for the year is 97% satisfaction. This is based on feedback from 174 responses received. Feedback forms are sent to each client at the end of every matter. It does remain the case that the response rate of 37% is not as high as we would like. With ongoing liaison with audit the Practice will look at ways of improving on the return figure and targeting specific client feedback in a more focused manner.

1.4.2 Working with clients through regular liaison meetings encourages feedback and interaction in addition to the client satisfaction surveys. These are available to clients at every level of the Practice and regular meetings are something which have been increasingly developed across the Practice over the last 12 months. By listening to clients concerns and feeding back any areas where they can assist the Practice (through improved instructions/processes for example) the work of the Practice has become much more client focused.

1.4.3 Working closely with the client in relation to commissioning of external work and the way instructions are provided to the Practice has been extremely positive in improving efficiency and reducing costs. Regular meetings now take place with the client at all levels of the Practice. Examples would include participation in the Property Selection Team at SCDC whereby input is provided at the outset in relation to potential acquisitions. In this way when it does move to the stage of the Practice taking forward any property work a focused and considered set of instructions can be provided by the client already assisted by legal input to enable matters to be progressed at speed. Legal involvement in the Quality Assurance Group at CCC similarly enables

legal input at the outset of projects making any legal involvement later on more efficient and focused. The quarterly intelligent client meetings held between the Head of Practice and other senior officers provide a similar function.

1.5   Looking Forward

1.5.1   In terms of the year ahead the Practice recognises the challenge posed by the CV19 pandemic. The response of the Practice to the changed working conditions has been excellent. The flexibility of working arrangements already in place for the Practice and built upon by the roll out of Council Anywhere has allowed the continued performance of the Practice against its KPI's. The reinforcement provided to the opportunities afforded for client and internal interaction via the Teams facility has been enormously positive.

1.5.2   For client interaction the ability to share and work on documentation on screen while video calling on Teams enhances the effectiveness of meetings. It is also far more efficient in removing travelling time, focusing meetings and even allowing additional input from staff not present at the outset of a meeting as required.

1.5.3   There is currently underway a review of the Practice by the Shared Internal Audit Service. This is part of ordinary business but will be extremely helpful in informing any changes to process/systems that the Practice needs to make. The consideration by audit will be used to inform a wider consideration of the Practice and its future direction during the year.

3C ICT Shared Service Annual Report 2019/20

1.1 General Information

1.1.1 2019/20 has been a year where the focus has been on delivery of key projects, including the rollout of Council Anywhere, completion of the Server Room Consolidation, migration to an entirely new network (Eastnet) as well as the implementation of the new Orchard and Yotta Alloy systems. The impact of the Covid 19 crisis hit in March 2020 and forced the Councils and 3C ICT to work in an entirely new way in a very short space of time. The fact that this was possible and has been as successful as it has been is in large part due to the work of the various projects in this and previous years that have provided new infrastructure for the Councils at almost every level, from Network, San, Server and Application.

1.1.2 Financial targets for the year have broadly been achieved with underspends in most areas. Some exceptional events, including the migration to Eastnet and the Covid 19 crisis have impacted on service levels at particular points in the year but overall delivery has been maintained in line with agreed SLAs. The mid-year improvements and gains made with Service desk and Service request backlogs could not quite be maintained due the exceptional events, but it has proven that process improvements can deliver the expected outcomes.

1.1.3 The number of applications supported by 3CIC across the councils has reduced to 130 from a starting point of 284 reducing both duplication and overheads. 3C ICT work with the Intelligent Clients of the three councils to ensure there are formal agreed priorities in place to ensure there is clarity on all sides on how the finite 3C ICT resource is being tasked.

1.1.4 All three Councils achieved Public Services Network compliance at various times during the year and work is underway to repeat this process on an annual cycle. As the Councils now share an infrastructure and key applications such as Office 365 3C ICT will work with the Cabinet Office to understand what is necessary in order to allow for a joint PSN submission in the future as this will streamline the testing and submission process and lead to further efficiencies.

1.1.5 Following a period of challenging recruitment for a new Information governance Manager, the decision was made to re-evaluate the IG Manager role. Following the completion of that process an external recruitment campaign was successful and a permanent appointment made. Further recruitment of the one remaining vacancy will bring the team up to strength for the first time and enable them to fully engage with services with regard to all areas of information management and governance.

1.1.6 **In summary the service has:**
- Delivered agreed savings over the pre-shared service position.

- Delivered Council Anywhere to all staff across three Councils including 1429 new devices which is greater that the scope that was agreed at the beginning of the project.
- Migrated 50 sites and 5 firewalls to the new Eastnet network
- Implemented shared systems for Planning and for Waste as well as many Digital improvements including new online payments systems, updated the web sites to conform to the latest accessibility standards and new cookie management system to ensure compliance to GDPR.

1.2 Financial Performance

1.2.1 The provisional outturn position for 2019/20 is recorded in the table below:

	BUDGET	FORECAST OUTTURN	VARIANCE
CCC	3,044,586	3,007,092	- 37,494
HDC	2,176,223	2,189,141	12,918
SCDC	1,429,986	1,365,549	- 64,437
	6,650,795*	6,561,782	- 89,013

*These figures include an overspend agreed by the board to meet the Council Anywhere contract requirements

1.2.2 The overall provisional financial outturn demonstrates a saving over the budget. 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 overall there has been an underspend against the baseline. This is despite a number of challenges throughout the year, particularly in relation to staffing.

1.2.3 In 2019/20 bids were approved in City & SCDC to 'level-up' the funding for the 3C ICT Digital Team to equivalence with HDC. This additional funding will put the digital team on a sustainable footing in order to ensure it can support the transformational work being organised by the respective transformation programmes and prioritised by the 3C Digital Steering group, and to ensure the growing remit of the 3C Digital Team is adequately resourced.

1.3 Service Performance

1.3.1 In terms of KPIs (Key Performance Indicators) – of the 8 official 3C ICT KPIs, 6 are performing at or above agreed targets, one is within 8% and the last one (projects) whilst it hasn't been met it has been reviewed thoroughly to ensure resources are aligned to the priorities of the Councils. The role of the Intelligent Clients has been crucial to this work and we are already seeing improvements in terms of feedback and engagement.

1.3.2 Challenge has remained in the form of the technical issues causing unwelcome and significant disruption to the Councils at key times. This, balanced with the drive to deliver across a wide range of projects has stretched the service significantly, however there is now stable management in place with the full time Deputy Head of IT for Operations providing the day

to day leadership of the service and supplementing the strategic leadership of the Head of IT in her shared role with County & Peterborough. It should be noted that there has been some turnover of other roles in the Council with the long-time Development Manager leaving the service. That change has led to a review of the function with the service and the post has been reviewed and re-evaluated as a Strategic Portfolio Manager which will ensure that needs and requirements of the Councils are understood and managed effectively through to delivery against agreed priorities.

1.3.3 3C ICT remain committed to working closely with the authorities both individually and collectively to managed those priorities and also 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.

1.3.4 A review of key processes has been undertaken including the way in which Priority 1 incidents are handled, investigation of root causes of incidents that have high impact and urgency. This has changed the way in which Incidents are escalated to management and more appropriate responses for faults that are affecting key services.

1.3.5 All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months there have been some specific times when service availability has fallen below what the ICT service aspires to achieve however overall availability is above target and showing the improvements from the various infrastructure projects. Frequency and duration of service interruptions have declined markedly alongside the introduction of new services such as Council Anywhere, revised infrastructure and further adoption of cloud services e.g. office 365. There have been on occasion incidents that have occurred where the improved resilience has been 'used in anger'; this provides assurance at a technical and business level that the time and investments made are justified.

1.4 Customer Feedback

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

1.5 Project Performance

1.5.1 **Council Anywhere** - The Council Anywhere project, now fully rolled out, was the largest area of work and focus during 2019/20 with a dedicated delivery team managing the rollout of mobile devices to staff across all three Councils as well as the migration of all email and calendar to Office 365. The project included training and user awareness sessions to ensure that the end user of

the devices had the skills and confidence to utilise the technology that is now available to them. This project has driven not only technology changes but also organisational change and streamlined ways of working. The Eastnet and Server Room Consolidation projects removed some of the last remaining areas of legacy technology within the Infrastructure and the implementation of new business systems allowed the Councils to move away from legacy systems that had proved problematic and provided a set of technology components that allow the Councils to work in a completely different way, which has been vital in their response to the Covid 19 crisis.

1.5.2 **Eastnet -** Without question this is the most complex and wide-ranging infrastructure project undertaken by 3C ICT with touchpoints of every physical building, user device and applications. The most significant and impactful part of this project was the firewall migration in December which was implemented against a backdrop of an impending election and a drop-dead date for termination of service at the end of the calendar year. As has been well documented, this migration was extremely problematic and issues during and after the cutover had a detrimental effect of service availability for all three Councils that required extensive remedial work in the aftermath, which has been the subject of a lessons learnt exercise incorporating feedback from services across all three Councils as well as 3C ICT. Other work in the project has included migrating of almost all physical buildings to the new network with <5 remaining at the end of year.

1.5.3 **Consolidated Server Room & Shire Hall Data Centre Move –** The former project was completed within 2019/20 with all major services migrated to the new environment. Small areas of work remain which, with agreement from the Councils are being picked up as separate items. The new environment is split across two data centres, with one in Pathfinder House in Huntingdon and the other in Shire Hall in Cambridge. The move of the County Council from the Shire Hall site in 2020 has necessitated the move of that Data Centre which will be relocated to purpose-built space in Peterborough City Councils HQ Sand Martin House. A project has been initiated for that and planning for the move is well underway.

1.5.4 **Service Systems –** A number of systems have been worked on during the year including:

- **Waste Services Implementation** – Shared Waste services went live with Yotta Alloy with the project now putting the resources to the planned HDC implementation.

- **Environmental Health System** – Procurement process was completed after an extended and sometimes difficult process with the supplier. Discovery, design and implementation is now underway. ICT worked closely with the ICs to ensure clarity and agreement around the requirements and scope of the implementation which mitigated further delays.

- **Shared Planning –** This Complex project completed in 2019/20 and also was the first big test of the underlying application delivery technology developed as part of Council Anywhere. This enabled the simultaneous delivery of software

to 100+ devices avoiding the need for individual installation and set-up. This is technology that will be able to be re-used many more times going forward.

1.5.5 **Digital Platform**
The 3C ICT digital team have continued to deliver across multiple streams of work guided by the Intelligent clients and digital steering groups. This includes work for all three councils, such as the implementation of cookie management, as well as work for individual councils such as integrations between the Digital Portal and systems such for Waste and Revs and Bens, updates and migration of websites.

1.5.6 **The long awaited Unify upgrade at City was completed in Q3** – Issues with the supplier's understanding of their own solution and the technical complexity of the system required several attempts on the part of the supplier with extensive support from 3C ICT and the service area. This also had a negative impact on the rollout of CA at City. Notable that the Unify Telephony system has also been problematic for several key stages of the migration to Eastnet, adding cost and risk as well as delaying delivery of the new and improved services from MLL.

1.6 Looking Forward
1.6.1 Alongside ongoing delivery of the agreed roadmap, new service system implementation and further rationalisation of systems, the team is also focussing on how the 3C ICT Service can support the Councils in further harmonisation and on prioritisation of different IT categories with partner councils to help underpin future efficient delivery.

Building Control Shared Service Annual Report 2019/20

1.1 General Information

1.1.1 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.

1.1.2 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.

1.1.3 This Annual Report reflects progress against the Business Plan for 2019/20. The Plan contained detailed service information and was approved at partner committees in March 2019. Given the commercial nature of the service, only limited information has been included in this public report.

1.2 General Progress

1.2.1 Recruitment has again been successful with four new team members appointed, one senior, one surveyor, one apprentice assistant and one technical support officer. This is to replace a senior who gained promotion to another Council, one support officer who retired and planned recruitment into vacant positions.

1.2.2 The service review is underway. Although the impact of Covid-19 has caused a delay in implementation it has also provided a real opportunity in respect of transforming the service needs in respect of ICT and accommodation. The service proportions set for fee earning and non fee earning for the financial year 2020/21 have been reviewed.

1.2.3 The team continues to improve its processes. The majority of applications are now submitted electronically, and the service incorporates fully digital processes. There is now a planned programme of scanning of live historical files in the second quarter of 2020/21.

1.2.4 With regard to its marketing activities, the service nominated a number of schemes for the Local Authority Building Control (LABC) National Building Excellence Awards 2020, however it is likely these may not continue this year

based on the impact of Covid-19. The service was also selected as a finalist in the LABC Annual Awards 2019/20 for the best Shared Service. Again, the impact of Covid-19 has delayed the final of this award and it may not continue this year.

1.2.5   In terms of the recognition received by staff during the year, the team were finalists in the Association for Public Service Excellence Awards 2019 for the Best Construction Team for the second year and the team also won Silver in the coveted iESE Public Sector Transformation Awards in March 2020 for the Working Together category.

1.3   Financial Performance

1.3.1   The outturn position for 2019/20 is recorded in the table below:

£	Budget	Actual	Variance/Outturn
3C Building Control	1,858,273	1,701,940	-155,270

1.3.2   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.

1.3.3   The service is forecasting an increase in the deferred income.

1.4   Service Performance

1.4.1   Building Control had eight Key Performance Indicators for 2019/20 ranging from acknowledging and determining applications to customer satisfaction levels. These KPIs form part of the quality management system adopted by the service.

1.5   Customer Feedback

1.5.1   For 2019/20 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.

1.6   Key Projects

1.6.1   Building Control completed three of the six projects identified in 2018/19 Business Plan.

1.6.2 Those completed projects included the development of the professional and business development team, implementing the ISO 9001: 2015 quality management system across the partnership and developing a marketing and communication strategy for the service. These projects are now business as usual.

1.6.3 The following projects are still underway, a full review of the ICT infrastructure to maximise effectiveness of the team and enable agile working. This interlinked with other workstreams including change management and implementing a digital service. The Council Anywhere project and new equipment has transformed the service along with a fully digitised records and management system.

1.6.4 Various workstreams have been identified to unlock the commercial potential of the team. These include providing energy, sustainability and climate change advice, clerk of works service and peer reviews in other Councils. The service also provides inspection cover to another adjoining Council.

Greater Cambridge Shared Waste Service Annual Report 2019/20

1.1 General Information

1.1.1 This Annual Report reflects progress against the Business Plan for 2019/20.

1.2 General Progress

1.2.1 The shared service has continued to develop over the last 12 months and improve over the period, and the service has focused on the following elements:

- Staffing
- Systems
- Efficiencies.

1.2.2 **Staffing** - The service has expanded its annual training programme during the winter period to ensure all staff receive both service and corporate focused training. The training has been developed to support staff with both practical and mental skills to improve the service provided by staff, their safety and reduce sickness. Additionally we have issued new personal protective equipment to staff including different footwear and shorts that still provide greater protection but are also comfortable to wear in the hot weather.

The service has struggled with recruitment of drivers over a number of years and we have introduced a number of measures to improve this. We have now introduced a golden hello for new staff and have redesigned our recruitment process which has moved to a more practical based and less traditional interview. We have also relaunched our own driver training scheme giving the opportunity for loaders to develop, one of which has already completed training and is now driving for the service.

1.2.3 **Systems** - The service introduced the Yotta Alloy system which has allowed us to streamline a number of our processes include missed collections and new bin requests. This has enabled us to provide a more efficient and informative service to residents, whilst delivery financial savings. The Alloy systems has also enabled us to monitor contamination trends better, permitting us to deliver more focused communication both in terms of content and location.

We have also reviewed some of our other processes including our garden waste permit scheme. The changes have streamlined the process of setting up new customers and printing and posting of permits via a third-party supplier.

1.2.3 **Efficiencies** – Staff within the service have been very focussed in making several small adjustments to collection rounds across the service. These adjustments have led to a reduction in mileage travelled, thus fuel and carbon savings. They have also enabled rounds to be balanced so they are fairer for staff and reduce risk of failure.

We have also reviewed our bin delivery methodology bringing the process in-house and we are now able to deliver new and replacement bins to residents quicker and using the new Alloy system to reduce back office resource time.

We have also reviewed other of our processes including our garden waste permit scheme. The changes have streamlined the process of setting up new customers and printing and posting of permits via a third-party supplier.

1.3 Financial Performance

1.3.1 The outturn position for 2019/20 is recorded in the table below:

	Budget *	Actual *	Variance/Outturn
Waste	£ 3,838,500*	£3,514,403*	£324,097 (favourable)*

* These figures exclude overheads, Internal support service costs and capital charges - total budget including these is £ 4,800,130.

	Year End		
	£	£	
Waste Operations Variance (Favourable)	(324,097)		
Staffing Costs		(8,206)	An additional savings of £20k were delivered however this was offset by the costs of back-dated payment covering 2018/19 for a new HR legislation on holiday pay accrued on overtime.
Transport Related Costs		(150,053)	Savings predominantly come from the fuel usage and the reduction of temporary hired fleet. Stable fuel cost and continually monitoring of collection round

	Year End		
	£	£	
			configurations to optimise efficient working.
Waste Processing Costs		(1,822)	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
Other costs		(16,207)	A £30k saving for sub-contracted works to third parties this include the collection of clinical waste and the delivery and cleaning of trade bins. Some of which was offset by increased spend in personal protective equipment for staff and additional communications to residents.
Income		(147,809)	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. The decision by SCDC to introduce a charging policy for additional green waste bins in line with CCC support the positive variance.

1.4   Service Performance

1.4.1 GCSWS had seven Key Performance Indicators for 2019/20 ranging from successful collections to sickness. These KPIs form part of the quality management system adopted by the service.

KPI Ref	Description	2018/19 Target	2019/20 Target	2019/20 Outturn	Comments
KPI-A1	% bins successfully collected on scheduled collection days	99.76%	99.50%	**99.83%**	Increase from 19/20. The % of successful collections was reduced slightly due to August heatwave
KPI-B1	% recycling rate (and year to date)	51%	50%	**51%**	The recycling rate remained static between years, mainly down to reduced organic tonnage
KPI-B2	Kg of residual waste per household	420 kg	425 kg	**408kg**	Service has tried to encourage resident to minimise all waste
KPI-B3	Kg of dry recyclate per household	200 kg	205 kg	**195kg**	Service has tried to encourage resident to minimise all waste, also more packaging is becoming lighter
KPI-B4	Kg of organic waste per household	281 kg	290 kg	**255 kg**	Organic tonne is mainly linked to weather, thus hard to control.

KPI Ref	Description	2018/19 Target	2019/20 Target	2019/20 Outturn	Comments
KPI-B5	Contamination rate	6.97%	6.00%	**6.77%**	The service has undertaken communication about importance of clean recyclate.
KPI-C1	Sickness absence (days absence / fte)	16.12 per FTE	12 per FTE	**16.87 per FTE**	This outcome was affected due to a road traffic accident involving 3 three staff.

1.5 Customer Feedback

1.5.1 The service monitors customer satisfaction via the complaints systems against the number of collections undertaken. The Shared Waste Service undertakes in the region of 675,000 collections per month, collecting 3 bins per household per fortnight.

1.5.2 The number of recorded complaints fell from 526 in 2018-19 to 399 in 2019-20, which equates to one complaint per 9,733 bins collected.

1.5.3 Some complaints are generated by circumstances beyond the control of the service such as traffic and street layout. The service remains committed to responding to complaints in a timely manner and to a satisfactory standard, and to reducing the number of complaints.

1.6 Key Projects

1.6.1 GCSWS completed five of the six projects identified in 2019/20 Business Plan.

		Status	Comments
DO1	Implementation of service wide deployment of Yotta Alloy for domestic service.	Complete	New system rolled out in early December for Domestic Waste including end to end digital process.
DO2	Develop the Greater Cambridge Trade Waste	Complete	The service has increased its marketing activities and has increased the number of new customers whilst retaining current

		Status	Comments
	Business to increase profitable return.		customers. The sales team are now being more focused in the targeting of customer to ensure greater profitability and are actively promoting recycling options. Two new sales staff have been recruited
DO3	Communication programme to increase high quality recyclate.	Complete	Articles in both Councils' magazines. Several events and social media promoting recycling leading up to Christmas. Whilst the kgs per household has not increased over the year the material that is being collected has less contamination.
DO4	Standardised chargeable additional garden waste system.	Complete	SCDC now charging for additional garden waste bins. Expected that take-up would be 1,500 but actually it was over 3,300. Permits for green bins were issued to all Cambridge and South Cambs subscribers during November, which was a month later than planned.
DO5	Determined implications to the service due to 'The Resources and Waste Strategy.'	Ongoing	Workshop and responses to DEFRA consultation. With RECAP partners a DEFRA funded project was undertaken to model a number of options which may be available for the service to adopt once the national Resource & Waste Strategy has been developed. Head of Waste Service involved on DEFRA consultation group.
DO6	To reduce fly-tipping with South	Complete	Comms project soft launch in SCDC on the 29th July. This gained very good TV, radio and

		Status	Comments
	Cambridgeshire District Council by working in partnership with several agencies.		print media coverage. Support for the campaign from National Farmers Union, Parishes has been well received with 15,000 leaflets distributed. This will continue until March 2020. Whilst we are not seen a reduction in flytipping, we have seen an increased awareness and reporting.

Greater Cambridge Shared Audit Annual Report 2019/20

1.1   General Information

1.1.1   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.

1.1.2   A risk-based plan is completed at least 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.

1.2   Financial Performance

1.2.1   The outturn for 2019/20 is as follows:

£	Budget	Actual	Variance/Outturn
Audit	341,440	328,572	12,868 (surplus)

The breakdown between the partner authorities is as follows:

Council	Cost £	% split
Cambridge City Council	215,960	63
South Cambridgeshire District Council	125,480	37

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

1.2.3   The team has also made some operational savings by reviewing its ways of working. A number of joint audit reviews is enabling us to work smarter by reducing the number of days required to complete each activity, as well as sharing good practice.

1.3   Service Performance

1.3.1   The service has performed well against its performance indicators.
- The team has maintained accreditation with the professional quality standards for PSIAS (Public Sector Internal Audit Standards) and the LGAN (Local Government Application Note).
- Under our effectiveness indicator, the key documents (Annual Head of Audit Opinion and the draft Annual Governance Statement) were completed to statutory deadlines at both Councils.
- A new indicator for 2019/20 was a measure of our productive use of resources. We set a target of 80% and achieved 73%. The team had unplanned long-term sickness absence in the period and, once this is taken into account the target has been achieved.
- A new indicator for 2019/20 was customer satisfaction. We set a target of 80% and achieved 97% in the period.

1.3.2   The team has been making good progress with delivering a joint co-ordinated audit plan for both Councils and has also undertaken a number of pieces of responsive work following customer requests and our dynamic risk-based appraisal. We have also provided assurance to the South Cambs Trading Ltd company – Ermine Street Homes – across a range of services.

1.3.3   We have developed 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 and regular review from Internal Audit. These standards are common with trading entities, and not typically used in Local Government. Maintaining and promoting compliance provides assurance to customers, which can help attract future business and income for the Council. Developing this process in-house has helped maintain compliance with positive feedback from the ISO assessor.

Planning Shared Service Annual Report 2019/20

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

- To create and deliver and 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 greater efficiency and improvements to the quality of service and subsequent development across the area 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.

The service continues its journey of improvement, with good progress having been made in 2019/20 as set out in this annual report, but a clear understanding that there is more work to do.

1.2 The 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.

1.3 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.

1.4 Through 2019/20 the service continued to implement the comprehensive service wide re-structure involving all staff, building on the consultation and engagement programme in 2018/19. The impacts of that re-structure on service capacity, particularly in the delivery team where staff turnover resulted in key posts becoming vacant, were significant, with a corresponding impact upon the service performance and customer feedback. That programme of work culminated in Q4 with the implementation of the ICT platform and the consolidation into a single team of the separate technical support teams and has enabled the establishment and operation, from Q1 2020/21 of three area teams in delivery.

1.5 The integration of the consultancy teams of both Councils into the Built and Natural Environment Team and creation of a single policy and strategy capability meanwhile saw the successful delivery of the "First Consultation" on the Joint Local Plan, adoption of the Sustainable Design and Construction SPD and progression of work on the North East Cambridge Area Action Plan.

Financial Performance

1.6 The financial position for 2019/20 is recorded in the table below:

Shared Planning Service (£'000s)			
	Annual Budget	**Actual ***	**Variance ***
Total	5,205	4,971	234

*Actual and variance figures are provisional as Finance still working to finalise accounts.

The Service had full year under-spend of £234k. This is largely due to better than budgeted income from applications within SCDC. There was considerable under-spend on core staffing, although this was largely offset by spend on agency workers and contractors to supplement service capacity.

Service Performance

1.7 The service monitors a number of Key Performance Indicators (KPIs) through the year. The ones, for which the Service has targets 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

1.8 A table setting out performance is included in the appendix, but in summary, performance on Major applications was above target (69% against a 60% target), but just fell short on Minor applications (64% against a 65% target) and missed the target for Other applications (72% against and 80% target). The consequences of the service re-structure including the impact on staff turnover and recruitment, the impacts of the process design, implementation and training programme for ICT on officer capacity and a buoyant development environment meant that through 2019/20 the delivery team have faced a number of challenges. Implementation of a contract with Terraquest for additional targeted support on applications was also delayed for technical reasons. Throughput, as well as performance suffered accordingly despite the considerable commitment of staff, and complaints centred upon delays accordingly increased.

1.9 With the appointment of additional permanent delivery managers for Strategic Sites and Development Management in Q2, the implementation of the ICT solution in Q4 and the successful recruitment of senior officers through Q3 and Q4 to support managers in performance management in the service, throughput of the service has risen in Q4 even allowing for the impacts from the loss of ICT capabilities for SCDC during the ICT transition in February 2020. Thee service is accordingly making progress against a historic backlog of cases and more effective and

targeted management of cases is allowing the service to also focus upon member priorities. Performance of the newly configured and restructured technical support team is also now improving, as familiarity with the Idox solution increases, although the impacts of Covid and the evacuation of the newly formed joint team from the Guildhall in March and April has impacted process efficiencies and the capacities of staff.

1.10 Despite these challenges, the outputs from the service have been received positively. The Local Plan consultation reached over 300,000 people online and culminated in a well-attended event in the Corn Exchange. The work on Village Design Statements which concluded in 2019 was positively received by the respective Parishes and has helped in the shaping and determination of applications. The Sustainable Design and Construction SPD was also widely supported and forms an important part of cementing both Councils commitment to addressing climate change – one of four key themes in the consultation on the Joint Local Plan.

1.11 Planning Magazine, the trade publication for the planning profession meanwhile published a league table suggesting that the Greater Cambridge Planning Service had issued the largest planning permissions of 2019, with both Waterbeach and the Wellcome campus extension accounting for the lions share. The service also successfully defended the Council's decision, supported by Parish Councils locally, to refuse planning permission for a major Agri tech development in the South of the District. Meanwhile, the Royal Town Planning Institute awarded Marmalade Lane its overall award (the Silver Jubilee Cup) for planning achievement , alongside awards for wellbeing and small scheme in a "virtual" ceremony in March 2020, Congratulating the developers TOWN and the Greater Cambridge Shared Planning Service, RTPI President Sue Mann commented "The development highlights both best practice and the benefits that can come from thinking outside the box."

Engagement

1.12 Through 2019/20, the service restructure has provided additional capacity to engage actively with users. Notwithstanding the challenges of Covid 19, the service is re-vamping its engagement process, building on the existing quarterly Parish Forums (two dedicated to planning) to improve the relationships with both residents associations and Parish Councils. The Delivery Team restructure, creating three new Area Planning Teams, has also provided a new opportunity for improved "local" engagement by the service and its managers and staff – with residents Associations and Parishes, local communities and local members. This will be a key focus of work during 2020/21.

1.13 The success of consultation around the Local Plan using new digital channels has enabled the policy team to build capabilities for future digital/online engagement for the NEC Area Action Plan and future phases of consultation on the Local plan – and for engagement on wider service delivery.

1.14 We have also made considerable improvements to our internal engagement, through the introduction of fortnightly staff newsletters, monthly team meetings through face to face updates and a full service development day. The Covid

emergency has seen the service move its staff engagement online – with a weekly video log from senior managers forming part of ongoing engagement and development activity.

1.15 All planning services traditionally receive a number of complaints. Through 2019/20, the service has managed and reported complaints using the respective Councils separate complaint systems. In Q4, the Service developed a new approach to complaints which has centralised monitoring and reporting and considerably improved our initial responsiveness to customers chasing progress on their applications and improve our ability to track and manage responses to complaints. This was rolled out in SCDC in January and has resulted in a reduction in formal complaints of 55-60%. The same system was rolled out in CCC this month.

Service Programme

1.16 The Service has undertaken considerable levels of implementation and transformation activity in 2019/20:

ICT

1.17 The Service was the first area to be undertake rollout of Council Anywhere, which was successfully completed in June. Most staff have now been issued with new mobile phones and new GCSPS email addresses were brough into use in the middle of the year.

1.18 This year also saw the successful consolidation of the two planning systems (Uniform and Agile) into one single Uniform system in February – including the upgrade ot the Land Charges System and the migration of over 1 million records from SCDC's legacy system. Through 2020/21 work to optimise the performance of the system through a server consolidation is expected to address system performance – particularly for officers accessing data remotely.

Workforce

1.19 The Service wide consultation on the structure and staffing of the Service concluded in June. The main outcomes of this were to introduce a tiered management structure, introduce area teams in Development Management, and recognise a number of posts as transitional / fixed term while the Service develops. Job roles, responding to recruitment pressures and staff feedback were also evolved to provide for career grades and mobility and opportunity for staff development within the service – in line with one of the core objectives set out.

1.20 Recognising the creation of a number of new line management posts, the service has focussed on development of management capability in its training offering in 2019/20 and expect to build on this with a more comprehensive leadership programme in 2020/21.

1.21 We have also strengthened our adherence to the PDR regime and regular 1:1s with the aim of improving performance management.

1.22 Considerable recruitment activity has been undertaken throughout the year. As we have refined our offering, our recruitment campaigns have become increasingly successful, with only a small number of roles now proving difficult to fill.

Delivery

1.23 Recruitment to most new key posts was completed, with, most recently, a permanent manager in place for the application support team (April 2020), delivery managers appointed in Q2 and area managers operational by the end of Q4 in Development Management. This additional management capacity will support the ongoing improvement in capacity and performance through 2020/21.

1.24 During 2019, to seek ot underpin the capacity of the service, the Council entered a dialogue and contract with a planning support service –Terraquest - to provide additional 2call off" capacity on planning application determinations. This contract took some time to bring into effect and it was not until Q4 that staff were able to begin processing cases. The performance of the contract, and a review of the effectiveness of it, is underway.

1.25 Progress on business plan projects has been impacted by the greater than anticipated impacts of the ICT migration and service restructure. The pre-application process re-design, review of planning performance agreements and time recording projects begun in 2019/20 are expected to mature in Q2 2020/21 – aided by and capturing an accelerated move to online engagement caused by the Covid 19 pandemic.

Policy, Strategy and Economy

1.26 Notwithstanding the significant progress made with the Local Plan programme covered above, for most of 2019/20, the planning policy service were managed using interim arrangements. The successful recruitment to that role in Q4 means that the management team of the Strategy and Economy team is now complete. Internal and external recruitment, including through partnerships with Public Practice (a not for profit agency) has allowed the team to grow its capacity to support both policy development and delivering strategic support to both Administrations, but also to underpin progress on strategic sites and planning application processing.

1.26 The team has continued to provide specialist advice on development related matters, including Urban design, landscape, Ecology, heritage and Trees, alongside engagement activities for the local Plan, Village Design Statements, Conservation and heritage, Brexit and Business development activities – most recently in response to Covid. Whilst programmed work including a review of design review processes has bene delayed, the team have supported the progression up to referendum stage, of neighbourhood plans for Cottenham and Histon and Impington. A programme to introduce time sheeting – and improve cost recovery has been delayed by capacity constraints and the need ot procure a ICT

solution but is now being delivered in Q2 of 2020/21 and will significantly improve upon cost recovery in this team through pre-app and PPA's.

APPENDIX

FINANCE:

Shared Planning Service (£'000s)			
	Annual Budget	**Actual ***	**Variance ***
Expenditure	10,965	11,004	(39)
Income	(5,760)	(6,033)	273
Total	**5,205**	**4,971**	**234**

*Actual and variance figures are provisional as Finance still working to finalise accounts.

Performance

2019/20 KPI Performance	
KPI	**Performance**
Acknowledgement of applications within 2 days.	28.8%
Registration and validation within 5 days.	41.2%
Decision making within statutory or agreed timelines - Major applications.	69.0%
Decision making within statutory or agreed timelines – Minor applications.	63.9%
Decision making within statutory or agreed timelines – Other applications.	71.6%
Decision making within statutory or agreed timelines – all business apps	66.9%
Percentage of applications submitted electronically/online.	79.1%
Percentage of applications valid upon submission.	75.7%
Percentage of all planning and related applications approved	80.5%
Average Number of days for planning decision householders.	102.1

Appendix B – Draft Partnership Agreement