



To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert  
Report by: Chief Executive  
Relevant scrutiny committee: Strategy & Resources 13/7/2015  
Scrutiny Committee  
Wards affected: All

## SHARED SERVICES OVERVIEW

### Key Decision

---

#### 1. Introduction

- 1.1. In July 2014, Huntingdonshire District Council (HDC), South Cambridgeshire District Council (SCDC) and Cambridge City Council (CCC) agreed in principle to work as a partnership to deliver a range of shared services over a number of phases, building on existing collaboration.
- 1.2. The first phase of this programme involves proposals for shared services for ICT, Legal Services, and Building Control.
- 1.3. This report outlines the overall approach that has been taken to the development of these shared service proposals and makes recommendations for governance and cost sharing in those shared services

#### 2. Recommendations

The Executive Councillor is recommended:

- 1) That the approach to shared services outlined in the report be endorsed.
- 2) That approval be given to the establishment of a Joint Committee without delegated powers to oversee the delivery of shared services.
- 3) That the Leader be confirmed as the Council's representative to this committee and a deputy be appointed
- 4) That the proposed sovereignty guarantee in section 8 be approved
- 5) That the approach to cost sharing principles and partnership agreement as outlined in section 9 be approved.
- 6) That the approval of the final partnership agreement be delegated to

the Chief Executive in consultation with the Leader of the Council, Chair of Strategy and Resources Scrutiny committee and spokes.

7) That, subject to the approval of the business cases for IT, Legal and Building Control Shared Services, formal consultation commences with Trade Unions/Staff Council and affected staff on 24 July 2015, closing on 1 September 2015.

### **3. Background**

3.1. The three councils have differing geographies with one being rural, one being urban and one having a mix of urban and rural areas. The services that are provided in each Council are delivered in varying ways and with different levels of staffing. Because of this diversity it is important that any shared service proposal must provide the best future option for the parties involved. This may mean that that some services are appropriate to share across all three councils, whereas some may only be shared between two councils. The three councils have been working on the principle that any proposed shared service between two of the three partners will be brought forward in a way that allows the third partner to join at some future date without penalty.

3.2. Given the financial pressures that local authorities have been experiencing over the past few years, the three councils have already taken forward some shared service arrangements, namely:

- Home Improvement Agency – CCC, SCDC and HDC
- Internal Audit – CCC, SCDC and Peterborough City Council
- Payroll – CCC and SCDC
- CCTV – CCC and HDC
- Interim s151 officer (provided to CCC by SCDC)

This report proposes a more formalised model of working going forward, which will bring consistency, robust governance arrangements and provide mutually beneficial arrangements for all parties.

### **4. Outcomes and objectives of shared working**

4.1. The councils each recognise that they are likely to be smaller and more streamlined moving forwards and in order to both protect frontline services and ensure resilience of service delivery, new models of working are needed.

4.2. The three councils have already agreed that a key objective of sharing services is to provide seamless services to both internal users and the

public in order to deliver the following outcomes:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies, and
- Sharing of specialist roles which individually, are not viable in the long-term

4.3. Each of the councils is committed to consulting with staff and their representative Trade Unions (SCDC and CCC) and Staff Council (HDC) in relation to the proposals that affect them. Shared services will continue to ensure the following outcomes for staff:

- Fair terms and conditions of employment
- A commitment to staff training, development, retention and talent management, and
- A commitment to tackling inequality and celebrating diversity in service delivery

## **5. Phasing of shared service programme**

5.1. To enable effective management of the shared service programme, a phased approach has been taken. This will allow for the refinement of any principles or models of working, as progress is made and will allow for easier implementation.

5.2. This first phase is comprised of the three shared services being put forward as full business cases, for consideration, namely ICT, Legal and Building Control services. The proposed date for the shared arrangements to effectively go-live is 1 October 2015.

5.3. A significant amount of effort and resource will be required to ensure the successful implementation of Phase 1 and this will be the focus. However, a number of other services have potential for future

collaboration and are being explored. These are:

- Growth and Planning
- Internal Audit
- Finance & Procurement
- Strategic Housing
- Regulatory Services

## **6. Legal Framework for Shared services**

6.1. Local Authorities have a number of legal powers in relation to discharging their functions and indeed, in trading or supplying goods and services.

6.2. Section 101 of The Local Government Act (1972) enables a local authority to delegate or discharge its functions to another local authority or a Joint Committee, together with the relevant executive functions. It is important to note that the authority to whom the statutory responsibility is originally allocated by Central Government remains responsible for the function, even if they have delegated the delivery to another body.

6.3. In addition, the Local Authority (Goods and Services) Act 1970 enables a local authority to supply goods and materials or services, which include administrative or technical services, to other public sector bodies and enables them to charge at a rate where the revenue may exceed the cost of provision (thereby producing a profit). However, the arrangement must be overtly collaborative in nature rather than a purely commercial contractual arrangement, otherwise it will fall under EU Procurement rules. Sharing of savings amongst the three parties via an agreed mechanism would help to demonstrate that one party alone was not commercially benefitting from the arrangement.

6.4. When it comes to trading services with other non-public sector bodies, although Section 93 of the Local Government Act (2003), now enables local authorities to undertake chargeable activities that are in line with the exercising of their ordinary functions, revenue cannot exceed cost.

6.5. However, Section 95 of the same Act enables the provision of services to be undertaken on a more commercial, profit-making basis, if the services are delivered through a corporate vehicle i.e. it is not the Council itself that is directly trading, although it could own the separate company through which it trades. This may provide opportunities for future service developments for the partnership.

6.6. The impact of the different legislative provisions is that the councils can

discharge their functions (with the correct delegations and legal approvals), to be undertaken by another council and essentially make a profit, but they cannot commercially trade with other non-public bodies on the same basis, without the use of corporate entity (i.e. a formal trading arm).

- 6.7. Should there be a requirement or opportunity to trade on a more commercial basis in the future, then a corporate entity would need to be considered such as a wholly-owned but arms-length Local Authority Trading Company (LATC). This is not proposed at this stage but could be an option for the future.

## **7. Proposed Governance of Shared Service Arrangements**

### **Operational Model**

- 7.1. It is proposed that a Lead Authority model will be used for the Shared Service arrangements since this best reflects the current vision for shared services and the starting position of each partner council. It will also enable cultural and working practice changes to be more easily implemented, as one council will be responsible for the operational delivery of the service.
- 7.2. The head of each shared service will be responsible for the overall operation of that service, the delivery of their business plan and achievement of performance and financial targets.
- 7.3. Once services move into the operational phase, there will be the need to ensure that robust governance is in place to oversee service delivery. Whilst there is an officers' board in place currently, and Leaders have been meeting to review progress on a regular basis, there is the need to formalise the role of members and to ensure clarity transparency.

### **Joint Committee**

- 7.4. It is proposed a Joint Committee should be established to oversee the operation of Shared Services, supported by an officer Board, but the committee would not have delegated powers or functions. It would formalise existing arrangements but without any partner council delegating power to another entity. This arrangement has the benefit of being a collaborative arrangement with all parties represented equally, without favouring or representing the interests of one particular.
- 7.5. The remit of the Joint Committee would be to provide advice, oversight, challenge and endorsement of the shared services business plans and budget. It is important to note that without any delegation or discharge of

functions and powers, they would act as an advisory body to the three Councils only.

7.6. This means that each participating council would retain Executive decision-making powers for their shared service functions. The Joint Committee will receive regular updates on the operation of the shared services and will take reports and recommendations for decision to their respective Executives (and full council, if appropriate), at agreed points and with the engagement of each council's Scrutiny committees.

7.7. The Joint Committee meetings would be held in public meetings, forming part of each council's calendar of meetings. Membership would be the Leaders of each Council with a nominated deputy/alternate attending in their absence.

### **Officer Structures**

7.8 In order to ensure that each participating party protects its interests in the shared service when it is not the Lead Authority, an intelligent client function is proposed. This would involve a designated "contract manager" at each council, responsible as the liaison with the Lead Authority for operational issues encountered or for requested changes to the service being received. This would not be a new post in the establishment, but instead will be a function undertaken by a senior officer within each council (whether Lead Authority or client), who has the relevant service knowledge to effectively enter into discussions in relation to the service and its performance.

7.9 The existing Partnership Board for Shared Service (PBSS), which is comprised of the three Heads of Paid Service together with a Corporate Director from each organisation, will oversee the ongoing operation of new Shared Service arrangements. In addition, it will oversee the development of new proposals in future phases for Joint Committee consideration prior to the required Executive decisions at each Council.

7.10 Appendix 1 demonstrates the proposed governance model that is a member-led model, supported by officers of each council.

## **8. Sovereignty Guarantee and Partnership Agreement**

8.1. A Sovereignty Guarantee has been used elsewhere in similar shared service arrangements to give confidence to individual councils' executives that they will retain sovereignty of their organisations, as well as Executive decision-making powers.

8.2. It is proposed that each Council endorses the Sovereignty Guarantee contained at Table 1 below.

**Table 1**

**A sovereignty guarantee**

All three Councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods.

They are exploring reducing costs by working together. They are also keen to take new devolved responsibilities from Government and manage these together, where this makes sense.

Commissioning or delivering services together is specifically designed not to change how residents experience services. It is about how to get things done more efficiently.

**To safeguard local autonomy the Councils confirm:**

1. Local residents will continue to elect councillors to each Council.
2. Each Council will retain its own constitution, setting out how it makes decisions, organises scrutiny and delegates authority.
3. Each Council will continue to set its own council tax and publish its own budget and accounts.
4. Each Council will continue to be able to set its own spending priorities.

8.3 To support this governance structure and Lead Authority model of operation, it is also usual for partners to enter into a Partnership Agreement. The partnership agreement describes the governance arrangements, the terms of engagement between partners and the roles they play in relation to each service – either as recipients of the shared service from another council or the lead authority that provides the shared service to others.

8.4 The agreement can also provide assurance that this is a true partnership collaboration and not a commercially beneficial arrangement for one party alone, therefore demonstrating compliance with EU Procurement legislation.

**9. Terms of Partnership agreement**

9.1 There are a number of terms that should be considered for inclusion in a

Partnership Agreement, and this will be subject to legal advice, but should include as starting point the following:

## **9.2 Governance arrangements**

See above

## **9.3 Length of the agreement and review points**

- The term for the shared service arrangement will be 5 years, with a review point at years 2 and 4.
- The purpose of the 2 year review point, will be to test delivery of ambitions and then, if the partners are ready, enable a move to a true recharging model, based on service usage and future demand, rather than a continual investment of existing budget by the council
- The 2-year review will rely on service-usage data, which will inform an intelligent, evidence-based approach, with performance reporting being the subject of more detailed discussions.

## **9.4 Dispute Resolution**

- In the first instance, officers undertaking the role of contract manager for each party will attempt to resolve any dispute. Should disputes be unable to be resolved at this point, they will be referred to the Corporate Directors at each partner council who is responsible for that particular shared service.
- Any disputes unable to reach a conclusion at this point would then be referred to the Partnership Board for Shared Services (PBSS) and if necessary to the Joint Committee.

## **9.5 Cost Sharing Principles**

- The three Councils have already endorsed the principle of sharing costs on a proportionate basis. This means that each council would invest their current service budget, less their agreed target savings for that service for the financial year 2015/16.
- Any surplus savings from shared services would be shared amongst the participating councils using the same proportionate formula (based on their initial budgetary investment as a proportion of the overall budget for the shared service). Any additional set-up costs should be met using the same proportionate formula.
- Any staff-related implementation costs occurring as a result of the new



structure such as redundancy and pay protection will be shared as follows:

- costs associated with staff ring-fenced for the proposed management structure will be borne by the pre TUPE employer;
  - costs in respect of other employees should be borne by the three partner authorities in proportion to their contribution to the service budget.
- There will be a review period set at 2 years from the go-live date for each shared service, at which time the Lead Authority will consider moving to a full recharging model and to absorb any further costs associated with the delivery of the service, including redundancy costs.

## **10. Shared Identity**

10.1 Proposals for an identity for the shared services are currently being developed.

10.2 Identifying an internal identity for the shared service is important to help reinforce for staff that the shared services are something new and different and they are providing services to all three councils even though employed by one. For example staff could have a shared service email address rather than simply the email address of the host council.

10.3 Having a clear identity will be important in recruiting new members of staff to the shared service as it will clearly signal that the three Councils are taking a different approach to service delivery. In some cases we may wish to consider establishing a separate brand for a shared service where there are clear commercial advantages in doing so, for example it has been argued that a Building Control Service may be better placed to compete in the market where it is not overtly provided by a Local Authority body.

10.4 Any branding will also need to work from a customer perspective.

## **11. Staffing Implications and Consultation**

11.1 Each of the councils involved in Shared Services are committed to engaging and consulting with staff on the proposals. Staff that will be impacted by the implementation of shared services proposals have been communicated with and involved in developing the visions for the services that are included in the business cases. The Trade Unions and Staff Council (at HDC) have also been engaged on regular basis.

11.2 Staff have been briefed on the planned implementation timetable, which includes a proposal to use Transfer of Undertakings (Protection of Employment) process, commonly known as TUPE, to transfer all staff to the nominated lead authority for their service, with a go-live date of 1 October 2015.

11.3 Subject to approval of the three business cases, the Trade Unions, Staff Council and impacted staff will be consulted with during the formal consultation period of 24 July to 1 September 2015, at which point consideration will be given to the feedback received during the consultation process.

11.4 Subject to the outcome of the consultation, preparations to TUPE staff would then take place during the month of September and would come into effect as of 1 October 2015. At this point, staff will become an employee of the Lead Authority for their service.

## **12. Financial Implications**

12.1 The detail of the savings that each shared service should realise is contained in each business case.

12.2 The three Councils were also successful in a bid for Transformation Challenge Award (TCA) funding. The TCA is a grant given to local authorities (following successful application), that aims to enable major structural change through collaborative working (Shared Services).

12.3 The main focus of the Transformation Challenge Award original bid, was to support the establishment of a project team and a commitment was given to provide additional partner resources. This is being met at present through "in kind" arrangements i.e. capturing the time spent by officers working on the shared service programme as the contribution to match funding and totals £381,307 to date. Total funding received was £529,090; of this:

- £133,603 has actually been spent by the three partners,
- £320,807 has been allocated but not yet dispersed as awaiting final invoices, and
- £74,680 is currently unallocated.

12.4 To date, the majority of the expenditure has been to support the project specialists that have been used to progress the programme workstreams to the current point. This is monitored and the overall TCA fund managed by the Head of Resources at HDC, reporting to the Partnership Board at

least quarterly.

### 13. Key Risks

13.1 One of the reasons the Councils are planning to share services is there are significant risks in doing nothing. Each council needs to find significant savings and they also need to recruit and retain skilled staff in a competitive market place and improve the resilience of relatively small teams. Shared services offer a way of mitigating these risks.

13.2 There are also a number of risks associated with the proposal to share services across three councils. The main risks are highlighted in the table below with detailed programme and project risk registers having been developed to support effective implementation.

<b>Risk</b>	<b>Initial Risk level (low/medium/high)</b>	<b>Actions to mitigate (reducing risk to low)</b>
Staff are on different terms and conditions resulting in cost implications, challenge from those affected and impacting on morale	<b>Medium</b>	Initial analysis has show that there are more similarities than differences between the three councils. Work is underway to assess the impact of any differences and to provide a suitable course of action to harmonise policies.
The lack of robust governance arrangements leads to disputes and inequity	<b>Medium</b>	The proposed Lead Authority model and Joint Committee (without delegated powers) will provide a formalised arrangement for operational management and processes by which to manage disputes. Legal specialists will provide a clear view of the steps needed and requirements to protect all parties to the Shared Services arrangements, enabling everything to be agreed and in place prior to implementation.
The lack of agreed cost-sharing principles	<b>Low</b>	The proposed cost sharing principles have been agreed

		in principle by the three councils. The principles are based on a fair and pragmatic approach, given the current position of each council. The proposed governance arrangements will also support the delivery and manage any disputes
Overall financial savings targets not met or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	<b>Medium</b>	Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared service business case Business cases include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant until structures agreed offers early possible savings
Shared Services do not deliver the expected good quality services to internal and external customers	<b>Low</b>	Clear principles to be established to agree how service standards will be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery

## 14. Conclusion

14.1 Sharing services presents a great opportunity for all three councils to save money, build resilience across their current services, which often

contain highly specialised roles. It also provides the opportunity to improve services to customers, by ensuring a focus on seamless service delivery.

14.2 However, the success of shared services must be underpinned by robust governance arrangements that will ensure transparency of both operational and strategic decision-making.

14.3 In addition, there is the need to build intelligence in relation to the shared services as they begin to be delivered on behalf of partners. This will not only to ensure effective monitoring of Lead Authority performance via an “intelligent client” function, but will inform the future shaping of the service and enable partners to access what they need.

## **15. Implications**

(a) **Financial Implications**

See 12 above

(b) **Staffing Implications**

See 11 above

(c) **Equality and Poverty Implications -**

An Equalities Impact Assessment (EQIA) has been carried out and is attached as Appendix 2. The EQIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

(d) **Environmental Implications**

Low Positive Impact - reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(e) **Procurement**

Procurement implications are contained in each business case.

(f) **Community Safety**

This will be conducted in accordance with the Council’s agreed policy.

## **16. Background papers**

Strategy and Resources Shared Services Report – 20 October 2014

## **17. Appendices**

Appendix 1 – proposed governance model

Appendix 2 – Equalities Impact Assessment (EQIA)

## **18. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Antoinette Jackson

Author's Phone Number: 01223 457001

Author's Email: [antoinette.jackson@cambridge.gov.uk](mailto:antoinette.jackson@cambridge.gov.uk)

# Appendix 1 – Proposed Governance Model

## Annual

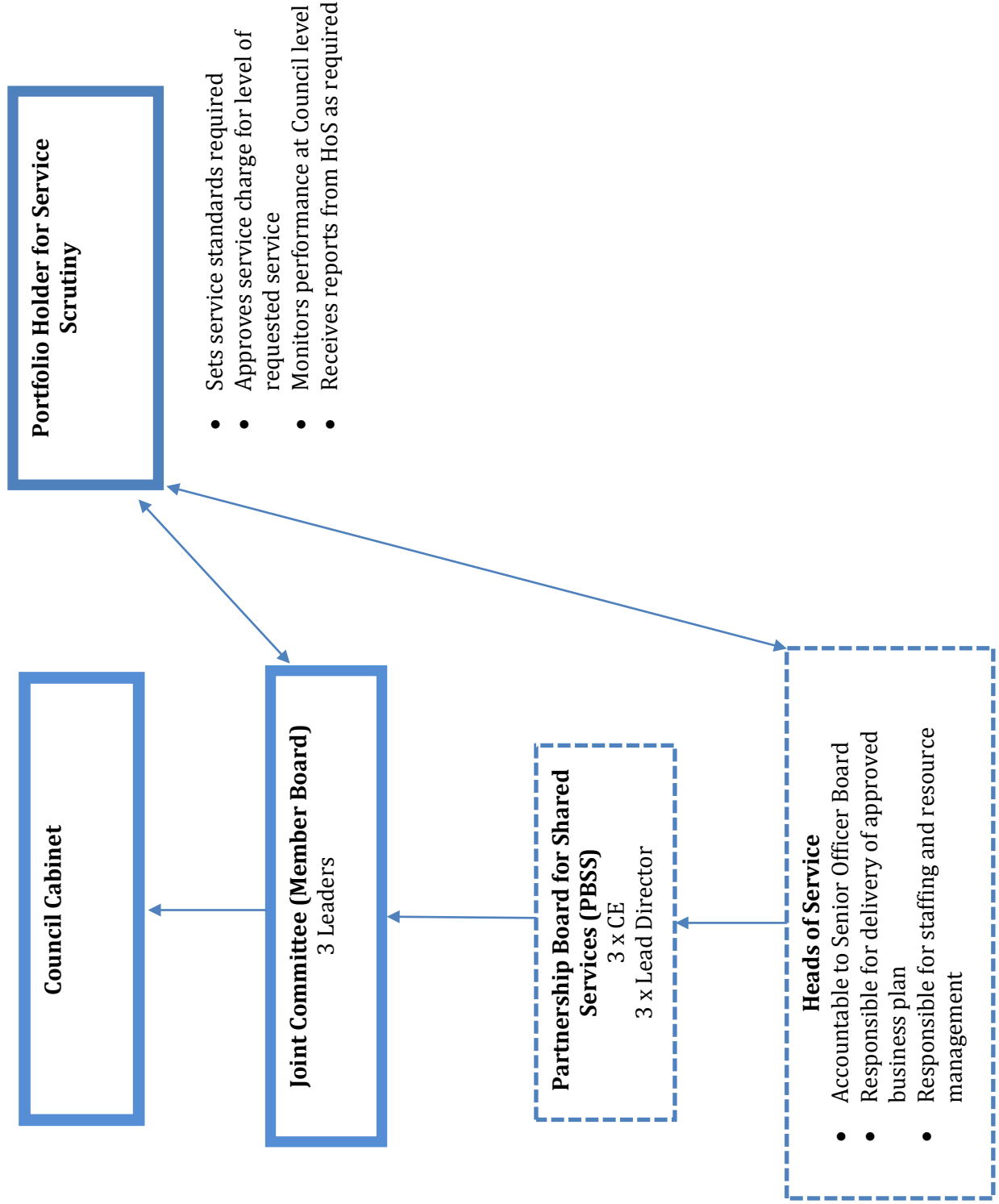
Approval of business plan & budget  
 Other decisions outside of business plan and budget if required

## Meets Quarterly

- Considers Annual Business Plan
- Considers Annual Budget
- Performance and Financial Monitoring and Risk

## Meets Monthly

- Hold each HoS Accountable for their service
- Makes recommendations to Joint Committee





# Cambridge City Council Equality Impact Assessment

Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

## 1. Title of strategy, policy, plan, project, contract or major change to your service:

The public sector has had, and continues to have, a very challenging time as the government implements austerity plans to reduce the national debt. Local government has seen its central government grant cut by around 40%, which has meant that many Councils have had to stop providing most, if not all, of their discretionary services such as community development, sports and arts services and voluntary sector support. Whilst there are signs that the national economic climate may be improving, there are clearly still many difficult years ahead for local government with further budget reductions from central government and increasing demands for statutory services.

Cambridge City Council has worked hard to try and reduce the costs of its services through efficiencies, sharing resources with partner authorities and outsourcing some services to private or not for profit organisations where this has proved cheaper and where quality can be maintained.

As part of this, Cambridge City Council is reviewing the following internal services – Building Control, Legal and Information Technology. This is an EQIA for the three decisions to be considered at the [Council's Strategy and Resources Scrutiny Committee on 13 July](#).

1. The rationale for the establishment of a Building Control Shared Service (BCSS) between Cambridge City Council (CCC), South Cambridgeshire District Council (SCDC) and Huntingdonshire District Council (HDC) is that it will enable each local authority to undertake its statutory duty in implementing and enforcing the building regulations in their area, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness. It will enable the development of a five year business plan to generate additional income and create efficiencies which will support enhanced competitiveness in a commercial market.
2. The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.



3. The rationale for the establishment of an ICT Shared Service (ICTSS) between CCC, SCDC and HDC is that it will enable the creation of a shared Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services creation of a shared, reduce overall IT cost, increase resilience and capacity and improve staff recruitment, retention and development.

At the moment, it is intended to carry out one Equality Impact Assessment (EqIA) for the three decisions as, although the services themselves are quite different, the impact of the changes if approved, will be largely equivalent in equalities terms for the staff affected and for the community.

## 2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

- Create shared systems, infrastructure and ways of working to facilitate wider shared service delivery for all Council Services.
- Reduce overall costs to the Council and get better value for money.
- Provide a service that is user friendly but enables the development of innovative solutions to deliver services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required by the public.

## 3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

X Residents – as users of Building Control services.

Visitors

X Staff

A specific client group or groups (please state):

## 4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

New

Revised

Existing

## 5. Responsible directorate and service

Directorate: Business Transformation, Environment

Service: Legal, ICT and Building Control

## 6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

No

Yes (please give details):

Huntingdon District Council and South Cambridgeshire District Council will be partners in delivering the shared services.

## 7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

In the case of each service, the effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is currently anticipated.

In terms of the public:

- For legal services there is unlikely to be any positive or negative effect
- For building control there is unlikely to be any positive or negative effect
- For ICT there may be a positive effect as the shared service will help deliver the digital access strategy which will reduce the need for people to access services in person

**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

In the case of each service, the effects are primarily on staff rather than the community.

In terms of the staff group affected, neither a negative nor a positive impact is anticipated, although development of shared services may facilitate the ability for staff to work from a wider range of workplaces which may have some positive impacts for disabled people

In terms of the public:

- For legal services there is unlikely to be any positive or negative effect
- For building control there is unlikely to be any positive or negative effect
- For ICT there may be a positive effect as the shared service will help deliver the digital access strategy which will reduce the need for people to access services in person

**(c) Gender**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(d) Pregnancy and maternity**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(e) Transgender (including gender re-assignment)**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(f) Marriage and Civil Partnership**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or the community who share this characteristic

**(g) Race or Ethnicity**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff and the community who share this characteristic

**(h) Religion or Belief**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(i) Sexual Orientation**

In the case of each service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic

**(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):**

In the case of each service, the effects are primarily on staff rather than the community.

However, the overall aim of creating shared services is to preserve or enhance the existing service and increase its resilience for the future while reducing unnecessary costs.

This focus on an improved service, with reduced costs, will enable the Council to ensure that its resources are preserved and diverted to those who need it most in line with its anti-poverty strategy.

In the case of legal shared services there may be an opportunity to offer low cost legal advice to public or voluntary sector bodies which may be of general benefit in this context.

**8. If you have any additional comments please add them here**

The Committee reports are going to Strategy and Resources on 13<sup>th</sup> July 2015. If approved, consultation commence in October 2015. The EqIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

**9. Conclusions and Next Steps**

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.  
Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

**10. Sign off**

Name and job title of assessment lead officer:  
Brian O'Sullivan - Transformation Programme Manager

Names and job titles of other assessment team members and people consulted:  
Sue Chadwick – Corporate Growth Manager  
Ian Boulton – Building Control Manager  
Ray Ward – Director of Business Transformation  
Suzanne Goff – Strategy Officer

Date of completion: 22<sup>nd</sup> June 2015

Date of next review of the assessment: August 2015

## Action Plan

**Equality Impact Assessment title:** ICT, Legal and Building Control Shared Service

**Date of completion:** 24/06/2015

<b>Equality Group</b>	<b>Age</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Disability</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Gender</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Pregnancy and Maternity</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Transgender</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Marriage and Civil Partnership</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Race or Ethnicity</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	



<b>Equality Group</b>	<b>Religion or Belief</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Sexual Orientation</b>
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Other factors that may lead to inequality</b>	
Details of possible disadvantage or negative impact	Nil
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	