



To: Executive Councillor for Planning Policy and Transport

Report by: Stephen Kelly – Joint Director of Planning and Economic Development

Relevant scrutiny committee: Environment 27/06/2017 Scrutiny Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge East Chesterton King's Hedges Market Newnham Petersfield Queen Edith's Romsey Trumpington West Chesterton

**SHARED SERVICES - BUILDING CONTROL
BUSINESS PLAN**

Non – Key Decision

1. Executive summary

Approval is sought for the business plan for the shared Building Control service. The principles of which were approved by this Council on the 13th July 2015 at Strategy and Resources Committee.

2. Recommendations

The Executive Councillor is recommended the:

- 1) Business plan for shared Building Control attached at Appendix 1 is approved

3. Background

3.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead authority model for a shared Building Control service, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.

3.2. The business cases to allow a Building Control shared services to move forward were approved at the same time and as a result, the shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).

3.3. At the same meeting, approval was given for the establishment of a Joint Committee without delegated powers the purpose of which is to oversee and provide advice on the delivery of the shared services, with the Leader of each Council being the nominated representative. The terms of reference of this Joint Committee is seeking approval at Strategy and Resources Committee on 19 March 2016.

3.4. A Sovereignty Guarantee was also endorsed by each council, detailing how they would still safeguard local autonomy in respect of continuing to elect local councillors; making its own decisions on council tax; publishing its own budget and accounts and setting its own spending priorities, whilst operating within a shared service partnership arrangement.

3.5. It was recommended that in order to enable effective management of the shared service programme, that a phased approach be taken. Building Control would form part of Phase 1.

3.6. A number of further services were identified as having potential for future collaboration and Members were informed that these were being

4. Phase 1 Implementation

4.1 On 1st October 2015, Cambridge City became the Employing Authority for Building Control. All impacted staff from each service successfully transferred under TUPE to their new employer, where they were not already employed by the lead council.

4.2 The three councils had previously agreed that the achievement of the following outcomes is primary objective of the sharing services:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced 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 Since the go-live date of 1 October 2015, each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above.

4.4 A key part of the service reviews has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service.

4.5 Since its formation in October 2015, the Building Control service has operated without a permanent manager. This has impacted upon the services ability to transform, and to secure new business. This in turn has impacted upon the services' costs whilst increased competition in the local market place and has impacted upon income growth. From 12 June, a permanent manager for the service has been appointed and for that reason, the business plan prepared and attached as appendix 1 is proposed to be an interim plan, pending the review by the newly appointed manager. The business plan which is an exempt document containing commercially sensitive information seeks to focus upon a response to the increased competition faced by the service and to continue ongoing programme s of work to align and integrate systems and working practices between the two offices.

4.6 It is recommended that the interim business plan is endorsed to enable the shared service to work to an agreed set of priorities and activities and to deliver against an agreed set of objectives.

5. Implications

(a) Financial Implications

Shared Building Control has a minimum saving target of 15% of net revenue budget after income has been applied. The Business Plan seeks to identify areas for income growth as well as explain how costs will be managed in the year ahead. Given the new Manager joining the service in June, it is proposed that the Business Plan financial objectives be reviewed in the autumn with the benefit of the new manager's insight.

(b) Staffing Implications

None

(c) Equality and Poverty Implications

An EqIA has been carried out for this project and submitted in July report to Strategy and Resources Committee. The Business Plan proposes no changes.

(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

None

(f) Consultation and communication

This will be conducted in accordance with the Councils agreed policy.

(g) Community Safety

This will be conducted in accordance with the Councils agreed policy.

6. Background papers

These background papers were used in the preparation of this report:
Shared services report – Strategy and Resources – 13 July 2015

7. Appendices

1. Shared Building Control Business Plan (Exempt document)

8. Inspection of papers

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

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