



To: The Leader and Executive Councillor for Strategy and Transformation
Report by: David Edwards – Interim Strategic Director
Relevant scrutiny committee: Strategy & Resources
03/07/2017
Scrutiny Committee
Wards affected: All Wards

3C SHARED SERVICES – 2016/17 ANNUAL REPORT

Non – Key Decision

1. Executive summary

This report provides summarises the performance for the 3C Shared services during 2016/17. The scope includes Legal, Building Control and ICT. The principle of producing an annual report for the 3 way shared services was agreed at this committee in July 2015.

2. Recommendations

The Executive Councillor is recommended to:

- 1) Note the content of this report

3. Background

3.1 In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an Annual report.

3.2 A governance structure is in place for 3C Shared Services with quarterly meetings to review the detailed information and a forward plan in place for the 3C Management Board (containing the lead directors

from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation to performance measurement during 2016/17.

- 3.3 The 3C Shared Service 2016/17 Year End Report (Appendix 1) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
- 3.4 In 2016/17 major transformational changes were delivered within these services with staffing reviews, consultation, accommodation moves and recruitment to the senior management positions. All of these were focussed on delivering a more efficient and effective service. Service specific items are set out in the Annual Report, however, of note:-
 - Legal advice and personnel being brought within a single practice
 - ICT changing to take on the services and systems that had previously been supported by Northgate Public Services at the City, providing a more consistent service and scope for greater collaboration on strategy and systems in the future
 - Building Control retaining market share during a period of significant change
- 3.5 As these changes were imbedded the focus of the services and governance boards in the latter half of 2016/17 moved from implementation monitoring to performance measurement. Improvements were made to the performance framework in particular with reports presented to the various governance boards.
- 3.6 The appointment of Tom Lewis as Head of 3C Legal and Paul Sumpter as Head of 3C ICT during the year have significantly added to the leadership and stability of the services. It is also recognised as a lesson learnt that senior management positions should have been recruited to sooner to provide the leadership and vision required during major change. This lesson has been applied to the more recent shared service arrangements that have been entered into.
- 3.7 Until recently making a permanent appointment to lead the 3C Building Control service had been difficult. A revised package was therefore developed and approved and a permanent appointment has been made, Heather Jones started in June 2017.

- 3.8 The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as a realistic in the longer term as efficiencies and savings are driven out of the services. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities.
- 3.9 All the services have a business plan in place for 2017/18 and the service performance will be monitored against these objectives during 2017/18 by the governance boards.

4. Implications

a) Financial Implications

The financial implications have already been accounted for in the medium term financial planning for each of the authorities.

b) Staffing Implications (if not covered in Consultations Section)

There are no additional staffing implications.

c) Equality and Poverty Implications

An EqIA was carried out for these projects and submitted in the July 2015 report to Strategy and Resources Committee, there are no changes.

d) Environmental Implication

None.

(e) Procurement

None.

(f) Consultation and communication

Consultation on the service changes in 2016/17 was undertaken in line with the Council's agreed policy.

(g) Community Safety

None.

5. Background papers

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

6. Appendices

Appendix 1 - 3C Shared Service 2016/17 Year End Report.

7. Inspection of papers

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

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