

Item

**SHARED SERVICES 2019/20 Business Plans for 3Cs  
Building Control, and Greater Cambridge Planning Service**

**To:**

Councillor Kevin Blencowe, Executive Councillor for Planning Policy and Transport

Planning & Transport Scrutiny Committee 19 March 2019

**Report by:**

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**Wards affected:**

All

**NOT FOR PUBLICATION:** Appendix 2 of this report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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**Non Key Decision**

**1. Executive Summary**

1.1 The Shared Services Business Plans 2019/20 demonstrate that continued progress has been made over the last year against the Shared Services objectives. Shared Services continue to explore new ways of working. They are an important feature of the transformation agenda, particularly through the use of technology.

- 1.2 The Business Plans have been considered by the Shared Service Management Board, and the Cexs and Leaders/Portfolio holders for each Council. They are now presented for scrutiny in all partner authorities.

Consequently, it is recommended that the Shared Services Management Board is authorised to consider any final amendments to the Business Plans in line with the Exec Cllr approval following scrutiny by committee.

## **2. Recommendations**

- 1) Approve the Business Plans for each of the Shared Services attached as Appendices hereto; and
- 2) Authorise the Shared Services Management Board to approve final amendments to the Business Plans in line with comments received from all partner councils.

## **3. Background**

- 3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils (3Cs) or South Cambs and Cambridge City as appropriate (Greater Cambridge Shared Services) each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service.
- 3.2 The partner councils agreed the following shared services 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.
  - Procurement and purchasing efficiencies, and sharing of specialist roles which individually, are not viable in the long-term.
- 3.3 For those services which have been in place for a while, much of the work to develop staffing structures, working practices and service parameters has been completed, allowing the development of business plans using a consistent format containing key priorities, objectives, activities and measures of success.
- 3.4 The Greater Cambridge Planning Service went live on 1<sup>st</sup> April 2018 and is still in implementation stage, with a second phase staff consultation under way.
- 3.4 The format of the Business Plans continues to evolve, with a template format provided for consistency, although there is some variation that reflects the requirements of different services.
- 3.5 The Business Plans contain performance information to the point in the year that they were produced. The Shared Services Management Board monitors performance on a quarterly basis. The Annual Report will contain a comprehensive appraisal of performance and will be submitted for scrutiny in June / July.
- 3.6 A particular feature of the Business Plans for 2019/20 is their emphasis on financial performance compared with the baselines. The Business Plans for consolidated services demonstrate significant levels of savings.
- 3.7 The Business Plans will be implemented within each Shared Service during the year 2019/20. The Head of each Shared Service will be responsible for the overall operation of their service, the delivery of the Business Plan and the achievement of performance and financial targets. These will be monitored by the Shared Services Management Board.
- 3.8 Lead Members at each of the partner councils have been consulted on these plans, their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plans and the aligned budget report provisions. Equally, each of the Shared Services has consulted

with the partner councils' management teams and with their customers. Details are contained within each of the Business Plans attached.

- 3.9 The Shared Services Agreement requires business plans to be approved every year. The Business Plans ensure the services adhere to the original objectives and contribute towards the partner councils' strategic objectives

#### **4. Implications**

**(a) Financial Implications**

Financial implications are reflected in the BSR reports at the partner Councils.

**(b) Staffing Implications**

There are no staffing implications.

**(c) Environmental Implications**

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.

**(d) Procurement**

There are no procurement implications.

**(e) Community Safety**

There are no community safety implications.

**(f) Equality and Poverty Implications**

An EqIA has not been required for these business plans.

**(g) Consultation and communication**

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

#### **5. Background papers**

- 5.1 The background papers used in the preparation of this report are listed in the appendices below.

## **6. Appendices**

1. Greater Cambridge Planning Service Business Plan
2. 3C Building Control Business Plan

## **7. Inspection of papers**

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

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