Item

3Cs LEGAL AND ICT SERVICES AND GREATER CAMBRIDGE INTERNAL AUDIT SHARED SERVICE - 2018/19 ANNUAL REPORTS

To:

Executive Councillor for Finance and Resources

Strategy & Resources Scrutiny Committee   [01/07/2019]

Report by:
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Wards affected:
All

Not a Key Decision

1.   Executive Summary

1.1   This report summarises the performance of the 3Cs Legal and ICT Shared Services and the Greater Cambridge Shared Internal Audit Service during 2018/19.

1.2   The principle of producing a single annual report for both the 3C and Greater Cambridge (2Cs) shared services was agreed at committee in July 2015.

1.3   The overarching annual report for the 3Cs Shared Services, submitted to South Cambridgeshire and Huntingdonshire District Councils' Committees for scrutiny, includes Legal, ICT and Building Control Shared Services. At the City Council, only the Legal and ICT services fall under the remit of this Committee and, therefore, the annual reports are extracted from the overarching report and enclosed below.

1.4 The Greater Cambridge Shared Services Annual Report covers the Waste, Planning and Internal Audit services. It is submitted to the South Cambridgeshire District Council Committee for scrutiny but, at the City Council, only the Internal Audit Shared Service falls under this Committee's remit and, therefore, the service report has been extracted and is included below.

2. Recommendations

2.1 The Executive Councillor is recommended to note the content of the report.

2.2. At the last Strategy and Resources Committee, Members requested a report on the potential for shared scrutiny arrangements across the shared service Partner Authorities. An initial report on the constitutional and decision making processes for the partners has indicated that there is potential for shared scrutiny, but further work is required on the scope, membership and practical arrangements for shared scrutiny. The Executive Councillor is therefore recommended to approve the proposal to bring a report to the next Committee.

3. Background

3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils 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 The Shared Internal Audit Service forms part of the Greater Cambridge Shared Services (2Cs). The business case for a Shared Internal Audit Service (SIAS) between Cambridge City Council and South Cambridgeshire District Council was approved by both Councils in 2017. The service went live in December 2017.

3.3 The overarching Shared Service performance is monitored through the Greater Cambridge Shared Services Management Board (containing the lead directors from each authority), Greater Cambridge Chief Executives' Board and 2C Joint Advisory Group (comprising of the leaders of each of the Councils).

3.4 The service business plans for the Shared Legal. ICT and Internal Audit services were approved by the City, Huntingdonshire District and South Cambridgeshire District Councils' committees in March 2018.

3.5 The business plans contain the priorities, key performance indicators and budgetary profiles for 2018/19.

4. 3C Legal Shared Service Annual Report 2018/19

4.1 *General Information*

4.1.1 3C Legal Service, known as 'The Practice', has 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 management costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in delivering the service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles.

4.1.2 Prior to establishment, each council was facing challenges with recruitment and retention of legal staff and was increasingly reliant upon external providers to meet its needs, especially on major projects. A shared service would create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities. At that time the combined budget of the legal services for the three partner authorities was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.

4.1.3 Significant changes were made to the way The Practice operated in 2017/18, including:

- ✓ Introduction of time recording software.
- ✓ The use of a consumption based model to assist with transparency.
- ✓ Revising the accommodation and operating arrangements.
- ✓ Decreased reliance on locum and agency staff.

This has enabled The Practice to move on to a sound footing, which has realised results in 2018/19.

4.2 ***Financial Performance***

Further information is provided in the performance report at Appendix 1.

4.2.1 The Outturn for 2018/19 is as follows:

£	Budget	Actual	Variance/Outturn
Legal	1,191,220	991,194	200,066 (surplus)

4.2.2 In regard to the three Authorities' combined budget of £1,444,000, the headline is a 17% saving on the pre-shared service position. The outturn for 2018/19 of £991,154 represents a 17% saving on the £1,193,360 baseline budget in 2015/16, and this is despite £116,860 of salary inflation, which has been absorbed. This has been delivered through driving greater efficiency, removing

contractors and putting in place a stable structure. Fee earning time is up for the year.

4.2.3 Performance against the income target of £200,840 for 2018/19 has seen income of £269,915 delivered, which has contributed to the surplus of £200,840.

4.3 *Service Performance*

4.3.1 The last 12 months have in overall terms been extremely positive for The Practice with improved performance and delivery. The last 12 months has generally seen staff integrate into the shared structure with far greater staff movement between offices at Cambridge, Cambourne and Huntingdon. This is to the benefit of the Practice and clients in enabling greater resilience and client interface. Several welcome additions have been made to the staffing structure and the flexible working arrangements offered by the Practice have proved an important selling point in attracting staff.

4.3.2 This year has seen a marked improvement in the level of hours recorded by fee earners. The target hours for the Practice have been exceeded by 13.5% or 1,964 hours in simple terms. The final quarter performance has shown a marked improvement. This can be explained both by the improved efforts of the fee earners but also because the Practice Manager is now able to capture time spent attending hearings and committees for fee earners, which previously was not as accurately captured as would have been liked. This has been one of the benefits of the enhanced IKEN practice management system rolled out in the second half of the year. In overall terms the improved performance benefits all by unlocking additional fee earner time across the Practice. Moving forward the benefits represented by Council Anywhere will certainly assist in building on this positive progression.

4.3.3 Attention is drawn to the 90% success rate in litigation. This is explained by the work undertaken by the Practice in relation to debt recovery and parking prosecutions on the relatively high number of cases comparatively for HDC. In terms of complexity such matters are more straightforward. Work is underway with the client to seek to enable them to process more routine paperwork/activity on these matters as a more effective mechanism for interfacing with court/public. The figures remain extremely encouraging and work currently underway with the client (developing the intelligent client role) will seek to build on this.

4.3.4 One set back in year was the refusal by the Law Society to approve 3C Legal for Lexcel accreditation to allow the Practice to trade commercially, ironically on the grounds that the shared service is made up of three separate organisations, rather than being a separate entity in its own right. Nonetheless the preparations for Lexcel have been extremely beneficial in driving improved efficiencies and best practice and in overall terms have acted as powerful stimulant to drive improved performance.

4.4 *Customer Feedback*

4.4.1 Last year's Annual Report identified that further work was required on measuring customer satisfaction in a meaningful manner during 2018/19. The outcome of this work shows a very positive picture. Following a customer survey completed during the year all of the four Teams have exceeded 90% satisfaction rates, with a Practice average of 96.5%.

4.4.2 The client satisfaction levels are very encouraging albeit fee earners will continue to work with clients to improve the number of surveys returned. Working with clients through regular liaison meetings encourages feedback and interaction and the roll out of such meetings across the last 12 months has been delivered at every level of the Practice. By listening to clients' concerns and feeding back any areas where they can assist (through improved instructions for example) the work of the Practice has become much more client focused.

4.5 *Looking Forward*

4.5.1 In terms of the year ahead the Practice is looking to address some of the IT issues the service has experienced by upgrading all of the hardware, which will support cross site working, something that is key to this team. The legal service are also looking to work with the three councils to review legal spend outside 3C Legal and to quantify the cost benefit/risk benefit position of the cost of the advice versus the risk associated with non-commissioning of advice, to identify opportunities where a more commercial approach can be taken.

5. 3C ICT Shared Service Annual Report 2018/19

5.1 *General Information*

5.1.1 The following objectives have been collectively agreed for 3C ICT:

- 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.
- Sharing of specialist roles which individually, are not viable in the long-term.

5.1.2 In essence, the drivers for the 3C ICT Shared Service are:

- Savings to the 3 councils: a single shared service increases efficiency and reduces the unit cost of service delivery.
- Service resilience: fewer single points of failure, and increased scale enables increased investment in more robust infrastructure, thus reducing probability and impact of service outages.
- Collaborative innovation: increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will contribute to the evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own.

5.1.3 2018/19 has been a year of progress, transition and challenge for 3C ICT. In terms of progress, financial targets for the year have been achieved. In addition progress on the digital portal has helped to demonstrate the progress that can be made when there is clear alignment and close working between services and ICT, and ably showed the benefits of more agile delivery.

5.2.4 Transition - Further development, and deepening, of the ways of working with and between the three councils, and the benefits of standardisation of technology and harmonisation of ways of working are beginning to deliver significant benefits. The number of applications in use across the councils has reduced to 222, from a starting point of 284 reducing both duplication and overheads. The three councils have also agreed formal priorities to ensure there is clarity on all sides on how the finite 3C ICT resource is being tasked.

5.2.5 The Council Anywhere project, driving not only technology changes but also organisational change and streamlined ways of working, is being rolled out across the three councils starting this year. Alongside the technology changes, the consistent use of Business Analysts, and the further development of Transformation functions, working collaboratively across the 3 councils, has made consistent system requirements much clearer. This significantly increases the probability of projects delivering the changed ways of working to which councils aspire. The Art of the Possible workshops undertaken as part of the project has informed this and this approach has been enhanced by the appointment of Council Anywhere Champions who work with their services to identify business needs that the new technology can address.

5.2 ***Financial Performance***

Further information is provided in Appendix 2.

5.2.1 The provisional outturn position for 2018/19 is recorded in the table below:

£	Budget	Actual	Variance/Outturn £
3C ICT	6,508,725	6,378,983	129,742 (surplus)

5.2.2 The overall provisional financial outturn demonstrates a saving over the budget set at the start of the year. This budget (£6,508,725) represents a saving of £811,406 over the pre-shared service costs of ICT in the 3 authorities. 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 and it is currently projected there will also be an underspend. This is despite a number of challenges throughout the year, particularly in relation to staffing.

5.3   *Service Performance*

5.3.1 In terms of KPIs (Key Performance Indicators) – of the 8 official 3C ICT KPIs, 5 are performing above target, with the remaining 3 operating within 10% of the target.

5.3.2 Challenge - Has come in the form of the turnover in the leadership of the service which has removed capacity and leadership at a key time; two significant service disruptions; and the pressure of maintaining business as usual arrangements across three legacy IT arrangements, whilst simultaneously migrating these arrangements to more stable and modern solutions.

5.3.3 Transition between technology and ways of working is always an organisation's point of greatest risk, and creates vulnerability to external factors, as has been demonstrated by the events of the past year. Lessons have been learned, and whilst the agreed delivery programme offers mitigation against similar events in the future, until these projects are delivered in full, residual risk will remain. 3C ICT remain committed to working closely with the authorities both individually and collectively 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. The first 100 day review by the new Head of ICT will address this point as a matter of priority.

5.3.4 In terms of clarity on leadership of the service, all three councils have now, formally approved the recruitment of Sam Smith and the supplementing of her part time role as the new Head of 3C ICT, with a full time Deputy Head of IT (Operations) post (interim arrangements already in place). This will provide additional capacity and focus on business as usual and alignment of project activity, and help resolve the root causes of a number of issues experienced in the past 12 months. Sam Smith in her Head of ICT role is currently producing a first 100 day report that will act as a state of the service report, reflect on incidents affecting it and present all three councils with clear choices to address any issues identified.

Service Resilience

5.3.5 All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months service availability has fallen below what the ICT service aspires to achieve. The completion of the server room consolidation will significantly improve the situation; however, there are several lessons that have been learnt. Some of these service outages have been down to external factors whilst others have been down to changes made by the internal Team. The Team is working hard to increase the accountability of external providers, plan and deliver internal changes more effectively and improve the clarity of the communication that is provided to our customers and its planning.

5.3.6 There are two main measures of incident performance (response and resolution), and these have varied significantly throughout the year, reflecting operational pressures (November outages) and the need to balance Business as Usual (BAU) service with project delivery. Processes have been implemented during the year to manage major service affecting incidents and the system used to manage all calls to the IT service desk has also been reviewed to ensure it is effective. The reality is that until the two key convergence projects (Council Anywhere and Server Room Consolidation) are complete the IT Service will be required to manage the legacy environments of all three councils and the problems inherent in those environments. Delays in those projects has meant that the anticipated drop in call volumes and streamlining of support processes have not yet come to fruition.

5.3.7 In summary the service has:

- Delivered a 13% saving over the pre-shared service position.
- Delivered resilient data centres, with disaster recovery capability.
- Implemented a common, shared digital portal, which already has over five thousand registered users, and demonstrated customer-to-frontline staff system integration.
- Made significant progress on the implementation of the new shared waste system,

5.4 *Customer Feedback*

5.4.1 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 over 90% satisfaction despite some service outages.

5.5 *Looking Forward*

Key Projects

5.5.1 **Council Anywhere** -This project has been marked by significant delays throughout the year, with a series of technical and supplier issues compounded by changes in senior management, a higher than expected level of BAU work throughout the year and other ongoing project work. The result has been that delivery has slipped into Q4 for some elements and beyond for others. As at Q4 Local Champion overview and training sessions are complete, governance settings have been agreed and a rollout plan has been submitted by the Councils'. Key elements of Office 365 have been delivered for testing purposes to the Local Champions and other key users with Product Assurance officers signing off the testing ready for roll out from April 2019. The Global Protect VPN has been delivered and application packaging and testing has been ongoing. A related project **Aruba ClearPass – Council Anywhere (CCC/SCDC/HDC) (Sponsor – Oliver Morley)** has seen the technology to support truly flexible working across all three councils successfully rolled out at Mandela House and Pathfinder House, plus 2 floors of the Guildhall. Plans are in place for the roll

out at Waterbeach, South Cambs Hall, Eastfield House and the remaining floors of the Guildhall.

5.5.2 **Consolidated Server Room -** During the year progress on this project has been variable with initial good progress made, with Q1 seeing the migration of HDC largely complete along with 40% of SCDC servers and active plans to commence the migration of City servers. Progress then stalled for several reasons. Q3 saw two major issues related to this project and in turn impacting progress. On 31st October a fibre cable was accidently severed causing Cambridge City to lose connectivity with the Shire Hall datacentre. The outage resulted in two errors on the server room setup that required fixing. Prior to the remediation work being fully completed a further incident occurred on 15th November, where the air conditioning at Pathfinder House shut down and caused overheating in the server room. All the systems were recovered and were fully operational by Monday 19th November. No data was lost. Following these 2 outages suppliers have implemented the required remediation work in December. Failover testing was conducted in Q4 (February) and was successful. Work to decommission the legacy equipment also started in that quarter with many of the old servers having been powered off and unracked at SCDC.

5.5.3 **Public Services NetworkSN** - Work continued on this throughout the year with the result that HDC submitted and were accredited as compliant in Q4. SCDC submitted their information to Cabinet Office during Q4 and are waiting to hear the result. City have a further 14 actions to complete before submission (due May 2019).

5.5.4 **Environmental Health System Procurement** - HDC and CCC have had capital funding approved to undertake this project alongside SCDC. All 3 partners have developed an agreed specification, which has gone out to tender, and will finish in early April.

5.5.5 **Waste Services Implementation (SOSP) (SCDC/CCC/HDC)** - Phase 1 of this project was closed down within Q4. **Phase 2 (CCC/SCDC/HDC) (Sponsor – Joel Carre)** was at Amber in that quarter due to risks to the project, the newness of IEG4 portal and Yotta Alloy and likelihood that the development might take longer than expected. The Digital Team have delivered 3 integrated forms for City, 1 for SCDC and 1 proof of concept for HDC.

6. 2C Internal Audit Shared Service Annual Report 2018/19

6.1 *General Information*

6.1.1 The following objectives have been agreed:

- 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.
- Sharing of specialist roles which individually, are not viable in the long-term.

6.1.2 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.

6.1.3 A risk based plan is completed 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.

6.2 *__Financial Performance__*

Further information is provided in the performance report at Appendix 3.

6.2.1 The outturn for 2018/19 is as follows:

£	Budget	Actual	Variance/Outturn
Audit	319,300	287,265	32,036 (surplus)

6.2.2 The underspend is mostly attributable to staff vacancies, partially offset by the increased Agency Worker costs. In addition the team maintains its professional expertise through training and the purchase of professional publications and guidance. There has been a £4k saving as training has been delivered in house, and it has not been necessary to purchase any publications this year.

6.2.3 The team has started to make some operational savings by reviewing its ways of working. For example a digital working approach was introduced for completing benefit subsidy assurance work, which enabled the service to reduce the number of days required to complete this activity. It is aimed to exploit further efficiencies by utilising smarter ways of working through Council Anywhere. South Cambridgeshire District Council has an appetite for increasing the amount of days committed to the Internal Audit Plan, which will increase the overall budget and change the percentage split for 2019/20.

6.3 *Service Performance*

6.3.1 The service is on track against both of its indicators. The team achieved accreditation with the standards for PSIAS (Public Sector Internal Audit Standards) and LGAN (Local Government Application Note) at the beginning of the year. Compliance has been maintained following the accreditation. Under the effectiveness indicator, the key documents (Annual Head of Audit Opinion and the Annual Governance Statement) were completed to statutory deadlines at both Councils. If the Accounts had been concluded on time, the Annual Governance Statement would have been finalised, so the team is confident this KPI has been met.

6.3.2 The team is making good progress delivering the plan for both Councils and has undertaken a number of pieces of responsive work. An ongoing challenge at South Cambridgeshire District Council is the closure of the accounts for 2017/18. A member of the team previously worked as an external auditor at EY, which is a great resource to have. This has enabled the team to complete the closure checklist for the Council, helping to provide assurance to the external auditors. Most Internal Audit teams do not have experience in this area, so it is intended to utilise these skills at the beginning of the next financial year further to assist South Cambridgeshire District Council with the 2018/19 closedown. It should also be noted that the delay has required additional amendments to be made to the Annual Governance Statement to ensure it reflects the current risk environment.

6.3.3 The team is currently utilising two agency workers to help deliver the internal audit plan at both sites, and this has helped with the conclusion of a number of pieces of work. A new agency worker commenced in January, who replaced an existing agency worker. Recruitment has been approved for replacement substantive employees.

6.3.4 The team aims to maximise its productive time and has introduced this as a performance measure for 2019/20. It also is developing a joint audit plan to maximise productivity through increasing coverage efficiency. ICT has been a challenge over the past year, and it is estimated that 20 days have been spent managing ICT disruption, outage and resolution. The team has an effective business continuity plan to manage workload during ICT outages as it is a significant user of technology. As a shared service working across multiple sites there is vulnerability to long term ICT disruption risks, although the service also benefits from the potential resilience of working at multiple sites with alternative hardware and network provision.

6.3.5 The team was independently accredited as "Generally Conforms" to both the PSIAS and the LGAN at the beginning of the financial year. This is the highest level of accreditation and was reported to both relevant audit committees. A significant amount of work was required to achieve the accreditation. In addition, the team has been delivering an action plan to make further improvement; examples include:

- Development of an in-house management system for audit plans;

- Revision to the audit manual for joint working across multiple customers;
- Revision to working templates and procedures;
- Development of joint audit plans to maximise productivity.

6.3.6   Additional unplanned work requests from South Cambridgeshire District Council include preparing a revision of the Audit and Corporate Governance Committees Terms of Reference. This will be completed to the standards established by CIPFA in 2018. The committee is also requesting that the team co-ordinate assurance of Counter Fraud and Corruption, which would not have been part of our standard Business Plan, however it is good practice.

6.3.7   Actions agreed as part of Internal Audit reviews are recorded on the risk management system: 4Risk. South Cambridgeshire District Council has started to use this in 2018/19, while Cambridge City Council has been recording Internal Audit actions for a number of years. Management are responsible for updating progress of their actions, which are followed up by Internal Audit. A significant number of actions have been identified, which had not been updated over the past couple of years, so the team has proactively worked with managers to ensure these are up to date. Now that these records are up to date, monitoring can revert to business as usual.

6.4   *Project Performance*

6.4.1   The service has undertaken one project during the year. PSIAS compliance has been achieved and a number of improvements during the year have been implemented.

6.5   *Looking Forward*

6.5.1   The service is developing 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 from Internal Audit. These standards are not typically used in Local Government, but are used by trading entities. The aim is to be compliant, and advertise this, as it can provide assurance to customers, which can be important for attracting business. Once the risk based embedded assurance process is established, there may be merit in other Council teams applying for the compliance standards, as it may help to generate revenue by attracting customers.

6.5.2   Unplanned work included revisions of the Annual Governance Statement at South Cambridgeshire District Council due to late conclusion of the Statement of Accounts. Revisions to the document have to be agreed with Audit Committee, External Audit, the Leader and the Chief Executive. This is still ongoing whilst the accounts are concluded. It is highly likely that the same challenge will be encountered in 2019/20.

6.5.3   At the same time, it has already been noted that South Cambridgeshire District Council is exploring the potential benefits of increasing the amount of days committed to its Internal Audit Plan, with the associated budget implications.

6.5.4 It is recommended that the risk management system: 4Risk system is used to record and monitor actions agreed from other external inspections, such as external audits and housing inspections.

6.5.5 The team has identified where it can improve processes through Council Anywhere and is looking forward to being an early adopter of the technology.

7. Implications

a) Financial Implications

The financial implications are shown in sections 4.2, 5.2 and 6.2 above and in the Appendices.

b) Staffing Implications

There are no staffing implications.

c) Equality and Poverty Implications

Not required for this report.

d) Environmental Implications

None for this report.

e) Procurement Implications

None specific related to the service. Any procurement relating to the service provision is carried out in line with the Councils' policies.

f) Community Safety Implications

There are no community safety implications.

g) Consultation and communication considerations

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

h) Background papers

Background papers used in the preparation of this report:

Shared Service Quarterly reports

Greater Cambridge Shared Services 2018/19 Annual Report

3C Shared Services 2018/19 Annual Report

i) Appendices

1. 3C Legal Shared Service Budget Position and Service Performance Against Indicators
2. 3C ICT Shared Service Budget Position and Service Performance Against Indicators
3. Audit Service Shared Service Budget Position and Service Performance Against Indicators

j) Inspection of papers

To inspect the background papers or if you have a query on the report please contact Fiona Bryant, Strategic Director, tel: 01223 - 457325, email: fiona.bryant@cambridge.gov.uk.

3C LEGAL SHARED SERVICE

Council Budget Contribution and Hours Consumed

Council	% budget contribution	Hours Consumed
CCC	54.22%	**8052.25** (49.21%)
HDC	18.54%	**3664.04** (22.39%)
SCDC	27.24%	**4646.53** (28.40%)

Staff Productivity(Target 90%)

Target (hours)	Actual (hours)	% of Target Achieved
14398.43	16362.82	113.64%*

* Target exceeded

Customer Satisfaction (Target 90%)

Team	% of Target Achieved
Planning Team (sent 89, returned 23)	99%
Property Team (sent 195, returned 75)	100%
Contracts Team (sent 88, returned 39)	97%
Litigation Team (sent 103, returned 38)	90%
Practice Average	96.5%

Litigation Outcomes

Cases Closed on the System	Cases marked as Successful	Cases marked as Unsuccessful
CCC = 214	CCC = 185	CCC = 1
HDC = 446	HDC = 410	HDC = 3
SCDC = 30	SCDC = 24	SCDC = 2

3C ICT SHARED SERVICE

Council Budget Contribution

COUNCIL	Budget £	Actual (Provisional) £	Variance/ Outturn£
Cambridge City Council	3,080,494	3,035,040	45,454 (surplus)
Huntingdonshire District Council	2,097,672	2,000,251	97,421 (surplus)
South Cambridgeshire District Council	1,330,559	1,343,692	13,133 (overspend)

Service Performance Against Indicators

KPI customer satisfaction (based on time taken to resolve) – Target is >80%
Customer satisfaction –

Q1 = 95%	Q2 – 93%	Q3 – 93%	Q4 – 93%		🟩

KPI Service availability

Q1 – Amber	Q2 - Amber	Q3 - Red	Q4 - Amber		🟧

KPI Incident Performance – Target is >83.75%

Q1– 90%	Q2 63%	Q3 67%	Q4 84%		🟩

KPI Service request Performance – Target is >92.5%

Q1 - 74%	Q2 - 81.5%	Q3 - 80.75	Q4 – 93.5%		🟩

KPI Service/Work order request performance – Target is >85%
Starter – Mover – Leaver process

Q1 – 86%	Q2 – 86%%	Q3 – 93%	Q4 – 91%		🟩

KPI Project Delivery Performance (based on time to receive and respond to project requests)

Q1 – 70%	Q2 – 53%	Q3 - 35%	Q4 – 61%		🟧

KPI8 – Services Budget savings

Q1 - £160k by FY end	Q2 - £27.5k by FY end	Q3 - £27.5k by FY end	Q3 – £155k by FY end		🟩

SHARED AUDIT SERVICE

Council Budget Contribution

Council	Cost £	% split
Cambridge City Council	225,565	78
South Cambridgeshire District Council	62,060	22

Service Performance Against Indicators

Performance indicators	
How many performance indicator targets have been set for this service?	*2*
How many are currently green (on track)?	*2*
How many are currently amber (within 10% of target)?	*0*
How many are red (more than 10% adrift of target)?	*0*