

Item

SHARED SERVICES – Greater Cambridge Waste Business Plan 2020/21



To:

Councillor Rosy Moore, Executive Councillor for Climate Change, Environment and City Centre

Environment and Community Scrutiny Committee 26 March 2020

Report by:

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Wards affected:

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

Not a Key Decision

1. Executive Summary

Shared Services have been in existence for almost five years. All Shared Services are extensively engaged in developing the use of technology to deliver greater business efficiency and effectiveness. All the 2020/21 Business Plans look towards transforming the services to deliver against the councils' needs by demonstrating flexibility and agility, while at the same time harmonizing the way the partner councils operate.

The Great Cambridge Waste Business Plan has been considered by the Shared Service Member Steering Group, the Shared Services Management Board and the Chief Executives and Leaders/Portfolio Holders. It must be formally endorsed by the two partner councils. Consequently, it is recommended that the Shared Services Management Board is authorised to approve any final amendments to the Business Plan in line with the Executive Councillor decision following scrutiny by the Committee.

2. Recommendations

The Executive Councillor is recommended:

- 1) Approve the Greater Cambridge Waste Business Plan 2020/21 attached as an Appendix hereto; and
- 2) Authorise the Shared Services Management Board to approve final amendments to the Business Plan in line with comments received from the partner councils.

3. Background

- 3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils (3Cs) or Cambridge City and South Cambridgeshire District Council (Greater Cambridge Shared Services) as appropriate, approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. Business cases for individual services were approved at the same time. It was further agreed that relevant staff would transfer to lead councils under the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- 3.2 The partner councils have 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 There has been a considerable amount of work to develop staffing structures, working practices and service parameters. Alongside this work, in the last year, the terms of a formal Waste Agreement have been finalized. In addition, a Business Plan for the service is prepared each year. The Business Plan contains key

priorities, objectives, activities, financial information, measures of success and risk mitigation arrangements.

- 3.4 The Business Plan includes performance information to the point in the year that it was 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 published in June / July.
- 3.5 The Business Plans will be implemented during the year 2020/21. The Assistant Director for Waste Resources and Special Projects will be responsible for the overall operation of the service, the delivery of the Business Plan and the achievement of performance and financial targets. These will be monitored by Shared Waste Service Members Steering Group and the Shared Services Management Board.
- 3.8 Lead Members at each of the partner councils have been consulted. Their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plan and Budget. Equally, the Service has consulted with the partner councils' management teams and with their customers. Details are contained within the Business Plan attached.
- 3.9 The Business Plan must be approved every year. The Business Plan ensures the service adheres to the original objectives and contributes towards the partner councils' strategic objectives.

4. Implications

(a) Financial Implications

Financial implications have been included in the budgets at the partner Councils.

(b) Staffing Implications

There are no staffing implications.

(c) 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.

(d) Procurement

There are no procurement implications.

(d) Community Safety

There are no community safety implications.

(e) Equality and Poverty Implications

An EqlA has not been required for this Business Plan.

(f) Consultation and communication

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

5. Background papers

5.1 None.

6. Appendix

1. Great Cambridge Waste Service Business Plan 2020/21

7. Inspection of papers

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

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