Item

SHARED SERVICES – 3C Legal, 3C ICT and Shared Internal Audit Services 2020/21 Business Plans

To:
Councillor Richard Robertson, Executive Councillor for Finance and Resources

Strategy & Resources Scrutiny Committee 30 March 2020

Report by:
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Wards affected:
ALL

Not a Key Decision

1. Executive Summary

Shared Services have been in existence for almost five years. All three services are extensively engaged in developing the use of technology to deliver greater business efficiency and effectiveness. 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 Business Plans must be formally endorsed by the three partner councils. Consequently, it is recommended that the Shared Services Management Board is authorised to approve any final amendments to the Business Plans in line with the comments received from the partners.

2. Recommendations

The Executive Councillor is recommended:

1) Approve the Business Plans for each of the Shared Services attached as an Appendix hereto; and

2) Authorise the Shared Services Management Board to approve final amendments to the Business Plans in line with comments received from all three partner councils.

3. Background

3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils 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 In 2015 the three councils also entered into a formal sharing Agreement. There followed a considerable amount of work to develop staffing structures, working practices and service parameters. The formal Agreement requires the preparation of individual business plans for the services each year. The Business Plans contain key priorities, objectives, activities, financial information, measures of success and risk mitigation arrangements. The partnership agreement is due to be renewed in 2020 and is currently being reviewed to ensure that the provisions in the agreement are appropriate for the services which are now more mature models.

3.4 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 published in June / July 2020 .

3.5 The Business Plans will be implemented within each Shared Service during the year 2020/21. 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. Their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plans and Budgets. 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 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 EqIA has previously been carried out for this project and submitted to Strategy and Resources Committee, no changes.

(f) Consultation and communication

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

5. Background papers

5.1 None.

6. Appendices

1. 3C ICT 2019/20 Business Plan
2. 3C Legal 2019/20 Business Plan
3. Shared Internal Audit 2019/20 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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