

**Public**  
**Key Decision - No**

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** 3C Legal, ICT and Building Control Shared Services Annual Reports 2019/20 and Partnership Agreement Renewal

**Meeting/Date:** Cabinet – 16th July 2020

**Executive Portfolio:** Executive Councillor for Corporate Services, Councillor David Keane

**Report by:** Corporate Director (People) - Oliver Morley

**Ward(s) affected:** All

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### **Executive Summary:**

The attached Annual Report refers to the progress that has been made over the last year by the 3C ICT, Legal and Building Control shared services against the 2019/20 Business Plans in terms of their financial and service performance. It also covers customer satisfaction and work to deliver on development projects.

Shared Services are overseen by a Management Board (containing the lead directors from each authority). The governance structure also features a Chief Executives' Board and an overarching group comprising the Executive Councillors with overall responsibility for shared services from each of the Councils.

The Shared Services Agreement has been in place since 2015 and lasts until 30th September 2020. The renewal process offers the opportunity significantly to enhance the services' strategic vision, to ensure they each fulfil the three councils' requirements of them and are resilient, and to streamline their governance arrangements. Section 5 of the Annual Report outlines the key variations proposed for the new agreement.

### **Recommendation(s):**

The Cabinet is

### **RECOMMENDED**

- 1) To note the 3C Shared Services Annual Report attached at Appendix A;

- 2) To delegate authority to the Managing Director to finalise and agree the renewed partnership agreement by September 2020, after consultation with the Executive Councillor for Corporate Services.

## **1. PURPOSE OF THE REPORT**

- 1.1 To receive the Annual Reports of the services currently delivered in partnership with Cambridge City and South Cambridgeshire District Councils.
- 1.2 To note progress of the renewal of the 3C Shared Services Agreement and to authorise the Managing Director to finalise and agree the renewed partnership agreement.

## **2. BACKGROUND**

- 2.1 South Cambridgeshire District Council, Cambridge City Council and Huntingdonshire District Council commenced sharing Legal, Building Control and ICT Services in October 2015 (known as 3C Shared Services). The shared services are based upon a “lead authority model” where an agreed lead Council is responsible for the operational delivery of the service. The formal partnership agreement between the authorities, signed on 14th June 2016, contains a requirement that an Annual Report is prepared on the services’ activities and performance. The 3C Shared Services Annual Report, at Appendix A, sets out the context for the operation of each of the shared services with a summary of performance against the approved business plan.
- 2.2 The achievement of the following outcomes is regarded as the primary objective of sharing services:
  - Protection of services which support the delivery of the wider policy objectives of each Council;
  - The 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.
- 2.3 There is a continued commitment at the Council to be a good partner to enable effective strategic relationships and collaboration and to drive service integration where this improves shared outcomes. There is a continued commitment, as part of this, to the effective delivery of shared services and to ensure that governance arrangements are effective and service levels are agreed and effectively monitored. This should include a documented understanding of the quality standards, performance levels or benefits from the integrated services.

- 2.4 This report provides the Cabinet with the opportunity to consider the extent to which the agreed outcomes have been delivered and the performance of the range of services that are being administered on a shared basis.
- 2.5 The Shared Services Agreement for the 3Cs services has been in place since 2015 and lasts until 30th September 2020. The renewal process offers the opportunity significantly to enhance the services' strategic vision, to ensure they each fulfil the three councils' requirements of them and are resilient, and to streamline their governance arrangements. Section 5 of the 3C Annual Report goes into detail about the key variations proposed for the new Agreement. Authorisation is sought to complete the renewal process, which will take the term of the Agreement to 30th September 2025

### **3. OPTIONS CONSIDERED**

- 3.1 The Annual Reports are provided to Cabinet for information. Cabinet is invited to consider and note the content of these reports but may request further information or clarification if helpful in that deliberation.
- 3.2 The report seeks authorisation to conclude the renewal of the Shared Services Agreement for Legal, Building Control and ICT services beyond the expiry date of 30th September 2020. The option of not renewing the Agreement is not considered to be appropriate. The benefits derived from the Agreement would not be realised and alternative organisational capability would need to be established.

### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

### **5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 5.1 The Head of each shared service is responsible for the overall operation of that service. Any feedback on the Annual Report will be fed into them to inform the delivery of the service and how it operates.
- 5.2 The recommendation set out is to delegate authority to the Shared Service Management Board to agree final amendments to the Annual Report in line with comments received from all three individual partner Councils.
- 5.3 The Shared Services Agreement expires on 30th September 2020. The revised Agreement will be completed before this date.

### **6. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

6.1 The recommendations relate to the corporate objective 'to become more business-like and efficient in the way we deliver services'.

## **7. CONSULTATION**

7.1 Significant consultation with staff and Staff Council took place during the establishment of the Shared Services.

## **8. IMPLICATIONS**

8.1 There are no significant implications.

## **9. REASONS FOR THE RECOMMENDED DECISIONS**

9.1 To enable the Cabinet to consider how the shared services have delivered against the approved business plans for the year ended March 2020. The Annual Reports at Appendix A provide service specific details on the operation and performance of the shared services.

9.2 To enable the necessary action to be taken leading to the renewal of the Shared Services Agreement.

9.3 The Cabinet is **RECOMMENDED**

- 1) To note the 3C Shared Services Annual Report attached at Appendix A; and
- 2) To delegate authority to the Managing Director to finalise and agree the renewed partnership agreement by September 2020, after consultation with the Executive Councillor for Corporate Services.

## **10. LIST OF APPENDICES INCLUDED**

Appendix 1 – 3C Shared Services Annual Report 2019/20.

## **11. BACKGROUND PAPERS**

None.

## **CONTACT OFFICER**

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