

# CHESHIRE EAST

## CABINET

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**Date of meeting:** 12 August 2008  
**Report of:** Joint Implementation Team  
**Title:** Shared Services: Principles, Governance and Functions

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### 1.0 Purpose of Report

1.1 To address the issue of shared pan-Cheshire services

### 2.0 Decision Required

2.1 Cabinet is recommended in respect of the report appended in line with recommendations from the Joint Liaison Committee held on 1 August 2008 to

- (i) Endorse the six key principles underpinning Shared Services (section 3.4) with an additional principle that any Inter-Authority Agreements contain clear service standards and performance management mechanisms
- (ii) Consider the three governance models and endorse the constitutional model as the primary governance mechanism for Cheshire (sections 3.5 - 3.70 and Appendix A)
- (iii) Agree the functions identified by officers as potential candidates for a short-term, transitional Shared Service (Appendix C) subject to:-
  - a) Item 9 School Admissions. Given the close relationship between the School Admissions process and the management of Appeals, it is proposed that a phased approach also be adopted to disaggregating the appeals service until 31 August 2009.
  - b) Appendix B Research and Intelligence: Defer a decision on the Research and intelligence service pending further investigation.
- (iv) Agree the functions identified by officers as potential candidates for a pan-Cheshire Shared Service (Appendix D) subject to:
  - a) Item 15: Civil Protection/Emergency Planning: Consideration during 2009-10 of the scope for joint working with Halton, Warrington and other members of the Joint Resilience Forum
  - b) Item 16: Occupational Health: Reviewing the joint arrangements after the first year of operation.
  - c) Item 17: Procurement
    - (i) Strategic procurement - to receive a more detailed report at the next Joint Liaison Committee on the recommended service delivery approach for Strategic Procurement;

- (ii) Operation Procurement (Procure-to-Pay): to be considered as part of the independent review of the shared back office (see para 2.1 (v) below); and
    - (iii) CBS Supplies: consideration of CBS Supplies operating in the short-term as part of any shared back office arrangements (see para 2.1 (v) below) with a review of CBS Supplies during 2009-10 to consider the future of the service.
  - d) Item 19: Youth Offending Team : Consideration during 2009-10 of the scope for joint working with the Halton and Warrington Joint YOT.
  - e) Item 20: Libraries Specialist and Support Services : Reviewing the joint arrangements after the first year of operation.
  - f) Add Item 25: County Farms: To recommend retaining this small specialised service as a pan-Cheshire service subject to reviewing the joint arrangements after the first year of operation.
- (v) Agree the further work required to address the issue of the shared back office (section 3.66).

### **3.0 Financial Implications for Transition Costs**

3.1 See appended report

### **4.0 Financial Implications 2009/10 and beyond**

4.1 See appended report

### **5.0 Legal Implications**

5.1 See appended report

### **6.0 Risk Assessment**

6.1 See appended report

### **7.0 Background and Options**

- 7.1 The appended report sets out the analysis undertaken by officers on behalf of the “full” Joint Implementation Team in terms of options for service disaggregation. The report was considered by the Joint Liaison Committee on 1 August when a consensus was reached on the recommendations set out in section 2 above.
- 7.2 The decision on this matter falls within the definition of a key decision and would normally be expected to be included within the Forward Plan which is published monthly and includes details of key decisions to be made during the four month period ahead. However, this decision can still be made where the procedure contained in Rule 12 of the Access to Information Procedure Rules in the Constitution has been followed. This provides that where the decision has to be taken by such a date that it is impracticable to defer the decision until it can be included in the next Forward Plan, the Monitoring Officer must inform the Chairman of the Scrutiny Committee of the matter to which the decision is to be made, copies of the notice have been made available to the public at the shadow council's offices, and at least five clear working days have elapsed since the Monitoring Officer has complied with

those obligations. In this case, the necessary procedure has been followed, and accordingly, the Cabinet may take the decision.

## **8.0 Overview of Day One, Year One and Term One Issues**

8.1 See appended report

## **9.0 Reasons for Recommendation**

9.1 See appended report

### ***For further information:***

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### ***Background Documents:***

*Shared services option templates*

*Documents are available for inspection at County Hall, Chester*