

# **CESHIRE EAST COUNCIL CESHIRE WEST & CHESTER COUNCIL**

## **SHARED SERVICES JOINT COMMITTEE**

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<b>Date of Meeting:</b>	10 January 2014
<b>Report of:</b>	Cheshire East – Chief Operating Officer Cheshire West & Chester – Director of Resources
<b>Subject/Title:</b>	Shared Service Position Statement

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### **1.0 Report Summary**

This report provides a summary of the current position of the Shared Service arrangements between Cheshire East (CE) and Cheshire West and Chester Councils (CWAC). In particular it highlights the Transfer Agreement recently concluded in the Libraries Shared Services and progress on the feasibility study relating to the potential re-location of the Cheshire Archive.

- 1.1 Appendix 1 provides a summarised position statement on all current Shared Service arrangements.

### **2.0 Recommendations**

- 2.1 That the overall position statement relating to current Shared Service arrangements be noted
- 2.2 That the proposal to enter into a Transfer Agreement for staff employed in the Cheshire Archives and Local Studies (CALs) Shared Service be approved.

### **3.0 Reasons for Recommendations**

- 3.1 The position statement aims to ensure that the Joint Committee are up to speed on recent developments concerning current Shared Service arrangements.

### **4.0 Wards Affected**

- 4.1 This report relates to Shared Services that operate across both Cheshire East and Cheshire West and Chester so all wards are affected in both Councils.

### **5.0 Local Ward Members**

- 5.1 Not applicable.

### **6.0 Policy Implications**

- 6.1 None.

## **7.0 Financial Implications**

7.1 None

## **8.0 Legal Implications**

8.1 The Administrative Agreement sets out the overall arrangements in relation to the manner in which the Authorities will work together. The Shared Service Agreement and Secondment Agreement set out the mechanisms for disaggregating transitional Shared Services.

8.2 The Secondment Agreement sets out the arrangements for seconding staff to the host authority for the Shared Service. Under these arrangements the secondees retain their employing council's terms and conditions. However in practice it has been necessary to develop several scenarios based on emerging case studies to ensure that staffing situations that arise in sharing arrangements are dealt with in an equitable way. In some areas this has resulted in an inordinate amount of management time being spent on addressing more complex staffing situations.

8.3 In November 2012 the Joint Committee agreed a recommendation that Cheshire East Staff employed in the Libraries Shared Service (LSS) be subject to a transfer to Cheshire West and Chester under TUPE regulations. It was anticipated that this arrangement would be in place by 1 April 2013 subject to staff consultation. However delays in implementation mean that the Transfer Agreement was finally achieved on 5 December 2013.

8.4 The CALS Shared Service Manager has indicated desire to move to a similar Transfer Agreement on the basis that similar benefits to would be gained to that in the LSS. This proposal has been agreed by the Joint Officer Board.

## **9.0 Risk Management**

9.1 Differentials in terms and conditions between the two staffing groups employed in Shared Services are becoming difficult to manage and may result in staff dissatisfaction which may result in loss of skills and knowledge. A transfer shared services will help mitigate this risk and make such issues easier to manage.

## **10.0 Background and Options**

10.1 Legal arrangements, business plans and service delivery statements have been developed for all Shared Services and presented to the Joint Officer Board and the Joint Committee.

10.2 The Business Plans supplement the Service Agreement and these are in place for all remaining Shared Services to cover the period 2013 – 2016. These provide details of the Shared Service operation, objectives and in particular focus on improving service delivery to clients. Shared Service Business Plan 2013-16 were endorsed by the Joint Committee in June 2013 and set the framework for ongoing performance management. In November

2013 the Joint Committee received the mid year performance report for all of the remaining Shared Services.

- 10.3 A position statement for each of the Shared Services is contained in Appendix 1

#### Libraries Support Services

- 10.5 Outcomes from a strategic and operational review of the LSS and the Education Library Service (ELS) were agreed by the Joint Committee in November 2012. This included a recommendation that Cheshire East staff employed in the LSS be transferred to Cheshire West and Chester under TUPE regulations. Following some delays this exercise has now been completed with the Transfer Agreement becoming operational on 5<sup>th</sup> December 2013.

#### Cheshire Archives and Local studies

- 10.8 Given the success of the transfer arrangements put in place in the LSS the Cheshire Archives and Local Studies (CALS) Shared Service Manager is seeking to put a similar arrangements in place. This is being pursued with a view to reducing the amount of management time spent on managing two sets of staff on differing terms and conditions of employment. This approach has been endorsed by JOB with a view to getting the transfer arrangement in place by 1<sup>st</sup> April 2014
- 10.9 Work on exploring the potential relocation of the Archive continues with Consultants being engaged to commence a site review in January with the Feasibility Study report due to be delivered in March 2014. A high level delivery plan is contained in Appendix 2.
- 10.10 On delivery of the Feasibility Report and a preferred option being identified work will then commence on securing external funding from the Heritage Lottery Fund an indicative timetable for which is detailed below:

Mar 2014	Feasibility study report
Apr 2014	Project enquiry to Heritage Lottery Fund (HLF)
Aug 2014	Round 1 bid to HLF
Nov 2014	Decision from HLF
Dec 2014-Mar 2016	Development of Round 2 bid to HLF: (can be up to 24 months)
Apr 2016:	Round 2 bid to HLF: <b>at this point capital funding needs to be secured for 16/17 or 17/18</b>
July 2016	Decision from HLF:

#### **11.0 Conclusion**

- 11.1 The remaining Cheshire Shared Services are maturing and initial difficulties with sharing arrangements are gradually being resolved. As they develop it will be fundamental to demonstrating the Shared Services' ability to respond to the challenges presented by both Councils as they break the traditional service

delivery model to become predominantly commissioning organisations. It will be important for them to ensure that service delivery improves and supports a shared ambition to deliver more efficient, cost effective and competitive services in the future.

11.2 Given the reduction in the number of Shared Services it is proposed that the governance arrangements be reviewed to ensure that these remain fit for purpose going forward.

## **12.0 Access to Information**

The background papers relating to this report can be inspected by contacting the report writers:

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### **Background Documents:**

*Cheshire East Cabinet Report – Shared Services – 7<sup>th</sup> October 2008  
Cheshire West and Chester Executive Report – Joint Liaison Committee  
Recommendations: Caretaker and Nominated Councils; Shared Services: Service  
Delivery Option; Shared Back Office Services – 15<sup>th</sup> October 2009  
Cheshire East Cabinet Report – Shared Services – 3<sup>rd</sup> March 2009  
Cheshire West and Chester Executive Report – Shared Services – 18<sup>th</sup> March 2009  
Cheshire East Cabinet Report – Shared Services – 23<sup>rd</sup> March 2009  
Cheshire Shared Services Joint Committee Report – 10<sup>th</sup> June 2009  
Cheshire Shared Services Joint Committee Report – 13<sup>th</sup> July 2009  
Cheshire Shared Services Joint Committee Report – 3<sup>rd</sup> September 2009  
Cheshire Shared Services Joint Committee Report – 30<sup>th</sup> September 2009  
Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> October 2009  
Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> November 2009  
Cheshire Shared Services Joint Committee Report – 3<sup>rd</sup> February 2010  
Cheshire Shared Services Joint Committee Report – 12<sup>th</sup> March 2010  
Cheshire Shared Services Joint Committee Report – 31<sup>st</sup> March 2010  
Cheshire Shared Services Joint Committee Report – 28<sup>th</sup> May 2010  
Cheshire Shared Services Joint Committee Report – 16<sup>th</sup> July 2010  
Cheshire Shared Services Joint Committee Report – 17 September 2010  
Cheshire Shared Services Joint Committee Report – 29 October 2010  
Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> November 2010  
Cheshire Shared Services Joint Committee Report – 7<sup>th</sup> January 2011  
Cheshire Shared Services Joint Committee Report – 25<sup>th</sup> February 2011  
Cheshire Shared Services Joint Committee Report – 18<sup>th</sup> March 2011  
Cheshire Shared Services Joint Committee Report – 29<sup>th</sup> July 2011  
Cheshire Shared Services Joint Committee Report – 30<sup>th</sup> September 2011*

*Cheshire Shared Services Joint Committee Report – 25<sup>th</sup> November 2011*  
*Cheshire Shared Services Joint Committee Report – 27<sup>th</sup> January 2012*  
*Cheshire Shared Services Joint Committee Report – 24 February 2012*  
*Cheshire Shared Services Joint Committee Report – 27<sup>th</sup> April 2012*  
*Cheshire Shared Services Joint Committee Report – 18<sup>th</sup> May 2012*  
*Cheshire Shared Services Joint Committee Report – 29<sup>th</sup> June 2012*  
*Cheshire Shared Services Joint Committee Report – 27<sup>th</sup> July 2012*  
*Cheshire Shared Services Joint Committee Report – 31<sup>st</sup> August 2012*  
*Cheshire Shared Services Joint Committee Report – 28<sup>th</sup> September 2012*  
*Cheshire Shared Services Joint Committee Report – 11<sup>th</sup> November 2013*  
*Cheshire Shared Services Joint Committee Report – 22<sup>nd</sup> February 2013*  
*Cheshire Shared Services Joint Committee Report – 22<sup>nd</sup> March 2013*  
*Cheshire Shared Services Joint Committee Report – 22<sup>nd</sup> March 2013*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> April 2013*  
*Cheshire Shared Services Joint Committee Report – 28<sup>th</sup> June 2013*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> July 2013*  
*Cheshire Shared Services Joint Committee Report – 13<sup>th</sup> September 2013*  
*Cheshire Shared Services Joint Committee Report – 29<sup>th</sup> November 2013*

*Documents are available for inspection at:*

*Cheshire East Democratic Services*

*Westfields*

*Middlewich Road*

*Sandbach*

*CW11 1HZ*

*or:*

*Cheshire West & Chester Democratic Services*

*HQ Building,*

*Nicholas Street,*

*Chester,*

*CH1 2NP*

CHESHIRE SHARED SERVICES: POSITION SUMMARY – 10 December 2013

APPENDIX 1

SERVICE NAME	REVIEW / END	CURRENT STATUS
HR and Finance	N/A	These Shared Services are currently transitioning to a Separate Legal Entity – CoSocius Limited, which will “go live” on 1 April 2014. A Managing Director has been appointed and is now leading the services towards the transition.
ICT	N/A	Governance arrangements have been agreed including Articles of Association, Reserve Matters, shareholder Board and Heads of Terms. A structure has been agreed for the company Board and work is currently underway to recruit Non-Executive directors. The Company will co-located in Goldsmith House, Chester before the end of the year. Work continues on developing the service contract and in securing an additional partner.
Occupational Health	N/A	Work on implementing a new staffing structure has been completed and modest efficiencies have been achieved. Further review activity is anticipated in the new year when client Councils are set to reconsider service provision in this area.
Farms Estate	N/A	The division of the Farms Estate portfolio has been agreed between CE and CWAC. In response to a request by Joint Committee a review of the continuing shared Estate Management arrangements will be commissioned in due course but this is currently not a priority
Civil Protection / Emergency Planning	N/A	The team has recently relocated to Nicholas house in Chester. Governance for this Shared Service has been transferred to the Joint Emergency Planning Liaison Board as agreed by the Joint Committee in June 2013.
Libraries Specialist Service	N/A	Recommendations arising from a strategic review of the LSS have recently been completed with Transfer Agreement being completed on 05.12.13. Planned efficiencies have been secured.
Archives	N/A	A scoping document to inform the feasibility study for the relocation of the Archives and Local Studies Service has been completed and consultants to undertake the study have been procured. This aims to take account of the requirements for alternative premises and improved outreach capability. It is anticipated that the feasibility study will be completed and a report issued in March 2014.
Rural Touring Arts Network	N/A	The RTA provides high quality professional arts activities and events for rural areas across Cheshire and involving local communities
Archaeology Planning and Advisory Service	N/A	A revised long term sharing arrangement was agreed by Joint Committee on 29.07.11. This involved a move away from the Secondment Agreement in favour of the TUPE transfer of 2 CE staff to CWAC.

-  Shared Services being considered as part of separate legal entity
-  Shared Services to continue under governance model