

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

SHARED SERVICES JOINT COMMITTEE

Date of meeting: 10th June 2009
Report of: Cheshire East – Borough Treasurer & Head Of Assets
Cheshire West & Chester – Director of Resources
Title: Shared Services Progress Report

1.0 Purpose of Report

- 1.1 This report updates the Shared Services Joint Committee on progress made in the development of the Business Plans and Service Delivery Statements for each of the thirty-five Shared Services that have been established by Cheshire East Council (CE) and Cheshire West & Chester Council (CWAC).
- 1.2 The breadth of services to be provided and the scale of the budgets to be shared make this one of the pre-eminent shared services arrangements in the Country. The development of the Business Plans and Service Delivery Statements is a substantial and complex task. This work is substantially complete and the report sets out the progress made to date and the work still to be completed.
- 1.3 The individual Shared Service Agreements, which commenced on 1st April 2009, indicated that the Business Plans for each Shared Service for this first year of operation would be completed by 31st May 2009.
- 1.4 The nominated Members of the Shared Services Joint Committee have agreed that the first meeting of the Committee will be held on 10th June 2009 and that a progress report will be presented to this Committee. The next meeting of the Shared Services Joint Committee will be on 13th July 2009. The aim of the next meeting is to approve the Business Plans and Service Delivery Statements and agree the performance review mechanism up to 31st March 2010.

2.0 Decision Required

- 2.1 To note the progress made in the development of the Shared Services Business Plans and Service Delivery Statements.
- 2.2 To note the work to be completed (Section 8.1) to achieve the approval of the completed Business Plans and Service Delivery Statements at the next meeting of the Shared Services Joint Committee on 13th July 2009.

3.0 Financial Implications for Transition Costs

3.1 None.

4.0 Financial Implications 2009/10 and beyond

- 4.1 Costs for 2009/10 will be shared between both Authorities on a basis of providing cost effective services to each authority and on estimates of usage. The detailed cost sharing mechanism for each Shared Service is incorporated into its Business Plan.
- 4.2 Services will be expected to capture information on both usage and directly allocable costs incurred on behalf of each authority during 2009/10 and build these into more detailed cost share models for 2010/11 and beyond.
- 4.3 Careful consideration is being given to the achievement of the budgets set by each authority and the Business Plans have been built on the basis of affordability within the 2009/10 Budget. Consideration has also been given to the Capital investment profile for each authority and the impact on service delivery where the Capital profiles of each authority differ.

5.0 Legal Implications

- 5.1 The Administrative Agreement sets out the arrangements in relation to the manner in which the Authorities will work together.
- 5.2 The Financial Memorandum sets out the financial arrangements for the operation of Cheshire Shared Services and is made pursuant to the Administrative Agreement.
- 5.3 The individual Service Agreements deal with:
- Scope and definitions of the functions
 - Service specific issues and obligations
 - Performance management and service standards
 - Service levels
 - Assets
 - Cost share mechanism
- 5.4 The individual Secondment Agreements deal with:
- The mechanism for secondment
 - The role of the Host authority

6.0 Risk Assessment

- 6.1 There is a risk that the Business Plans and Service Delivery Statements are not finalised in time to achieve approval at the Joint Committee on 13th July 2009. However, the documents are substantially complete and the Joint Officer Board

will agree a timeline for finalisation at its meeting on 1st June 2009. Every effort will be made to ensure that the work is completed on time.

- 6.2 There is a risk that the Business Plan for each service does not deliver the required outcome for each authority with regard to meeting the revenue and capital Budget expectations. Any budget deficits currently identified are being thoroughly challenged and the documents will not be signed off by the Director/Service Manager until an agreement has been made on how the budget deficit position can be resolved without a reduction in core service.

7.0 Background and Options

- 7.1 A Business Plan and Service Delivery Statement has been developed for each Shared Service. The documents will vary depending on the complexity of the service to be provided and on the length of the arrangement. There are eleven longer term Shared Services and twenty-four transitional Shared Services.

- 7.2 The Business Plan supplements the Service Agreement and sets out the case for the Shared Service, providing details of:

- The direction and objectives of the Shared Service, including a summary of how these relate to the individual objectives and requirements of both authorities;
- The services and functions that will be provided to both authorities by the Shared Service;
- The future operating model of the Shared Service, identifying how the service will be structured and the main interfaces with both authorities in order to deliver these services and discharge the duties of the Shared Service;
- The funding and investment required, including both revenue and capital, to enable the shared service to satisfy the needs of both authorities, achieve the objectives of the shared service and implement the defined operating model;
- The cost/income profile of the shared service operation and the mechanisms for sharing this between the authorities and any other partner organisations.

The Business Plan provides details of the Shared Service operation, plans and investment for the next three years. However, the requirements beyond the first year of operation are subject to change as the local authorities further develop their need and objectives. As such, this business plan is subject to yearly review and amendment as appropriate.

- 7.2 The Service Delivery Statement sets out the measures by which the shared service performance will be assessed, including:

- Performance Indicators
- Customer Satisfaction
- Quality Standards and any other accreditation;
- External benchmarks

- 7.3 A table is provided in Appendix A, which sets out the progress for each Shared Service in terms of the development and agreement of the Business Plans and Service Delivery Statements.
- 7.4 Appendix B provides a summary of the current Business Plans and Service Delivery Statements for the major shared services, i.e. those with most staff and budget. Appendix C provides a summary of the current Business Plans and Service Delivery Statements for all other shared services. Appendix D provides an overall summary of each Shared Service, including review dates.

8.0 Next Steps

- 8.1 The following steps will be taken to ensure that the Joint Committee is in a position to approve the Shared Services documents on 13th July:
- Meeting of the Joint Officer Board on 1st June 2009 to assess the progress made in the development of the Business Plans and Service Delivery Statements and to agree the actions to be taken to complete outstanding work;
 - Obtain additional financial information as required to ensure that there is a robust assessment of the financial implications of the Business Plan and a managed approach to the delivery of the service on an affordable basis for both authorities;
 - Identify and resolve any staffing and/or operational issues that have been identified;
 - Arrange workshops and meetings as appropriate to obtain final agreement from the relevant Directors/Service Managers;
 - Agree a timeline for the completion of the above tasks to enable the approval of the documents on 13th July.

9.0 Reasons for Recommendation

- 9.1 This report is intended as a progress report in preparation for the finalisation of the Shared Services Business Plans and Service Delivery Statements and for their approval at the next meeting of the Joint Committee on 13th July.

Appendices:

Appendix A: Shared Service Business Plan and Service Delivery Statement Progress

Appendix B: Summary of Major Shared Services

Appendix C: Summary of Other Shared Services

Appendix D: Overall Shared Service Summary

For further information:

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Background Documents:

Documents are available for inspection at:

Cheshire East Cabinet Report – Shared Services – 7th October 2008

Cheshire West and Chester Executive Report – Shared Services – 15th October 2009

Cheshire East Cabinet Report – Joint Liaison Committee Recommendations:

Caretaker and Nominated Councils; Shared Services: Service Delivery Option; Shared Back Office Services - 3rd March 2009

Cheshire West and Chester Executive Report – Shared Services – 18th March 2009

Cheshire East Cabinet Report – Shared Services – 23rd March 2009

Documents are available for inspection at:

Cheshire East Democratic Services

Westfields

Middlewich Road

Sandbach

CW11 1HZ

Appendix A –Shared Service Business Plan and Service Delivery Statement Progress – Position as at 29th May 2009

Long term shared services:

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
A01a	HR and Finance	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and is awaiting final review - more detail is required to further define performance measures and targets.	Awaiting Service Manager approval Awaiting finance approval Awaiting Director approval
A01b	ICT	A draft document has been completed and reviewed – a number of comments are to be addressed, focusing on financial arrangements	A draft document has been completed and reviewed – some more detail is required to further define performance measures	Service Manager approved Awaiting finance approval Awaiting Director approval
A03	Farms Estate	A draft document has been provided and reviewed – further details of service plans are required	A draft document has been provided and reviewed –more detail is required to define performance measures and targets	Service Manager approved Awaiting Finance approval Awaiting Director approval
A04	Civil Protection / Emergency Planning	The document has been completed and reviewed. No further work is expected.	The document has been completed and reviewed. No further work is expected.	Service Manager approved Awaiting finance approval Awaiting Director approval.
A05	Occupational Health	The document has been completed and reviewed.	The document has been completed and reviewed.	Service Manager approved

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
		Awaiting confirmation of minor amendment.	Awaiting confirmation of minor amendment.	Awaiting finance approval Awaiting Director approval.
A06	Archives & Local Studies	The document has been completed and reviewed. No further work is expected.	The document has been completed and reviewed. No further work is expected.	Service Manager approved Awaiting finance approval Awaiting Director approval.
A08	Libraries Specialist Services	The document has been completed and reviewed but requires resolution of final budget issues.	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	Service Manager approved. Awaiting finance approval. Awaiting Director approval.
A09	Emergency Out of Hours Support	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Finance approved Awaiting Director approval
A10	International Unit	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval Awaiting Director approval
A14	Rural Touring Network	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	Service Manager approved. Awaiting finance approval.

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
				Awaiting Director approval.
A15	Approved Mental Health Professional	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Finance approved Awaiting Director approval

Transitional shared services:

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
B01	Inclusion & Education	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Finance approved CWAC Director approved - awaiting CE Director approval
B02	Autism Support	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	The document is complete and is awaiting final review.	Awaiting Service Manager approval Awaiting finance approval Awaiting Director approval
B03	Sensory Impaired Services	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	The document has been completed and reviewed. Awaiting confirmation of minor amendment.	Awaiting Service Manager approval Awaiting finance approval

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
				Awaiting Director approval
B04	Urban Traffic Control	The document has been completed and reviewed – a few minor amendments are required.	A draft document has been completed and reviewed –more detail is required to further define performance measures and targets	Service Manager approved Awaiting Finance approval Awaiting Director approval
B05a	Highways & Geotechnical Laboratories	The document has been completed and reviewed – a few minor amendments are required.	A draft document has been completed and reviewed –more detail is required to further define performance measures and targets	Service Manager approved Awaiting Finance approval Awaiting Director approval
B05b	Highways Maintenance Contract	A draft document has been provided – more work is required	A draft document has been provided – more work is required	Service Manager approved Awaiting Finance approval Awaiting Director approval
B06	Integrated Transport Services	A draft document has been completed and reviewed – a few comments remain to be addressed, focusing on cost/income sharing arrangements	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B07	Early Years Reform Programme	The document has been completed and reviewed. No further work is required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
				CWAC Director approved - awaiting CE Director approval
B08	Children's Centre Development Programme	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval CWAC Director approved - awaiting CE Director approval
B09	Schools Admissions	The document has been completed and reviewed. No further work is required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B11	Student Finance	The document has been completed and reviewed – a few minor amendments are required to clarify the charging mechanisms	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval CE HoS approved - awaiting CWAC Director approval
B12	Business Support for Schools	No documentation has been provided to date.	No documentation has been provided to date.	No approvals have been received – the service manager no longer believes this to be a shared service.
B13	Outdoor Education	The previously agreed business plan has been used as the baseline for this document. A checklist, cross-referencing the	The document has been completed and reviewed – a few minor amendments are required to clarify the customer	Service Manager approved Awaiting Finance approval

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
		requirements of this document to the existing business plan has been developed.	satisfaction survey.	CE HoS approved - awaiting CWAC Director approval
B14	Archaeological Service	The document has been completed and reviewed. No further work is expected.	The document has been completed and reviewed. No further work is expected.	Service Manager approved Finance approved Awaiting Director approval
B15	Drug & Alcohol Action Team	A draft document has been provided – more work is required	A draft document has been provided – more work is required	Service Manager approved Awaiting Finance approval Awaiting Director approval
B16	Commissioned Community Equipment	The document has been completed and reviewed – further detail is needed to describe the governance arrangements	A draft document has been completed and reviewed –more detail is required to further define performance measures and targets	Service Manager approved Finance approved Awaiting Director approval
B17	Learning Resource Network	The document has been completed and reviewed. No further work is required.	The document has been completed and reviewed. No further work is required.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B18	Cheshire Domestic Abuse Partnership	The document has been completed and reviewed – a few minor amendments are required to clarify the organisation	A draft document has been completed and reviewed –more detail is required to further define performance measures	Service Manager approved Awaiting Finance approval

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
		structure	and targets	Awaiting Director approval
B20	Visual Impairment Services	The document has been completed and reviewed – further detail is needed to describe the governance arrangements	No documentation has been provided to date.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B22	NVQ Assessment Centre	The previously agreed business plan has been used as the baseline for this document. A checklist, cross-referencing the requirements of this document to the existing business plan has been developed though the references need to be more detailed.	No documentation has been provided to date.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B23	Waste & Mineral Planning	The document has been completed and reviewed. No further work is expected.	The document has been completed and reviewed. No further work is expected.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B24	CBS Supplies	The document has been completed and reviewed. No further work is expected.	The document has been completed and reviewed. No further work is expected.	Service Manager approved Awaiting Finance approval Awaiting Director approval
B28	Learning Disability Pooled Budgets	A draft document has been provided – more work is	No documentation has been provided to date.	Service Manager approved

Ref	Name	Business Plan Status	Service Delivery Statement Status	Approval Status
		required		Awaiting Finance approval Awaiting Director approval
B29	Youth Offending Team	The document has been completed and reviewed – a few minor amendments are required.	The document has been completed and reviewed – a few minor amendments are required.	Service Manager approved Awaiting Finance approval Awaiting Director approval

Appendix B –Summary of Major Shared Services

Analysis shows that over 80% of the total budget for shared services is concentrated in 5 shared services, namely

- A01a, HR and Finance
- A01b, ICT
- B05b, Highways Maintenance Contract
- B06, Integrated Transport Services
- B28, Learning Disability Pooled Budget

Analysis shows that over 70% of the total FTE for shared services is concentrated in 4 shared services, namely

- A01a, HR and Finance
- A01b, ICT
- B01, Inclusion & Education
- B06, Integrated Transport Services

Recognising this, the following tables provide additional details for these services as at 29th May 2009 with draft financial figures.

A01a – HR & Finance Service

Description
<p>The HR and Finance Service provides transactional 'back office' services to the two Councils and also a range of external customers. The Service consolidates and standardises a range of activities in order to reduce unit costs whilst at the same time improving accuracy, processing times and customer satisfaction.</p> <p>The initial elements of delivery are:</p> <ul style="list-style-type: none">• Recruitment• Pre Employment Checks• Contract administration• Payroll• Workforce Information• System Maintenance and Development• Training• Purchasing• Income• Payments• Cashiers• Helpdesks <p>Services are currently delivered to a range of external customers, generating an income of £1.197m. These customers include:</p> <ul style="list-style-type: none">• 6 town and parish councils• 316 schools and one college• Priestly Sports Club• Macclesfield Museums Trust• Wilmslow Guild• Unison• Housing Revenue Account
Size of Service
<p>The HR and Finance shared service has a revenue budget of £4,004,063 which takes into account external income. This amount is split equally with £2,002,031 in the budgets of both CE and CWAC.</p> <p>The HR and Finance Shared Service currently employs 204 FTE.</p>
Service Performance
<p>Over 20 performance measures have been defined that cover the range of services delivered by the HR and Finance Shared Service. These measures include:</p> <ul style="list-style-type: none">• Recruitment – promptly advertising vacancies and carrying out pre-employment checks.• Contracts – promptly handling changes to employment contracts

- Payroll – paying people accurately and on time.
- Data and Data Protection – completing statutory deductions on time and ensuring no breaches in security.
- Purchasing – promptly converting requisitions into purchase orders
- Income – processing promptly from receipt of instructions
- Remittance Advice – promptly dispatched following the transaction.

Targets have been set with performance remaining at current high levels or with planned improvements. Where current performance is not known the position will be monitored for 3 months to agree a baseline and set future targets.

Cost/Income Sharing Arrangements

The net cost of running the service will be calculated by combining the total costs with all income. For the period up to 30th September 2009 the net cost of the service will be shared equally by CWAC and CE councils.

For the remainder of the year a cost sharing mechanism will be introduced that allocates a proportion of the net cost to each council based on their use of the service. The detailed arrangements for this mechanism will be agreed by the Joint Officer Board and will include consideration of metrics that cover each element of the service.

Service Plans

The following areas are currently managed by CWAC finance and will be brought into the HR and Finance shared service when plans are agreed by both councils. It is expected that these services will be transferred into the shared service by 31st July 2009.

- Account Management and Reconciliation
- Financial Data Management
- Financial Reporting

A set of service improvement plans have been developed that cover the following areas:

- Enabling Projects – such as management dashboard, i-recruitment and eforms.
- Operational Efficiencies – including developing technology to improve the efficiency of the service.
- Technology – including implementation of new modules and carrying out necessary upgrades.

Delivery of these service improvement plans requires a capital budget of £1.8m in 2009/10. It is expected that a similar amount will also be required in 2010/11 and 2011/12.

A01b – ICT

Description
<p>The ICT service comprises 3 main elements:</p> <ul style="list-style-type: none">• A strategic team, that develops ICT Strategies and sets the overall direction of ICT through the development of a portfolio of projects.• A delivery element which takes direction from the strategic element of ICT and delivers ICT to support this strategic direction• A support element which provides operational support and maintenance of ICT systems and infrastructure <p>Both CE and CWAC have retained the strategic element of ICT; the shared service comprises only the delivery and support parts of the total ICT service. This enables both CE and CWAC to identify priority areas for ICT to satisfy the goals and objectives of each organisation, commissioning project and support work from the shared service as required.</p> <p>The scope of the shared service is therefore to:</p> <ul style="list-style-type: none">• Install, or commission, and maintain all ICT hardware, including data centres and server machines, networks, telephones, desktop and laptop computers to support users in both CE and CWAC• Develop, or commission, and maintain, key ICT applications to support the business processes of both CE and CWAC based on requirements specified by users• Provide operational support for users through a service desk and other support staff
Size of Service
<p>The ICT shared service has a revenue budget of £9,792,253 which takes into account income from schools, grants and some capital funding. Of this, £4,738,743 is in the CE budget and £5,053,408 is in the CWAC budget.</p> <p>In addition, it is estimated that £21,357,000 of the capital programmes proposed or approved by CE and CWAC will require significant ICT effort, costing an estimated additional £2,481,000 in staffing cost.</p> <p>The ICT Shared Service currently employs 349 staff (337 FTE).</p>
Service Performance
<p>The ICT shared service will continue to provide support for schools in accordance with the service agreements in place.</p> <p>While there is limited information showing the current performance of the service, the shared service will provide the following levels of service to CE and CWAC:</p> <ul style="list-style-type: none">• A Service desk will operate 0800-1700 Monday to Friday

<ul style="list-style-type: none"> • 95% of urgent issues where critical staff are affected will be resolved with 4 hours • 95% of issues which impact on users but do not stop them working will be resolved within 8 hours • Service requests, e.g. for new desktops, will be satisfied within 10 days in accordance with existing supplier contracts • Critical systems will be available for 99.5% of the time during normal working hours and 98% of the time outside of this period
Cost/Income Sharing Arrangements
<p>The costs of this service will, where possible, be directly allocated to either CE or CWAC in a transparent and fair manner to ensure that each authority receives the appropriate levels of service.</p> <p>For project and technology change work as carried out by the delivery element of ICT, this means that:</p> <ul style="list-style-type: none"> • Projects done for an individual authority will be funded by that authority, e.g. work that is for CWAC only will be charged to CWAC only • Shared projects will be jointly funded, with the exact split determined by the nature of the project and the relative benefits to each authority <p>For ongoing operations work as carried out by the support element of ICT:</p> <ul style="list-style-type: none"> • Staffing costs will be apportioned according to the relative size and complexity of each authority, e.g. according to the number of users • Specific equipment requests, e.g. new desktop requests, will be charged directly to the purchasing authority • Other costs, e.g. telephone charges will be recharged to the relevant authority directly.
Service Plans
<p>The main purpose of the shared service is to develop a cost-effective and efficient ICT service, reducing costs through the introduction of lower cost technology while enabling each authority to pursue their transformation agendas and introduce fundamental business change in CE and CWAC.</p> <p>In order to do this, the ICT shared service plans to:</p> <ul style="list-style-type: none"> • Achieve the budget for the service through rationalisation of the service, including staffing, processes, etc. • Stabilise the ICT service to provide a robust and consistent service to all users • Harmonise existing applications and infrastructure to achieve economies of scale and further reduce the overhead of technology • Support the transformation agendas of both CE and CWAC by retaining a development and change capability

B01 – Inclusion & Education (I&E)

Description
<p>The vision and core purpose of this shared service is to:</p> <ul style="list-style-type: none">• Deliver the Every Child Matters Agenda.• Provide Holistic and Coherent Support to schools, families and children.• Improve Locality Working with Social Care and Other Agencies.• Raise Standards in Schools.• Implement Strategies for Inclusion and SEN.• Manage Change Both in Schools and in Communities and with our Partner Agencies. <p>The Inclusion and Education service is operating as a shared service until 31st August 2009 to ensure continuity until the end of the 2008-09 academic year as the work aligns directly around schools.</p> <p>From the 1st September 2009 each Authority will need to develop its own strategy and service delivery.</p>
Size of Service
<p>The Inclusion & Education shared service has a total cost of £5,659,000 of which £4,407,000 is funded from grants.</p> <p>Therefore the revenue budget for this service is £1,252,000 of which £524,000 is included in the budget for CE and £728,000 is in the CWAC budget.</p> <p>The shared service currently employs 263 FTE, though the number of staff is much higher due to the large number of part-time employees.</p>
Service Performance
<p>The shared service reports against a number of key national indicators. However, the majority of Performance Indicators relate to attainment and will not be reported on during the period of the shared service as no data will be available during the five months to 31st August 2009.</p> <p>However, to reassure both CE and CWAC the shared service will report and measure the following:</p> <ul style="list-style-type: none">• National Indicator 114 - Exclusions - Provisional data will be gathered and reported on a monthly basis.• National Indicators 103a and 103b - SEN Statementing within 26 weeks – Provisional data will be gathered and reported on a monthly basis.
Cost/Income Sharing Arrangements
<p>Where income and expenditure can be identified as specifically CE or CWAC, this is charged directly to the relevant authority</p> <p>For the five months to 31st August 2009 all income and expenditure that</p>

cannot be charged directly will be apportioned according to agreed financial split of:

- 47.2% payable by CE
- 52.8% payable by CWAC

Service Plans

As this service is transitional in nature, with the functions being transferred to CE and CWAC in September 2009, the plans of the shared service are focused on transition arrangements to ensure continuity of service. These plans include:

- Staffing: All staff have been given a “ticket” identifying whether they are East or West and will move to the relevant new Unitary Authority on 1st September 2009. The disaggregation was primarily based on a balance of skills and levels of responsibility as assessed by Senior Managers. Priority was given to Service needs and then staff location and preference was taken into account
- Budgets: All budgets have been disaggregated by the Finance Office. Overall the budget has been disaggregated 52.8% West and 47.2% East. This split was based on an analysis of Demographics, SEN Low Scorers, Free School Meal data and Looked After Children data

B05b – Highways Maintenance Contract

Description
<p>The Service is responsible for the Management of the existing Term Highways Contract. The Term Highways Contract delivers over half of the expenditure of the former County Council's Highway Service, including many of the essential statutory duties.</p>
Size of Service
<p>The combined budgets for this contract are £18,260,000. The revenue budget of the shared service to manage this contract has yet to be established.</p> <p>The shared service currently employs 4 FTE.</p>
Service Performance
<p>The work that goes through this contract contributes significantly to the National performance indicators that the Highway Services will need to deliver.</p> <p>These 32 performance indicators from the Term Contract will be monitored on a monthly basis and reported to both CE and CWAC to ensure that the service objectives in each authority are being progressed.</p>
Cost/Income Sharing Arrangements
<p>Where income and expenditure can be identified as specifically CE or CWAC, this is charged directly to the relevant authority. This accounts for the majority of the expenditure of this service.</p> <p>The mechanism for apportioning the remaining costs associated with this service has yet to be developed.</p>
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, managing the term contract in accordance with good practice.</p>

B06 – Integrated Transport Services

Description
<p>The Integrated Transport Service enables CE and CWAC to meet their obligations to provide appropriate and efficient access to the means to achieve health, well-being, education and prosperity. In this way it provides essential support for the majority of customer facing corporate objectives.</p> <p>This is delivered through the following inter-related transport activities:</p> <ul style="list-style-type: none">• Eligibility, scheduling, tendering and procurement of transport for general home to school, those with special educational needs and looked after children (£19.9m turnover)• Brokering, administering and supplying smartcard infrastructure for concessionary travel (£11.4m turnover)• Enabling public transport through supported bus, winning Government grants, supporting community transport and providing publicity and information (£9m turnover)• Scheduling, tendering and procurement or direct provision for adult and older service users (£3.9m turnover)• Procurement, maintenance, disposal and legal support for the majority of the Councils' owned vehicles (£3.3m turnover)• Management of Council owned public transport assets and infrastructure including bus stations, stops and shelters and transport interchanges (£1.6m turnover)• Providing development and policy support and activity for the public transport network, smart ticketing and sustainable school travel (£1.5m turnover).
Size of Service
<p>This shared service has a total cost of £52,364,000 of which £42,440,000 is funded from external income, grants and recharges to other services in CE and CWAC</p> <p>Therefore the revenue budget for this service is £9,924,000 of which £4,680,000 is included in the budget for CE and £5,244,000 is in the CWAC budget.</p> <p>The shared service currently employs 202 FTE, though the number of staff is much higher due to the large number of part-time employees.</p>
Service Performance
<p>The shared service will address a number of national indicators and will report performance as follows with targets as defined in the Local Transport Plan:</p> <ul style="list-style-type: none">• NI 177 Local bus passenger journeys originating in the authority area: targets 9m (CE), 16m (CWAC)• NI198 Usual mode of travel to school (car): targets 34.3% (CE), 34.7 (CWAC)• NI178 Punctuality of registered local bus services: targets 91% (CE and

<p>CWAC)</p> <ul style="list-style-type: none"> • LT5 School Travel plans current and completed: targets 120 (CE), 140 CWAC) • LT10 Satisfaction with public transport information: targets 71% (CE and CWAC)
<p>Cost/Income Sharing Arrangements</p> <p>Where revenue or costs are specific to either CE or CWAC they will be directly allocated to the relevant authority. This will apply to the majority of cost and revenue associated with this service.</p> <p>Where revenue or costs cannot be split they will be apportioned according to the calculations agreed when deriving the relative budget contributions required from CE and CWAC.</p>
<p>Service Plans</p> <p>The Service is currently engaged in a number of ongoing projects which, subject to the agreement of the two councils, can be continued. These are making use Business Process Re-engineering to achieve process efficiencies. They include:</p> <ul style="list-style-type: none"> • Modernising the process for issuing mainstream school bus passes • Using NOVUS computer software to optimise fleet journeys • Rationalising the processes for disseminating travel information to the public • Real time transport information at bus stops • The extension of Smart Ticketing to other transport and non-transport applications.

B28 – Learning Disability Pooled Budget

Description
<p>Cheshire County Council, Western Cheshire PCT and Central & Eastern Cheshire PCT have agreed to operate a pooled fund for a full range of social care and health services for adults with learning disability.</p> <p>The pooled fund arrangements are governed by a Partnership Agreement covering the period from 1 April 2008 to 31 March 2010. Following Local Government Reorganisation the social care responsibilities under the Agreement have vested in CE and CWAC.</p> <p>The Partnership Agreement sets out the scope of services to be provided and the governance arrangements to be followed for the pooled fund.</p>
Size of Service
<p>This pooled budget is currently estimated to have an expenditure of £44,021,000 and an income of £33,271,000. Therefore the net expenditure is £10,750,000. The revenue budget of the shared service to manage this budget has yet to be determined.</p> <p>The service employs 11 FTE.</p>
Service Performance
<p>No target performance levels have been developed or agreed as yet.</p>
Cost/Income Sharing Arrangements
<p>The PCTs contribute 50% (adjusting for single status costs) of the costs of services within the Pooled Fund with the local authorities funding the remainder. It is proposed that for 2009-10 the Councils' split the social care contribution to the pooled fund on the basis of 47% from CE and 53% from CWAC.</p>
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in April 2010, the plans of the shared service will focus on transition arrangements to ensure continuity of service.</p> <p>Details of these plans have yet to be developed.</p>

Appendix C –Summary of Other Shared Services

The following tables provide additional details for all other shared services as at 29th May 2009 with draft financial figures.

A03 – Farms Estate

Description
<p>Cheshire Farms Service was established to provide opportunities for those wishing to take up farming on their own account. This remains its core purpose today.</p> <p>The freehold of the property (comprising 118 tenanted farms, 7 cottages and 28 other various tenancies on 33 larger estates) is owned by CWAC (4515 acres 47%) and CE (5174 acres 53%) and the service is delivered and managed as a single entity by a dedicated unit of staff.</p>
Size of Service
<p>This shared service has a total cost of £982,946 but has an income of £1,204,149. Therefore, this service is a net income of £221,203.</p> <p>The shared service currently employs 5 FTE.</p>
Service Performance
<p>No target performance levels have been developed yet but historic expectations focused upon progression of management strategy, delivery of budget, capital receipts, the of debt levels and environmental gain.</p>
Cost/Income Sharing Arrangements
<p>Both income and expenditure will be allocated to the relevant authority based on geographic location to allow performance to be reported at national level as individual authorities. In assessing net performance, where direct allocation is not possible e.g. management costs and overheads this will be apportioned in line with the directly allocated expenditure proportions between the two Councils in the year.</p>
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, identifying the following specific activities:</p> <ul style="list-style-type: none">• Ongoing repairs and maintenance of the estate• Acquisitions, Disposals, Valuations, Rent Reviews and Representations• Providing assistance to both CE and CWAC in developing planning applications as required• Negotiation of all matters relating to a compulsory purchase or such similar process in respect of property utilised by the Service• Advising and capitalising on the availability of appropriate grants and

subsidies

A4 – Emergency Planning

Description

<p>This shared service is provided by the Joint Cheshire Emergency Planning Team, currently based in County Hall, Chester.</p> <p>The overarching aim of this shared service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council, have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response.</p>

Size of Service

<p>The Emergency Planning shared service has a revenue budget of £440,408 which takes into account external income. This amount is split equally with £220,204 in the budgets of both CE and CWAC.</p> <p>The Emergency Planning Shared Service currently employs 7 staff (7 FTE).</p>
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Service Performance

<p>The main performance measure for the Emergency planning service is National Indicator 37 – Awareness of civil protection arrangements in the local area. The current performance against this indicator is E: 11.8%, W: 12.4%. A target has been set to improve this performance to 17% for both councils by Autumn 2010.</p> <p>Other performance indicators include delivering plans and carrying out exercises within timescales and ensuring representation at required multi-agency meetings.</p>

Cost/Income Sharing Arrangements

<p>Costs are to be allocated directly East/West where possible (e.g. direct staff costs). Where direct allocation is not possible, cost sharing is to be based on a 50% Cheshire West and Chester and 50% Cheshire East apportionment basis.</p>
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Service Plans

<p>Plans have been agreed to increase the size of the team from 7 FTE to 10 FTE. It is proposed that this structure be appointed to as soon as possible, with outstanding vacancies filled through internal recruitment, where possible. From an operations perspective, the team is currently based in County Hall, Chester. The team is due to begin exploring a potential move to Wyvern House, Winsford, which would locate the team equidistantly between both authorities.</p>
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<p>A range of other service development plans have been defined that include:</p>

- | |
|--|
| <ul style="list-style-type: none">• Emergency Management Training & Exercise Programme• Preparing for an influenza pandemic |
|--|

- UK flood preparedness
- Meet their statutory obligations
- Reservoir safety planning programme
- Increase community resilience and awareness of local civil protection arrangements
- Implementation of the National Resilience Extranet

A5 – Occupational Health

Description
<p>The OHU provides the following services to Cheshire East and Cheshire West and Chester Councils:</p> <ul style="list-style-type: none">• Occupational health advice• Pre-employment health checks• Occupational health medicals• Statutory health surveillance• Health promotion• Proactive interventions• Treatment• External contracts• Medical records <p>The OHU also provides these services to 16 external customers that deliver total revenue of £252k.</p>
Size of Service
<p>The Occupational Health shared service has a revenue budget of £347,469 which takes into account external income. This amount is split equally with £173,734 in the budgets of both CE and CWAC.</p> <p>The Occupational Health Shared Service currently employs 13 staff and has 4 staff vacancies. This equates to a total of 12.8 FTE.</p>
Service Performance
<p>A range of performance indicators have been agreed that include the following targets:</p> <ul style="list-style-type: none">• 100% of pre-employment questionnaires returned within 2 days• 100% of employees will be advised within 5 days of referral• 100% of reports will be completed with 48 hours of consultation <p>Performance against these indicators is not currently measured.</p>
Cost/Income Sharing Arrangements
<p>The costs for the provision of this service will be split between Cheshire East and Cheshire West and Chester on a 50:50 basis.</p>
Service Plans
<p>The use of technology will be increased in order to provide greater flexibility for delivery of services. This will include the implementation of the e-OPAS electronic diary and patient record system.</p> <p>The Occupational Health Unit will seek to establish a full-time medical centre in Cheshire East to provide equality of access to the service for employees in all geographical areas of Cheshire East and Cheshire West and Chester.</p>

The Unit will continue to market external customers and will seek to increase the external customer base.

A06 – Archives and Local Studies

Description
<p>The service exists to promote the preservation and use of, and interest in the archives and local studies of Cheshire, as a safeguard of democratic accountability, a resource for lifelong learning for individuals and a means of reinforcing community identity. It fulfils the statutory requirement of the authority under the Local Government act 1972, s224, to make “proper arrangements with respect to any documents that belong to, or are in the custody of the council.”</p> <p>The service also provides services external customer including the Boroughs of Halton and Warrington.</p>
Size of Service
<p>The Archives and Local Studies shared service has a revenue budget of £545,575 which takes into account external income. There is a total income into the service of £265,025.</p> <p>This amount is split with £278,545 in the CWAC budget and £267,130 in the CE budget.</p> <p>The Shared Service currently employs 28 staff (23.45 FTE).</p>
Service Performance
<p>The service currently holds Charter Mark status for customer service and plans to retain this status when reviewed in 2010.</p> <p>The service was rated as 3* in a 2008 national archives self-assessment survey. The target is to retain this 3* status.</p> <p>In Dec 2007 97% of visitors rated the quality of the service as good or very good. The target is to retain this performance in the July 2009 survey.</p>
Cost/Income Sharing Arrangements
<p>Costs to be allocated directly East/West where possible.</p> <p>Where direct allocation not possible, costs to be split on a 50:50 basis.</p>
Service Plans
<p>The service improvement plan will focus on:</p> <ul style="list-style-type: none">• Establishing partnership for provision of online access to the most popular genealogical resources, including parish registers and wills.• establishing effective working arrangements with ICT/IM staff in CWAC and CE to capture and manage digital records of the new authorities;• Taking part in a review of cultural services infrastructure to identify opportunities for improvement of service accommodation that may be developed in isolation or with the Grosvenor Museum.

A8 Libraries Special Services

Description
<p>The Libraries Special Services Shared Service comprises 8 Specified Functions which together provided specialist and business support to customers in CE and CWAC. The Specified Functions are:</p> <ul style="list-style-type: none">• Bibliographical Services• Library Management System• Administration & Transport• Social Inclusion• Education Library Service (ELS)• Business Information Service• Libraries Information Network Cheshire (LINC)• Peoples Network• Virtual Reference Library
Size of Service
<p>The revenue budget for the Libraries Special Services Shared Service has yet to be agreed.</p> <p>The Shared Service currently employs 68 staff (50.26 FTE).</p>
Service Performance
<p>The Libraries Special Services shared service is monitored by a wide range of targets and performance measurements that include:</p> <ul style="list-style-type: none">• National Performance Indicators• Local Performance Indicators (Excelsis)• Public Libraries Impact Measures• New Library Benchmark Indicators
Cost/Income Sharing Arrangements
<p>The cost sharing arrangements also need to be agreed. Finance is proposing that where possible costs are allocated directly and where not possible on a 50:50 basis. Where this is not possible costs need to be allocated according to the way the budget has been disaggregated which was not on a 50:50 basis.</p>
Service Plans
<p>Service Improvement Plans are currently being developed that will aim to maintain or improve the range of performance indicators that are used to measure the service.</p>

A09 – Emergency Out of Hours Support

Description
<p>The Emergency Duty Team (EDT) responds to emergencies and urgent matters that need social care response that cannot wait until next working day.</p> <p>This service provides a response to problems that occur outside office hours including evenings, weekends and bank holidays, to both adults in need of community care services, and to children and families.</p>
Size of Service
<p>The Emergency Out Of Hours shared service has a revenue budget of £768,447. Of this, £400,447 is in the CE budget and £368,000 is in the CWAC budget.</p> <p>The shared service currently employs 15 staff (9.5 FTE).</p>
Service Performance
<p>The shared service will provide the following levels of service to CE and CWAC:</p> <ul style="list-style-type: none">• A Service desk will operate 16.30 - 09.00 Monday – Thursday, 16.00 - 08.00 Friday, Weekends from 16:00 Friday until 09.00 Monday and all Bank Holidays• 2500 calls will be handled per month with operators seeking to resolve over 90% of calls immediately• Where required staff will attend call outs within 2 hours of receipt of a call
Cost/Income Sharing Arrangements
<p>Where possible, costs will be directly attributed to CE or CWAC. Where this is not possible, costs will be apportioned based on the relative populations in CE and CWAC, resulting in a projected relative contribution of:</p> <ul style="list-style-type: none">• 52% payable by CE• 48% payable by CWAC
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, though specific areas of improvement have been identified as follows:</p> <ul style="list-style-type: none">• Communication with CE and CWAC colleagues is critical to ensure an integrated service. As such, the shared service will seek to improve engagement with counterparts in each authority• Technology improvements, including access to external and systems will be progressed to improve information storage and data quality

A10 – International Unit

Description
<p>The International Unit will provide specialist corporate support functions to CE and CWAC in order to optimize the benefits for services and residents of EU legislative and policy developments, funding opportunities and partnership working. The Unit encompasses both Cheshire based and Brussels based support officers.</p>
Size of Service
<p>The International Unit shared service has an expenditure of £229,200 and an income of £30,000.</p> <p>Of the overall revenue budget of £199,200, £103,500 is in the CE budget and £95,700 is in the CWAC budget.</p> <p>The shared service currently employs 4 FTE.</p>
Service Performance
<p>The shared service will provide the following levels of service to CE and CWAC:</p> <ul style="list-style-type: none">• Coordination of at least 2 Brussels working visits in 2009-10 with relevant content for CE, CWAC and SLA partners• Coordination and delivery of capacity building, policy and funding information and partnership development events and activities• Ensuring regular provision of up to date information on EU policy and funding to CE and CWAC and partners• Production of regular e-newsletters on EU policy developments and on EU funding opportunities, despatched to 100+ contacts• Coordination and facilitation of the Cheshire & Warrington European Network including meetings at least 4 times a year wrapped round with outreach and development work to promote partnership working on funding and policy• Securing of a further SLA in 2010-11• Supporting the development of a sustainable approach to international cooperation by CE, CWAC and partners
Cost/Income Sharing Arrangements
<p>Where possible, costs will be directly attributed to CE or CWAC. Where this is not possible, costs will be apportioned between the authorities on an approximately equal basis.</p>
Service Plans
<p>The shared service has identified the following improvement projects:</p> <ul style="list-style-type: none">• Processes and interfaces to ensure efficiency and effective liaison with both authorities are being established during the first year of operation.

- Office accommodation options will also be reviewed during the year. It is hoped that by scoping alternative locations within Brussels there will be the opportunity to minimise increased financial costs e.g. due to exchange rate changes.

A14 Rural Touring Network

Description
Cheshire's Rural Touring Network provides a programme of high quality professional arts activities and events for rural areas in Cheshire in partnership with the communities of the villages involved.
Size of Service
The Rural Touring Network shared service has a revenue budget of £122,015 which is partly funded by income from the Arts Council, Box Office receipts and other external funders. The remainder is funded by £15,600 in the CE budget and £15,200 in the CWAC budget. The Shared Service currently employs 3 staff (1.5 FTE).
Service Performance
A total of 60 shows took place in Autumn 2008 and Spring 2009 with a total audience of 4,254. 94% of the audience rated shows as good or excellent and 80% rated the shows as excellent value for money. Targets for 2009/10 are being developed.
Cost/Income Sharing Arrangements
Costs are to be split between the council's based on the number of venues in their area. This will be reviewed in Y1.
Service Plans
A three year plan for delivering the service has been produced that covers the year 2008, 2009 & 2010. This plan covers the preparation and delivery of a wide range of events.

A15 – Approved Mental Health Professional (AMHP)

Description
<p>Local authorities with social care responsibilities are required to ensure that social workers and other professionals working in the mental health field achieve statutory requirements.</p> <p>This shared service will co-ordinate the setting up and running of AMHP courses on behalf of all constituent authorities in Cheshire AMHP Partnership. Constituent authorities will bear the cost of the training courses for their employees.</p> <p>In addition the shared service will maintain for CWAC and CE a database of all qualified AMHP staff, will monitor their CPD requirements and co-ordinate the setting up and running of CPD courses as appropriate. Each employing council will bear the cost of the CPD training courses for their own employees.</p>
Size of Service
<p>The AMHP shared service has a revenue budget of £50,000 which is fully recovered from income received for course attendance and a standing charge to all members of the Cheshire AMHP Partnership.</p> <p>The shared service currently employs 2 staff (1.5 FTE).</p>
Service Performance
<p>The shared service will provide the following levels of service to CE and CWAC:</p> <ul style="list-style-type: none">• A minimum of 18hrs annual training will be provided for all AMHPs• Deficiencies in the number of AMHPs in each authority will be identified
Cost/Income Sharing Arrangements
<p>This service seeks to recover all costs through recharging to members of the Cheshire AMHP Partnership for candidates trained. In the event of any additional costs, this will be split between CE and CWAC according to the number of AMHP staff in each organisation.</p>
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, though specific areas of improvement have been identified as follows:</p> <ul style="list-style-type: none">• Proposals for monitoring and recording 18 hours AMHP related training for all approved professionals in CWAC and CE will be implemented• Programme documentation will be revamped to ensure it is up to date and accurate• The selection process for candidates will be reviewed to identify any opportunities for improvement

B02 Autism Support

Description
<p>The Cheshire Autism Support and Development Team (CASADT) supports the councils in meeting their statutory responsibilities for pupils with significant special needs (Autism), the development of resourced schools, (both primary and secondary) and in the distribution of resources via IPF and statements of Special Educational Needs. CASADT also attend reviews at times of transitions and where a pupil is placed at an out of county provision because their needs cannot be met within the existing resources.</p>
Size of Service
<p>The CASADT shared service has a revenue budget of £392,000 which is funded by the dedicated schools grant. This amount is split with £243,000 in the CWAC budget and £149,000 in the CE budget.</p> <p>The Shared Service currently employs 13 staff (10.4 FTE).</p>
Service Performance
<p>In March 2009 CASADT received the 'Parents Value...Award' for 'Celebrating Achievement with children, young people and families' in recognition and celebration of achievement made in making a difference to the lives of children, young people and their families in Cheshire.</p> <p>81% of parents and 64% of schools that completed questionnaires rated the service as good or outstanding.</p>
Cost/Income Sharing Arrangements
<p>The cost/income sharing arrangements are yet to be agreed.</p>
Service Plans
<p>CASADT operate across all of Cheshire as a 'transitional' shared service that will be disaggregated to CWAC and CE from April 2011. A review will be undertaken before that date to agree the detail of the disaggregation arrangements.</p> <p>Service Development plans are discussed and agreed during the first two weeks of September each academic year.</p>

B03 Sensory Impaired Service

Description
Cheshire has a central service for children and young people with sensory impairments (hearing, visual or multi-sensory loss). The Service promotes a family centred approach within a multi –agency framework. Its objective is to promote confident sensory impaired children and young people within families, schools and communities.
Size of Service
The Sensory Support shared service has a revenue budget of £1,241,000 which is funded by the dedicated schools grant. This amount is split with £594,000 in the CWAC budget and £647,000 in the CE budget. The Shared Service currently employs 40 staff (32.5 FTE).
Service Performance
<p>A range of national indicators apply to the Sensory Support Service including:</p> <ul style="list-style-type: none">• NI172 – Achievement in Early Years Foundation Stage• NI92 – Narrowing the gap, early years• NI104 – Narrowing the gap, Key Stage 2• NI 105 – Narrowing the gap, GCSE• NI 93 – Progress in English between KS1 and KS2• NI 99 – Progress in Maths between KS1 and KS2 <p>Individual targets per discipline area are also set but over more than one year depending on what govt initiatives are introduced, e.g. Early years and Foundation Stage has meant looking at new ways of showing progress for visually and hearing impaired pupils.</p>
Service Plans
<p>The current priorities for the service include:</p> <ul style="list-style-type: none">• Early identification with child/young person• Assessment of the child/young person after diagnosis• Support for the child and the family• Provision of specialist equipment• Provision of access to the placements for the child/young person• Adherence and contribution to the statutory processes• Working as a member of a multi professional team around the child• Where sensory loss is in isolation, the severity of the loss will determine level of support and frequency of visits• Where sensory loss is part of a complex impairment, specialist teachers will be part of the team around the child.

B04 – Urban Traffic Control (UTC)

Description
<p>This shared service carries out the design, installation, maintenance and management of various systems and street equipment, including urban traffic control and individual traffic signal sites, to assist in the strategic role of keeping traffic moving safely on the highway.</p> <p>It also carries out traffic signal design and review of developer's proposals within the available resources or securing external resource as necessary.</p>
Size of Service
<p>The Urban Traffic Control shared service has a total cost of £1,012,582 of which £10,000 is funded from external income</p> <p>Therefore the revenue budget for this service is £1,092,591 of which £462,059 is included in the budget for CE and £630,532 is in the CWAC budget.</p> <p>The shared service currently employs 5 FTE.</p>
Service Performance
<p>While no current or target levels of performance are available at this time, the shared service will report against the following measures:</p> <ul style="list-style-type: none">• Fault attendance times• Fault repair times• New sites: ensuring that equipment is ready for Installation within 6 weeks of order and fault free on commissioning
Cost/Income Sharing Arrangements
<p>The costs and income for the service will be split according to the costs of traffic signal maintenance costs, i.e. 44% payable by CE and 56% payable by CWAC</p>
Service Plans
<p>The shared service has identified the following improvement projects:</p> <ul style="list-style-type: none">• A new ICT system will be completed to replace the old system which is currently no longer supported by Transport for London (TfL).• A fully operational ICT system with all legacy systems connected to it to provide a full Traffic and Travel Information capability and electronic exchange of real time data between neighbouring authorities• Expansion of the monitoring and remote monitoring systems to enable monitoring, fault finding and rectification in a speedy manner. <p>In addition the shared service will keep all traffic signal installations working as safely and efficiently as possible to reduce delays, reduce collisions and fulfil the statutory Network Management Duty.</p>

B05a – Highways & Geotechnical Laboratory

Description
<p>The Highways Geotechnical and Laboratory Unit is based at Backford Hall, Chester. The Laboratory provides an extensive service to both internal and external customers including developers, contractors and consultants. Technical aspects covered by the unit include geotechnics, civil engineering construction materials and pavement evaluation.</p>
Size of Service
<p>This shared service has a total cost of £567,000 of which £108,000 is funded from external income Therefore the revenue budget for this service is £459,000 of which £260,000 is included in the budget for CE and £199,000 is in the CWAC budget. The shared service currently employs 11 FTE.</p>
Service Performance
<p>While no current or target levels of performance are available at this time, the shared service will report against the following measures:</p> <ul style="list-style-type: none">• Quarterly financial details with estimated annual outturn• Test price lists for laboratory and site work, reviewed annually in March• Annual United Kingdom Accreditation Service assessment reports of the Unit's performance in relation to nationally agreed levels and copies of the current accreditation schedule• Information on the quality of the materials supplied by the Term Maintenance Contractor as used on improvement projects• Information on the level of satisfaction of the Unit's Clients• Assessment reports in relation to the Unit's performance in relation to ISO 9001, the Quality Management System audited currently by LRQA
Cost/Income Sharing Arrangements
<p>The costs and income for the service will be split according to the apportionment of costs included in the Local Transport Plan, i.e. 65% payable by CE and 35% payable by CWAC</p>
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in September 2009, the plans of the shared service are focused on transition arrangements to ensure continuity of service. This plan includes a review of the Highways Geotechnical and Laboratory Unit which will take place commencing June 2009 to determine the existing strategic capability of the service to meet existing and future service needs. Options will then be considered as to how any identified gaps can be filled and how the service should operate in future (outsourced, in-house, etc.).</p>

B07 – Early Years Reform Programme

Description
<p>This shared service has been tasked with the following:</p> <ul style="list-style-type: none">• To implement the single pupil count for three and four year old children across all childcare sectors• To develop detailed proposals on behalf of each new Authority for a single funding formula for the provision of the free early years entitlement to three and four year olds across all childcare sectors• To implement and monitor funding and payment mechanisms for the commissioning of the free early years entitlement from childcare providers• To manage the separation of ICT systems and data on providers and children between CE and CWAC• To provide legal support to develop necessary precedents to establish binding contractual arrangements with providers from all childcare sectors <p>This service is now proposed to end in September 2009, rather than Apr 2011 as originally proposed.</p>
Size of Service
<p>This shared service has a total cost of £91,395 all of which is funded from grants. Therefore there is no revenue budget for this service. The shared service currently employs 4 FTE.</p>
Service Performance
<p>The shared service will report against the following, targeting 100% compliance:</p> <ul style="list-style-type: none">• PVI settings paid on time in accordance with Contract• Meeting deadlines following consultation with Early Years Reference Group to ensure a detailed proposal for single funding formula is ready• 25% settings for extended entitlement are identified, briefed and working to criteria set for roll out on 1 September 2009
Cost/Income Sharing Arrangements
<p>As the work for this shared service is split evenly between the authorities, it is proposed that all costs incurred and any surplus is apportioned equally between CE and CWAC.</p>
Service Plans
<p>As this is a transitional shared service following have been developed:</p> <ul style="list-style-type: none">• Staff: all staff have been disaggregated CE/CWAC• Assets: the IT systems will be split equally between CE and CWAC• Contracts: these have already disaggregated• Budgets: the budget has already disaggregated.

B08 – Children’s Centre Development Programme

Description
<p>This is a shared service providing a programme team that is responsible for delivering Phase 3 of the Children’s Centre Programme on behalf of CE and CWAC.</p> <p>The shared service team will provide the support framework for the delivery of these projects, utilising resources in each authority to actually undertake the work.</p>
Size of Service
<p>This shared service has a total cost of £61,000 all of which is grant funded. Therefore there is no revenue budget for this service.</p> <p>The shared service currently employs 1.5 FTE, including a contract resource.</p>
Service Performance
<p>The shared service is a programme and as such will maintain programme information in accordance with the following measures::</p> <ul style="list-style-type: none">• Collation of information to update status reports will be done within 2 days• The E C Harris database will be updated within 7 days• Completion of relevant sections of TfC tracker will be done within 7 days• Provision of timely information to Finance Team to enable it to make quarterly grant claims will be done within 3 days• all necessary information to support grant application will be collated within one week of receipt of information• the document management system will be updated within 14 days for non-urgent information
Cost/Income Sharing Arrangements
<p>Revenue costs of the shared service will be apportioned equally between the two Authorities. The costs will be funded from the individual authorities Sure Start Grants.</p>
Service Plans
<p>The shared service exists to deliver a programme of work for both authorities. This agreed programme will drive all activity in the shared service.</p>

B09 – Schools Admissions

Description
<p>This shared service supports the process of coordinating applications for school places. In line with legal requirements, the service provides:</p> <ul style="list-style-type: none">• A common application form for parents and carers allowing for the minimum of three school preferences• Processes all applications and applies admission arrangements to prioritise applications• Determines and publishes mapping arrangements and prospectus• Presents at appeal hearings in respect of unsuccessful applications• Provides administrative support of the appeals process. <p>Alongside these legal obligations, the service also provides a monitoring, advisory and reporting role to ensure fair access and compliance with the Codes and produces an annual report to the Schools Adjudicator on the fairness and legality of admission arrangements for all schools in its area.</p> <p>This service is now proposed to end in September 2009, rather than Apr 2011 as originally proposed.</p>
Size of Service
<p>This shared service has a total cost of £402,000 of which £40,000 is funded from external income. Therefore the revenue budget for this service is £362,000 of which £183,000 is included in the budget for CE and £179,000 is in the CWAC budget.</p> <p>The shared service currently employs 14 FTE.</p>
Service Performance
<p>The shared service will provide the following levels of service:</p> <ul style="list-style-type: none">• Publication of a composite prospectus, by 12 September each year• Ensure report to DCSF are provided by 1 March• Target 100% of home resident applicants to receive an offer of a place
Cost/Income Sharing Arrangements
<p>It is proposed that all costs incurred are apportioned on the basis of pupil numbers between Cheshire East and Cheshire West and Chester. This generates a percentage charge of 50.4% to CE and 49.6% to CWAC</p>
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in September 2009, the plans of the shared service are focused on transition arrangements. These plans include:</p> <ul style="list-style-type: none">• Files and electronic records have also been organised CE and CWAC to support the future services

- The setting up of processes for September 2010 for the two authorities is already underway in order that procedures are implemented in line with published arrangements.
- admissions arrangements and a coordinated admissions scheme for 'in year' applications for September 2010 are being developed

B11 – Student Finance

Description
<p>This shared service administers statutory Higher Education funding for residents of Cheshire West and Chester and Cheshire East councils.</p> <p>The administration of Student Finance will be removed from local authorities and centrally administered by Student Loans Company (SLC), based in Darlington, after March 2011. Until then, most local authorities will retain their statutory function for students continuing courses which started prior to Autumn 2009. New entrants to Higher Education from 2009 will apply to the central unit for funding. The gradual transition of work up to March 2011 will lead to reduction in staffing requirements, leading to redeployment or other arrangements.</p>
Size of Service
<p>This shared service has a total cost of £334,000 of which £167,000 is included in the both the CE and CWAC budget.</p> <p>The shared service currently employs 13 FTE.</p>
Service Performance
<p>The shared service will provide the following levels of service, targeting 98% compliance for all:</p> <ul style="list-style-type: none">• Paper applications to be recorded within 3 working days of receipt• Paper applications to be considered within 30 working days of their date of receipt• On-line applications to be considered within 20 working days of their submission date
Cost/Income Sharing Arrangements
<p>It is proposed that all costs incurred are apportioned on the basis of actual clients. This generates a percentage charge of 50.2% to CE and 49.8% to CWAC</p>
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present.</p> <p>However, as the service is gradually transitioning to other government departments, the volume of work is reducing. The service will reduce in size to reflect this and will actively manage this transition.</p>

B12 – Business Support for Schools

Description
<p>The Business Support Service for schools is responsible for coordinating the work to engage with schools in the Cheshire area in order to sell support services, such as ICT, as offered by both Authorities.</p> <p>The service does not deliver these support services; this remains the responsibility of each service individually, though the Business support service team is responsible for escalating issues should services be unable to resolve them.</p>
Size of Service
<p>This shared service has a total cost of £25,000 of which £12,500 is included in the budgets for both CE and CWAC.</p> <p>The shared service currently employs 2 staff on a part-time basis, i.e. 0.35 FTE.</p>
Service Performance
<p>This has not been developed at this time.</p>
Cost/Income Sharing Arrangements
<p>It is proposed that the costs for this service are split equally between CE and CWAC.</p>
Service Plans
<p>This has not been developed at this time.</p>

B13 – Outdoor Education

Description
<p>The Residential and Outdoor Education Service provides Learning Outside the Classroom to all age and ability ranges of children and young people. It uses five short term residential centres as bases from which to deliver its service as well as delivering day course and peripatetic work. As well as these services it also delivers advice and guidance to a number of different local authorities and organisations.</p> <p>The Service has provided this service for the last thirty years across all the schools in Cheshire and it is their wish that this should continue.</p>
Size of Service
<p>This shared service has a total cost of £2,381,770 but has an income of £2,680,530 from charges to schools, etc.</p> <p>Therefore, this service is a net income of £298,760.</p> <p>The shared service currently employs 52 FTE, though the number of staff is higher due to the large number of part-time employees.</p>
Service Performance
<p>The main performance measures for this shared service are:</p> <ul style="list-style-type: none">• Bednights, i.e. the number of overnight stays, where the service intends to exceed the performance of the last year (53,585 nights)• Financial, where the service intends to remain an overall income• Customer Satisfaction, where the service aims to improve its overall rating.
Cost/Income Sharing Arrangements
<p>It is proposed that the income for this service goes to CWAC as all locations and staff and costs are borne by CWAC.</p>
Service Plans
<p>The shared service has identified a number of areas for improvement, including:</p> <ul style="list-style-type: none">• Accommodation, where a number of locations require updating to ensure ongoing customer satisfaction• Communication system improvements• A number of site-specific initiatives to improve specific aspects of each outdoor centre.

B14 Archaeological Service

Description
<p>The Cheshire Archaeology Planning Advisory Service (APAS) is a sub-regional service which provides an archaeology service for Cheshire West and Chester (CWAC) and Cheshire East (CE) Councils, Warrington and Halton to:</p> <ul style="list-style-type: none">• Ensure the effective management and understanding of the archaeological resource for the benefit of the people of Cheshire West and Chester and Cheshire East.• Fulfil government guidance concerning archaeological provision within local authorities.• Meet guidance from English Heritage and the Association of Local Government Archaeological Officers regarding standards of maintenance of integrated archaeological services.
Size of Service
<p>The APAS shared service has a revenue budget of £275,472 which is partly funded by external income. This remaining amount is split with £166,704 in the CWAC budget and £108,768 in the CE budget.</p> <p>The Shared Service currently employs a total of 6 FTE.</p>
Service Performance
<p>The current performance of the service includes the following:</p> <ul style="list-style-type: none">• 100% of planning lists checked within 14 days of receipt.• 100% of archaeological development control advice provided within 21 working days. <p>Targets for 2009/10 are yet to be agreed.</p>
Cost/Income Sharing Arrangements
<p>Costs will be allocated East and West where possible, based on the percentage of time spent by officers on the business of each authority. Where direct allocation is not possible, costs will be split on a 50:50 basis.</p>
Service Plans
<p>The service is currently identified as transitional shared service with a review date of April 2010 in anticipation of the introduction of the Heritage Protection Bill.</p> <p>To ensure that the level of service provided to internal and external customers is maintained at pre-LGR levels and in order to build a more effective sub-regional service, it is recommended that the Archaeology Planning Advisory Service should be re-categorised as a longer term shared service, with regular review dates, with a proposed first review in April 2010.</p>

B15 – Drug & Alcohol Action Team

Description
<p>Cheshire Drug and Alcohol Action Team (DAAT) is a partnership responsible for the delivery of the Government's National Drug Strategy.</p> <p>There has been a Drugs Strategy since 1995, and the latest one revised in 2008 "Drugs: protecting families and communities" has the following targets:</p> <ul style="list-style-type: none">• To reduce the harm caused to young people by substance misuse• To cut drug-related crime and anti-social behaviour• To cut the number of families devastated by drugs use• To increase the number of drug users making a positive contribution to society• To develop a harm reduction strategy which includes reducing the spread of blood-borne viruses in drug users and the wider community• To expand and improve drug treatment services which includes clinical governance with a sharper focus on treatment outcomes and on more clients overcoming drug dependence. <p>Both Authorities contribute to the Drug & Alcohol Action Team to further progress on this strategy.</p>
Size of Service
<p>This shared service has a revenue budget of £80,000 all of which is grant funded so there is no revenue budget associated with this service.</p> <p>The shared service currently employs 1 FTE.</p>
Service Performance
<p>No target performance levels have been developed or agreed as yet though this service contributes to a number of national indicators that both CE and CWAC will measure.</p>
Cost/Income Sharing Arrangements
<p>It is proposed that the costs for this service are split equally between CE and CWAC.</p>
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, as the service is part of a wider engagement and service with PCTs.</p>

B16 – Commissioned Community Equipment

Description
<p>The Community Equipment Service, known as 'Choicequip' arranges for necessary equipment to be available to people with disabilities and their carers following an assessment of need.</p> <p>The service responds to 'prescribers' who are staff from either Social Care or Health, who will request equipment on behalf of the service user / carer. The service is jointly commissioned by the two Local Authorities and the two Primary Care Trusts and has been for several years.</p> <p>There are economies of scale to such commissioning arrangements and the new retail model of service needs time to become established, hence the proposal that until end March 2011 it be a shared service.</p>
Size of Service
<p>This shared service has a total expenditure of £2,373,434 and an income from grants and recharges of £1,203,036. Therefore, this service has a revenue budget of £1,090,398, of which £550,874 is included in the CE budget and £539,524 is in the CWAC budget</p> <p>The shared service currently employs 2 FTE.</p>
Service Performance
<p>No detailed target performance levels have been developed or agreed as yet though the following broad measures will be monitored:</p> <ul style="list-style-type: none">• Timeliness in ensuring equipment is available to the individual• Effectiveness in ensuring the equipment is appropriate to meet the need.• Efficiency in ensuring use/reuse of 'top end' complex equipment.• Efficiency in ensuring expenditure is within available budget.
Cost/Income Sharing Arrangements
<p>It is proposed that the costs for this service are split as agreed split in the Service Partnership agreement between CE, CWAC and the PCTs, i.e.:</p> <ul style="list-style-type: none">• 23% payable by CE• 22% payable by CWAC• 37% payable by the East PCT• 18% payable by the West PCT
Service Plans
<p>Broadly, the service plans to continue to provide the service to both CE and CWAC as at present, as the service is part of a wider engagement and service with PCTs.</p> <p>A transition plan is being developed to facilitate the transfer of these functions to CE and CWAC</p>

B17 – Learning Resource Network

Description
<p>The Learning Resource Network (LRN) is the primary workforce partnership for social care employers across the whole of the Cheshire sub region. The LRN acts as the “hub” for social care workforce development across Cheshire. It is an employer led partnership which provides:</p> <ul style="list-style-type: none">• Information, advice and guidance to organisations on latest developments;• Organisational development through work with stakeholders and direct provision e.g. Business Link and regular development days for members;• Support to employers in completing National Minimum Data Set – Social Care (NMDS-SC), a national workforce data collection exercise;• Advice and information to individuals wishing to seek employment or learning opportunities;• Access to funding for individual employers wishing to develop their own bespoke learning and development (or in partnership with others); and• Strategic support through its working groups in relation to learning and development, recruitment and retention, workforce planning and Social Work Education.
Size of Service
<p>This shared service has a total cost of £140,905 of which £41,929 is included in the CE budget and £98,796 in CWAC budget.</p> <p>The shared service currently employs 3 FTE.</p>
Service Performance
<p>The main performance measures for this shared service are:</p> <ul style="list-style-type: none">• PVI settings paid on time in accordance with Contract, target 100%• Increase numbers of PVI sector practice learning placements, target 100 from 30 at present• Support long term unemployed people into jobs and training• Meet national, regional and local targets for national reporting, targeting 100% compliance
Cost/Income Sharing Arrangements
<p>It is proposed that the costs for this service are split equally between CE and CWAC.</p>
Service Plans
<p>The shared service has identified a number of areas for improvement, including:</p> <ul style="list-style-type: none">• Ensuring employers are engaged with the National Minimum Data Set for Social Care and can produce effective workforce development plans.• Enabling organisations to develop through the provision of specific events

and individual advice, guidance and information

- Supporting organisations as they embed standards, skills and competences.
- Ensuring organisations deliver effective induction and essential learning through qualifications and continuing professional development, underpinned by skills for life.
- Ensuring adequate frameworks exist for organisations in the sector to attract and retain staff through innovative partnerships and promotion of the sector.
- Monitoring employers to benchmark against the sector average. Promote principles of total reward systems.
- Ensuring that the LRN has sufficient and sustainable resources to deliver its agreed business objectives.

B18 – Cheshire Domestic Abuse Partnership

Description
This shared service provides strategic leadership, partnership management, co-ordination of training and governance framework support for operational services in respect of domestic abuse across CE and CWAC.
Size of Service
This shared service has a total cost of £107,922, of which it is currently assumed that £53,961 is included in the both the CE and CWAC budgets. The shared service currently employs 2 FTE.
Service Performance
<p>The main performance measure for this shared service is LAA NI 32, repeat incidents at MARAC, where the targets for the service are 26% for CE and 25% for CWAC, improving on the current levels of performance.</p> <p>Other related MARAC indicators which the service will monitor include:</p> <ul style="list-style-type: none">• % repeats• % non-police referrals• % victims with a disability• Male victims
Cost/Income Sharing Arrangements
It is proposed that the costs for this service are split equally between CE and CWAC.
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in April 2010, the plans of the shared service are focused on transition arrangements to ensure continuity of service. These plans include:</p> <ul style="list-style-type: none">• Development of strategies for CE and CWAC• Development of alternative governance arrangements for Domestic Abuse Partnership attendance and arrangements

B20 – Visual Impairment Services

Description
<p>This Shared Service enables visually impaired people to lead independent lives. Individual assessment, information, advice, direct rehabilitation and the provision of equipment are the main aspects of the service. The registration of visually impaired people in Cheshire east and Cheshire west and Chester is also a key function.</p> <p>This is a Shared Service for a transitional period to allow the Whole System Review of Sensory Impairment Services to take place. This involves the visual impairment service along with partner agencies such as Health, Special Education and the Third Sector. Hearing Impairment services are directly involved. The review will consider all aspects of sensory impairment services and make recommendations regarding the future provision of these services. This will include consideration of various operational models.</p>
Size of Service
<p>This shared service has a total cost of £295,798, of which £153,814 is included in the CE budget and £141,984 is included in the CWAC budget. The shared service currently employs 11 FTE.</p>
Service Performance
<p>No target performance levels have been developed or agreed as yet though this service contributes to a number of national indicators that both CE and CWAC will measure.</p>
Cost/Income Sharing Arrangements
<p>It is proposed that the costs for this service are apportioned between CE and CWAC as follows:</p> <ul style="list-style-type: none">• 52% payable by CE• 48% payable by CWAC
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in April 2010, the plans of the shared service are focused on transition arrangements to ensure continuity of service. These plans include:</p> <ul style="list-style-type: none">• Consider present and future Service Pathways and present a report outlining options for this service in the future• Finalise arrangements to further increase the responsiveness and equity of the service with staff working more flexibly• Further develop close working relationship with ILC's• Create more balanced staffing arrangements across both Authorities

B22 – Apprenticeship (NVQ) Service

Description
<p>This shared service coordinates training to a variety of organisations in the region.</p> <p>This consortium is an Accredited Assessment Centre with City and Guilds, giving partners the facility of registering and assessing candidates for Care Awards without the use of an external training provider. As such it must meet the requirements of City and Guilds.</p> <p>The Consortium strives to be self-managing, self-funding and sustainable, relying upon membership fees, available funding streams and fees charged for candidate registrations and certifications for NVQ qualifications.</p> <p>The Consortium is also an employer-led Partnership, which is committed to offering support and advice to all partners in relation to the learning and development needs, qualifications and continuing professional development of staff within the Health and Social Care Sector who work, or live, within the boundaries of Cheshire and Warrington. It is managed by an Executive Committee and at present has approximately 50 partners</p>
Size of Service
<p>This shared service has a revenue budget of £89,857 which is fully recovered from income received for course attendance. The service employs 3 FTE.</p>
Service Performance
<p>No target performance levels have been developed or agreed as yet.</p>
Cost/Income Sharing Arrangements
<p>This service seeks to recover all costs through recharging for candidates trained. In the event of any additional costs, this will be split equally between CE and CWAC.</p>
Service Plans
<p>As this service is transitional in nature, with the functions being transferred to CE and CWAC in April 2010, the plans of the shared service are focused on transition arrangements to ensure continuity of service. These plans include:</p> <ul style="list-style-type: none">• Alternative funding streams need to be identified, and applied for, to maintain the infrastructure that is necessary to meet City and Guilds requirements• Work is required to secure access to an assessment centre in both CE and CWAC. In CWAC this is likely to be the existing Council Centre. It will be important to identify what opportunities are available within CE for individuals to access Life Long Learning support.• The service will take a lead in providing information and preparation needed to meet the new qualification framework.

B23 Minerals and Waste Planning

Description
<p>The Minerals and Waste shared service fulfils government guidance and requirements to plan and manage for both minerals and waste. It works at the national, regional and local level to guide future development and delivers effective sustainable management and understanding of minerals and waste within Cheshire West and Chester and Cheshire East.</p>
Size of Service
<p>The Minerals and Waste shared service has a revenue budget of £195,440 which is partly funded by external income. This remaining amount is split with £89,440 in the CWAC budget and £80,000 in the CE budget.</p> <p>The Shared Service currently employs a total of 4.8 FTE.</p>
Service Performance
<p>Key Performance Indicators are to respond to planning application or policy consultation within timescales. Current performance is not known and will be monitored for a period of 6 months before performance targets are set.</p>
Cost/Income Sharing Arrangements
<p>Cost sharing will be on 50:50 basis.</p>
Service Plans
<p>The service is currently identified as transitional shared service with an end date of March 2012.</p> <p>To ensure that the level of service provided continues and in order to build a more effective sub regional service, it is proposed by the service that the Minerals and Waste Policy Unit is re-categorised as a long term shared service, with regular reviews dates, with the first proposed review in April 2012.</p>

B27 - CBS Supplies

Description
<p>CBS Supplies is a catalogue based warehouse and distribution operation which supplies schools and other Local Authority establishments with a wide range of fast moving consumer goods. The service is based in Davy Road, Runcorn where it occupies a warehouse and office accommodation.</p> <p>CBS Supplies markets and promotes goods for sale through an annual mail order style catalogue, which contains circa 5000 products, as well as having a web site and the full range available on Oracle I-Procurement.</p> <p>CBS supplies also provide a service to 9 other councils.</p>
Size of Service
<p>The CBS Supplies shared service has a gross expenditure of £4,592,844 with an income of £4,729,884. The resulting return is split with CWAC receiving £63,771 and CE receiving £73,229.</p> <p>The Shared Service currently employs a total of 47 FTE.</p>
Service Performance
<p>A range of performance indicators have been identified with the following plans for improvement in 2009/10:</p> <ul style="list-style-type: none">• Response to customer enquiries reduced from 1-3 days to same day• Response to customer complaints reduced from 24 hours to same day• Invoice payment reduced from 48 hours to 24 hours• Debt management reduced from 60 days to 40 days• Delivery discrepancies reduced from 12 per week to 8 per week
Cost/Income Sharing Arrangements
<p>CBS Supplies has always been a net income generating service therefore consideration must be given to how the actual net income achieved at year end will be shared. Proposals so far include;</p> <ul style="list-style-type: none">• Split based on original budget disaggregation,• Pro rata the actual income generated in each area or• Simply actual income generated in an area <p>The arrangements for the sharing of income and expenditure will be considered as part of a strategic review of the service and recommendations will be made accordingly. In the interim period the income and expenditure will be shared equally between CWAC and CE.</p>
Service Plans
<p>CBS Supplies is a transitional shared service and it is acknowledged that the sharing arrangements are only temporary pending a fundamental strategic</p>

review of the service, which will examine its links to the new councils and will determine the future direction of the service.

The strategic review will include:

- Focus and clarification of the business drivers of the service including profitability and efficiency of existing service delivery.
- Strategic fit with the structure, policies and objectives of the new councils.
- Commercial potential, viability, competitiveness, potential for growth, opportunity to increase income.
- Scope and pricing of the products provided compared to council requirements.
- Issues relating to the physical location of the service, the requirement of CBS Supplies to relocate from the existing premises due to the building being the subject of a compulsory purchase order to accommodate the New Mersey Gateway. It should also be noted that the lease on the property expires in March 2011.
- Capital investment requirements.
- Alternatives to CBS Supplies.

B29 – Youth Offending Service

Description
<p>The Youth Offending Team is a multi-agency organisation set up according to the Crime and Disorder Act 1998 to prevent offending by young people. The team is currently organised in four units based at Crewe, Ellesmere Port and Macclesfield with a small management unit in Northwich.</p> <p>A Youth Offending Team Board is required and members are senior representatives of their organisations. They steer the work of the partnership designed to reduce youth crime and hold the Youth Offending Team manager accountable for performance.</p> <p>There is a Youth Offending Team in every local authority in England and Wales. They are made up of representatives from the police, Probation Service, social services, health, education, drugs and alcohol misuse and housing officers. Each Youth Offending Team is managed by a Youth Offending Team manager who is responsible for co-ordinating the work of the youth justice services. Because the Youth Offending Team incorporates representatives from a wide range of services, it can respond to the needs of young offenders in a comprehensive way</p>
Size of Service
<p>This shared service has an expenditure of £2,309,314 and an income of £1,220,117. Therefore the service has a revenue budget of £1,089,197 of which £463,392 is in the CE budget and £625,805 is included in the CWAC budget.</p> <p>The service employs 50 FTE, though the number of staff is higher due to the part-time nature of a number of roles.</p>
Service Performance
<p>The overall objectives of this service are to improve outcomes for young people who are either at risk of offending or already within the criminal justice system. Specific measures include the following:</p> <ul style="list-style-type: none">• NI 111: First-time entrants to the youth justice system aged 10-17. Target 6% reduction over 3 years – current level reduction of 32.1%• NI 19: Rate of proven reoffending by young people in the youth justice system. Target is to reduce against the baseline. Current rate 17.8%• NI 43: Young people receiving a conviction in court who are sentenced to custody. Target is to reduce against the baseline. Current rate is 11.2% reduction.• NI 44: Ethnic composition of young people on youth justice system disposals. Target is to ensure no disproportionality. Analysis is available at the end of May.• NI 45: Engagement in education, training and employment by young people who offend. Target is 90% and is currently at 68.1% - significant work with partners is required to improve this area of work.• NI 46: Access to suitable accommodation for young people in the youth

justice system. Target is 100% and is currently running at 98.8%.

Cost/Income Sharing Arrangements

Costs will be directly allocated to CE and CWAC where possible, otherwise they will be split:

- 47% payable by CE
- 53% payable by CWAC

Service Plans

As this service is transitional in nature, with the functions being transferred to CE and CWAC in April 2010, the plans of the shared service will focus on transition arrangements to ensure continuity of service. Details of these plans have yet to be developed.

Appendix D – Overall Summary of Shared Services – Position as at 29th May 2009

Ref	Service Name	Host	Review/ End Date	Service Manager	Finance Manager	Draft Total Costs	Draft Total Income	Draft Total Budget	Draft CE Budget	Draft CWAC Budget	FTE
A01a	Back Office	CWAC	n/a	Vanessa Coates	Deborah Hyde	£5,625,014	£1,620,951	£4,004,063	£2,002,032	£2,002,032	204
A01b	ICT	CWAC	n/a	Neil West Graham Catlin	Maggie Sheppard	£14,419,478	£4,627,225	£9,792,253	£4,738,843	£5,053,408	337
A02	Pensions	n/a	n/a	n/a	n/a	£0	£0	£0	£0	£0	0
A03	Farms Estate	CE	n/a	David Job	Steve Wilcock	£982,946	£1,204,149	-£221,203	-£69,237	-£151,966	5
A04	Civil Protection	CWAC	n/a	Chris Samuel	Debbie Hall	£582,008	£47,292	£534,716	£223,716	£311,000	10
A05	Occupational Health	CWAC	n/a	Eric Burt	Debbie Hall	£785,000	£437,531	£347,469	£173,734	£173,734	13
A06	Archives	CWAC	n/a	Jonathan Pepler	Claire Jones	£810,700	£265,025	£545,675	£267,130	£278,545	23
A08	Libraries	CWAC	n/a	Guy Kilminster	Claire Jones	£2,434,000	£0	£2,434,000	1,217,000	1,217,000	51
A09	Emergency Duty Team	CWAC	n/a	Steve Gladden	Maggie Sheppard	£768,447	£0	£768,447	£400,447	£368,000	9
A10	International Unit	CE	n/a	Dave Wharton	Steve Wilcock	£229,200	£30,000	£199,200	£103,500	£95,700	4
A11	Waste Disposal Contract	n/a	n/a	n/a	n/a	£0	£0	£0	£0	£0	0
A12	Extra Care Housing	n/a	n/a	n/a	n/a	£0	£0	£0	£0	£0	0
A14	Rural Touring Network	CWAC	n/a	Guy Kilminster	Claire Jones	£122,015	£91,215	£30,800	£15,600	£15,200	2
A15	Approved Mental Health Professional	CWAC	n/a	Cath Lawrie	Maggie Sheppard	£50,000	£50,000	£0	£0	£0	1
B01	Inclusion & Education	CWAC	Sep 2009	Steve Edwards	Dave Shield	£5,659,000	£4,407,000	£1,252,000	£524,000	£728,000	263
B02	Autism Support	CWAC	Apr 2011	Steve Nyakatawa	Dave Shield	£392,000	£0	£392,000	£149,000	£243,000	10
B03	Sensory Impaired Services	CWAC	Apr 2011	Steve Nyakatawa	Dave Shield	£1,241,000	£0	£1,241,000	£647,000	£594,000	33
B04	Urban Traffic Control	CWAC	Apr 2011	Rob Brooks	Claire Jones	£1,012,582	£10,000	£1,092,591	£462,059	£630,532	5
B05a	Highways & Geotechnical Lab	CWAC	Apr 2010	Rob Brooks	Claire Jones	£567,000	£108,000	£459,000	£260,000	£199,000	11
B05b	Highways Maintenance Contract	CE	TBD	Rob Brooks	Paul Goodwin	£18,260,000	£0	£18,260,000	£9,130,000	£9,130,000	4
B06	Integrated Transport Services	CWAC	Sep 2010	Dave Perkins	Claire Jones	£52,364,000	£42,440,000	£9,924,000	£4,680,000	£5,244,000	202
B07	Early Years Reform Programme	CWAC	Sep 2009	Isabel Noonan Sarah Blaylock	Dave Shield	£91,395	£91,395	£0	£0	£0	4

Ref	Service Name	Host	Review/ End Date	Service Manager	Finance Manager	Draft Total Costs	Draft Total Income	Draft Total Budget	Draft CE Budget	Draft CWAC Budget	FTE
B08	Children's Centres Development Programme	CWAC	Apr 2011	Martin Chatfield	Dave Shield	£61,000	£61,000	£0	£0	£0	2
B09	Schools Admissions	CWAC	Sep 2009	Barbara Dale	Dave Shield	£402,000	£40,000	£362,000	£183,000	£179,000	14
B10	Schools Transport Policy	n/a	n/a	n/a	n/a	£0	£0	£0	£0	£0	0
B11	Student Finance	CWAC	Apr 2011	Michelle Boden	Dave Shield	£334,000	£0	£334,000	£167,000	£167,000	13
B12	Business Support for Schools	CWAC	Sep 2009	Terry Harrop	Dave Shield	£25,000	£0	£25,000	£12,500	£12,500	0
B13	Outdoor Education	CWAC	Sep 2010	Andrew Finnegan	Dave Shield	£2,381,770	£2,680,530	-£298,760	£0	-£298,760	52
B14	Archaeological Service	CWAC	Apr 2010	Jill Collens	Claire Jones	£295,606	£20,134	£275,472	£108,768	£166,704	6
B15	Drug & Alcohol Action Team	CE	Apr 2010	Lucia Scally	Dominic Oakeshott	£80,000	£80,000	£0	£0	£0	1
B16	Commissioned Community Equipment	CE	Apr 2011	Jane Colville	Dominic Oakeshott	£2,373,434	£1,203,036	£1,090,398	£550,874	£539,524	2
B17	Learning Resource Network	CWAC	Apr 2010	Colin Ashcroft	Maggie Sheppard	£140,905	£0	£140,905	£41,929	£98,796	3
B18	Domestic Abuse Partnership	CE	Apr 2010	Judith Gibson	Dominic Oakeshott	£107,922	£0	£107,922	£53,961	£53,961	2
B19	County Contact Centre	n/a	n/a	n/a	n/a	£0	£0	£0	£0	£0	0
B20	Visual Impairment Services	CE	Apr 2010	David Davies	Dominic Oakeshott	£295,798	£0	£295,798	£153,814	£141,984	11
B21	Shared Property & Equipment	n/a		n/a	n/a	£0	£0	£0	£0	£0	0
B22	NVQ Assessment Centre	CE	Apr 2010	Fran Dimelow	Dominic Oakeshott	£89,857	£89,857	£0	£0	£0	3
B23	Waste & Mineral Planning	CWAC	TBD	Anne Mosquera	Claire Jones	£195,440	£26,000	£169,440	£80,000	£89,440	5
B24	CBS Supplies	CWAC	Apr 2010	Kevin Wilkinson	Debbie Hall	£4,592,884	£4,729,884	-£137,000	-£73,229	-£63,771	47
B28	Learning Disability Pooled Budget	CE	Apr 2010	Liz Austin	Dominic Oakeshott	£44,021,000	£33,271,000	£10,750,000	£5,375,000	£5,375,000	11
B29	Youth Offending Team	CE	TBD	Penny Sharland	Dominic Oakeshott	£2,309,314	£1,220,117	£1,089,197	£463,392	£625,805	50
						£164,101,715	£98,851,341	£65,260,383	£30,987,599	£32,328,300	1,409