

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

SHARED SERVICE JOINT COMMITTEE

Date of Meeting: 27 November 2015

Report of: Cheshire East – Chief Operating Officer
Cheshire West and Chester – Head of Finance

Subject/Title: Update on the Implementation of Shared Service Arrangements to provide ICT, HR and Finance Services to both Authorities

1.0 Report Summary

1.1 The purpose of this report is to update Members on the progress made in regards to the mobilisation of the programme of work required to deliver the:

- Establishment of a Shared Service for the delivery of ICT to be hosted by Cheshire East
- Establishment of a Shared Service for the delivery of HR & Finance hosted by Cheshire West and Chester

2.0 Decisions Requested

2.1 Members are requested to note the progress in the mobilisation of the programme of work needed to establish the two shared services.

3.0 Report Background

3.1 This report gives an update on the progress of the programme since the last Joint Committee.

4.0 PROGRAMME MOBILISATION

4.1 Members of the Joint Committee made the decision that Cheshire West and Chester Council and Cheshire East Council will revert to a shared service arrangement to provide ICT, HR and Finance services to both authorities. This message was subsequently communicated to all staff.

4.2 A fortnightly Joint Programme Board has since been established Chaired by the respective S151 Officers, the Programme Board is made up of Workstream Leads who represent the key areas of activity within the programme:

- HR
- Finance
- Legal and Governance
- Business Continuity
- Establishing Hosting Arrangements

- Development of the ICT Shared Service
 - Development of the Transactional Shared Services
- 4.3 The Board are responsible for managing and leading the delivery of the programme.
- 4.4 Resources have been mobilised to support the Workstream leads in the guise of overall Programme Management expertise, Project Management support aligned to each of the Workstreams and a Programme Management Office to help manage the interdependencies between the Workstreams.
- 4.5 Key Milestones for Day One of the programme include:
- TUPE Transfer date of 1st April (Day One)
 - Agreed day one structure, cost sharing and contractual commitment in place for Day One
- Key Milestones for Post Day One include:
- A programme of transformational work will be undertaken within the two Shared Services to ensure service delivery is aligned to the future expectations of the two authorities. This will be linked to the outcomes of the fundamental service reviews being undertaken and reported into this Committee.
- 4.6 Detailed planning is underway within each of the Workstreams to identify the critical path of delivery to Day One and post Day One tasks. This will also be used to identify the significant interdependencies across the Workstreams and ensure they are actively managed to enable efficient delivery of the programme.

5.0 KEY PROGRAMME OBJECTIVES AND DELIVERABLES

- 5.1 The following key objectives were approved at the first Programme Board Meeting to shape the focus, prioritisation and delivery of the programme of work:
- Cease trading and operations as CoSocius Ltd
 - Transfer ICT delivery to Cheshire East hosting (Shared Service)
 - Transfer Transactional Services delivery to Cheshire West hosting (Shared Service)
 - Maintain service delivery throughout transition
 - New Shared Service arrangements will begin with a 6 month period of transition from April 2016, followed by a further 18 months of transformation
 - The Board have approved RPMO status.
- 5.2 The initial focus of the programme is on the delivery of the above mentioned objectives with consideration being made to post Day One service redesign and improvement planning. Appendix A shows the draft critical tasks to Day One.
- 5.3 To enable the delivery of the new Shared Services for Day One the following tasks are currently active and underway:

- A Visioning Workshop has been undertaken to inform the Day One Structures, functionalities and future ambitions this is informing the Workstream plans
- A Detailed Baseline/Planning exercise is underway to include financial assessment, legal and risk identification to ensure that the plan to day One is comprehensive and that all interdependencies are identified, managed and owned.
- Legal tasks associated with making CoSocius dormant and setting up new/amended Shared Services have been identified.
- Planning for the TUPE of staff into host organisations is underway.
- Scope, Specifications, Performance Management Frameworks and Shared Services Agreements for both Cheshire East and CWaC for ICT and Transactional Services agreed and approved for Day One to April 2016

6.0 Next Steps

- 6.1 The Programme Board meets fortnightly with the Project Managers meeting in the alternate weeks. This frequency of meetings and level of resources is required to ensure delivery of the programme for Day One. Progress on delivery of the plan will therefore be at pace.
- 6.2 Communications are underway with all affected staff to inform them of the TUPE Transfer Date, future employer and associated terms and conditions.
- 6.3 The established Programme governance will oversee the delivery of the programme of work and Joint Committee will be updated at key milestones or upon request.

7.0 Wards affected

- 7.1 None.

8.0 Policy implications

- 8.1 None.

9.0 Financial Implications

- 9.1 A specific work stream has been created to undertake the finance tasks necessary to transfer services from CoSocius into the shared services arrangement. This will include establishing the budget requirements and funding basis for each new service and ensuring that the transition process is conducted in a cost effective manner.

10.0 Legal Implications

- 10.1 As the programme of work progresses the councils will need to take tailored legal advice on a number of matters including (but not limited to) vires, procurement, contractual, company, employment, pension, property, IT, asset and interim and ongoing governance arrangements. Such advice will need to be sought and considered on an ongoing basis as the programme of work progresses.

11.0 Risk management

11.1 Programme risks are being identified and reported as necessary to the Programme Board via the Workstream leads who are maintaining Workstream level Risk Logs. The Programme Board will escalate any significant risks to the Committee as appropriate during the course of the programme.

12.0 Access to Information

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

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