

Shared Services Joint Committee

Agenda

Date: Friday, 29th July, 2011
Time: 3.00 pm
Venue: Committee Room 1 - Wyvern House, The Drummer,
Winsford, CW7 1AH

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Appointment of Chairman for the Municipal Year 2011/12**
2. **Appointment of Vice-Chairman for the Municipal Year 2011/12**
3. **Apologies for Absence**

To note attendances, substitutes, and any apologies for absence.

4. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda.

5. **Public Speaking Time/Open Session**

Members of the public are entitled to address the Joint Committee on reports contained within the agenda. One person can speak in support of each item, and one against, with a limit of three minutes each. It would be helpful if any person wishing to speak would give prior notice to the Democratic Services Officer named below.

6. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 18 March 2011.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Paul Mountford
Tel: 01270 686472
E-Mail: paul.mountford@cheshireeast.gov.uk

7. **Shared Services Performance Outturn 2010-11 and Business Plan Review 2011-12** (Pages 5 - 56)

To consider a joint report of the Borough Treasurer and Head of Assets (Cheshire East) and the Director of Resources (Cheshire West and Chester) on the outturn position for shared services which includes an overview of performance for the long term shared services and detailed financial performance for shared services including those in transition.

8. **Shared Services Report regarding: Closedown of CBS Supplies** (Pages 57 - 64)

To consider a joint report of the Borough Treasurer and Head of Assets (Cheshire East) and the Director of Resources (Cheshire West and Chester) on the outcome of the closedown of CBS Supplies.

9. **Shared Service Position Statement and Termination of Sharing Arrangements** (Pages 65 - 86)

To consider a joint report of the Borough Treasurer and Head of Assets (Cheshire East) and the Director of Resources (Cheshire West and Chester) on the current position of the shared service arrangements between Cheshire East and Cheshire West and Chester Councils.

SHARED SERVICES JOINT COMMITTEE**18 MARCH 2011**
(2.00 pm - 2.20 pm)**PRESENT:** Councillor Les Ford (Chairman)

Councillors David Brown, Wesley Fitzgerald, Peter Mason and Richard Short

Apologies for absence were received from Councillor Mike Jones

Officers in attendance:	Julie Gill	– Director of Resources
	Simon Goacher	– Head of Legal and Democratic Services
	Jackie Gray	– Lead Officer for Performance and Audit
	Amanda Ridge	– Transformation Project Manager
	Lisa Quinn	– Borough Treasurer & Head of Assets
	Chris Williams	– Interim Integrated Transport Manager
	Melanie Henniker	– HR Delivery Manager
	Julie Openshaw	– Legal Team Leader
	Deborah Ridgeley	– Democratic Services Officer

66 DECLARATIONS OF INTEREST

Members did not declare any personal or prejudicial interests.

67 MINUTES**DECIDED: That**

The Minutes of the meeting held on 25 February 2011 be approved as a correct record and signed by the Chairman.

68 PUBLIC QUESTION TIME/OPEN SESSION

No members of the public were in attendance and no questions had been submitted prior to the meeting.

69 SHARED SERVICES POSITION STATEMENT

Members considered the joint report of the Borough Treasurer & Head of Assets (Cheshire East Council) and the Director of Resources (Cheshire West and Chester Council) which set out the current position of the Shared Service arrangements. Members were informed that four Shared Services required extensions to the existing deadlines to enable further work to be carried out. It was requested that the following extensions be considered:-

- Learning Resource Network – until 30 September 2011
- Urban Traffic Control – until 31 March 2012
- Emergency Duty Team – until 4 April 2011
- Archaeology – until 30 June 2011.

Two completed Transition Logs were appended to the report, concerning the Cheshire Domestic Abuse Shared Service and the Visual Impaired Shared Service, which had been successfully disaggregated. Members were informed that work was continuing to complete the Transition Logs for several shared services and it was anticipated that those for Community Equipment, Drug and Alcohol Team and Children's Centres would be submitted to the next meeting of the Committee. The closure of CBS Supplies was nearing completion and the remaining assets were being cleared with the possibility of a small income from their sale.

DECIDED: That

- (i) the extensions to the Shared Services outlined above be approved; and
- (ii) the overall position statement relating to the current shared service arrangements be noted.

Reasons for Decision:

The changes to the shared services enables the functions they provide to continue to be delivered, whilst the most appropriate long term arrangements are considered.

Alternative Options:

Options for the future delivery of longer term shared services are being explored. The short term services have either been disaggregated or continued to meet the needs of both councils.

70 INTEGRATED TRANSPORT UNIT SHARED SERVICE

Members considered the joint report of the Borough Treasurer & Head of Assets (Cheshire East Council) and the Director of Resources (Cheshire West and Chester Council) which provided an update on the activity relating to the transitional Integrated Transport Shared Service. Members also considered a request for a short extension of the current shared service arrangements for certain limited functions, which the Committee had previously agreed would continue to be shared over the long term.

Members considered the work carried out to date with regards to the close down of the necessary work strands and the progress made towards the permanent shared service arrangement with a possible service level agreement, that would meet the strategic and operational needs of both authorities.

DECIDED: That

- (i) the closedown of a number of work strands of the transition plan as outlined in the report, be approved as they have been successfully concluded;
- (ii) authority be delegated to Cheshire East's Service Manager and Cheshire West and Chester's Service Manager in Transport

Coordination to finalise the outstanding actions such as transfer of assets (Office equipment, a limited number of vehicle transfers), removal costs and the finalisation of certain processes such as the year-end financial accounts and input of detailed budgets/contract transfers that may occur after the cessation of the majority of the shared service on 31 March 2011;

- (iii) the expenditure to date and sharing of the costs to each authority be noted, with £25,000 of the previously agreed total of £205,000 for ICT related disaggregation costs be approved, with each authority bearing an appropriate share; and
- (iv) the extension of the Shared Service for concessionary travel card production, concessionary travel reimbursement, and Traveline Services for a period of six months, ending on 30 September 2011, to allow a long term strategy for these aspects of service delivery to be devised, be approved.

Reasons for Decision:

The current shared service arrangement for the Integrated Transport Services expires on 31 March 2011 and certain tasks are likely to extend beyond this, such as the post-year end audit and accounts and require a short extension beyond March to accommodate this. ICT disaggregation requires some limited investment in additional hardware and software, which would be shared between the two authorities.

Alternative Options:

As part of the agreed process of disaggregation, work towards resolving the longer term shared solution for certain aspects of service delivery, such as concessionary bus pass card production, concessionary travel reimbursement of bus operators and Traveline public transport information call centre. A detailed permanent solution will be submitted to the Joint Committee in the next 2 – 3 months.

71 ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT THAT MAY BE DEALT WITH IN THE PUBLIC PART OF THE MEETING

There were no items of urgent business.

**72 EXCLUSION OF THE PRESS AND PUBLIC
DECIDED: That**

The press and public be excluded from the meeting during consideration of the remaining item on the agenda, pursuant to Section 100(A) of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 Part 1 of Schedule 12A to the Local Government Act 1972 and that the public interest would not be served in publishing the information.

73 SHARED SERVICES VOLUNTARY REDUNDANCIES

Members considered the joint report of the Borough Treasurer & Head of Assets (Cheshire East Council) and Director of Resources (Cheshire West and Chester Council) regarding requests for redundancies.

Members were informed one of the requests had been withdrawn at this time and it was suggested this be delegated to the Section 151 Officers for determination.

DECIDED: That

- (i) The recommendation of the Joint Officer Board that the applications for Voluntary Redundancy, as detailed in Appendix A of the report, be approved with effect from 31 March 2011, and the costs be shared in line with the Shared Service legal agreement; and
- (ii) The first request for Voluntary Redundancy be delegated to the Section 151 Officers for determination.

Reason for the Decision:

In order to assist the restructure and downsizing of staffing, Cheshire East Council is currently undertaking a voluntary redundancy programme, which resulted in a number of staff from Shared Services indicating their desire to leave on these grounds.

Alternative Options:

The consideration of the requests for voluntary redundancy have taken into account the need to retain sufficient skills and capacity within the shared services to meet the expected work programmes within the available budget.

Chairman

Date

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

SHARED SERVICE JOINT COMMITTEE

Date of Meeting:	29 July 2011
Report of:	Cheshire East – Borough Treasurer & Head Of Assets Cheshire West & Chester – Director of Resources
Subject/Title:	Shared Services Performance Outturn 2010-11 and Business Plan Review 2011-12

1 Report Summary

1.1 This report provides a summary of the outturn position shared services, including:

- An overview of performance for the long term shared services.
- Detailed financial performance for shared services including those in transition

It also includes a forward looking summary of the challenges facing the long term shared services during the current year based on the three year Service Plans (2010 to 2013) approved by the Joint Committee in October 2010.

1.2 In terms of overall performance, this report indicates that the majority of the long term shared services appear to be delivering to plan under the sharing arrangements between Cheshire East Council (CE) and Cheshire West and Chester Council (CWAC). Only the ICT, Libraries and Youth Offending Shared Services have been rated as “amber” i.e. demonstrating mixed performance. An overview of performance is contained in Appendix 1.

1.3 In terms of financial performance, the report indicates that, while a number of services have reported an underspend, the overall position shows an overspend for shared services, which both Councils have had to accommodate in their overall position. Detailed financial performance is contained in Appendix 2.

1.4 In preparing budgets for the current year all long term shared services have been subjected to a budget challenge process aimed at generating significant efficiencies over the next three years. As a result, shared service managers have revisited their Service Plans to review the impact on service delivery for 2011-12. This is summarised in Appendix 3.

2 Decision Requested

2.1 That the Shared Services outturn performance for 2010 -11 and the impact of planned efficiency savings on delivery for 2011-12 be noted.

3 Reasons for Recommendations

- 2.2 The Shared Services Administrative Agreement makes provision for the Joint Committee to receive outturn reports based on the information and measures contained in Shared Service Business Plans and Service Delivery Statements which have since been amalgamated into three-year business plans as agreed by the Committee on 29 October 2010.

3 Wards Affected

- 3.1 This report relates to shared services that operate across both Cheshire East and Cheshire West and Chester so all wards are affected in both Councils.

4 Local Ward Members

- 4.1 Not applicable.

5 Policy Implications including - Climate change - Health

- 5.1 None.

6 Financial Implications

- 6.1 While the financial outturn for 2010-11 shows an overspend, significant activity has been undertaken to reduce ongoing costs in 2011-12 and beyond. Business Plans have been revised for each of the long term shared services in line with budget proposals and these are set to achieve approximately £1.5m of efficiency savings in the current year.

7 Legal Implications

- 7.1 None.

8 Risk Management

- 9.1 As part of the review of Business Plans, all long term shared service Risk Logs have been revisited and assurance has been provided on the current status of business continuity planning. The increased risk of not achieving the anticipated level of efficiency savings has been highlighted by several shared service managers. As a result this concern has been escalated to the Joint Officer Board risk log (Appendix 4).and will be subject to a discussion with shared service managers in the near future.

9 Background and Options

- 9.1 Legal arrangements, business plans and service delivery statements were developed for all shared services and presented to the Joint Officer Board and the Joint Committee in 2009. In 2010 the Shared Service Joint Committee agreed that

these be amalgamated into three year business plans for the longer term shared services.

- 9.2 The Business Plan provides details of the Shared Service operation, plans and investment for the next three years. However, the requirements are subject to change as each Council further develops their needs and objectives. As such, the Business Plan is subject to annual review and amendment as appropriate. The Business Plans for 2010-13 also set out the measures by which the shared services' performance will be assessed, including performance indicators and benchmarks.
- 9.3 This report provides an overview of shared services performance and finances for 2010-11, the second year of operation and looks forward to the next 12 months of service delivery to CE and CWAC.

11 Performance Outturn 2010-11

- 11.8 This performance report relates to the remaining long term shared services currently in place between Cheshire East and Cheshire West and Chester Councils. This includes:
- HR and Finance
 - ICT
 - Farms Estate
 - Emergency Planning
 - Occupational Health
 - Archives
 - Libraries Specialist Support
 - Rural Touring network
 - Youth Offending Service
- 11.9 Performance data relating to transitional services has not been included as in many cases the shared arrangements ceased before the year end thereby making collection difficult and irrelevant to ongoing sharing arrangements. On balance it was considered that the benefits of reporting this data were outweighed by the effort required to collect it.
- 11.10 A summary of performance is contained in Appendix 1. This is based on key achievements for the year and performance against budget and national and local indicators as set out in shared service Business Plans for the period. An assessment of improvement against baseline performance (where available) and targets, has been made to provide an indication of the direction of travel for each indicator. A RAG rating (Red / Amber / Green) has been applied to provide a judgement of overall performance based on these two elements. This suggests that:
- Five services are rated as Green (performing well)
 - Three services are rated as Amber (mixed performance)

- 11.11 In one case, the Occupational Health Shared Service, no performance information is available and therefore a judgement cannot be made. This is due to delays in implementing an electronic records system designed to generate relevant performance data in this area of operation. However financial performance and anecdotal evidence from client managers suggests performance is satisfactory.
- 11.12 As far as possible each service has provided comparative performance against annual targets and the previous year's performance together with improvement targets for the next two years. However in some cases the indicators have changed from the previous year in an effort to provide a more meaningful measures and therefore the ability to monitor year on year performance has been reduced in some areas e.g. ICT.
- 11.13 It is acknowledged that the performance management framework surrounding shared services still needs to develop to provide more regular, relevant and accurate data that reassures all stakeholders, particularly clients that the shared services are delivering to plan. Work with shared service Managers will continue to achieve this aim as the shared services mature. Plans are already in place to improve customer satisfaction monitoring and more general benchmarking in such areas as ICT and HR and Finance.

12 Financial Outturn

- 12.1 2010-11 was the second full operating year for many of the Shared Services. The year has seen the introduction of regular quarterly monitoring and reporting on the services activities.
- 12.2 This report summarises the final outturn position for Shared Services for 2010-11
- 12.3 During the course of 2010-11, 3 Shared Services terminated and transition logs were produced for these. There were no outstanding financial issues arising from these. At the end of 2010-11 there were approximately 21 remaining Shared Services (19 CWAC-hosted, 2 CE-hosted).
- 12.4 There is a significant reduction in the number of shared services going forward for 2011-12 with a further 7 services terminating in April 2011, and an additional service is planned to close in September 2011.
- 12.5 As part of producing and reporting on the 2010-11 outturn, separate subjective sheets for each Shared Service have been produced which show the break down of actual cost including recharges and the respective cost sharing arrangement for each. This has then been compared to the 2010-11 budget for each Authority to produce a budgetary variance and final outturn position.
- 12.6 Full details of the outturn projection for shared services are shown in Appendix 2. The table below provides details of the Shared Services collective position as at the final outturn.

2010-11	Outturn £000	Budget £000	Variance -under / over £000
Total Cost	50,111	46,918	3,193
East cost share	24,275	21,652	2,623
West cost share	25,836	25,266	570

Summary of the Key Issues

12.7 Those Shared Services with significant budgetary variances (i.e. those with total budget variances in excess of £100k) are summarised in the Table below and explained further in the following section:

2010-11		Cheshire East				Cheshire West		
	Total Variance -under / over £000	Outturn £000	Budget £000	Variance -under / over £000		Outturn £000	Budget £000	Variance -under / over £000
ICT	2,263	4,922	3,592	1,330		5,433	4,500	933
Farms Estate	-280	-299	-73	-226		-281	-227	-54
Occupational Health	-115	46	98	-52		45	108	-63
International Unit	-130	16	81	-65		16	81	-65
Integrated Transport Services (ITS) Core	265	3,098	2,747	351		5,706	5,792	-86
ITS Home to School	37	9,570	8,985	585		7,526	8,074	-548
ITS Adults and Older	392	1,573	1,470	103		2,063	1,774	289
ITS Looked After Children	605	937	598	339		827	561	266
Student Finance	-184	77	185	-108		77	153	-76
CBS Supplies	654	256	-65	321		256	-77	333
Youth Offending Team (YOT)	-166	510	567	-57		576	685	-109

ICT

Cheshire East

The underlying ICT shared service overspend, prior to any remedial action was £1.8m. This was caused by a significant under delivery of development hours against capital schemes and the over use of external contractors. Remedial action, centred primarily on maximising capitalisation of staff and increasing the chargeable hourly rate for capital development meant the final overspend was reduced to £1.3m.

Cheshire West and Chester

ICT is reporting an overspend of £933k due to a significant under recovery of revenue costs against capital projects due to a lower level of delivery than forecast which has worsened by an overspend against contractor costs.

Farms Estate

Cheshire East and Cheshire West and Chester

Farms Estates is reporting a year end underspend of £280k which is due to higher than anticipated income levels and reduced expenditure during 2010-11.

Occupational Health

Cheshire East and Cheshire West and Chester

The underspend of £115k is due to a number of factors – including higher than budgeted external income, the re-profiling of the implementation of a new record management system (e-OPAS) which will now slip to 2011-12 and lower than budgeted staffing costs due to vacant posts during the year.

International Unit

Cheshire East and Cheshire West and Chester

This shared service is closing down and only minor residual costs for accommodation and staffing have been incurred resulting in the favourable £130k position.

Integrated Transport Service (this is made up of a number of specific transport contracts as detailed below)

Cheshire East

The ITS core budget overspend of £351k is due to the fact that not all MTS savings on local bus services have been realised. A decision has been made not to make the necessary bus cuts in 2010/11 to achieve the savings but to delay these until 2011/12.

The ITS Home to School overspend of £585k is due to increased activity mainly on Special Educational Needs (SEN). Efficiency savings have been made in 2010-11 but there is still an overspend due to budget disaggregation.

Although ITS Adults and Older efficiency savings have been made in 2010-11, an overspend of £103k has occurred due to MTS savings being allocated to this budget and not being achieved.

The ITS Looked after children budget has an overspend of £339k in relation to additional requests for transport in 2010-11.

Cheshire West and Chester

The ITS core budget is reporting an underspend of £86k mainly as a result of savings made within Local Bus, due to the Route and Branch review and reduced bus shelter cleaning and maintenance costs.

The ITS Home to School underspend of £548k is mainly due to a reduction in service provision through falling pupil numbers and efficiency savings.

The ITS Adults and Older service is reporting an overspend of £289k as although some efficiency savings have been made in 2010-11, there has been an increase in demand and still remains an underlying historic overspend.

ITS Looked After Children, again, although efficiency savings have been made in 2010-11 an overspend of £266k has occurred due to an increase in demand and an underlying historic overspend.

Student Finance

Cheshire East and Cheshire West and Chester

Staffing for the student finance function has reduced during the year, with the Service finally migrating to the Student Loans Council (SLC) in January 2011. This reduction in activity has resulted in the year end underspend of £184k against the budget.

CBS Supplies

Cheshire East and Cheshire West and Chester

The £654k overspend is principally attributed to minimal trading activity in Quarter 4 of 2010-11 and redundancy costs resulting from the closure of the service on 31st March 2011.

Youth Offending Team

Cheshire East and Cheshire West and Chester

The Youth Offending Team is reporting a year end underspend of £166k. There was an agreed savings target of £60k agreed for both Cheshire East and the West. The underspend was achieved as a result of staff vacancies not being filled and utilisation of grant funding for staff costs.

- 12.8 In conclusion: Within Cheshire East, the 2010-11 Shared Services outturn reveals an overspend of £2.6m. The overspend was concentrated in the two main areas of Integrated Transport and ICT. Within Transport the overspend of £1.4m was caused by rising demand, the non-delivery of planned savings and the legacy impact of the budget disaggregation split. The final ICT Shared Service overspend of £1.3m relates to a significant under delivery of development hours meaning that costs were not recharged to capital schemes on the scale that was planned.

- 12.9 The overall Shared Service outturn for Cheshire West and Chester of £569k overspend, relates primarily to the ICT position which is partially offset by a number of underspends within other Shared Services.

13 Moving Forward

- 13.1 All long term Shared Service Business Plans have recently been reviewed by Service Managers to ensure that they continue to meet the needs of the Cheshire East and Cheshire West and Chester Councils. This has been particularly important in terms of responding to the requirements of the latest Comprehensive Spending Review and considering the impact on service delivery to clients.

- 13.2 Appendix 3 provides a summary of the revised Shared Service business activity for 2011-12 including:

- Area of focus
- Budget and efficiency targets
- High level risks and business continuity
- Impact of reviewed service delivery in other areas

Full copies of the review documentation will be made available at the meeting but points worth highlighting are:

- Requirement to re-contract CE and CWAC staff to new terms and conditions (HR and Finance)
- Continued roll out of Oracle capability (HR and Finance and ICT)
- Development of a more commercial approach and additional partners (HR and Finance, ICT and Occupational Health)
- Improved business processes and financial management and promoting Service Excellence (ICT)
- Reducing complexity in ICT infrastructure (ICT)
- Delivering strategic objectives arising from policy reviews of the Farms Estate
- Improving management response to emergency situations (Emergency Planning)
- Service reviews (Archives and Local Studies, Libraries Support)
- Co-location of Libraries Support Shared Service
- Developing a partnership agreement for Rural Touring Network
- Reducing youth offending and reoffending in the context of reduced resources.

- 13.3 Overall Shared Service efficiencies are set to deliver in excess of £1.5m in 2011-12 based on the budget challenge exercise undertaken late in 2010. However many managers have included a risk that these efficiencies may not be achieved due to several factors including: lack of compliance and engagement of clients, delays in review activity and failure to retain current customer bases where these exist. This situation will be the subject of a round-table discussion between Shared Service

Managers and JOB and monitored through regular financial reports throughout the year.

- 13.4 All long terms shared services have confirmed that business continuity plans are in place or will be before the end of 2011.

14 Access to Information

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

Officer: Lisa Quinn, Borough Treasurer & Head of Assets – Cheshire East Council

Julie Gill, Director of Resources – Cheshire West & Chester Council

Tel No: 01270 686628 / 01244 977830

Email: lisa.quinn@cheshireeast.gov.uk / Julie.gill@cheshirewestandchester.gov.uk

Background Documents:

Documents are available for inspection at:

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

Cheshire West and Chester Executive Report – Joint Liaison Committee Recommendations: Caretaker and Nominated Councils; Shared Services: Service Delivery Option; Shared Back Office Services – 15th October 2009

Cheshire East Cabinet Report – Shared Services – 3rd March 2009

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

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

Cheshire Shared Services Joint Committee Report – 10th June 2009

Cheshire Shared Services Joint Committee Report – 13th July 2009

Cheshire Shared Services Joint Committee Report – 3rd September 2009

Cheshire Shared Services Joint Committee Report – 30th September 2009

Cheshire Shared Services Joint Committee Report – 26th October 2009

Cheshire Shared Services Joint Committee Report – 26th November 2009

Cheshire Shared Services Joint Committee Report – 3rd February 2010

Cheshire Shared Services Joint Committee Report – 12th March 2010

Cheshire Shared Services Joint Committee Report – 31st March 2010

Cheshire Shared Services Joint Committee Report – 28th May 2010

Cheshire Shared Services Joint Committee Report – 16th July 2010

Cheshire Shared Services Joint Committee Report – 17th September 2010

Cheshire Shared Services Joint Committee Report – 29 October 2010

Cheshire Shared Services Joint Committee Report – 26 November 2010

Cheshire Shared Services Joint Committee Report – 25th February 2011

Cheshire Shared Services Joint Committee Report- 18th March 2011

Documents are available for inspection at:

Cheshire East Democratic Services

Westfields

Middlewich Road

Sandbach

CW11 1HZ

or:

Cheshire West & Chester Democratic Services

HQ Building,

Nicholas Street,

Chester,

CH1 2NP

SHARED SERVICE PERFORMANCE REPORT 20010-11: SUMMARY

This summary of performance considers both qualitative and quantitative performance in terms of the shared services achievements and performance against national and local indicators as outlined in the Business Plans 2010-10. The RAG rating (Red / Amber / Green) is a judgement based on the combined performance of both elements.

SERVICE			Overall rating
A01a	HR and Finance	Overall good service delivery against objectives evidenced by strong performance against the majority of key indicators however some deterioration is evident due to Oracle R12 upgrade which impacted on the services ability to efficiently process purchase orders. Financial outturn delivered a small under spend.	G
A01b	ICT Shared Service	A new Service Manager was recruited in November 2010 and the latter part of the year has been focused on developing and improving service delivery. The performance management framework has been revised and this is now underpinned by a comprehensive Quality of Service report produced each month. This now needs to mature to provide reassurance to clients that performance standards are being met but early indications are that the majority of these are on target. Financial outturn shows a significant overspend but it is anticipated that a zero based budget exercise will provide the basis for more robust financial management moving forward. Despite some high profile issues the Service has continued to deliver to its stated objectives.	A
A03	Farms Estate	Overall good service delivery against objectives evidenced by strong performance against key indicators particularly those related to income and expenditure as evidenced by the financial outturn.	G
A04	Emergency Planning	Overall good service delivery against objectives evidenced by strong performance against key indicators. However further analysis around the awareness of Civil Protection arrangements is required to inform future working. A positive financial outturn has been achieved primarily through vacancy management.	G
A05	Occupational Health	No performance data was collected due to delay in implementing data collection software which is one of the reasons for a positive financial outturn. Action is underway to address this issue and it is anticipated that the system will be in place by September 2011.	
A06	Archives	Overall good service delivery evidenced by external accreditation however this does suggest some deterioration due to ongoing accommodation issues. It is anticipated that this will be addressed via a Member working group to be convened in summer 2011. The financial outturn shows a positive position.	G
A08	Libraries Specialist Support	Overall mixed performance against a set of radically revised indicators however in some areas performance has been maintained despite reduced funding. A key issue is the co-location of the service which it is anticipated will improve overall service delivery and performance. It is anticipated that this will be achieved in 2011-12. The negative financial outturn results from initial budget disaggregation.	A
A14	Rural Touring Network	Overall good service delivery against objectives evidenced by high audience ratings at the majority of rural touring venues. Additional grants from the Arts Council has delivered a budget under spend.	G
B29	Youth Offending Service	Overall mixed performance against objectives but with evidence of improvement in key areas e.g. recidivism, custody and first time entrants to the Youth Justice system. The positive financial outturn has largely been achieved via vacancy management measures.	A

The following tables provide a more detailed view of performance in each of the featured shared services. These include an indication of the general direction of travel as outlined below:

- ↑ Improved performance on previous year and / or target achieved for year
- ↔ Static Performance or baseline set for future performance
- ↓ Deteriorating performance on previous year and / or target not achieved for year

A01a HR AND FINANCE

Overall Rating:



Service Manager: Vanessa Coates

The HR & Finance Shared Service provides transactional 'back office' services to Cheshire West and Chester ("CWAC") and Cheshire East ("CE") Councils (key clients) and also a range of external customers.

Key Achievements 2010-11

The Service has now been running for two years. During the last year we have continued to deliver our day to day services to agreed service levels and carried out a range of changes which affect both the Shared Service and our key clients. These changes include:

- Implemented Oracle upgrade to R12 version to improve operating efficiency and have supported :
 - new HR policies e.g. absence and performance
 - OLM and OPM (Training and performance packages)
 - Dashboard implemented to tiers 4 and 5 of both organisations including self service for all changes
 - i-expenses development
 - Oracle on-line learning tool - UPK
- Supported clients to manage a further round of Voluntary Redundancies and facilitated a range of TUPE transfers to ensure the transition of accurate personal information
- Introduced more rigorous VAT processes
- Support of Cheshire East merge of Revenues and Benefits into one system
- Converted all weekly pay to monthly pay
- Piloted electronic filing
- Increased CRB electronic bulk processing from 30% to 91% of applications?
- Developed an Academy business model to retained existing and secure new business
- Implemented Northgate Paris income reconciliation system
- Introduction of i-supplier
- Introduced "Quick Invoicing" to all High Schools and some Primary Schools
- Extended and improved helpdesk facilities
- Moved accommodation to co-locate with other shared services

Outturn Budget Position: £27,879 under spend

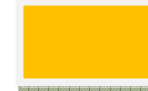
Key Indicators

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
HR& F1a	Recruitment: Advertising on-line completed promptly following the completion of the Vacancy Management Pack	100% in 24 hours	100%	100%	-	↔	100%	100%	
HR& F1b	Recruitment: Shortlisting files provided for each post following the close of advertising	85%	100% in 1 Day	100%	-	↔	100%	100%	
HR& F2a	Pre-employment checks - Creation, checking and signing CRB (front end administration)	100%	100% in 1 Day	100%	-	↔	100%	100%	
HR& F2b	Pre-employment checks - Checks are carried out effectively within timescales for each applicable post	100%	100% Average 2 to 3 weeks	100%	-	↔	100%	100%	
HR& F3a	Contracts: Provision of initial contract of employment for each new member of staff	100%	100% in 4 days	100%	-	↔	100%	100%	
HR& F3b	Contracts: Updates to be performed for each notification	100%	100% in 4 days	100%	-	↔	100%	100%	
HR& F3c	Contracts: Termination letters to be provided promptly	100%	100% in 4 days	100%	-	↔	100%	100%	
HR& F4	Workforce Information: Absence information to Government Standards will be provided to a given schedule	100%	100%	100%	-	↔	100%	100%	

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
HR& F5a	Payroll: All employees paid to schedule once information received	100%	100%	100%	-	↔	100%	100%	
HR& F5b	Payroll: Minimum error rate caused by Service	0.02%	0.02%	0.02%	-	↔			
HR& F5c	Payroll: Paying over of all deductions carried out to a set schedule	100%	100%	100%	-	↔	100%	100%	
HR& F6	Systems Maintenance and Development: Statutory deductions applied on time	100%	100%	100%	-	↔	100%	100%	
HR& F6b	Systems Maintenance and Development: Data fully protected with no breaches of security	100%	100%	100%	-	↔	100%	100%	
HR& F7	Purchasing: All approved electronic requisitions converted to purchase orders and despatched to employers promptly	100%	100% in 1 day	95%	-5%	↓	100%	100%	R12 issues where PO that were sent by email were not all going out. This issue was for 8 weeks and has now been resolved
HR& F8	Creditors: All purchase order invoices scanned and keyed promptly. Correctly received and promptly receipted invoices paid within the creditors agreed terms of trade	100%	100% in 3 days	95%	-5%	↓	100%	100%	R12 down time and other issues relating to payment runs and terms causing delays in payments.
HR& F9	Income: Processed promptly from receipt of correct instruction	100%	100% in 2 days	100%	-	↔	100%	100%	
HR& F10	Remittance Advices: Despatched to employees, creditors and debtors promptly following the transaction	100%	100% Same day as payment	100%	-	↔	100%	100%	

A01b ICT SHARED SERVICE

Overall Rating:



Service Manager: John Callan

The main purpose of the ICT Shared Service is to develop, operate and progress towards delivering a cost-effective, quality and efficient ICT service, supporting cost reduction through the introduction of lower cost technology whilst enabling each authority to pursue their transformation agendas and introduce fundamental business change. This will be achieved by building a strong and stable ICT Shared Service which provides a flexible organisation by creating a professional, client focussed and efficient team.

Key Achievements

Contractual service levels met

Delivery of an extensive work joint programme including: Oracle and telephony upgrades; the “harnessing technology” programme for Schools; improved system security and network routing; decommissioned legacy web sites and data centres, and; supported local elections

In Cheshire East the Service has: supported implementation of rolling accommodation strategy; implemented new Revenue and Benefits and Planning systems, commenced work on the Macclesfield Data Centre and the implementation of a new CRM program to improve customer services

In Cheshire West and Chester the Service has: Supported the council’s Customers First programme, implemented the IDOX Uniform system; implemented a mobile parking enforcement system and a room booking system, improved telephony and implemented a web-cast system for Council meetings.

The Services work with external partners has delivered extended server hosting in Kelly House data centre for Warrington BC, shared internet services for Cheshire Fire and Rescue and improved network connectivity and ICT services to parish councils.

Improved focus on service quality by improving approaches to risk management, strengthening major incident response, restructuring Service Helpdesk and improving reporting. The Service retained ISO 9000 quality standard and Schools Information Management System (SIMS).

Instigated a software licensing audit to avoid significant associated costs of more than £1 million

Undertaken a zero based budget exercise to ensure more accurate financial management and reporting

Outturn Budget Position: £2,263, 356 overspend

Key Indicators

The ICT Shared Services performance management framework (PMF) has been radically revised to provide a smaller but more appropriate range of measures to enable increased frequency of reporting to the Joint Officer Board and Members. Only high level indicators are reported in this document but these are underpinned by a more detailed “Quality of Service” performance reports produced on a monthly basis. Owing to the review of the PMF the amount of comparative data is limited although it is anticipated that this will improve as the framework matures. Work is currently underway to provide more meaningful benchmarking and customer satisfaction data.

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NEW ICTSS01	Service Desk Telephone Answer Service Level 80% in 20 seconds by the end of the 2010/11 year	New PI	80/20	83%		↔	80/20 excl abandoned calls	80/20 excl abandoned calls	Within SLA and consistently improving. As reported in March 11's QOS report. Across all Service Desk areas: Desktop, Schools, PARIS and Oracle areas. (This includes all calls including abandoned – ICTSS argues that abandoned calls should be excluded from this type of metric although abandoned call rate will continue to be reported).
ICTSS02 (formally 5.3a)	Ave. time for resolving an incident per category: Priority 1:- 4 hours	58%	95%	65%	-30%	↑	95%/4 hours (excluding allowable exceptions)	95%/4 hours (excluding allowable exceptions)	Improvement but target not achieved. Note that 95%/4 hours is a potentially unrealistic target where hardware rebuilds are required or a fix is dependent upon third party suppliers for which we have no formal SLAs. We will report separately on “allowable exceptions”.
ICTSS02a	Ave. time for resolving a service request per category: Priority 1:- 1 working day	New PI	95%	100%		↔	95%/1 working day	95%/1 working day	Within SLA

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
ICTSS03 (formally 5.3b)	Ave. time for resolving an incident per category: Priority 2:- 8 hours	69%	95%	82%	-13%	↑	95%/8 hours (excluding allowable exceptions)	95%/8 hours (excluding allowable exceptions)	Improvement but target not achieved. Note that 95%/8 hours is a potentially unrealistic target where hardware rebuilds are required or a fix is dependent upon third party suppliers for which we have no formal SLAs. We will report separately on “allowable exceptions”.
ICTSS03a	Ave. time for resolving a service request per category: Priority 2:- 5 working days	New PI	95%	97%		↔	95%/5 working days	95%/5 working days	Within SLA
NEW ICTSS04	% of priority 3 service desk calls resolved with 5 days (for all channels and assigned by 1 st line support) By Incidents and Service Requests	New PI	Inc: 95%/2 wk days S/R: 95%/20 wk days	Incidents: 81% Service Requests: 99%		↔	Inc: 95%/2 wk day S/R: 95%/20 wk days	90%/2 wk days 90%/20 wk days	Outside SLA for incidents, within SLA for service requests.
NEW ICTSS04a	% of priority 4 service desk calls resolved with 5 days (for all channels and assigned by 1 st line support) Incidents only	New PI	Inc: 75%/5 wk days	Incidents: 95%		↔	75%/5 wk days	75%/5 wk days	Within SLA.
ICTSS05 (formally 1.2.1)	% availability average <u>Core</u> WAN	99.99% (July09- Mar10)	99.0%	99.9%	-0.09%	↓	95%	95%	Within SLA.

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
ICTSS06 (formally 1.6)	Availability of Core Applications*	99.0%	99.0%	99.7%	0.7%	↑	98%	98%	Within SLA
NEW ICTSS07	% projects completed within agreed timescales	New PI	95%	81%		↔	95% (excl allowable exceptions)	95% (excl allowable exceptions)	Outside SLA. This measure includes those projects that have experienced delays due to external factors outside the control of the ICTSS e.g. External supplier availability. We will report separately on “allowable exceptions”.
NEW ICTSS08	% projects completed within agreed budget	New PI	95%	95%		↔	95%	95%	Within SLA.

A03 FARMS ESTATES

Overall Rating:



Service Manager: David Job

The Cheshire Farms Shared Service manages the farms estate portfolio of each authority with the express aim of providing opportunities for those wishing to take up farming on their own account. With the need for a vibrant agricultural industry to meet a range of the community's priorities including food security, stewardship of the environment and landscape, this remains its core purpose today and the brief continues to expand broadening its benefit across the wider community.

Key Achievements

- Rent Reviews** - Completed in respect of 22 farms (13 CEBC & 9 CW&CBC) increasing average rent by 6.46% & 8.34% respectively providing an uplift of gross annual revenue by £18,758.
- Disposals** – Sales completed in respect of 4 properties for CEBC producing £1.61 million gross receipts with an additional 1 on the market and 5 further properties brought forward and approved for sale. 3 properties sold from the CW&CBC portfolio generating £854,420 in receipts.
- Tenancies** – CW&CBC - One equipped farm tenancy end and re-letting completed in year.
- 12 Short term tenancies and contract farming agreements completed accounting for approx 250 acres land.
 - 22 Short term tenancies and contract farming agreements for other non farms estate completed accounting for approx 570 acres land.
- CEBC
- Two equipped farm end of tenancies in year.
 - 7 Short term tenancies and contract farming agreements completed accounting for 163 acres land.
 - 14 Short term tenancies and contract farming agreements for other non farms estate completed accounting for approx 860 acres land.
- Financial** – The farms estate outturn exceeded budget for both authorities and was reflected in responding to the budget challenge sessions in which significant additional revenue savings were promoted for 2011/12 and ongoing.
- Organizational** - The team successfully moved office in January 2011 from Richard House to Goldsmith House.
- Policy Review** – Reviews have been commissioned by the Overview & Scrutiny Committees of each authority, reports have been submitted where required; with further work to be reported back to each Committee to enable conclusions to be reached.

Outturn Budget Position: £279,760 underspend

Key Indicators

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
FE/01	Revenue Income Generation								
	Cheshire East	£661,266	£552,639	£632,587	14.46%	↑	£675,490		
	Cheshire West and Chester	£599,016	£517,202	£559,227	60.69%	↑	£394,629		
FE/02a	In Year Debt Recovery								
	Total income	£1,260,282		£1,201,579	33.41%	↑	£1,070,119		
	In Year Debtors	£20,288		£6,308	53.30%	↑	<£16,052		
FE/02b	% in year debt to total income	1.61%	1.50%	0.52%	65.79%	↑	1.50%	1.50%	
FE/02c	Total Debtors outstanding	£110,792	£110,000	£95,821	12.89%	↑	£110,000	£110,000	
FE/03	Capital Reciepts								
	Cheshire East	0	£1,210,000	£1,608,000	32.89%	↑	£2,000,000	£2,000,000	
	Cheshire West and Chester	£1,500	TBC	£854,420			£500,000	TBC	
FE/04	Capital Expenditure								
	Cheshire East	£25,237	£304,000	£59,668	80.37%		£304,000	£303,000	
	Cheshire West and Chester	£28,936	£400,000	£5,186	99.40%		TBC	TBC	
FE/05	Vacancy Rate								
	Cheshire East	6	Less than 10	5			Less than 10	Less than 10	
	Cheshire West and Chester	6	Less than 10	4			Less than 10	Less than 10	
	Total	12	10	9	1	↑	<20	<20	
FE/06	Net return on investment								
	Asset Value		£11,428,807	£12,859,004		↑			
	Net Income	£541,761		£580,588		↑			
	Net return	4.74%	4.68%	4.52%	0.06%	↓	4.68%	4.68%	
FE/07	Customer satisfaction								Deferred pending agreement of policy reviews.

A04 EMERGENCY PLANNING

Overall Rating:



Service Manager Chris Samuel

The overarching aim of the Shared Emergency Planning 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.

Key Achievements

- Co-ordinated an effective authority response to 25 Serious and 3 Major Incidents on behalf of Cheshire West and Chester Council, and Cheshire East Council. This included the Chester Enterprise Centre Fire (December 2010), Severe Winter Weather Incident (December 2010) and the Wilmslow Explosion (March 2011).
- Increased levels of emergency response readiness and awareness amongst Senior Managers through continued implementation of an Emergency Management Training & Exercise Programme. Over 150 Senior Managers across both authorities have now completed their first EM module, 77 managers their Emergency Rest Centre Manager training, and 84 volunteers their Incident Support Staff training. Consequently both authorities' ability to respond effectively to future major emergencies has been enhanced.
- Increased levels of emergency preparedness across both authorities generally through ensuring all generic and subject specific plans are updated, live testing of Main and Standby Emergency Control Centres, and regular liaison and awareness raising with key stakeholders.
- Multi-agency Flood Response Plans were designed for both authorities and tested successfully during the National Exercise 'Watermark' in March 2011.
- Revision and issue of 7 statutory COMAH Off-Site Emergency Plans for sites including the Shell Stanlow Oil Refinery (Ellesmere Port) and BAE Systems (Radway Green).
- Designed and co-ordinated 8 multi-agency COMAH exercises for sites including United Utilities (Chester) and EDF (Middlewich).
- Led co-ordination of Cheshire East Council task group implementing the Flood & Water Management Act (2010).
- Led a multi-agency project to design and distribute Emergency Pocket Leaflets to the Cheshire public. Launched in November 2010, the leaflet has been placed in a wide range of local authority and health establishments and has received excellent feedback thus far.
- Designed and rolled-out a pilot Community Resilience project across Cheshire East using the Local Area Partnership network as the launch platform. This includes Community Resilience Plan templates and advice to Parish and Town Councils, as well as an overarching CEC Community Assistance Plan. The latter also contains a Vulnerable Persons Identification Strategy. This is due to be rolled out in CWaC over 2011-13.
- Continued to participate in and co-ordinate a number of Cheshire Local Resilience Forum (LRF) projects, planning, training and exercises including the LRF Training Day (June 2010), LRF Resilient Telecommunications Plan (March 2011), Emergency Pocket Leaflet campaign, and the chairing of 5 Task Groups.

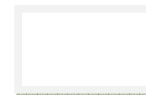
Outturn Budget Position: £58,191 underspend

Key Indicators

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NI37	Awareness of civil protection arrangements in the local area: Overall	No Survey	17%	24.5%	7.5%	↑	TBC with partners	TBC with partners	This KPI has had mixed results in 2011-12. Interestingly, both surveys took place prior to the launch of the LRF Emergency Pocket Leaflet, so we would hope to see improved results in future surveys. The LRF Warning & Informing Task Group will be analysing these results and looking to incorporate any lessons learnt into future projects and surveys.
	Cheshire East	No survey	17%	11.0%	- 6%	↓	17%	23%	
	Cheshire West	No Survey	17%	38%	11%	↑	TBC	TBC	
EP01	Statutory plans delivered within agreed timescales	100%	100%	100%		↔	100%	100%	
EP02	Statutory exercises carried out within agreed timescales	92%	100%	100%		↔	100%	100%	
EP03	Ensure council representation at required multi-agency meetings / events / projects	100%	100%	100%		↔	100%	100%	
EP04	Seek views from partner agencies on councils' support of Local Resilience Forum activities and projects	0%	100%	100%		↔	tbd	tbd	

A05 OCCUPATIONAL HEALTH

Overall Rating:



Service Manager Eric Burt

The Occupational Health Unit (OHU) was established by Cheshire County Council to provide an occupational health service to the County Council. The Unit subsequently provided an occupational health service to external customers which generated an income for the County Council. Since Local Government Review the unit has continued to supply occupational health services to Cheshire East (CE) and Cheshire West and Chester (CWaC) Councils under a shared service agreement.

Key Achievements

- Staffing restructure complete
- OHU base moved from Nexus House to Goldsmith House
- Occupational health services provided to Cheshire East / Cheshire West and Chester Councils within budget

Key Indicators

Due to delays in implementing the E-OPUS electronic record system it has not been possible to collect the data to inform the key indicators. It is anticipated that this system will be in place by September 2011. Measures will also be introduced to inform client satisfaction with the service.

Outturn Budget Position: £115,140 under spend

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
OH/01	Pre-employment questionnaires will be returned within 2 working days unless further investigation is required	Not Reported	Not Set	Not Collected			Baseline to be set		The delayed implementation of the electronic medical records system means that it has not been possible to collect this data.
OH/02	Referred employees will be advised within 5 working days by telephone of an appropriate appointment	Not Reported	Not Set	Not Collected			Baseline to be set		As above
OH/03	Written reports submitted to managers within 48 hours of consultation subject to the need for further medical information	Not Reported	Not Set	Not Collected			Baseline to be set		As above

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
OH/04	All information in medical reports will be specific in order for managers to make decisions about employees particularly in cases of sickness absense	Not Reported	Not Set	Not Collected			Baseline to be set		To be measured by Satisfaction survey and monitored by User Group however survey not undertaken?
OH/05	Helpline enquiries will be responded to by the end of the next working day following their receipt	Not Reported	Not Set	Not Collected			Baseline to be set		To be measured by Satisfaction survey and monitored by User Group. As above

A06 ARCHIVES

Overall Rating:



Service Manager Jonathan Pepler

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 Cheshire East and Cheshire West and Chester 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.”

Key Achievements

- Completion of procurement process to find commercial partner for licensing online images
- Establishment of service microsite
- Joint Committee proposal for member/officer working group to look at long-term development of service
- Use of St Olaves Church secured for short-term accommodation of records from County Hall basement
- Review of future provision of paper records management begun in CW&C

Outturn Budget Position: £9,423 under spend

Key Indicators

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
ALS001	Quality of Customer Satisfaction	Charter mark retained	N/A	N/A	-	↔	Retained	N/A	CSE inspection completed in April 2011; standard maintained
ALS002	National Archives Self Assessment (1 - 4 star rating)	No assessment	3 star	3 star	-	↔			Given accessibility and sustainability issues with the service's current accommodation it will not be possible to meet the criteria to achieve a 4 star rating.

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
ALS003	National Council on Archives Public Service quality Group survey of visitors	100%	100% good or very good overall rating	97%	-3%	↓	100%	100%	The biggest downward shift was on Visitor facilities, where the good or very good score fell from 89% to 70%. This is partly a general reflection on the building's failure to meet visitor expectations, and partly from the removal of tea/coffee facilities in the course of the year owing to the significant loss we were making on the service. No-one rated the service overall as poor or very poor.
ALS004	Net expenditure per 1000 population	£628	Lowest quartile	see comments	-	↑	lowest quartile	lowest quartile	2006-07 £593 – 35 th out of 41 2009-10 actuals: Cheshire £628 per '000, national average for non-metropolitan areas £1199. Cheshire 40 th out of 44. 2010-11 figures will not be available until the autumn.
ALS006	Increase in use of online resources as measured in website visits	N/A			-		Establish Baseline	TBC	The licensing agreement was signed in February 2011 and it is anticipated that the site will be available from September 2011 from which activity data collection will commence.
ALS005	SLA with Halton and Warrington Borough Councils	As is	As is	Maintained	-	↔	Renew	Maintain	SLA with Halton due for review in June 2011; Halton is pressing for a substantial reduction in their contribution to the SLA

A08 LIBRARIES SUPPORT SERVICES

Overall Rating:



Service Manager Sue Eddison

Libraries Shared Services (LSS) comprises specialist and business support functions to support libraries and customers in Cheshire East and Cheshire West & Chester Councils. Its aim is to provide cost-effective and efficient services for our clients and to drive and support innovations in the service.

Key Achievements

- Co-location Project. A suitable premises has been located on Hartford Way in Chester and capital funding secured from CWAC and CE to relocate the teams from Bibliographical Services at Hoole Road, LINC Team at Ellesmere Port Library and Picow Farm Bookstore.
- Process efficiencies. New work practices have been introduced, whilst other changes are ongoing. Rationalisation of the Interlending electronic system has resulted in the being able to cancel one subscription. Combining cataloguing and Interlending resources has also enabled us to drop a bibliographical subscription.
- EDI Invoicing is operational with our main suppliers. It is working well, enabling faster turnaround of new stock and should reduce the possibility of backlogs at busy periods.
- Text messaging. This service was launched in May 2010. Borrowers can choose to have a text message notifying them that their reservation is ready for collection or that they have overdue items. This has been enthusiastically received by the library users and 3,465 text messages were sent in 2010-11, starting with 50 in May 2010 rising to 463 in March 2011.
- Rationalisation of Picow Farm Bookstore. Considerable work has been undertaken at Picow Farm to reduce the stock prior to relocation. This project is on-going.
- Bookstart. 7,912 baby packs were gifted to babies, 8086 packs to toddlers and 9,087 Treasure Chests to pre-school children in CWAC and CE, representing 100% of the target population. Particular success has been achieved in the hard to reach groups where the greatest impact in literacy levels can be made. The Team has worked with the traveller community, at Styal Prison, teenage parents groups and at a women's refuge.
- The Business Information Service has seen an increase of the use of its services by other departments within Cheshire West and Chester Council, including Planning and Property Services.
- The Education Library Service has maintained a high level of buy back with 88.5% of Cheshire schools continuing to use its services. ELS has rationalised its pricing structure for Warrington Schools to bring it in line with that on offer to Cheshire establishments

Outturn Budget Position: £37,442 overspend

Key Indicators

The Libraries Shared Services performance management framework (PMF) has been radically revised to provide a smaller but more appropriate range of measures to enable increased frequency of reporting to the Joint Officer Board and Members. . Owing to the review of the PMF the amount of comparative data is limited although it is anticipated that this will improve as the framework matures.

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NEW:N19	Use of public libraries:Overall		54%						NI9 was evaluated by Sport England following a telephone survey. This is no longer used and a more accurate figure would be the number of active users (members who have used the library in the past twelve months) expressed as a proportion of the population. Mechanisms will be put in place to collect and report data
	CWAC	50.7%		24.8%	-25.9%	↓	2% increase		
	CE	53.1%	+1%	21.9%	-31.2%	↓	2% increase		
CPA 11c	Books, electronic and other acquisitions by libraries - time taken to replenish the stock on open access or available for loan								Despite reduced book funding the service has managed to maintain the turn-around on replenishing stock and therefore there has been no deterioration in performance
	CWAC	5.73 years	0% Change	0% Change		↔			
	CE	5.18 years	0% Change	0% Change		↔			

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NEW: NI 139	Support for older people – Books on Wheels: Overall:	N/R	10% increase in clients				5% increase in clients		This is a new indicator to measure independent living captured by the Place Survey. The LSS provide the Books on Wheels which has been promoted on the CWAC and CE websites and more prominence given to it on the homepage. However the target was not met so a more targeted approach needs to be used this year, via Social Care, Carers' Groups and advertising directly to potential clients. The data provided for 2011-12 provides actual number of recipients of the service.
	CWAC	35.7%	299	275	-24	↓	288		
	CE	31%	247	224	-23	↓	235		
LPI 01	Increase issues per 1000 population: CE		+ 1%	-1%	-2%	↓	+ 1%		Comparative figures are not yet available for peer authorities but from previous years' data Cheshire's issue figures have been good and the rate of decline has been slowed.
	CWAC		+ 1%	-0.6%	-0.4%	↓	+ 1%		
NEW: NI72 & 92	Linked to delivery of Early Years Foundation Stage 1: Overall			100% reached		↔	100% reached		All packs were gifted to eligible babies, toddlers and pre-school children. Problems over the funding for 2011-12 has not yet been resolved so our ability of deliver the programme for 2011-12 is uncertain.
	Bookstart packs delivered to children at Stage 1 (new births in year) as percentage of total new births	7581	100% reached	100% reached (7912)		↑	None set	None set	
	Bookstart packs delivered to children at Stage 2 (1 - 2 year olds) as percentage of total 1-2 year olds	7522	100% reached	100% reached (8086)		↑	None set	None set	

A14 RURAL TOURING NETWORK

Overall Rating:



Service Manager

Cheshire's Rural Touring Arts 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.

Key Achievements

- Successful funding bid from Arts Council England to support the CRTA as a National Portfolio organization for 2012-2015 (In partnership with Spot on, Lancashire Rural Touring Scheme).
- Completion of Mini Network early years projects.
- Maintained or increased audience numbers at the majority of rural touring venues, with continued high approval ratings for performances from audiences.
- CRTA website went live.

Outturn Budget Position: £9,352 under spend

Key Indicators

REF	INDICATOR	2009-10 ACTUAL	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
RTN/01	% audience from within 10 mile radius	79%	80%	81%		↑	80%	80%	The figures combine autumn season 2010 and spring season 2011
RTN/02	% audience rating shows good or excellent	94%	95%	94%		↔	90%	90%	The figures combine autumn season 2010 and spring season 2011. We are pleased to have maintained performance from the previous year.
RTN/03	% audience rating shows as excellent value for money	72%	75%	82%		↑	75%	75%	The figures combine autumn season 2010 and spring season 2011

B29 YOUTH OFFENDING SERVICE

Overall Rating:



Service Manager Penny Sharland

The Youth Offending Service (YOS) is a multi agency partnership organisation with the aim of preventing offending and reoffending by young people aged 10 – 17. Its remit is to prevent young people from becoming offenders and run a programme of targeted prevention across west and east Cheshire.

Key Achievements

- Lowest levels of youth recidivism since LGR
- Lowest levels of custody use since LGR
- High levels of reduction in first time entrants to the youth criminal justice system
- Highest scores amongst all partners in the recent Section 11 Safeguarding Audit conducted by LSCBs East and West
- Maintenance of essential youth criminal justice services whilst managing Local Authority budget reductions of 19% (West) and 18% (East)
- Reductions in sickness absence, together with only one disciplinary proceeding during the year

Outturn Budget Position: £166,158 under spend

REF	INDICATOR	ACTUAL BASELINES	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NI 111	First time entrants to the youth justice system aged 10-17	1075 (2007-08)	6% reduction over three years	417		↑	6% reduction over three years		Performance on first time entrants (FTE) continues to show significant improvement beyond the projected rate and target. This means the YOS can concentrate its resources on those most likely to return as repeat offenders and better manage their risks and vulnerabilities to reduce their offending.

REF	INDICATOR	ACTUAL BASELINES	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NI 19	Rate of proven reoffending by young people in the youth justice system Overall	35.7% (2005 baseline)		39.0% (see comments)	3.0%	↓	8% reduction		Overall the percentage of young people reoffending after 9 months compared to the baseline cohort is higher, although the frequency rate of offences is less. The reason for the three month delay allows a period for young people to be sentenced at Court. Hence, the annual figure is returned in July 11.
	Cheshire East	40.9% (2005 baseline)		42.7% (see comments)	2.7%	↓			
	Cheshire West	30.0% (2005 baseline)		36.0% (see comments)	6.0%	↓			
NI 43	Young people receiving a conviction in court who are sentenced to custody	5.0%		3.8%	1.2%	↑	3%		This data shows a very promising picture and it is anticipated that CYOS will show a marked improvement and an important step forward in managing young people in the community against the comparator group when the data is made available later in the year.
	Cheshire East	5.00%		5%	-	↔			
	Cheshire West	5.00%		2.8%	-	↑			
NI 45	Engagement in education, training and employment by young people who offend	69.0% (2007-08 baseline)	66%	58.1%	10.9%	↓			This indicators reflects a continuing decline in performance since the baseline period. This has been raised as an area for concern with the Youth Justice Management Board (YJMB) who have tasked CYOS to undertake work to understand and improve the performance for this indicator.
	Cheshire East	n/a		61.5%					
	Cheshire West	n/a		55.0%					

REF	INDICATOR	ACTUAL BASELINES	2010-11 TARGET	2010-11 ACTUAL	VARIANCE	DIRECTION OF TRAVEL	2011-12 TARGET	2012-13 TARGET	COMMENTS
NI 46	Access to suitable accommodation for young people in the youth justice system	98.90%		98.2%		↓	100%		This information demonstrates considerable challenges for young people accessing suitable accommodation across Cheshire. A picture of ongoing use of Bed and Breakfast, inability of case managers to access suitable accommodation for custody leavers and complications in the responsibilities of Housing and Social Care as to who is responsible have all contributed to the poor showing in this area. New Protocols between Social Care and Housing, together with newly appointed YOS accommodation workers East and West, and newly enacted legislation on those leaving custody should improve matters in 2011-12.
	Cheshire East	n/a		96.6%					
	Cheshire West	n/a		99.6%					

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Shared Service	Host	Final Outturn position 2010-11			Total Budget	Total Variance		EAST COST SHARE + VARIANCE										WEST COST SHARE + VARIANCE									
		EAST Actuals	WEST Actuals	Total net cost				2010-11		U / O	East Share of Cost		Budget	Variance	U / O	East Outturn Explanation	West Share of Cost		Budget	Variance	U / O	West Outturn Explanation					
£	£	£	£	£	£	£	£	%	£	£	£	%	£	%	£	£	£	£									
HR & Finance	CWAC	1,167,600	1,873,656	3,041,256	3,069,135	-27,879	U	1,520,628	50%	1,469,135	51,493	O	The overspend is expected and planned and reflects the current position with regard to CE's budget for this service being less than the business plan budget. Costs have reduced from last year but not to the level required over the long term.	1,520,628	50%	1,600,000	-79,372	U	Target staffing levels have been achieved sooner than was anticipated, this has resulted in a small underspend against the business plan budget.								
ICT	CWAC	-1,368,258	11,723,792	10,355,534	8,092,178	2,263,356	O	4,922,746	-	3,592,178	1,330,568	O	There has been significant under recovery of revenue costs against capital projects due to a lower level of delivery than forecast which has been worsened by an overspend against contractor costs.	5,432,789	-	4,500,000	932,789	O	There has been a significant under recovery of revenue costs against capital projects due to a lower level of delivery than forecast which has been worsened by an overspend against contractor costs								
Farms Estate	CE	-661,815	81,231	-580,584	-300,824	-279,760	U	-299,535	-	-73,385	-226,150	U	The outturn is consistent with conclusions reached in the budget challenge process which were that the budgets needed to be reviewed and further saving targets included. Rent reviews over the last 12 - 18 months have meant increased income levels and having fewer properties in the Estate has led to reduced expenditure.	-281,049	-	-227,439	-53,610	U	The outturn is consistent with conclusions reached in the budget challenge process which were that the budgets needed to be reviewed and further saving targets included. Rent reviews over the last 12 - 18 months have meant increased income levels and having fewer properties in the Estate has led to reduced expenditure.								
Civil Protection (Emergency Planning)	CWAC	124,744	252,925	377,669	435,860	-58,191	U	188,835	50%	214,860	-26,025	U	The favourable variance is attributable to vacant posts that have existed during the year	188,835	50%	221,000	-32,165	U	The favourable variance is attributable to vacant posts that have existed during the year								
Occupational Health	CWAC	44,238	46,773	91,011	206,151	-115,140	U	45,505	50%	97,838	-52,333	U	The underspend is attributable to reprofiling of implementation of new EOPAS system and a number of vacant posts that have existed during the year.	45,505	50%	108,313	-62,808	U	The underspend is attributable to reprofiling of implementation of new EOPAS system and a number of vacant posts that have existed during the year.								
Archives	CWAC	205,895	328,125	534,020	543,443	-9,423	U	267,010	50%	261,418	5,592	O	Higher than anticipated direct expenditure relating to supplies and services	267,010	50%	282,025	-15,015	U	Underspend mostly due to income over achievement								
Libraries	CWAC	262,143	713,360	975,503	938,061	37,442	O	487,751	50%	426,965	60,786	O	The variance of the libraries shared services results from budget disaggregation, cost apportionment issues and general charging assumptions. Given closure of accounts deadlines these were unable to be resolved during 2010.11	487,751	50%	511,096	-23,345	U	Explanation of variance missing								
Emergency Duty Team	CWAC	382,270	424,539	806,809	776,694	30,115	O	419,541	52%	405,135	14,406	O	The overspend is due to higher overtime costs to deal with emergencies and higher costs of team manager post as covered by an agency worker (increase in EDT hours)	387,268	48%	371,559	15,709	O	Higher overtime costs to deal with emergencies and higher costs of team manager post as covered by an agency worker								
International Unit	CE	31,700	0	31,700	162,560	-130,860	U	15,851	50%	81,280	-65,429	U	This Shared Service is closing down - only residual costs (for accommodation and staffing) have been incurred resulting in the favourable position.	15,850	50%	81,280	-65,430	U	This Shared Service is closing down - only residual costs (for accommodation and staffing) have been incurred resulting in the favourable position.								
Rural Touring Network	CWAC	0	21,848	21,848	31,200	-9,352	U	15,600	-	15,600	0	-	Balanced budget. Fixed price agreed with CWAC regardless of CWAC expenditure	6,248	-	15,600	-9,352	U	Additional income received from the Arts Council has led to underspend								
Approved Mental Health Professional	CWAC	22,956	-22,956	0	0	0	-	0	50%	0	0	-	AMHP Shared Service is self financing so there is no budget and service is net to nil at Year End as expected.	0	50%	0	0	-	AMHP Shared Service is self financing so there is no budget and service is net to nil at Year End as expected.								
Autism Support	CWAC	121,593	208,426	330,019	359,488	-29,469	U	174,250	53%	136,678	37,572	O	The overall underspend for the project relates to £7K for staff salaries, and £23K for running costs. The £137K budget reflects the cost of East staff rather than the agreed share of total costs.	155,769	47%	222,810	-67,041	U	The overall underspend for the project relates to £7K for staff salaries and £23K for running costs. The £137K budget reflects the cost of East staff rather than the agreed share of total costs.								
Sensory Impaired Services	CWAC	54,567	56,145	110,712	120,000	-9,288	U	57,570	52%	60,000	-2,430	U	The small underspend on this relates to staff salaries as staff are not on penultimate SCP	53,142	48%	60,000	-6,858	U	The small underspend on this relates to staff salaries as staff are not on penultimate SCP								
Urban Traffic Control (UTC)	CWAC	347,476	485,279	832,754	865,087	-32,333	U	366,412	44%	350,565	15,847	O	Timing of traffic signal maintenance costs through maintenance contract	466,342	56%	514,522	-48,180	U	Underspend due to a reduction in UTC work due to time spent on re procurement of TC								
Highways Maintenance Contract	CWAC	85,637	43,856	129,492	167,571	-38,079	U	69,926	54%	125,620	-55,694	U	Staff time/costs spent on activity reduced due to secondment to highways re. procurement team	59,567	46%	41,951	17,616	O	Higher proportion of officer time spent on TCM than budgeted due to secondment in the East								
Integrated Transport Services																											
ITS Core	CWAC	3,097,936	5,705,990	8,803,926	8,539,649	264,277	O	3,097,936	-	2,747,334	350,602	O	This overspend is due to the fact that not all MTS savings on local bus services were realised. A decision has been made not to make the necessary bus cuts in 2010/11 to achieve the savings but to delay until 2011/12.	5,705,990	-	5,792,315	-86,325	U	The ITS core budget is reporting an underspend of £86k mainly as a result of savings made within Local Bus, due to the Route and Branch review and reduced bus shelter cleaning and maintenance costs								
ITS Home to School	CWAC	9,570,222	7,525,988	17,096,210	17,059,561	36,649	O	9,570,222	-	8,985,342	584,880	O	This overspend is due to increased activity mainly on SEN. Efficiency savings have been made in 2010-11 but there is still an overspend due to budget disaggregation.	7,525,988	-	8,074,219	-548,231	U	The ITS Home to School underspend of £548k is mainly due to a reduction in service provision through falling pupil numbers and efficiency savings								
ITS Adults and Older	CWAC	1,573,380	2,062,578	3,635,958	3,244,000	391,958	O	1,573,380	-	1,470,000	103,380	O	Although efficiency savings have been made in 2010-11, an overspend has occurred due to MTS savings being allocated to the budget and not being made.	2,062,578	-	1,774,000	288,578	O	The ITS Adults and Older service is reporting an overspend of £289k as although some efficiency savings have been made in 2010-11, there has been an increase in demand and still remains an underlying historic overspend								
ITS Looked after Children	CWAC	937,139	826,729	1,763,868	1,158,646	605,222	O	937,139	-	597,898	339,241	O	The overspend relates to additional requests for transport in 2010-11.	826,729	-	560,748	265,981	O	ITS Looked After Children again, although efficiency savings have been made in 2010-11 an overspend of £266k has occurred due to an increase in demand and an underlying historic overspend.								
TOTAL ITS	CWAC	15,178,677	16,121,285	31,299,962	30,001,856	1,298,106	O	15,178,677		13,800,574	1,378,103	O		16,121,285		16,201,282	-79,997	U									
Student Finance	CWAC	61,653	92,201	153,854	338,330	-184,476	U	76,927	50.0%	185,000	-108,073	U	Staffing for the student finance function has reduced during the year, finally migrating to the Student Loans Council (SLC) in January 2011, therefore there has been less activity than was originally planned against this budget resulting in the year end underspend against budget.	76,927	50.0%	153,330	-76,403	U	Staffing for the student finance function has reduced during the year finally migrating to the Student Loans Council (SLC) in January 2011 therefore there has been less activity than was originally planned against this budget resulting in the year end underspend against budget.								
CBS Supplies	CWAC	672,853	-159,970	512,884	-141,614	654,498	O	256,442	50%	-64,785	321,227	O	The overspend is principally attributable to minimal trading activity in Quarter 4 and redundancy costs resulting from closure of service on 31st March.	256,442	50%	-76,829	333,271	O	The overspend is principally attributable to minimal trading activity in Quarter 4 and redundancy costs resulting from closure of service on 31st March.								
Youth Offending Team	CE	28,372	1,058,243	1,086,615	1,252,773	-166,158	U	510,709	47%	567,225	-56,516	U	The Youth Offending Team is reporting a year end underspend of £166k. There was an agreed savings target of £60k agreed for both Cheshire East and the West. The underspend was achieved as a result of staff vacancies not being filled and utilisation of grant funding for staff costs.	575,906	53%	685,548	-109,642	U	The Youth Offending Team is reporting a year end underspend of £166k. There was an agreed savings target of £60k agreed for both Cheshire East and the West. The underspend was achieved as a result of staff vacancies not being filled and utilisation of grant funding for staff costs.								
TOTAL		16,762,300	33,348,757	50,111,057	46,917,949	3,193,108	O	24,274,844		21,651,901	2,622,943	O		25,836,214		25,266,048	570,166	U									

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A01a HR AND FINANCE SHARED SERVICE – BUSINESS PLAN REVIEW 2011-12

MANAGER: Vanessa Coates

Areas of Focus 2011-12

- Re-contracting of CE and CWAC staff to new terms and conditions
- Optimisation of electronic invoicing to achieve associated efficiencies (see below)
- Reduction in non compliance to drive out efficiencies (see below)
- Implementation of i-recruitment
- Retention of business particularly via re-engagement of new academies

Budget 2011-12 £3,064,862

BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target						
1 Business Plan target for 2010-11, focus manager self service and quick invoice roll outs	-200	0	0	-10	0	0
2 Implementation of electronic invoicing	0	-100	-100	0	-5	-5
3 Reduction of non compliant Invoices	0	-50	-50	0	-2	-2
4 Introduction of I-recruitment	0	0	-60	0	0	-3
5 Growth of maintaining OLM, OPM and UPK	30	0	0	1	0	0
Total	-170	-150	-210	-9	-7	-10
Shortfall (-) / Overachievement against savings target	-57	-77	-17			

High Level Risks

- Business savings not realised due to non compliance and lack of engagement by clients
- Failure to deliver broader client / partnership base thereby restricting further growth and potential efficiencies
- Reputational damage arising from lack of client focus on achieving HR and Finance Service objectives

A current Business Continuity Plan is in place.

Impact in Other Areas

A range of projects were undertaken last year the main one being the Oracle R12 upgrade, this project has been completed with some outstanding difficulties based around instability of the system and performance. These issues are impacting operationally and also developmentally. Operationally the cost of processing has increased due to extra processes and current slowness of the system requiring more staff to process the volumes daily. Developmentally due to the inability to focus on new projects whilst the system is still causing operational issues. This will eventually impact on the ability to make the required savings.

Areas of Focus 2011-12

- Improving business processes to deliver effective financial management based on full cost recovery supported by accurate time recording and cost allocation
- Working more closely with clients to understand demand and supply and the most appropriate means of meeting needs in a timely way underpinned by accurate service level statements and improved project and programme management
- Adapting a more commercial approach with ICT suppliers to reduce exposure on licensing and to drive out further efficiencies
- Reduce complexity and improve integration in the infrastructure to deliver simplification around applications, data and hardware (see below)
- Produce and communicate a timely essential maintenance plan to reduce unplanned service outages
- Improve incident management by standardising fault resolution workflows and improving first time fixes
- Service Excellence achieved via Improve employee performance, external benchmarking, quality accreditations and by actively seeking customer feedback (see below)
- Strengthen colleague performance management at all levels and identify capability gaps

Budget 2011-12 Subject to Zero Based Budget exercise (see below)

BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	666	666	667			
Turnover (1%)	84	0	0			
Performance Management	0	100	0		3	
Vacancy	120	0	0	4		
Contract	385	165	0			
Architecture simplification	0	250	250			
Review of Operating Model	0	150	150		5	5
Commodity Sourcing **	-50	50	0			
Total *	539	715	400	4	8	5
Shortfall (-) / Overachievement against savings target	-127	49	-267	N/A	N/A	N/A

** Further savings relating to commodity sourcing and Service Levels will be identified following benchmarking activity due to complete in August 2011. These savings will be phased in 2012/13 and 2013/14 and potentially impact our colleague numbers.

High Level Risks

- Ongoing support to legacy infrastructure resulting in increased complexity, cost and likelihood of failure
- Poor engagement with clients leading to inability to adequately resource demand
- Configuration management database deficient leading to reduced data collection and management
- Employee skills and abilities and overall resource do not meet customers demands resulting in reduced satisfaction
- Overall savings are brought forward in order to achieve authority affordability targets.

Business Continuity arrangements have been considered and a business continuity plan is currently being developed. Structures are in place for managing disaster recovery.

Impact in Other Areas

The completion of a Zero Based Budget (ZBB) exercise is a major step forward in the ongoing financial management of the ICT Shared Service. It has provided greater clarity on budget position moving into 2011-12 and will be used to track and review financial performance on a regular basis. It is anticipated that this greater financial awareness and the focus on improving business processes, performance management and delivery will help the ICT Shared Service to develop on a more secure footing over the forthcoming year. The ZBB is currently under review by both Finance teams in CE and CWAC in regards to its overall affordability and subsequent phasing of efficiency targets.

Areas of Focus 2011-12

- Achieve strategic structural estate objectives based on outcomes arising from (currently outstanding) policy reviews undertaken in CE and CWAC
- Respond to asset challenge and secure capital receipts
- Implement Corporate Landlord business model in relation to the host authority (CE)
- Continue to provide effective and efficient management of the Farms Estate portfolios

Budget 2011-12 -£469,392

	BUDGET CHALLENGES	Financial Impact			FTE Impact		
		2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
	Savings Target	-4.87	-4.87	-4.87			
CEBC 1	CEBC - Asset Management Service - Asset Challenge - (Farms Estate Base Budget Review)	-100.00	0.00	0.00	0	0	0
CEBC2	CEBC - Asset Management Service Budget- Asset Challenge - Farms Estate Reorganisation - Current Policy)	-22.00	-22.00	-22.00	0	0	0
	Total	-122.00	-22.00	-22.00	0	0	0
	Shortfall (-) / Overachievement against savings target	117.13	17.13	17.13			
CEBC 3	CEBC - Asset Challenge / Corporate Capital Receipts Programme (Farms Reorganisation - Indirect Revenue Implications from Disposals (N.B. Budget not held by Asset Management Service / Farms)	-68.00	-68.00	-68.00	0	0	0
	BUDGET CHALLENGES	Financial Impact			FTE Impact		
		2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
	Savings Target	-15.20	-15.20	-15.20			
CW&CBC 1	CW&CBC - Facilities & Asset Management Service - Farms Estate Base Budget Review	-47.00	0.00	0.00	0	0	0
	Total	-47.00	0.00	0.00	0	0	0
	Shortfall (-) / Overachievement against savings target	31.80	-15.20	-15.20			

High Level Risks

- Failure to deliver capital receipts due to market failure or inertia in reorganisations

A review of the Business Continuity arrangements is being undertaken by the host authority (CE) and the Business Continuity Plan will be updated accordingly.

Impact in Other Areas

Both client services will develop objectives for the Farms estate upon the conclusion of current reviews during the current plan year and clearly this will need to be translated from policy to implementation plans and actions within year, consequently determining the development of working relationships thereafter.

The Host authority is adopting a Corporate Landlord business model and has set a variety of work streams in motion to enable a go live date of April 2012. Cheshire Farms will feed in to those work streams to protect, maintain and improve service delivery.

It is anticipated that whilst externally sourced Property Maintenance and Repairs will continue to be delivered using third party contractors, further work will be completed to consider the potential for efficiencies to be realised through corporate landlord and procurement modelling.

Areas of Focus 2011-12

- The continuation of the Emergency Management training and Exercise Programme
- Continued implementation of off-site planning and exercise regimes to ensure statutory obligations are met (e.g. COMAH, REPIIR and PSR)
- Increasing emergency preparedness across CE, CWAC and the local communities
- Preparing and testing Reservoir emergency response plans and implementing effective public information campaign

All of the above are to be delivered within the context of programmed service delivery often being impacted by response to, and recovery from, emergency situations (e.g. influenza pandemic. Chester Enterprise Centre fire and fuel protests).

Budget 2011-12 £401,618

BUDGET CHALLENGE	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	29	29	29			
Expansion of Shared EP service to include Warrington Borough Council	20	0	0	0	0	0
Total	20	0	0	0	0	0
Shortfall (-) / Overachievement against savings target	9	29	29			

The outcome of the proposal regarding an expanded Shared Emergency Planning Service was that Warrington BC decided not to progress discussions further following submission of the Outline Proposal in January 2011. In summary the savings proposed above will not be realised in 2011-12. However it is anticipated that vacancy management measures will deliver approximately £36k saving in year on the 2010-11 service budget.

High Level Risks

- Failure of senior managers to engage in emergency planning training leading to inadequate response to major incidents.

A review of the Business Continuity arrangements has been undertaken and the Business Continuity Plan has been updated accordingly.

Impact in Other Areas

- The procurement of a shared Incident Management System is currently being explored and may be subject to a budget growth bid in 2012-13.
- The potential implementation of a Multi-Authority Resilience Team across CE, CWAC, Halton and Warrington by April 2012.

Areas of Focus 2011-12

- Embedding new structure and Implementation of E-OPAS electronic system to be implemented by September 2011
- Improving processes to improve management information and encourage customer feedback
- Exploring potential for additional clinic facilities in Cheshire East
- To maintain external customer base

Budget 2011-12 £218,285

BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	14,441	14,441	14,441			
1.Service Restructure	7,206	21,608	36,010	1	1	0
2 Renewal of existing contracts	0	0	0	0	0	0
3 New Contracts	0	0	0	0	0	0
Total	7,206	21,608	36,010	1	1	0
Shortfall (-) / Overachievement against savings target	-7,235	7,167	21,569			

High Level Risks

- Potential loss of external contracts leading to reduced funding
- High level of staff turnover leading to loss of key skills

Business Continuity arrangements have been considered and a Business Continuity Plan is currently being developed. This will be in place by 1 October 2011.

Impact in Other Areas

During the year the OHU will be preparing a bid for the contract to deliver services to Cheshire Constabulary which would commence on 01 April 2012. The unit is also being considered as part of the proposed Shared Services Separate Legal Entity and will be contributing to this project.

Areas of Focus 2011-12

- Review of future Archives and Local Studies provision and accommodation
- Provision of on-line genealogical resources and assessing impact on service delivery
- Developing service role in Information Management
- Improving electronic access to the Cheshire Archive services

Budget 2011-12 £488,922

3. BUDGET PROPOSALS	Financial Impact			FTE Impact		
	2011/12	2012/13	2013/14	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	- 35,383.87	- 35,383.87	- 35,383.87			
1. Online Genealogical resources	64,000	28,000	4,000	0	0	0
2. Cease provision of microfilms of local newspapers	12,000	0	0	0	0	0
3. Deletion of 0.5 FTE Technical Support Officer post	8,000	0	0	0.5	0	0
4. Redesign of reader services	0	18,500	0	0	1	0
5. Change in governance arrangements	0	20,000	0	0	0	0
6. Provision for future storage requirements	0	-30,000	0	0	0	0
Total	84,000	36,500	4,000	0.5	1	0
Shortfall (-) / Over achievement against savings target	48,617	2,000	-31,000			

High Level Risks

- Failure to secure appropriate accommodation leading to risks in security and integrity of historical archive.

Business Continuity arrangements have been considered and a Business Plan is currently being developed. This will be in place by December 2012.

Impact in Other Areas

The Service is seeking to align itself with the strategic objectives of CE and CWAC and to support this with a robust performance management framework. It will also be involved in the exploration of an alternative delivery model for cultural services in CWAC.

Work will also be undertaken to maintain service level agreements with Halton and Warrington Councils for the ongoing provision of archive services.

Areas of Focus 2011-12

- Co-location of service to a single site
- Review of shared service activity
- Maximising process efficiencies and income generation through traded services particularly the Education Library Service

Budget 2011-12 £916,768

BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	-66,674	-66,674	-66,674			
Objective 1. Co-location of Shared Services	34,060	0	0	1.1	0	0
Objective 2: Process efficiencies	20,000	20,000	20,000	0	0	0
Objective 4: Growth of Business Information Service	9,000	0	0	0	0	0
Cessation of Business Information Service	0	67,000	0	0	2	0
Objective 5: Charging for premium services	6,000	0	0	0	0	0
Objective 6: Business Development at ELS	20,000	40,000	20,000	0	1	0
Objective 7. Alternative governance arrangements	0	30,000	0	0	0	0
Total	89,060	157,000	40,000	1.1	3	0
Shortfall (-) / Overachievement against savings target	22,386	90,326	(-26,674)			

High Level Risks

- The future viability of the Business Information Service given notice to withdraw by CE (issue to be addressed in Service review)
- Ongoing delays in co-location of the service leading to anticipated efficiencies not be delivered to plan
- Failure to sustain and increase Education Library Service customer base through improvement initiatives leading to reduced income

A review of Business Continuity arrangements has been undertaken and the Business Continuity Plan does not require updating

Impact in Other Areas

Work will be undertaken in relation to the Library Stocks Supply contract which is due for renewal in April 2012 although there is an option to extend by 12 months. Work to rationalise the Picow Farm Bookstore will continue in line with the co-location project. The Service will also be involved in the exploration of an alternative delivery model for Cultural Services in CWAC.

Areas of Focus 2011-12

- Maintaining and deliver quality cultural events and activities across CE and CWAC in line with current funding
- Developing a marketing strategy and advocacy plan for the Rural Touring Network
- Developing a partnership agreement with “Spot On Lancashire” Rural Touring (in line with of National Portfolio status with Arts Council England) to be implemented by April 2012

Budget £29,000

BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target	2,080	2,080	2,080			
Policy Option 1 - Reduction in developmental projects outside of core rural touring network	1,080	0	0	0	0	0
Policy Option 2 - Increase in earned income through increase in ticket prices	1,000		0	0	0	0
Policy Option 3 - Consortium formed with Lancashire to become a national portfolio organisation of Arts Council England (this new partnership will put forward planned efficiencies). This will be achieved through identified efficiencies in programming buying power and streamlining of processes.	0	2,080	2,080	0	0	0
Total	2,080	2,080	2,080	0	0	0
Shortfall (-) / Overachievement against savings target						

High Level Risks

- Reduced funding for main network leading to reduced programme of events and activities
- Development funding not realised resulting in cancellation of associated projects
- Audience numbers not achieved leading to poor attendance at events and reduced income

A review of the Business Continuity arrangements has been undertaken and the Business Continuity Plan does not require updating.

Impact in Other Areas

As part of the marketing strategy the Service will also be involved in training volunteer promoters in marketing and new media usage. The new partnership agreement will enable the development of new projects focused on new artists and youth development.

Areas of Focus 2011-12

- Managing the reduction of offending and reoffending and minimising custodial sentences in the context of reduced resources
- Working in partnership to improve safeguarding and to tackle accommodation needs of offenders
- Developing an effective workforce to deliver targeted services to young people who have offended or are at risk of offending

Budget 2011-12 Total £2,112,432 (Combined contribution from CE and CWAC £914,881)

See over page

High Level Risks

- Back office issues (accommodation, ICT, finance) continue to be problematic across the shared service and hold back the developments of services
- Continued reductions in funding leading to reduced service delivery

The Youth Justice Management Board will consider Business Continuity at its next meeting

Impact in Other Areas

The YOS will put young people, victims and the community at the forefront of service delivery and will be made to ensure that service reductions don't have an adverse impact on improving outcomes.

The Service manager will participate in a review of Youth Offending Services across Cheshire (CE, CWAC, Halton and Warrington) which has been requested by Sub Regional Leaders.

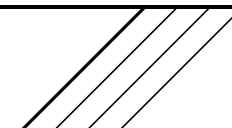
BUDGET CHALLENGES	Financial Impact			FTE Impact		
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 FTE	2012/13 FTE	2013/14 FTE
Savings Target						
LA Savings Target	200,000 (confirmed)	nk	nk			
YJB & partners savings target	329,094 (confirmed)	nk	nk			
Total	529,094			April 2011 55.98 FTE + 12.9 (seconded)		
Delete posts from Vacancy Management Programme (4 posts deleted January 2011- 1 x grade 8, 3 x grade 7, 1 x grade 5).	154,468	0	0	0	0	0
2. Head Count Reduction (redundancy programme)	0	0	0	0	2 FTE (if policy 3 fails)	2 FTE (if policy 3 fails)
3. Head Count Reduction (non-filling and possible subsequent deletion of vacant posts. Vacant posts at 1 April 2011 = 1 x Grade 13, 2 x grade 7)	126,909	30,000	15,000	3 (not incl. in 55.98 FTE above)	2	2
4. Reduction in premises	15,000	5,000	0	0	0	0
5. Efficiency Savings – reducing car mileage	8,000	4,000	1,000	0	0	0
6. Efficiency Savings - car parking	1,000	3,000	0	0	0	0
7 Efficiency Savings - utilities	2,000	1,000	0	0	0	0
8 Efficiency Savings - supplies and services	15,000	7,500	3,000	0	0	0
9. Review staff terms and conditions (essential/regular car user allowance)	40,000	0	0	0	0	0
10. Staff at Risk – Termination of Temporary Contracts	97,443	0	0	6		
11. Under spend on 2010/2011 budget (contribution to 2011/2012)	69,274					
Total	529,094	50,500	19,000	66.88	64.88	62.88
Shortfall (-) / Overachievement against savings target	0.00	nk	nk			

Risk Assessment

Objective	Risk No	Risk / Opportunity	Gross (without any controls)			Existing Risk Control Measures	Net (as it is now)			Risk Owner	Future Actions	Target (When all Actions in Place)			KEY FOR RISK SCORES				
			Likelihood	Impact	Total Risk Score		Likelihood	Impact	Total Risk Score			Likelihood	Impact	Total Risk Score					
	1	Divergence of the two councils priorities / culture leading to misalignment of resources and lack of commitment to shared goals resulting in failure of arrangements and breakdown of shared services.	3	4	12	Legal agreements in place, strong approach to governance operating through Joint Committee and Joint Officer Board	2	4	8		Further Joint Management Team events to be scheduled. Options appraisal to be developed to take forward key shared services into a separate legal entity	1	4	4	<div>Impact</div> <div> <div>Likelihood</div> <div>Minor</div> <div>Significant</div> <div>Serious</div> <div>Major</div> </div>				
	2	Lack of shared strategic direction leading to a lack of clarity around shared goals resulting in confusion and a breakdown in trust and shared arrangements.	1	4	4	Joint Committee Visioning events supported by regular discussion at JOB	1	4	4		Further Joint Management Team events to be scheduled. Options appraisal to be developed to take forward key shared services into a separate legal entity	1	4	4					
	3	Lack of effectiveness of governance arrangements leading to failure to monitor / poor financial and performance management information / lack of challenge, resulting in poorly informed decision making.	4	3	12	JC and JOB operational and cross service support in place. Regular service liaison undertaken in most shared services. Governance Audit undertaken by CE and learning points being acted on.	1	3	3		Improve provision of regular performance and financial information to Joint Committee via JOB and SLGs - 2010-11 Outturn due to report June 2011	1	3	3	Very Likely				
	4	External / National Budget cuts leading to Shared Services needing to make further budget cuts resulting in reduction in service delivery.	4	4	16	Regular monitoring of developments. CSR as anticipated and cuts accommodated within budgets. Shared Service budget challenge 13.12.10 identified savings which will guide Business Plan Review 2011-12	4	1	4		2010-13 Business Plans under review to assess impact of cuts on service delivery. Pursuing development of SLE to deliver greater efficiencies and ability to trade.	4	1	4	Likely				
	5	Failure to deliver projected savings from Shared Services leading to an overspend against budget resulting in an inability to deliver key services.	4	3	12	Service planning and monitoring in place. Periodic financial reporting in place. ICT Base budget review underway. 2010-11 outturn position and 2011-12 Business Plan review suggests high level of concern about ability to deliver planned efficiency savings.	4	3	12		Round table discussions on budget issues to be convened asap.	4	3	12	Unlikely				
															Very Unlikely				

Objective	Risk No	Risk / Opportunity	Gross (without any controls)			Existing Risk Control Measures	Net (as it is now)			Risk Owner	Future Actions	Target (When all Actions in Place)		
			Likelihood	Impact	Total Risk Score		Likelihood	Impact	Total Risk Score			Likelihood	Impact	Total Risk Score
	6	Reliance on small no. of key individuals and lack of succession planning leading to poor staff retention resulting in an inability to deliver key services.	3	3	9	Consideration of workforce requirements built into service planning approach	2	3	6		Provide a more robust approach to workforce planning which integrates with the needs of the partner Councils	2	2	4
	7	Failure to communicate / consult with staff regarding harmonisation of HR policies leading to a divergence and different terms / conditions in shared services resulting in low morale, equal pay claims and staff retention issues.	4	3	12	Harmonisation projects initiated and outcomes to be finalised by Sept 11. Staff briefing undertaken but highlighting concerns about differing terms and conditions within SS	3	2	6		Need to assess potential impact of T & C outcomes in SS. Development of SLE provides potential to harmonise to a single set of T & Cs but if not achieved likely to cause issues across host and non-host employees.	2	4	8
	8	Inadequate consultation with Trade Unions leading to poor working relationship and increased employee relations issues resulting in low staff morale and a negative impact on the reputation of shared services.	3	3	9	Regular attendance of unions at JOB. Consultation with Unions built into transitional processes	2	3	6		Improve and increase communication with union representatives via other means than meetings.	1	3	4
	9	Lack of dedicated resource leading to reduced capacity to drive change resulting in poor service delivery.	3	4	12	1.2 FTE working on shared services but some temporary additional resource brought in to deliver SLE business case.	3	4	12		Outcome of SLE discussions will guide resource allocation	2	4	8
	10	Lack of capacity in communications team leading to an inability to deliver consistent and co-ordinated messages to all parties resulting in confusion, poor staff engagement and a breakdown in service delivery.	4	2	8	Shared arrangement with East and West Communications Team and Protocols developed but no dedicated resource yet identified on basis of SLE bid. Difficulties in sustaining momentum.	4	3	12		Ensure greater effort put into this activity until such times as additional resources secured via options appraisal for separate legal entity	3	2	6
	11	Lack of integrated business continuity plans leading to an inability to provide a cohesive and effective response to unforeseen events resulting in inability to deliver key services and affecting the reputation of both councils.	3	3	9	Requirement to produce Plans in 2009-10 and re-emphasised in 2010-11 guidance. Evidence in ICT that business continuity plans tested.	2	3	6		Audit of Shared Service Business Continuity Plans to be undertaken via 2011-12 Business Plan review. Further action to be determined on outcomes	2	3	6
	12	Failure to assure transition of service delivery to each Council following agreed disaggregation of shared service leading to imbalance in service provision and resource allocation	3	3	9	Requirement to complete transition log subject to regular review at JOB	2	2	4		Involve Internal audit in transition process	1	2	2

KEY FOR RISK SCORES



Objective	Risk No	Risk / Opportunity	Gross (without any controls)			Existing Risk Control Measures	Net (as it is now)			Risk Owner	Future Actions	Target (When all Actions in Place)			KEY FOR RISK SCORES
			Likelihood	Impact	Total Risk Score		Likelihood	Impact	Total Risk Score			Likelihood	Impact	Total Risk Score	
	13	Opportunity to develop a separate legal entity for shared services thereby removing confusion for staff and service users and providing options for further collaboration and trading leading to increased efficiencies and income generation	2	2	4	General principal agreed by Joint Committee.	3	2	6		Detailed business case under development. Joint management team to consider 20.05.11 and JC 29.07.11	3	4	12	

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CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

REPORT TO: SHARED SERVICES JOINT COMMITTEE

Date of Meeting:	29 July 2011
Report of:	Cheshire East – Borough Treasurer & Head Of Assets Cheshire West & Chester – Director of Resources
Subject/Title:	Shared Services Report regarding: Closedown of CBS Supplies

1.0 Report Summary

- 1.1 This report provides a summary of the outcome of the closedown of CBS Supplies.

2.0 Decision Requested

- 1.1 Approval of transition log and termination of Shared Services Agreement in respect of CBS Supplies.

3.0 Reasons for Recommendations

- 3.1 Completion of closedown of CBS Supplies

4.0 Wards Affected

- 4.1 This report relates to a shared service that operated across both Cheshire East and Cheshire West & Chester so all wards are affected in both Councils.

5.0 Local Ward Members

- 5.1 Not applicable. CBS Supplies warehouse was located in Runcorn.

6.0 Policy Implications including - Carbon reduction - Health

- 6.1 None

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 The long term financial implications for ceasing operations and efficiency opportunities for implementing new arrangements were included in the reports previously provided to the Committee, (see attached Background Documents).

7.2 The financial implications for the closedown are;

	£
Trading Deficit (excluding redundancy / early retirement costs)	99,034
Redundancy Costs	413,850
Early Retirement / Actuarial Costs	108,144
Residual transactions	10,571
Forecast return from Sales of Assets and Stock	<u>(35,000)</u>
Total	596,599

7.3 The actual redundancy, early retirement and actuarial costs are less than the original forecast of £1.085m.

7.4 Cheshire West and Chester are purchasing stationery from Banner by utilising a Merseyside Hub framework contract. An analysis of prices compared to CBS Supplies evidences a saving of 18% representing an approximate cashable saving of £100k for the Council and £200k for schools.

7.5 Cheshire East are purchasing from Office Depot after conducting an e- auction off a Buying Solutions framework representing £91K cashable saving for the Council

7.6 Following a competitive tender process a contract was awarded to the Disposal Services Agency (part of MOD) to manage the removal and sale of the remaining assets and stock. The approximate value of these assets and stock was £100k. The contract is based on 35% return of the sale value.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 Under the Shared Services Legal Agreements, including the Administrative Agreement, Services Agreements and the Financial Memorandum, any severance costs associated with the closure will be shared equally between Cheshire East and Cheshire West & Chester.

9.0 Risk Management

9.1 There are no outstanding risks

10.0 Background and Options

10.1 The decision to cease the operation of CBS Supplies was confirmed by the Shared Services Committee on 7th January 2011.

10.2 Closure timetable;

Trading ceased: 11th February 2011

Staff redundancy: 31st March 2011

Handback of Warehouse to Landlord: 3rd May 2011

11.0 Access to Information

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

Officer: Lisa Quinn, Borough Treasurer & Head of Assets – Cheshire East Council / Julie Gill, Director of Resources – Cheshire West & Chester Council
Tel No: 01270 686628 / 01244 977830
Email: lisa.quinn@cheshireeast.gov.uk / Julie.gill@cheshirewestandchester.gov.uk

Background Documents:

Cheshire Shared Services Joint Committee Report – 7 January 2011
Cheshire Shared Services Joint Committee Report – 17 September 2010
Cheshire Shared Services Joint Committee Report – 23 June 2010
Cheshire Shared Services Joint Committee Report – 8 February 2010

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CBS Supplies

Transition Logbook

Please identify and document what you are doing to ensure an effective transition of service from a shared governance model to discrete operations by each Council. You can use the checklist above as a guide, although this is not intended to be an exhaustive list and you should identify the components of greatest relevance to your service.

This will be reviewed by the Joint Officer Board, which will agree a view on how well the risks of delivering the necessary components are being managed and provide an appropriate risk rating.

You can provide a link to a network stored file for relevant plans, documentation, minutes of meetings etc., if they are stored on a shared network resource and are accessible by both Councils.

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Management	A transition team of representatives from Cheshire West and Chester and Cheshire East has been formed; Derek Simms – Cheshire West & Chester Steve Ashton – Cheshire East Kevin Wilkinson – CBS Supplies Manager Andy Moran – Procurement Project Manager	N/a	Transition completed – team stood down July 11		
People	Consultation with affected staff completed on 31st December 2010. Redundancy costs were identified in the report of 17 th September 2010 to the Shared Services Joint Committee. Decision to cease operation approved at the Shared Services Joint Committee Meeting on 7 th January 2011	Redundancy Notices issued on 26 th January 2011. Support offered to staff seeking alternative employment	Staff final date of employment 31 st March 2011		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Processes	Alternative procurement arrangements;		Cheshire West and Chester using Merseyside Hub contract for stationary and office products and ICT consumables. Cheshire East undertook e-auction and awarded contract to Office Depot Trading ceased 11.02.11		
Customers	Schools to be directed to use the supplier catalogue on i-procurement on the oracle system. On confirmation of ceasing operation a communication will be issued to all customers, including schools, informing them of the way forward. Information on sale items to be communicated to customers.	Communication issued to customers on 25 th January marketing of items on a bulk buy basis to existing customers for 2 week period from 24 th January to 4 th February. Disposal Strategy; Marketing to existing customers 33% discount off current selling price	Stock level reduced to approx £150k on ceasing trading -11.02.11		
Technology	Oracle development work relating to CBS Supplies has been postponed ICT Shared Services to be informed of closure	ICT removed by CWAC ICT Strategy	Outstanding items being managed by CWAC ICT Strategy		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
		Closedown programme agreed with Shared Services.			
Assets	<p>Stock levels to be managed to reduce them.</p> <p>A Stock Take will be undertaken during the closedown period.</p> <p>Remaining stock will be sold as part of a disposal sale.</p> <p>Vehicles are leased or hired and no residual liability will remain after 31st March 2011.</p> <p>A list of other assets eg, racking, forklifts etc has been produced. These have little residual value and will be sold as part of a disposal sale.</p> <p>Service contracts, eg utilities to be terminated.</p>	<p>Stock take completed 21st January</p> <p>Total Stock Value = £344k</p> <p>Stock to be marketed at 33% discount between 24th January and 11th February</p> <p>Stock and asset list sent to West Mercia Supplies, Yorkshire Purchasing Organisation and Disposal Services Agency for submission of offers. A number of other organisations sent list on request</p> <p>Warehouse handed back to landlord 03.05.11</p>	<p>Contract awarded to Disposal Services Agency final disposal and demobilisation.</p> <p>Details of utilities, ie suppliers and account numbers provided to Landlord (Halton Council). Meter readings taken on handover</p>		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Finance	<p>Responsibility for following up payment of invoices after closure to be determined.</p> <p>Responsibility to ensure supplier rebates are received to be determined.</p> <p>Approval from Executive Member for Resources required for Stock and Asset Disposal sale (CWAC - Finance Procedure Rule C47).</p>	Co-ordinating outstanding issues ie payments, debts etc with Nick Smith, CWAC finance.	Advised by corporate finance that the Approval for Stock and Asset Disposals will be done with year end closure of accounts.		
Legals	Formal notification required to landlord of vacating warehouse by 31 st March 2011. Check with Property Services.		Warehouse vacated and handed over to Landlord on 3 rd May.		

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

REPORT TO: SHARED SERVICES JOINT COMMITTEE

Date of Meeting:	29 July 2011
Report of:	Cheshire East – Borough Treasurer & Head Of Assets Cheshire West & Chester – Director of Resources
Subject/Title:	Shared Service Position Statement and Termination of Sharing Arrangements

1.0 Report Summary

- 1.1 This report provides a summary of the current position of the shared service arrangements between Cheshire East (CE) and Cheshire West and Chester Councils (CWAC). In particular it highlights those short term shared services that have recently disaggregated to enable a transition to separate delivery arrangements in each Council as planned.
- 1.2 Appendix 1 provides a summarised position statement on all current shared service arrangements.

2.0 Recommendations

- 2.1 That Members note the overall position statement relating to current shared service arrangements
- 2.2 That Members agree the termination of the following Shared Services Agreements based on the information supplied in the relevant Transition Log:
- Commissioned Community Equipment Shared Service
 - Children's Centre Programme Management
- 2.3 That Members endorse the Emergency Duty Team Transition Log subject to an outstanding recruitment issue and delegate final sign off to the Joint Officer Board.
- 2.4 That Members agree the long term extension of the Archaeology Shared Service Agreement on the basis of the update to be provided at the meeting.
- 2.5 That Members consider the opportunity to be actively involved in a planned review of the Libraries Support Shared Service.

3.0 Reasons for Recommendations

- 3.1 The position statement aims to ensure that the Joint Committee are up to speed on any developments concerning shared service arrangements.
- 3.2 The proposed termination of the transitional shared services listed have been agreed with operational managers from both Councils and the shared service managers in accordance with the general shared service governance.
- 3.3 The current sharing arrangements for the Archaeology and Planning Advisory Service are due to conclude at the end of July 2011 to be replaced by a revised agreement which requires formal endorsement by the Joint Committee.

4.0 Wards Affected

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

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 None.

7.0 Financial Implications for Transition Costs

- 7.1 The Commissioned Community Equipment sharing arrangements and associated funding were transitioned to an existing but revised Partnership Agreement involving CE, CWAC and Cheshire's two Primary Care Trusts. No transitional costs were incurred
- 7.2 The Children's Centres Programme Management sharing arrangements concluded on 31 March 2010 at no cost to CE and CWAC.
- 7.3 The Emergency Duty Team transition costs were lower than anticipated due to delays in recruitment to the new arrangements in both councils. An overspend of £30k was incurred at outturn 2010-11 but this was due to higher than anticipated overtime being incurred to deal with emergency situations.

8.0 Financial Implications 20011/12 and beyond

- 8.1 At the time of writing this report the work on finalising the revised shared service arrangement for the Archaeology Planning and Advisory Service is still to be completed and therefore it is intended that a financial statement be provided at the meeting.

9.0 Legal Implications

- 9.1 As the sharing arrangements for this shared service are being revised, the following legal documents will need to be revised:
- The Service Agreements for these services;
 - The Secondment Arrangements for these services.
- 9.2 The Administrative Agreement sets out the overall arrangements in relation to the manner in which the Authorities will work together.
- 9.3 A formal resolution of this Committee is necessary to provide a legal basis for the termination of the sharing arrangements listed in paragraph 2.2 and the revised agreement for the Archaeology Planning and Advisory Shared Service.

10.0 Risk Management

- 10.1 There is a risk that where disaggregation of shared service arrangements are not formalised, that oversights may occur leading to deficits or imbalance in service delivery in the new arrangements put in place by former partners.

11.0 Background and Options

- 11.1 Legal arrangements, business plans and service delivery statements have been developed for all shared services and presented to the Joint Officer Board and the Joint Committee.
- 11.2 The Business Plans supplement the Service Agreement. They provide details of the shared service operation, plans and investment for the next three years. These are regularly reviewed to ensure that they continue to meet the requirements of both councils.
- 11.3 All services are now working in accordance to these agreements and plans, delivering services to both Councils under the guidance of the Joint Officer Board and the Joint Committee.
- 11.4 A number of shared services have committed to undertake strategic reviews to determine the most appropriate delivery model for the future in the business plans. The Business Plans for 2010-13 have recently been reviewed in terms of service to be delivered in the current year and the outcomes of this exercise are reported elsewhere on the agenda.
- 11.5 An overview providing a current position statement on each shared service is contained in Appendix 1.

12.0 Extended Sharing Arrangements

- 12.1 The Archaeology Planning and Advisory Shared Service was due to disaggregate in favour of a Service Level Agreement between CWAC (the provider) and CE (the client). However during the negotiations consideration

was given to an improved sharing arrangement. It was envisaged that these would be in place by the end of June 2010 but given the added complexity of the new arrangements and the time taken to formalise these the Chairman and Vice-Chairman of the Joint Committee were requested to agree a short extension until the end of July to enable the legal process to be completed. An update on progress will be tabled at this meeting to enable the endorsement of the recommendation to continue the shared service under revised arrangements.

13.0 Transitioning Shared Services

13.1 During 2010-11 the transition of several short term shared services has been completed with activity disaggregating to new arrangements CE and CWAC. This includes the services listed below and details of the completed transitional activity can be found in the appendices:

- Commissioned Community Equipment Shared Service (Appendix 2)
- Children's Centre Programme Management (Appendix 3)
- Emergency Duty Team (Appendix 4)

13.2 The governance supporting the shared service agreements require that the Joint Committee formally agree the termination of these sharing arrangements.

13.2 In terms of the Emergency Duty Team it should be noted that the appointment of a Team Leader for CWAC is currently outstanding. However it is requested that Members endorse the transition log in its current state and delegate the final sign off to the Joint Officer Board once an appointment has been confirmed.

13.3 Transitional activity continues in several other areas as noted in Appendix 1.

14 Libraries Support Shared Service Review

14.1 The Libraries Support shared service comprises of specialist and business support functions to support libraries and customers in CE and CWAC. Its aim is to provide cost-effective and efficient services for clients and to drive and support innovations within the service.

14.2 One of this shared service's key objectives is to co-locate its activity to a single site. This will involve the relocation of teams currently accommodated in Hoole Road, Chester, Ellesmere Port and Runcorn to new premises in Hartford Way, Chester with a view to securing economies of scale and further efficiencies. In order to identify these savings and to decide the future shape of the shared service the Shared Service Manager is proposing to undertake a service review as soon as the co-location project has been completed.

14.3 It has been suggested that there may be some benefit in involving the Joint Committee in this review process particularly those members that have accountability for library services within the respective authorities. There is also

potential to join up this activity with the review of the Archives and Local Studies review for which Member participation has already been agreed.

14.4 The Joint Committee is requested to share its views on this suggestion.

15.0 Conclusion

15.1 Good progress has been made on delivering the shared service agenda across Cheshire East and Cheshire West and Chester Councils. Activity to terminate short term arrangements is proceeding to plan although finalising the associated processes is taking a little longer than expected in practice.

16.0 Access to Information

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

Officer: Lisa Quinn, Borough Treasurer & Head of Assets – Cheshire East Council / Julie Gill, Director of Resources – Cheshire West & Chester Council
Tel No: 01270 686628 / 01244 977830
Email: lisa.quinn@cheshireeast.gov.uk / Julie.gill@cheshirewestandchester.gov.uk

Background Documents:

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

Documents are available for inspection at:

Cheshire East Democratic Services

Westfields

Middlewich Road

Sandbach

CW11 1HZ

or:

Cheshire West & Chester Democratic Services

HQ Building,

Nicholas Street,

Chester,

CH1 2NP

CHESHIRE SHARED SERVICES: POSITION SUMMARY – 14.07.11

SERVICE NAME	REVIEW / END	CURRENT STATUS
HR and Finance	N/A	These shared services are currently being considered for transfer to a separate legal entity to facilitate greater collaboration with partners and to increase trading potential to generating further efficiencies for CE and CWAC. The development of the SLE will also resolve several HR issues which are set to be further complicated by revisions to Terms and Conditions currently underway in CE and CWAC. To support this, an outline business case and visioning brief have been developed and discussed with the Joint Management Team (JMT) and Joint Committee who have both approved the concept in principle. Further work is underway to stabilise and improve service delivery and to explore the potential for additional partners.
ICT	N/A	
Occupational Health	N/A	
Farms Estate	N/A	The division of the Farms Estate portfolio has been agreed between CE and CWAC. For the time being the shared management of the estates will continue under current governance arrangements.
Civil Protection / Emergency Planning	N/A	Sub-regional project underway to develop a multi-local authority shared service alongside a multi-blue light agency shared service with a longer term prospect of joining the two teams into a single multi-agency shared service
Libraries Specialist Service	N/A	Alternative premises and capital expenditure have been secured to co-locate this shared services and to deliver associated efficiencies. Once the relocation has been completed a fundamental review of the LSS will be undertaken to inform future service delivery. Members of the Joint Committee are to be invited to participate in this activity.
Archives	N/A	The Joint Committee have agreed a Member review of the Archive to assess future accommodation needs. This was put on hold in the run up to the local elections but now these have been completed review activity can start. The work will commence in July2011..
Rural Touring Network	N/A	A new partnership arrangement with “Spot-on” Lancashire is currently being developed
Approved Mental Health Professional	N/A	Work is underway to transition this shared service in favour of a broader partnership arrangement with other local authorities who participate in this training programme.
Archaeology Planning and Advisory Service	N/A	This Shared Service will continue in the long term but under an arrangement which will see the transfer of two CE staff to CWAC under TUPE. In is anticipated that this will be completed by 30.07.11
Youth Offending Service	31 March 2011	Sub Regional Leaders have commissioned a review of YOS provision to explore further sharing opportunities across the area. It is anticipated that the outcome of this review will provide a clear steer for future arrangements in CE and CWAC.

SERVICE NAME	REVIEW / END	CURRENT STATUS
Highways Maintenance Contract	31 October 2011	This Shared Service arrangement is currently being disaggregated and will be completed by 31.12.11
Urban Traffic Control	31 October 2011	This Shared Service arrangement is currently being disaggregated and will be completed by 31.12.11
Learning Resource Network	30 September 2011	This Shared Service arrangement is currently being disaggregated and will be completed by 30.09.11
Autism Support	30 August 2011	This sharing arrangement was extended to allow disaggregation to be informed by SEN developments in both authorities. This process will be completed by 30.08.11
Integrated Transport	30.09.11	The bulk of this shared service has been successfully disaggregated to separate arrangements in CE and CWAC. However small areas of service remain shared i.e. concessionary fares and Traveline
CBS Supplies	Transitioned	Close down completed. Transition log to be finalised and signed off by Joint Committee 29.07.11
International Unit	Transitioned	Termination agreed by Joint Committee with transfer of funding to LEP but outstanding financial issues relating to Brussels office to be resolved. Log to be finalised and signed off
Sensory Impairment Service (Production Unit)	Transitioned	The disaggregation of the SIS Production Unit has been completed. Transition log to be completed and signed off.
Emergency Duty Team	Transitioned	Disaggregation completed. Log closed by JOB 08.06.11. To Joint Committee 29.07.11
NVQ Assessment Centre	Transitioned	Log to be finalised and signed off
Commissioned Community Equipment	Transitioned	Log closed by JOB 08.06.11. To Joint Committee 29.07.11
Drugs and Alcohol Team	Transitioned	Log to be finalised and signed off
Children's Centres Development Prog	Transitioned	Log closed by JOB 08.06.11. To Joint Committee 29.07.11
Highways and Geotech Lab	Transitioned	Log to be finalised and signed off
Cheshire Domestic Abuse	Transitioned	Transition completed and log signed off by Joint Committee 18.03.11
Visual Impairment Service	Transitioned	Transition completed and log signed off by Joint Committee 18.03.11
Student Finance	31 January 2011	Operation recently handed over to the Student Loans Company as planned. Log agreed and signed off by Joint Committee 18.03.11

KEY:

	Shared Service being considered for separate legal entity
	Long term shared service to continue under governance arrangements
	Shared Services in process of transition
	Former shared services transitioned to separate arrangements but process to be completed (paperwork outstanding)
	Former shared service transition completed

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Service Transition Log – Commissioned Community Equipment

Transition Logbook

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Management	<p>The proposal to cease the Shared Service Governance arrangements for the Commissioned Community Equipment Service was agreed at Joint Committee on 16 July 2010</p> <p>A Commissioning Group manages the Partnership, commissioning strategy and performance. Other formal groups include: Finance Retailers Prescribers Operational managers Customer Stakeholder Groups</p>	No changes to be made.	The Service was jointly commissioned by CE and CWAC and two Cheshire PCTs and are formalised in the current Partnership Agreement. There are no management arrangements to be dismantled		
People	<p>The service is currently delivered through a team wholly employed by Cheshire East consisting of:</p> <p>1 Manager (permanent) 2 part time Grade 4 (permanent) 2 part time Grade 3 (temporary)</p>	No changes to be made	No change required to existing arrangements as sharing arrangements mirrored in Partnership Agreement		.

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
	These staff are funded through a pooled budget provision of which is provided under the partnership agreement.				
Processes	The Partnership is considering options for future delivery of the Community Equipment Service and its commissioning arrangements to be introduced from April 2011		The partnership arrangements are to continue for a further 24 months under the previous four partner agreements. The delivery options will continue to be reviewed through the commissioning managers group to respond to the market and personalisation agenda.		
Customers	The cessation of the shared service arrangement will have no impact on customers as these will continue to operate in line with the Partnership Agreement.	No changes to be made	No change required to existing arrangements as sharing arrangements mirrored in partnership agreement.		
Technology	No specific technology changes are required as the same work will be the partnership agreement	No changes to be made			
Assets	There are no specific assets associated with this shared service.	No changes to be made	PCs etc. were allocated to staff and have remained with them.		
Finance	The Community Equipment Service is jointly commissioned although through the Agreement partners have agreed to split overspends and	The partnership has delivered an under spend position at 31 st March 2011 for the second year. The outturn position was a total under spend of	Provision for overspend / surplus proportions to be revisited in revising the CES Agreement.		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
	<p>surpluses for the retail element only in the following proportions: Cheshire East - 23% Cheshire West - 22% CEC PCT – 37% WC PCT – 18%</p> <p>The CES delivered a balanced budget in 2009-10 following many years of budget overspend.</p>	<p>£209,424. CE has retained its share of the underspend and £160,063 has been carried forward on behalf of the other three partners pending further instruction to refund or reinvest.</p>			
Legal's	<p>The CES Partnership Agreement commenced in April 2008 for 3 years and is due to expire on 31 March 2011.</p>	<p>Partnership Agreement to be revised for signature.</p>	<p>The revised Partnership Agreement been agreed by commissioners. This has also been agreed by finance directors within the partnership. This was officially signed off on 20 May 2011.</p>		 <p>memorandum of understandingFIN.</p>

Agreed at Joint Officer Board 08.06.11

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Service Transition Log

Children's Centres Programme Management

Transition Logbook

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Management			<p>The lead officer during the transfer was the Shared Service Children's Centre Programme Manager Martin Chatfield, reporting to Carly Brown (CWAC) and Dave Richards (CEC).</p> <p>The programme effectively ended once all Children's Centres were designated and open for use (31 March 2010). However capital works were ongoing until 31 March 2011.</p>		
People			All remaining staff have been redeployed to their respective councils.		
Processes			Each Authority's process for programme management and reporting were adopted following disaggregation.		
Customers			No consultation was required. The Shared Service function was 'back office' programme management meaning customers were not affected.		
Technology			There are no additional costs for software or licences associated specifically with this programme.		
Assets			All assets have been integrated into each Authority's asset management register.		
Finance			Funding for the Children's Centre Capital Programme ended on 31 March 2011.		
Legals			There are no additional Legal requirements.		

Approved by Joint Officer Board 08.06.11

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Emergency Duty Team Service Transition Log – May 2011

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
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Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
Management	<p>Lead Officers: Peter Murphy - CWAC Lucia Scally – CE Service Review – completed. Proposals for disaggregation agreed by Joint Committee Jul 2010. Disaggregation to be completed by 01.04.11</p> <p>Implementation Plans developed to run in parallel subject to regular review at SLG.</p> <p>Service Redesign required in both authorities – structures to be approved and staff disaggregation /recruitment process implemented.</p> <p>Risk Register – Developed 01.10.10 and regularly reviewed</p>	<p>Joint Committee agreed extension to sharing arrangement to avoid immediate impact of new arrangements on weekend service. All staff remained at Winsford office until 04.04.11</p> <p>Implementation has gone to plan although still some minor issues to be resolved but these are not business critical to either authority.</p> <p>New Structures finalised and staff disaggregated accordingly. Recruitment to vacant posts largely completed.</p> <p>Issues arising from reviews of T & Cs e.g. proposals for enhanced payments, to be pursued separately by each councils. Differing approaches to Standby Workers pay for those employed by both teams to be managed in each council..</p> <p>Relocation of CWAC team to Countess of Chester Hospital delayed until May as premises not ready. Team to remain in situ for interim period.</p>	<p>New structures operation from 1 April but physical disaggregation took place on 4th as per agreement of Joint Committee.</p> <p>Relocations of operation completed</p> <p>Initial indications that the transition has been successfully completed with separate operations underway in CE and CWAC.</p> <p>Dual employment in place- arrangements in place to ensure staff paid</p> <p>Risks managed and register closed.</p> <p>To be resolved - potential retention of enhanced payments for EDT workers in T & Cs harmonisation. To be pursued to programme in each authority.</p>		
People	<p>Staff Briefing</p> <p>Disaggregation of Staff</p> <p>Recruitment to new structures</p> <p>Potential VRs</p> <p>Trade Union Consultation</p>	<p>Staff and Trade Unions regularly briefed throughout the disaggregation process although some sessions have not been well attended (i.e. CWAC Standby Workers). No major concerns raised.</p> <p>All staff have been successfully disaggregated and recruitment process have largely been completed. The CWAC Team</p>	<p>Emergency Teams in place in both CE and CWAC from 01.04.11.</p> <p>Additional stand-by workers recruited from CEC day staff and on-going advert with staff being interviewed to provide additional capacity.</p>		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
		<p>Leader post is currently out for recruitment for appointment by mid July. Peter Murphy to cover post in the interim. This situation does not affect the disaggregation process.</p> <p>Confirmed AMPH rotas covered in each team.</p> <p>Issue concerning requirement for formal recruitment of Stand-by Workers by both authorities being addressed.</p> <p>Staff reductions achieved via retirements at no additional cost to either authority.</p>	<p>Mutual arrangements to be established to cover potential temporary areas of deficiency arising in either team.</p> <p>The Appointment of CWAC Team Leader will be completed by September 2011</p>		<p>JOB 08.06.11 – Agreed log to be submitted to Joint Committee for endorsement subject to delegation of final sign off once recruitment process completed.</p>
Processes	<p>Disaggregation / duplication of operational policies and procedures to inform and support future working.</p> <p>Arrangements for legal cover.</p> <p>Cross boarder policy and networks</p>	<p>All operational manuals have been cloned and copies available in both teams.</p> <p>On call Legal requirements are in place for both CE and CWAC.</p> <p>Cross boundary protocols are in place between CWAC and CE and respective boundary authorities.</p>	<p>All processes replicated in new teams. No outstanding issues</p>		
Customers	<p>Develop and implement communication plans for each team to include:</p> <ul style="list-style-type: none"> Changes to contact channels e.g. phone numbers Internal communication of changes 	<p>Cheshire East – Comms Plan implemented. Calls now transferred via the Customer Contact Centre systems. No issues have been raised. Recorded calls will be used to aid staff supervision sessions.</p> <p>Cheshire West – Implementation of Comms plan in line with relocation of team.</p>	<p>CE Communication Plan executed.</p> <p>CWAC communication delayed coincide with relocation of team</p> <p>Performance Management systems under development in CE and CWAC tied to broader technological changes</p>		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
	<ul style="list-style-type: none"> External communication of changes to customers and other agencies <p>Develop and implement Performance Management framework for new teams.</p>	<p>Original EDT phone number (01606) to be maintained until September 2011.</p> <p>Confirmed that alternative arrangements for Meals and Wheels calls from 01.06.11.</p> <p>Performance management systems currently being developed for both teams in line with the disaggregation of PARIS and implementation of Liquid Logic in CWAC.</p>			
Technology	<p>Disaggregation / Access to PARIS and Care Notes</p> <p>Technical Support Requirements</p>	<p>CWAC move to Liquid Logic delayed until June 2011. CE will continue with PARIS. Full lock-down of PARIS for the EDT was not achieved and therefore some information is available across both teams. This issue is not considered to be business critical and will be progressed in line with broader system disaggregation and implementation.</p>	<p>Systems for new EDT arrangements will be developed in line with implementation of Liquid Logic in CWAC and continued use of PARIS in CE.</p>		
Assets	<p>Relocation of new teams to CWAC and CE.</p>	<p>The CWAC team will be accommodated at the Countess of Chester Hospital. However their move has been delayed to allow the accommodation to be brought up to standard. It is anticipated that the move will be achieved by the end of May 2011.</p> <p>The CE team have moved into accommodation at Macclesfield Town Hall.</p>	<p>Relocation of CWAC team to be completed by May 2011</p>		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
	<p>Equipment Inventory to be compiled and disaggregation agreed.</p> <p>Resolution of any leasing arrangements</p> <p>Data Management</p>	<p>Inventory completed and equipment has been largely been disaggregated to plan with a few minor exceptions which will be resolved once the CWAC relocation is achieved. These have limited value e.g. computer hard drive for CE.</p> <p>The lease for the photocopier has been terminated.</p> <p>Paper – Paper records to be maintained by CWaC and to be made available on request</p> <p>Electronic – All electronic records have been replicated and shared between the two authorities.</p>	<p>Assets disaggregation to be finalised once relocation achieved. This is limited in value and should not delay finalisation of transition process.</p> <p>The Share Point site set up to facilitate the sharing of information is currently being decommissioned by CWAC.</p>		
Finance	<p>Disaggregation of remaining budget</p> <p>New arrangements for Payment Cards</p> <p>Finalisation of transitional costs.</p>	<p>Budgets agreed for new structures.</p> <p>All old Visa cards have been destroyed. New cards currently outstanding in CE due to six week delivery.</p> <p>Transitional costs lower than anticipated due to delays in appointments. CE team manager did not start until 31.3.11, CWAC team manager not yet appointed.</p>	<p>Separate budgets in place from 01.04.11.</p> <p>2010-11 outturn position has been agreed (CE £419k, CWAC £387k)</p> <p>Visa cards in place for most CE staff</p> <p>No transitional costs incurred.</p>		
Legals	<p>Contracts</p> <p>Protocols</p> <p>Legal Support</p>	<p>No contracts (other than copier lease addressed under Assets)</p> <p>Confirmed that cross boundary protocols in place between CE and</p>	<p>Regular Collaboration meetings scheduled to facilitate continued cross boundary working.</p> <p>.</p>		

Component	Phase 1 – Plan (service to complete)	Phase 2 – Execute (service to complete)	Phase 3 – Closedown (Service Directorates to complete)	Risk Rating (to be completed by JOB)	Reason (to be completed by JOB)
		<p>CWAC and neighbouring public sector bodies authorities.</p> <p>Options around cross boundary mental health admissions will be explored as new working arrangements start to bed in.</p> <p>Regular collaboration meetings will be scheduled to continue to develop best cross boundary practice</p> <p>Confirmed that new legal support arrangements in place for CE and CWAC ED Teams</p>			