

# **Shared Services Joint Committee**

## **Agenda**

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**Date:** Friday 30th September 2011  
**Time:** 2.00 pm  
**Venue:** Committee Room 1 - Wyvern House, The Drummer,  
Winsford, CW7 1AH

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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. **Apologies for Absence**

To note attendances, substitutes, and any apologies for absence

2. **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

3. **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

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

To approve the minutes of the meeting held on 29 July 2011

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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:** Cherry Foreman or Rachel Graves

**Tel:** 01270 686463/01270 686473

**E-Mail:** [cherry.foreman@cheshireeast.gov.uk](mailto:cherry.foreman@cheshireeast.gov.uk)  
[rachel.graves@cheshireeast.gov.uk](mailto:rachel.graves@cheshireeast.gov.uk)

5. **Shared Service Position Statement and Termination of Sharing Arrangements**  
(Pages 7 - 18)

To consider a joint report of the Director of Finance and Business Services (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

6. **Update on Disaggregation Status and Continuation of Certain Functions**  
(Pages 19 - 22)

To consider a joint report of the Director of Finance and Business Services (Cheshire East) and the Director of Resources (Cheshire West and Chester) on activity relating to the aspects of transport management still shared by the two Councils

7. **Exclusion of the Press and Public**

The Joint Committee may decide that the press and public be excluded from the remaining part of the meeting pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that discussions may involve the likely disclosure of exempt information as defined in the provisions of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information

**PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT**

8. **Staff Reductions** (Pages 23 - 28)

To consider a joint report of the Director of Finance and Business Services (Cheshire East) and the Director of Resources (Cheshire West and Chester)

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Shared Services Joint Committee**  
held on Friday, 29th July, 2011 at Committee Room 1 - Wyvern House, The  
Drumber, Winsford, CW7 1AH

**PRESENT**

Councillors David Brown, Wesley Fitzgerald, Peter Mason, Mike Jones,  
Herbert Manley (for Cllr Ford) and Stuart Parker (for Cllr Riley)

**Apologies**

Councillors Les Ford and Lynn Riley

**Officers**

Julie Gill, Director of Resources  
Lisa Quinn, Director of Finance and Business Services  
Caroline Elwood, Borough Solicitor  
Jackie Gray, Lead Officer for Performance and Audit  
Julie Openshaw, Legal Team Leader  
Helen Makin, Solicitor  
Paul Mountford, Democratic Services Officer

**1 APPOINTMENT OF CHAIRMAN FOR THE MUNICIPAL YEAR 2011/12****RESOLVED**

That Councillor Peter Mason be appointed Chairman for the 2011/12  
municipal year.

Councillor Mason in the Chair.

**2 APPOINTMENT OF VICE-CHAIRMAN FOR THE MUNICIPAL YEAR  
2011/12****RESOLVED**

That Councillor Les Ford be appointed Vice-Chairman for the 2011/12  
municipal year.

**3 DECLARATIONS OF INTEREST**

No interests were declared.

**4 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**5 MINUTES OF PREVIOUS MEETING**

**RESOLVED**

That the minutes of the meeting of 18<sup>th</sup> March 2011 be approved as a correct record.

**6 SHARED SERVICES PERFORMANCE OUTTURN 2010-11 AND BUSINESS PLAN REVIEW 2011-12**

Members considered a summary report on the outturn position for shared services, including:

- an overview of performance for the long term shared services; and
- detailed financial performance for shared services including those in transition.

The report included 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.

In terms of overall performance, the report indicated that the majority of the long term shared services appeared to be delivering to plan under the sharing arrangements. Only the ICT, Libraries and Youth Offending Shared Services had demonstrated a mixed performance.

In terms of financial performance, the report indicated that, while a number of services had reported an underspend, the overall position showed an overspend for shared services, which both Councils had accommodated in their overall position.

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

During 2010-11, 3 Shared Services terminated and transition logs were produced for these. There was 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 was planned to close in September 2011.

Within Cheshire East, the 2010-11 Shared Services outturn revealed an overspend of £2.6m which was concentrated in the two main areas of

Integrated Transport and ICT. The overall Shared Service outturn for Cheshire West and Chester of £569k overspend, related primarily to the ICT position which was partially offset by a number of underspends within other Shared Services. Further details were given in the report.

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 had included a risk that these efficiencies might not be achieved due to a number of factors.

All long terms shared services had confirmed that business continuity plans were in place or would be before the end of 2011.

The Officers indicated that future reports would include more specific measures of performance and would address risk.

In considering the report, Members asked that where significant variations in performance were identified, these be brought to Members' attention at an early stage with proposed corrective measures so that action could be taken in good time. In this respect, they asked that quarterly performance management reports be submitted to the Committee.

## **RESOLVED**

That

- (1) the Shared Services outturn performance for 2010 -11 and the impact of planned efficiency savings on delivery for 2011-12 be noted; and
- (2) quarterly performance reports be submitted to future meetings.

## **7 SHARED SERVICES REPORT REGARDING: CLOSEDOWN OF CBS SUPPLIES**

Members considered a report summarising the outcome of the closedown of CBS Supplies.

The decision to cease the operation of CBS Supplies had been confirmed by the Shared Services Committee on 7<sup>th</sup> January 2011.

The financial implications for the closedown showed a net cost of £596,599. The actual redundancy, early retirement and actuarial costs were less than the original forecast of £1.085m.

CBS ceased trading on 11<sup>th</sup> February 2011.

## **RESOLVED**

That the transition log and termination of Shared Services Agreement in respect of CBS Supplies be approved.

## **8 SHARED SERVICE POSITION STATEMENT AND TERMINATION OF SHARING ARRANGEMENTS**

Members considered a report summarising the current position of the shared service arrangements between Cheshire East (CE) and Cheshire West and Chester Councils (CWAC). In particular, the report highlighted those short term shared services that had recently disaggregated to enable a transition to separate delivery arrangements in each Council.

A number of shared services had committed to undertaking strategic reviews to determine the most appropriate delivery model for the future in their business plans.

An overview providing a current position statement on each shared service was contained in Appendix 1 to the report.

The Archaeology Planning and Advisory Shared Service had been due to disaggregate in favour of a Service Level Agreement between CWAC (the provider) and CE (the client). However, during negotiations consideration was given to an improved sharing arrangement. It was envisaged that this 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 the arrangements, 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. At the meeting, Members were updated on the proposed arrangements and agreed that the revised legal documentation be finalised by Legal Officers as appropriate.

During 2010-11 the transition of the following short-term shared services had been completed with activity disaggregating to CE and CWAC:

Commissioned Community Equipment Shared Service  
Children's Centre Programme Management  
Emergency Duty Team

The Libraries Support shared service provided specialist and business support functions to support libraries and customers. One of the service's key objectives was to co-locate its activity to a single site with a view to securing economies of scale and further efficiencies. In order to identify these savings and decide the future shape of the shared service, the Shared Service Manager was proposing to undertake a service review as soon as the co-location project had been completed. It had been suggested that there may be benefit in involving the Joint Committee in the review process

### **RESOLVED**

That

- (1) the overall position statement relating to current shared service arrangements be noted;
- (2) the following Shared Services Agreements be terminated based on the information supplied in the relevant Transition Log:  
  
Commissioned Community Equipment Shared Service  
Children's Centre Programme Management
- (3) the Emergency Duty Team Transition Log be endorsed subject to an outstanding recruitment issue and final sign-off be delegated to the Joint Officer Board;
- (4) the long term extension of the Archaeology Shared Service agreement be approved on the basis of the update provided at the meeting and the agreement be signed accordingly; and
- (5) the opportunity for Members to be actively involved in a planned review of the Libraries Support Shared Service be welcomed and in this respect Councillors David Brown and Stuart Parker be invited to participate in the review.

The meeting commenced at 3.00 pm and concluded at 3.52 pm

Councillor Peter Mason (Chairman)

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## **CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL**

### **SHARED SERVICES JOINT COMMITTEE**

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<b>Date of Meeting:</b>	30 September 2011
<b>Report of:</b>	Cheshire East – Director of Finance and Business Services Cheshire West & Chester – Director of Resources
<b>Subject/Title:</b>	Shared Service Position Statement and Termination of Sharing Arrangements

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#### **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 particularly the work undertaken by the Rural Touring Network Shared Service to explore closer linkages to the Cheshire Youth Orchestra and Cheshire Youth Choir.
- 2.2 That Members endorse the Sensory Impairment Production Unit Transition Log subject to an outstanding recruitment issue and delegate final sign off to the Joint Officer Board.

#### **3.0 Reasons for Recommendations**

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

#### **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 - Carbon Reduction  
- Health**

6.1 None.

**7.0 Financial Implications for Transition Costs**

7.1 The Sensory Impairment Production Unit sharing arrangements were concluded on 31 March 2010 at no additional cost to CE and CWAC.

**8.0 Financial Implications 20011/12 and beyond**

8.1 None

**9.0 Legal Implications**

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

**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 An overview providing a current position statement on each shared service is contained in Appendix 1. This highlights work undertaken by the shared Rural Touring Network service to explore closer links with Cheshire's Youth Orchestra and Youth Choir in terms of achieving additional benefits through

seeking a combined charitable status. An update on this issue was requested at the last Joint Committee meeting.

## **12.0 Transitioning Shared Services**

- 12.1 During 2010-11 the transition of several short term shared services has been completed with activity disaggregating to new arrangements CE and CWAC. The governance supporting the shared service agreements require that the Joint Committee formally agree the termination of these sharing arrangements.
- 12.2 This includes the Sensory Impairment Production Unit and the completed transition log can be found in Appendix 2. However it should be noted that the appointment to a Technician post in CWAC is currently outstanding and 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.
- 12.3 Transitional activity continues in several other areas as noted in Appendix 1.

## **13.0 Conclusion**

- 13.1 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.

## **14.0 Access to Information**

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

*Officer: Lisa Quinn, Director of Finance and Business Services – Cheshire East Council / Julie Gill, Director of Resources – Cheshire West & Chester Council*  
*Tel No: 01270 686628 / 01244 977830*  
*Email: [lisa.quinn@cheshireeast.gov.uk](mailto:lisa.quinn@cheshireeast.gov.uk) / [Julie.gill@cheshirewestandchester.gov.uk](mailto:Julie.gill@cheshirewestandchester.gov.uk)*

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

*Cheshire East Cabinet Report – Shared Services – 7<sup>th</sup> October 2008*  
*Cheshire West and Chester Executive Report – Joint Liaison Committee*  
*Recommendations: Caretaker and Nominated Councils; Shared Services: Service Delivery Option; Shared Back Office Services – 15<sup>th</sup> October 2009*  
*Cheshire East Cabinet Report – Shared Services – 3<sup>rd</sup> March 2009*  
*Cheshire West and Chester Executive Report – Shared Services – 18<sup>th</sup> March 2009*  
*Cheshire East Cabinet Report – Shared Services – 23<sup>rd</sup> March 2009*  
*Cheshire Shared Services Joint Committee Report – 10<sup>th</sup> June 2009*  
*Cheshire Shared Services Joint Committee Report – 13<sup>th</sup> July 2009*

*Cheshire Shared Services Joint Committee Report – 3<sup>rd</sup> September 2009*  
*Cheshire Shared Services Joint Committee Report – 30<sup>th</sup> September 2009*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> October 2009*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> November 2009*  
*Cheshire Shared Services Joint Committee Report – 3<sup>rd</sup> February 2010*  
*Cheshire Shared Services Joint Committee Report – 12<sup>th</sup> March 2010*  
*Cheshire Shared Services Joint Committee Report – 31<sup>st</sup> March 2010*  
*Cheshire Shared Services Joint Committee Report – 28<sup>th</sup> May 2010*  
*Cheshire Shared Services Joint Committee Report – 16<sup>th</sup> July 2010*  
*Cheshire Shared Services Joint Committee Report – 17 September 2010*  
*Cheshire Shared Services Joint Committee Report – 29 October 2010*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> November 2010*  
*Cheshire Shared Services Joint Committee Report – 7<sup>th</sup> January 2011*  
*Cheshire Shared Services Joint Committee Report – 25<sup>th</sup> February 2011*  
*Cheshire Shared Services Joint Committee Report – 18<sup>th</sup> March 2011*  
*Cheshire Shared Services Joint Committee Report – 29<sup>th</sup> July 2011*

*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 – 09.09.11

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. A fundamental review of the LSS is currently being scoped to inform future service delivery. Joint Committee agreed that Councillors Brown (CE) and Parker (CWAC) to provide Member challenge to this review.
Archives	N/A	The Joint Committee have agreed a Member review of the Archive to assess the future of the shared service and its accommodation needs moving forward. Councillors Brown, Mason and Flude from CE and Councillors Parker and Crompton from CWaC are actively involved in the review and the next stage will involve a site visit to a new archive facility in East Riding.
Rural Touring Network	N/A	<p>In 2010 the Joint Committee requested that the benefits of linking the rural touring network (now Cheshire Rural Touring Arts, CRTA) with Cheshire Youth Orchestra and Cheshire Youth Choirs to create a new charitable organisation with the ability to attract additional grant funding be explored. A study was undertaken but this concluded that given the different operating requirements of the organisations greater collaboration would offer little in terms of additional benefit. The CRTA operates in a very different way to the youth orchestra and choirs as it is a professional arts touring circuit and community engagement model of work. When applying for funding it does so to different bodies in line with its very different needs and operational requirements. There were no obvious areas of shared working with the youth choir/orchestra, in that the CRTA are an umbrella organisation for touring high quality professional companies from all over the UK and abroad into rural communities of Cheshire, though our volunteer network.</p> <p>However, the new CRTA partnership with Spot On, Lancashire does provide the opportunity for shared efficiencies. There are over 40 professional rural touring schemes in England, many of which receive the majority of their funding from Arts Council England. CRTA receives around 50% of its annual income from ACE. In the new funding model of National Portfolio organisations from ACE from 2012, it was suggested that a number of touring schemes could join together to reduce administration costs and operate economy of scale in their work. It was suggested by ACE that Cheshire and Lancashire schemes join together to create a partnership. This has happened in a number of areas, and was a key requirement of being considered for NPO status and therefore continuation funding for CRTA from 2012-2015. Both organisations will operate independently but they will jointly report back to ACE and have elements of shared working in their programming, training and administrative areas. Both organisations already</p>

		have a history of joint working in programming and project based working, along with relationships with 3 other northern rural touring schemes (in an informal Northern Consortium of Rural Touring Schemes). This partnership was also a key element in the CRTA shared service plan and budget challenge, to enable the continuation of the scheme.
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	A revised long terms sharing arrangement was agreed by Joint Committee on 29.07.11 that saw two CE staff TUPE transfer to CWAC.
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.
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 was completed on 30.08.11 and the transition log is currently being finalised.
Integrated Transport	30.09.11	The bulk of this shared service has been successfully disaggregated to separate arrangements in CE and CWAC. However it was agreed that small areas of service( i.e. concessionary fares and Traveline) would remain shared until 30.09.11 pending further discussion.
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 at JOB and Joint Committee – 30 September 2011.
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. Agreed by Joint Committee 29.07.11
Commissioned Community Equipment	Transitioned	Log closed by JOB 08.06.11. Agreed by Joint Committee 29.07.11

SERVICE NAME	REVIEW / END	CURRENT STATUS
Emergency Duty Team	Transitioned	Disaggregation completed. Log closed by JOB 08.06.11. subject to CWAC Team Leader appointment process being completed September 2011 . Joint Committee agreed 29.07.11
CBS Supplies	Transitioned	Close down completed. Transition log completed and signed off by Joint Committee 29.07.11
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
NVQ Assessment Centre	Transitioned	Log closed by JOB and agreed by Joint Committee 28.05.2010
Highways and Geotech Lab	Transitioned	Log closed by JOB and agreed by Joint Committee 28.05.2010

**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

## SENSORY INCLUSION TEAMS DISAGGREGATION & SHARED SERVICE ARRANGEMENTS for CHESHIRE WEST AND CHESTER (CWaC) and CHESHIRE EAST (CE)

Please find below a summary of the arrangements in place for CE and CWaC for the close down of the Shared Service

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	Plan submitted and agreed by JOB. Lead officers for transition identified – Daphne Jones (CWaC) and Dave Richards (CE). Time table agreed between Councils. Arrangements for the Production Base to be facilitated via Service Liaison Meetings attended by respective Lead Officers and Team Leaders.	Team Leader in post (CE). Interim Team Leader in post (CWaC). All management functions separate.  Service Liaison Meetings to take place every 6 weeks. Dates agreed.	Management of CWaC and CE disaggregated		
People	All Production Base staff vested East and West on an agreed % basis.	Production base staff transferred to appropriate CWaC and CE bases by April 13 <sup>th</sup> .  Production Base referrals and Specialist Teaching Assistant (HI) TA caseload allocated CWaC and CE.  Current Technician post holder retiring and post to be advertised in both Councils.	Production base staff transferred to CWaC and CE bases.  Exceptions agreed for Specialist Teaching Assistant (HI) who is vested West and will work for CE for 1.5 days a week until August 2011. SLA in place.  Technician post in CE appointed to. In CWaC technician post currently being advertised in line with the recruitment protocols in place as a result of the restructure of services		Send log to Joint Committee 26.08.11 on basis that JOB finalise once CWaC technician post filled

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	Authorisations/access rights identified	Processes to be taken over by each Council identified and documented	Team organisation and processes completely separate and integrated into corporate model of respective LAs		
Customers	Senior Stakeholders consulted Communications Plan prepared	Stakeholders informed Third party relationships disaggregated	Corporate communication brief circulated to confirm end of relationship		
Technology	ICT resources identified within shared ICT programme	Monitor and review ICT processes via Service Liaison Meetings  To set a deadline for disaggregation of ICT resources as part of Service Liaison Meetings Access rights agreed.	All ICT resources shared between CWaC and CE and transferred to appropriate bases. Disaggregation complete.		
Assets	Specialist Equipment audited  Agreements in place for deployment of Specialist equipment relating to Production Base.	To set a deadline for disaggregation of materials as part of Service Liaison Meetings  Allocate assets CWaC and CE	Assets shared and allocated to each Council		

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	Budget meeting with respective Finance Officers planned  Budget for Production Base agreed	Budgets updated for each Council April 1 <sup>st</sup> 2010  Monitor and review via Service Liaison Meetings	Accounts prepared for period to date of transition identifying net reimbursement due  Budgets updated for each council and final year end position agreed (see balance sheet)   20100413 SIS Final Position Statement fo		
Legals	Contracts and licences audited and updated	Licence agreements to be reviewed as part of Service Liaison Meetings  Contracts and licences will be transferred to each Council as appropriate within the dates agreed	Contracts and licences transferred to each Council		

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## **CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL**

### **SHARED SERVICE JOINT COMMITTEE**

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<b>Date of Meeting:</b>	30 September 2011
<b>Report of:</b>	Cheshire East – Director of Finance and Business Services Cheshire West & Chester – Director of Resources
<b>Subject/Title:</b>	Shared Services Report – Update on Disaggregation Status and Continuation of Certain Functions

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#### **1 Report Summary**

- 1.1 This report provides an update on activity relating to the aspects of transport management still shared by the two councils.

#### **2 Recommendations**

- 2.1 That members formally resolve to extend the Shared Service for Traveline services for a period of three months, ending on 31 December 2011, at which time an alternative approach will be agreed.
- 2.2 It is requested that once an approach has been agreed (in consultation with both Cheshire East and Cheshire West & Chester legal teams), the decision to implement the alternative approach is delegated to Joint Officer Board.

#### **3 Reasons for Recommendations**

- 3.1 The shared service arrangement for the Integrated Transport service expired on the 31 March 2011. The Joint Committee has previously approved the disaggregation of the shared service for the transport coordination unit. The recommendations reflect the activity undertaken since that approval to disaggregate.
- 3.2 Certain tasks are extended beyond the planned expiry date of 31 March 2011 - such as preparation of post-year-end audit and accounts files, and required a short extension of the arrangements to ensure the smooth transition beyond 31 March. The committee has previously resolved to extend transitional arrangements until such time as both councils were able to move toward separate management arrangements.

- 3.3 The view of officers is that the remaining services that the two council wish to continue to share would be best governed through different arrangements to those currently in place.

#### **4 Wards Affected**

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

#### **5 Local Ward Members**

- 5.1 Not applicable.

#### **6 Policy Implications including – Carbon Reduction - Health**

- 6.1 There are no policy implications arising from this report.

#### **7 Financial Implications- transitional costs**

- 7.1 Once the alternative approach has been agreed, financial implications will be assessed, although it is envisaged that there should be minimal costs associated with any new approach.

#### **8 Financial Implications 2012/13 and beyond**

- 8.1 Once the alternative approach has been agreed, future financial implications will be assessed and fed back to Joint Officer Board.

#### **9 Legal Implications**

- 9.1 The Administrative Agreement sets out the overall arrangements in relation to the manner in which the Authorities will work together. The Shared Service Agreement and Secondment Agreement set out the mechanisms for disaggregating transitional shared services. These will be revisited as part of the work involved in changing the approach.

#### **10 Risk Management**

- 10.1 There are no significant remaining risks.

#### **11 Background and Options**

- 11.1 On 17 September 2010, the Joint Committee resolved to end the current Transport Coordination Shared Service by 31 March 2011. Since then, a substantial body of work has been completed to effect the disaggregation of the Shared Service.

- 11.2 As part of the disaggregation, the Joint Committee further resolved to work toward a long 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. Officers were tasked with identifying an appropriate long-term solution such as a permanent shared service arrangement, service level agreement etc., that would meet the strategic and operational needs of both authorities.
- 11.3 The Joint Committee has previously resolved to await the outcomes of the discussions regarding the shared arrangements for the Archaeology Service. Happily, agreement has been reached in respect of that service, and the issues (being close proxies for those in the remaining transport shared arrangements) will be used as a guide to the legal agreement for transport.

## **12 Access to Information**

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

*Officer: Lisa Quinn, Director of Finance and Business Services – Cheshire East Council / Julie Gill, Director of Resources – Cheshire West & Chester Council*

*Tel No: 01270 686628 / 01244 977830*

*Email: [lisa.quinn@cheshireeast.gov.uk](mailto:lisa.quinn@cheshireeast.gov.uk) / [julie.gill@cheshirewestandchester.gov.uk](mailto:julie.gill@cheshirewestandchester.gov.uk)*

### **Background Documents:**

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

*Cheshire Shared Services Joint Committee Report – 17 September 2010*  
*Cheshire Shared Services Joint Committee Report – 29 October 2010*  
*Cheshire Shared Services Joint Committee Report – 26<sup>th</sup> November 2010*  
*Cheshire Shared Services Joint Committee Report – 7<sup>th</sup> January 2011*  
*Cheshire Shared Services Joint Committee Report – 25<sup>th</sup> February 2011*  
*Cheshire Shared Services Joint Committee Report – 18<sup>th</sup> March 2011*  
*Cheshire Shared Services Joint Committee Report – 29<sup>th</sup> July 2011*

*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*



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