



Shared Services Joint Committee

Agenda

Date: Friday, 27th April, 2012
Time: 2.00 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. 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 interest 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 - 4)

To approve the minutes of the meeting held on 24 February 2012.

5. Shared Service Position Statement (Pages 5 - 14)

To consider the current position of the shared services arrangements and in particular the short term shared services that have recently disaggregated.

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

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Minutes of a meeting of the **Shared Services Joint Committee**
held on Friday, 24th February, 2012 at Room 2, Wyvern House,
The Drummer, Winsford, CW7 1AH

PRESENT

Councillor P Mason (Chairman)
Councillor L Ford (Vice-Chairman)

Councillors D Brown, M Jones, M Jones and L Riley

OFFICERS

Cheshire East Council

Lisa Quinn – Director of Finance and Business Services
Julie Openshaw – Legal Team Leader
Jackie Gray – Shared Services and Procurement Manager
Rachel Graves – Democratic Services Officer

Cheshire West and Chester Council

Julie Gill – Director of Resources
Simon Goacher – Head of Legal and Democratic Services
Amanda Ridge – Transformation Project Manager

Shared Services

Christopher Samuel – Manager, Joint Cheshire Emergency Planning Team

30 APOLOGIES FOR ABSENCE

There were no apologies for absence.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

33 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 27 January 2012 be approved as a correct record, subject to the following amendment:

PRESENT

OFFICERS

Jackie Gray – Shared Services Manager, to be recorded as an officer of Cheshire East Council rather than Shared Services.

34 TRANSITIONAL SHARED SERVICE - YOUTH OFFENDING TEAM

Consideration was given to a report which sought approval for the extension of the transitional Youth Offending Shared Service.

The Youth Offending Service had been designated a transitional shared service to ensure that a strategic review was undertaken and the most appropriate long-term model introduced. This work was completed by the Youth Justice Board in March 2011 and the recommendation was for the current arrangement to continue. Two previous extensions had been agreed by the Joint Committee.

Work to identify an appropriate long-term model had progressed in accordance with the terms of reference agreed by the Joint Officer Board, with both Cheshire East and Cheshire West & Chester client managers completing an initial analysis of their long term requirements of the service. During the second phase of the review, to determine whether the current sharing arrangements could and should satisfy these requirements, an approach was received from the Cheshire Sub-Region Leadership Team requesting that options for a potential pan-Cheshire Youth Offending Service be explored.

This aspect of the review had now been completed and it had concluded that a pan-Cheshire Youth Offending Service be implemented. Cheshire West & Chester were minded to support this recommendation and join up with the Warrington and Halton Youth Offending Service whilst Cheshire East Council did not believe that this provided the best option for their service users moving forward. It had, therefore, been agreed that current sharing arrangements between the two authorities be dissolved in favour of pursuing alternative service delivery arrangements.

The current arrangement between Cheshire East and Cheshire West & Chester was due to terminate on 30 March 2012. However, a further extension up until 30 September 2012 was sought to ensure that a comprehensive transfer plan could be agreed and implemented by the two Councils.

RESOLVED:

That an extension of the transitional Youth Offending Shared Service until 30 September 2012 to allow Cheshire West and Chester Council to review activity in order to inform future delivery be approved.

35 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involved the likely

disclosure of exempt information as defined in Paragraph 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

36 EMERGENCY PLANNING SERVICE

Consideration was given to the joint report of the Director of Finance and Business Services (CE) and the Director of Resources (CWAC).

RESOLVED: That

- (1) the request for funding for estimated one off costs for the Emergency Planning Shared Services redundancies be noted; and
- (2) the decision on staffing reductions and associated costs be delegated to the Section 151 Officers in each Authority in consultation with the Chairman and Vice Chairman of the Shared Services Joint Committee to enable implementation by 1 April 2012.

The meeting commenced at 2.00 pm and concluded at 2.35 pm

Councillor P Mason (Chairman)

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CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

REPORT TO: SHARED SERVICES JOINT COMMITTEE

Date of Meeting:	27 April 2012
Report of:	Cheshire East – Director of Finance and Business Services Cheshire West & Chester – Director of Resources
Subject/Title:	Shared Service Position Statement

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 endorse the Urban Traffic Control Transition Log and delegate the 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 current shared service arrangements.
- 3.2 The proposed termination of the transitional shared service listed has 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 - Climate change
- Health**

6.1 None.

7.0 Financial Implications

7.1 The transition of the Urban Traffic Control Shared Service commenced on 1 April 2011. Any associated costs incurred in the intervening period have been met by each authority and therefore there are no outstanding cost sharing issues to be resolved.

8.0 Legal Implications

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

9.0 Risk Management

9.1 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.

10.0 Background and Options

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

10.2 The Business Plans supplement the Service Agreement. 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.

10.3 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.

10.4 An overview providing a current position statement on each shared service is contained in Appendix 1.

11.0 Transitioning Shared Services

11.1 During 2011-12 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 Urban Traffic Control shared service and a completed transition log can be found in Appendix 2. This service was formerly located in Backford Hall, Chester and some equipment still remains on this site although arrangements are in place to remove it to alternative premises early in May 2012. It is proposed that the Transition Log be agreed on the basis that final sign off be delegated to the Joint Officer Board once tall equipment have been removed from the Backford site.

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 / 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
Cheshire Shared Services Joint Committee Report – 29th July 2011
Cheshire Shared Services Joint Committee Report – 30th September 2011
Cheshire Shared Services Joint Committee Report – 25th November 2011
Cheshire Shared Services Joint Committee Report – 27th January 2012
Cheshire Shared Services Joint Committee Report – 24 February 2012

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 – 16.04.12

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 (SLE) to facilitate greater collaboration with partners and to increase trading potential to generating further efficiencies for CE and CWAC. Following a period of improvement and increased stability the Joint Management Team are now supportive of a recommendation to develop a Separate Legal entity (SLE). However further political discussion is required before the decision can be finalised and this is currently being scheduled in the overall project plan. Work continues to implement a new Target Operating Model in the ICT shared service.
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. At the Joint Committee In November 2011 Members requested that a review be undertaken to ascertain the viability of retaining the Estate Management function as a shared service. This work is yet to commence but it is anticipated that this will start soon. The Farms Team consists of 4.3 FTE
Civil Protection / Emergency Planning	N/A	In response to the need to achieve further efficiencies for CE and CWAC this shared service sought expressions of interest in VR as agreed by the Joint Committee in February 2012. One member of the team has since been released and another has elected to seek redeployment. As yet the actual cost saving cannot be confirmed although it is anticipated that expected efficiencies will be achieved.
Libraries Specialist Service	N/A	Alternative premises and capital expenditure have been secured to co-locate this shared service between Chester and Ellesmere Port but this project has been delayed due to issues with the new premises which are yet to be resolved. It is anticipated that moves will start around May 2012. Planned staffing reductions linked to this initiative will see the workforce reduce by 3 from 47.8 FTE. A review of the LSS is currently underway with a view to defining and improving service delivery going forward.
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. This is currently underway and will report shortly. A reduction in public opening hours has recently been agreed by Portfolio Holders from both Councils. The Service has recently had its standard for Customer Service Excellence reaffirmed by external assessors.
Rural Touring Network	N/A	A new partnership arrangement with "Spot-on" Lancashire has been agreed.
Approved Mental Health Professional	30 April 2012	Work is underway to transition this shared service in favour of a broader partnership arrangement due to be signed on 18 April 2012. The transfer of a part time CE employee to CWAC has been agreed in principle to ensure continuity to the AMPH Programme going forward. It is anticipated that this process can be completed before the end of June.
Archaeology Planning and Advisory Service	N/A	A revised long term sharing arrangement was agreed by Joint Committee on 29.07.11. This involved a move away from the Secondment Agreement in favour of the TUPE transfer of two CE staff to CWAC.
Youth Offending Service	30 September 2012	In February 2012 the Joint Committee received a report outlining a proposal to disaggregate this shared service in favour of alternative arrangements involving other partners. An extension to current arrangements was agreed to enable a safe transition to be achieved. It is anticipated that the next Service Liaison meeting on 30 April 2012 will provide greater clarity about the way forward.

SERVICE NAME	REVIEW / END	CURRENT STATUS
Highways Maintenance Contract	31 October 2011	Alternative arrangements are in place in each Council and sharing arrangements have been disaggregated but the transition log is currently outstanding
Urban Traffic Control	31 October 2011	This Shared Service arrangement has been disaggregated and a transition log has been completed for sign off by the Joint committee on 27 April 2012.
Integrated Transport	30.09.11	The bulk of this shared service successfully disaggregated to separate arrangements for both councils in March 2011 although it was agreed that owing to scarce resource and expertise in some small areas (concessionary fares, Traveline and Routewise) that sharing arrangements would continue in the short term. Work is currently underway to put in place a legal agreement whereby CE staff deployed on the Traveline will transfer to CWAC who will take responsibility for delivering the service in the future. Staff affected are currently being consulted on this proposal but it is anticipated that this will be agreed by May 2012...
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. These are now subject to legal challenge. Log to be finalised and signed off

	Shared Services being considered as part of separate legal entity
	Shared Services to continue under governance model
	Shared Services in process of transitioning to alternate arrangements
	Shared services that have completed transition but final sign off outstanding

Service Transition Log – Traffic Signal Control


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			The shared service ended on 6 th October 2011 with the management of this service being taken over by each Council separately, with the following lead officers: CWAC – Rob Brooks CE – Kevin Melling In CE, Traffic Signal Control is delivered by Ringway Jacobs.		

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)
People			Disaggregation of service personnel by previous vested arrangements has been completed. The management structures for CE and CWAC are separated to ensure staff have clear reporting and line management in each Council.		
Processes			Processes readily self contained for Cheshire East and Cheshire West.		
Customers			Traffic Signal Control is a front facing service. Both CE and CWAC are using their own branding for all documents and communications.		
Technology			<p>There are currently two UTC systems currently in operation at Backford Hall both procured by Cheshire County Council.</p> <p>Transport for London (TfL) – Supports all UTC locations in Cheshire West and Chester area.</p> <p>Peek – Supports all UTC locations in Cheshire East e.g. Crewe and Macclesfield.</p> <p>CWAC's CCTV system –TYCO – is also housed at the same location but this is due to be moved by BT on 1 May 2012.</p> <p>Discussions have taken place between the two authorities to agree location of systems and timing of moves following the closure of Backford Hall. It has been agreed that the UTC systems will be moved to Kelly House – the ICT Shared Service Data Centre. This move will be timed to coincide by the work to be undertaken by BT</p>		<p>JOB have agreed to submit the UTC Transition Log to the Joint Committee on the basis of the arrangements in place which they will continue to monitor until these have been completed.</p> <p> RE Urban Traffic Control - Shared Serv</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)
Assets			CE CCTV element of service has been relocated to Crewe. CWAC CCTV system will remain in Backford Hall until 1 May 2012 when it will be relocated to The Forum.		JOB have agreed to submit the UTC Transition Log to the Joint Committee on the basis of the arrangements in place which they will continue to monitor until these have been completed.
Finance			Funding for the shared service concluded on 31 March 2011 on the basis of its planned disaggregation later that year. In the interim costs for the service were met directly as appropriate by each Council.		Confirmed by service accountant  FW Urban Traffic Control - Final Financial
Legals			Statutory duties have been taken over by each Council separately		

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