

SHARED SERVICE NAME: OCCUPATIONAL HEALTH UNIT

MANAGER: ERIC BURT

CWAC CLIENT MANAGER: Sam Brouzas

CEC CLIENT MANAGER: Julie Davies

Core purpose: The purpose of the Shared Service is to provide a value-for-money range of occupational health functions that manage and mitigate illness in the workforce, assess the health and suitability of employees and prospective employees, and provide managers with accurate and actionable information which will help them manage absence. The OHU strives to market these services to other organisations to generate income for the parent councils.

CURRENT SERVICE DIMENSIONS 2013/14	HOST	BASIS	STAFF TOTAL: 7.1 FTE		BUDGET TOTAL: £191,183		3/4 YEAR: £34.4k U	
			Split East	Split West	East		West	
	CWAC	Secondment	2	8	£95,926		£92,257	
			Cost split: 50%		50%			

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
	N/A		N/A		AMBER		GREEN	
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
			-2 FTE (tbc)		2.5 FTE (tbc)		3FTE	
POSITION STATEMENT: Last Review completed in April 2013	<p>The performance of the OHU was initially hampered by delays in implementing a new records management system and associated changes to the staffing structure. A review of the service undertaken in April 2013 has been successful in addressing these issues and there is evidence that performance is improving.</p> <p>The OHU Shared Service was subject to a fundamental review in 2012/13 which considered alternative options for service delivery including: Improved as is; Lean model; Outsourcing; Disaggregation; DSO and; Separate Legal Entity.</p> <p>The outcomes of this activity was reported to the Joint Committee on 25 June 2013 when it was recommended and agreed that: <i>The Service be taken forward in two stages, with the option 'Improved As Is' being selected first as this would allow the OHU to continue to approve and develop its performance and commercialise its operations in order to ensure that future conversion into a company was feasible</i>" This option paved the way for the second stage and the establishment of the OHU as a commercial company. A further report was to be brought to the Joint Committee in January 2014 recommending an appropriate commercial vehicle for the services, including the potential of out-sourcing, integration into the proposed Single Legal Entity or the conversion of the service into a Council owned company.</p> <p>The OHU has undertaken a programme of activity to improve its operation which includes implementation of the EOPAS system and further staffing restructuring realising modest efficiency savings. However difficulties with recruiting suitable staff have raised some issues regarding the future sustainability of the service. Initially it was considered that the operation could be moved into a suitable SLE but the ongoing viability of the service needs to be re-examined before such a decision can be made. Therefore work is currently underway to re-evaluate the potential options for future service delivery.</p>							

Recommended way forward: That all options for future service delivery (i.e. joining an SLE, increased trading or potential outsource arrangement) be re-examined to determine the best way forward to be agreed by 1 June 2014 at the latest.

SHARED SERVICE NAME: CHESHIRE FARMS SERVICE**MANAGER: DAVID JOB****CWAC CLIENT MANAGER: Richard Green****CEC CLIENT MANAGER: Caroline Simpson**

Core purpose: 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.

CURRENT SERVICE DIMENSIONS 2013-14	HOST	BASIS	STAFF TOTAL: 3.3 FTE		BUDGET TOTAL: - £514,259		¾ YEAR:- £250k U	
			East	West	East	West		
	CEC	Secondment	2	2 (1 vacant)	-£241,170	-£273,089	Management Cost split: 56%	

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
		GREEN		GREEN		GREEN		GREEN
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
	0		1		0		0	

POSITION STATEMENT: No review undertaken to date.	<p>The Cheshire Farms Service works well as a shared service even though its clients have differing strategies regarding the future of their respective estates (i.e. CEC maintaining/CWAC divesting). Service delivery is straight forward as is the financial management of the overall operation.</p> <p>The Service performance is consistently high and budget savings and staffing efficiencies have been delivered as a matter of course. The Service is currently running with a vacancy and whilst there are no plans to fill this on a full time basis although a part time appointment may be necessary to take forward planned initiatives.</p> <p>Whilst CWAC's disposal strategy will see a reduction in the scale of the operation this will not be achieved in the short term and therefore it is considered that the current arrangements are appropriate to future delivery. Client Managers support this position and there is no desire to disaggregate the shared service.</p> <p>The Shared Service manager is one of long standing and has been involved in service review activity pre LGR (CCC Best Value Review) when alternative service delivery models were explored but rejected. Regular interaction at a regional and national level via professional bodies ensures awareness of the latest national developments in this area including collaborative pilots in Wales and divestment of Farms Estates elsewhere (e.g. Lancashire). It is considered that increased collaboration is unlikely to deliver any benefit given the size of the services and diverse strategies of current clients and those of neighbouring authorities and would be impractical in terms of the travel requirements this would place on the service.</p>
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Recommended way forward: Cheshire Farms Service to remain "as is" until 2016 when the position will be reviewed against progress on the implementation of CEC and CWAC's strategies for the Farms Estates.

SHARED SERVICE NAME: CIVIL PROTECTION / EMERGENCY PLANNING

MANAGER: CHRIS SAMUEL

CWAC CLIENT MANAGER: John Jeffrey

CEC CLIENT MANAGER: Steph Cordon

Core purpose: 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. The service is also responsible for the co-ordination of Business Continuity Management (BCM) function delivery across Cheshire East Council and Shared Services (latter in conjunction with CWaC Risk & Continuity Officer).

CURRENT SERVICE DIMENSIONS 2013-14	HOST	BASIS	STAFF TOTAL: 7 FTE		BUDGET TOTAL: £303,507		3/4 YEAR: £5k U	
	CWAC	Secondment	East	West	East		West	
			4	2 (1 vacancy)	£151,185		£152,322	
			Cost split:		50%		50%	

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
		GREEN		GREEN		AMBER		GREEN
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
			2			£100k		

<p>POSITION STATEMENT: No review undertaken to date.</p>	<p>The Cheshire Civil Protection / Emergency Planning Service works well under shared arrangements. The dip in performance at this time was due to a high volume of emergency activity which had a negative impact on the delivery of core objectives and a budget pressure of £20k which has since been addressed.</p> <p>The JEPLB reduced the Emergency Planning Service budget by 24% in 2012-13 reflecting a national trend to significantly downsize similar services. Under the auspices of the JEPLB, options to expand the service with Halton, Warrington and Cheshire “blue light” services have all been assessed but these have been rejected by potential partners largely on the basis of cost. Developing shared service arrangements with Wirral may provide an opportunity to broaden the Emergency Planning share in time as might the development of two emergency response hubs in the North Wales region.</p> <p>It is considered that further efficiencies in staffing would compromise delivery. The Service’s performance is regularly scrutinised by the JELPB in terms of its emergency response and statutory obligations relating to COMAH sites across the two boroughs (primarily located in CWAC). Given the nature of service it is difficult to assess delivery requirements in the longer term and therefore future developments can only really be judged against short term (annual) delivery.</p> <p>Emergency Planning was originally subject to the Shared Service governance framework. However the response activity it provides falls under the remit of Joint Emergency Planning Liaison Board (JEPLB) – a body made up of officers and members from CEC and CWAC. This in effect added another layer of governance. In June 2013, the Joint Committee agreed a proposal to formally transfer the governance of the Shared Service to the JEPLB. A report to the JEPLB detailing governance requirements was considered at their meeting on 28.02.14 when the transfer of governance was agreed in principal due to Joint Committee ratification</p>
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Recommended way forward: Cheshire Civil Protection / Emergency Planning Shared Service remain “as is” and overall governance transfer to the JEPLB by 30 March 2014 at the latest.

SHARED SERVICE NAME: LIBRARIES SPECIALIST SERVICES

MANAGER: SUE EDDISON

CWAC CLIENT MANAGER: Mike Dix

CEC CLIENT MANAGER: Paul Bayley

Core Purpose: Libraries Specialist Services provides support to libraries and customers in CEC and CWAC Libraries. It also provides resources and expertise to support the curriculum needs of schools and pupils which subscribe to the Education Library Service (ELS). Its aim is to provide innovative, cost-effective and efficient service for its clients.

CURRENT SERVICE DIMENSIONS 2013-14	HOST	BASIS	STAFF TOTAL: 36.49 FTE		TOTAL BUDGET: £769,883		¾ YEAR: £10k O	
			East	West	East		West	
	CWAC	Transferred (01.12.13)	0		£384,116		£385,717	
				Cost split	50%		50%	

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
		AMBER		AMBER		AMBER		AMBER
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
			-1	£89,060	-3.5	£157,000	0	£40,000

<p>POSITION STATEMENT: Last review completed November 2012</p>	<p>The LSS is working well under the current arrangements. A review of activity was undertaken in 2011/12 which ran concurrently with a major project to co-locate three of its teams to a single site achieving significant service efficiencies. The outcomes were presented to the Joint Committee on 30.11.12 when further recommendations were agreed including: the transfer of all staff to CWAC, replacement of the Libraries Management Systems, reducing the mobile fleet and revising pricing structure for ELS. These have since been implemented and formal SLAs based on a realistic budget have been put in place to drive further efficiencies through ongoing delivery. However these are disproportionate and will lead to an imbalance in delivery which will need to be managed unless a common agreement can be achieved.</p> <p>The ELS is self funded by services purchased by schools across Cheshire (including Halton and Warrington) through the annual SBSA process which presents some issues with long term planning. Efforts are being made to address this by offering discounts for longer term buy-in and exploring other potential markets (e.g Trafford, Stockport). In 2014/15 further work will be undertaken to assess the alternative options for the ongoing delivery of this element of the LSS e.g. SLE, Trust etc.</p> <p>Service performance is steady overall despite some initial issues with changing indicators. Past overspends have been addressed. Client managers have set out clear expectations for the medium term linked to key frontline projects which it is anticipated will further stabilise the PMF.</p> <p>Opportunities for broader sharing of this service do exist which it would be appropriate to pursue in the medium term. Another option might be a combined Cultural shared Service including LSS, Archives and RTA.</p>
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Recommended way forward: LSS to continue “as is” until 2015/16 when position will be reviewed again but ELS to be reviewed in the interim to assess benefits of alternative delivery models.

SHARED SERVICE NAME: ARCHIVES AND LOCAL STUDIES

MANAGER: PAUL NEWMAN

CWAC CLIENT MANAGER: Mike Dix

CEC CLIENT MANAGER: Helen Paton

Core Purpose: The purpose of CALS is 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 CE and CW&C under the Local Government Act 1972, s 224, to make “proper arrangements with respect to any documents that belong to, or are in the custody of the council”.

CURRENT SERVICE DIMENSIONS	HOST	BASIS	STAFF TOTAL: 18FTE		BUDGET TOTAL	3/4 YEAR: £37k O
			East	West	East	West
	CWAC	Secondment	7.5	10.5	£200,918	£205,369
					Cost split: 50%	50%

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
	GREEN		GREEN		AMBER		AMBER	
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
			0.5	£84,000	1	£36,500	0	

<p>POSITION STATEMENT: Last review completed in July 2012</p>	<p>The primary reason for the downturn in the Archives performance arises from the inadequacy of the premises as raised by the National Archives. This was formally reported to the Joint Committee on 27.07.12 as the key outcome arising from a fundamental review of the service. Members agreed doing nothing was not an option and requested that a feasibility study be undertaken to assess alternative premises. Funding for this was secured in 2013-14 and consultants have recently been appointed. The study will consider four sites in both CE and CWAC and look at opportunities to secure external funding. The study will be completed by March 2014 and is likely to result in a capital project coming on stream in 2015-16 financed at least in part by both authorities.</p> <p>Net expenditure on this Service remains in the lowest quartile and SLAs with Halton and Warrington have been improved to provide greater certainty around future funding. Reassessment of Customer Excellence is anticipated in 2014.</p> <p>A CWAC management restructure is proposing a merger of the Archives Shared Service and CWAC’s non-planning archaeologist. The impact of this change will need to be considered in the shared service arrangements going forward with any imbalance in service provision being addressed through appropriate channels.</p> <p>Potentially, either authority could take on overall responsibility for the Archive and provide services to the other via an SLA but this is unlikely to happen in the short term given the current uncertainty surrounding accommodation. A staff transfer is to be progressed in the interim as agreed by Joint Committee on 10.01.14. Once the future premises situation is clear there may be an opportunity to look at alternative delivery models e.g. a Trust potentially involving broader Heritage services across Cheshire. Another option might be a combined Cultural shared Service including LSS, Archives and RTA.</p>
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Recommended way forward: that Archives and Local Studies continues “as is” until the future premises issue is clear but staff transfer and management changes to be implemented in the interim with formal Agreements being amended accordingly.

SHARED SERVICE NAME: RURAL TOURING ARTS**MANAGER: KATHRYN WEST****CWAC CLIENT MANAGER:****CEC CLIENT MANAGER: Helen Paton**

Core Purpose: The purpose of Cheshire's Rural Touring Arts Service (CRTA) is to provide a programme of high quality professional arts activities and events for rural areas in Cheshire in partnership with the communities of the villages involved.

CURRENT SERVICE DIMENSIONS	HOST	BASIS	STAFF TOTAL: 1.5		BUDGET TOTAL: £24,860		3/4 YEAR: Net Nil	
			East	West	East		West	
	CWAC	Secondment but no secondees	0	2	£12,480 (fixed cost)		£12,480	
					Cost Split 51%	49%		

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
		GREEN		GREEN		GREEN		GREEN
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget

POSITION STATEMENT:	<p>This is a small shared service wholly funded by grants received from the Arts Council for England. Funding has been secured until 2015.</p> <p>The performance of the Shared Service is consistently high and client managers are satisfied with its services and the provision of rural arts programmes.</p> <p>The Shared Service has developed a broader partnership with Spot on Lancashire which has delivered benefits of greater shared experience and efficiency savings in arts programming delivered on behalf of both Councils.</p> <p>There is currently no reason to review this Shared Service arrangement however if there are difficulties in securing funding beyond 2015 or either authorities requires to undertake a broader cultural services review e.g. to determine future alternative delivery models, it is proposed that the RTA shared service be included.</p> <p>Another option might be a combined Cultural shared Service including LSS, Archives and RTA.</p>
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Recommended way forward: The Rural Touring Arts Shared Service continue “as is” unless a broader review of Cultural Services is commissioned by either authority when it will form part of the scope of that review.

SHARED SERVICE NAME: ARCHAEOLOGY PLANNING & ADVISORY SERVICE MANAGER: JILL COLLENS

CWAC CLIENT MANAGER: Mike Dix

CEC CLIENT MANAGER: Ian Dale

Core purpose; The Archaeology Planning Advisory Service (APAS) provides advice on the archaeological implications of development for Cheshire West and Chester (CWAC) and Cheshire East (CE), under the provisions of the National Planning Policy Framework. It also provides services to Halton and Warrington via service level agreements. The service to Halton also includes the provision of advice on the implications of development on the built historic environment.

CURRENT SERVICE DIMENSIONS	HOST	BASIS	STAFF TOTAL: 5		BUDGET TOTAL: £227,142	3/4 YEAR: Net Nil
	CWAC	Transferred (01.08.11)	East	West	East	West
			0	5	£96,925	£130,217 (incl.£25 k income)
			Cost Split	47%	53%	

OVERALL PERFORMANCE RATING	2010-11		2011-12		2012-13		2013-14 (Mid Year)	
		NA		GREEN		AMBER		GREEN
EFFICIENCIES DELIVERED	Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
	0		0		0		0	

<p>POSITION STATEMENT: Last reviewed July 2011</p>	<p>The Archaeology Planning Advisory Service operated as a shared service from April 2009. However in August 2011 arrangements were put in place to transfer the two staff employed in CE to CWAC and a variation to the original SS Agreement was put in place on a fixed term. Under this arrangement CE pays a fixed cost to CWAC. This runs until 31 March 2014. In the event that the shared arrangement terminates the current Agreement provides that associated liabilities will be split 53% CWAC: 47% CE. The main difficulty associated with disaggregation is the ability to split the Historic and Environmental Records (HERS).</p> <p>Heritage services are coming under intense pressure as a result of austerity measures being imposed on councils and many across the north west are under threat. Initial enquiries suggest that there may be opportunities to extend Cheshire's current sharing arrangement to the Wirral and to provide Development Control advice to Merseyside Authorities. There may also be the potential to develop more regional working in consultation with English Heritage. A national review of Archaeology Services has been commissioned by the Dept of culture and this is due to report in May 2014. It is likely that this report will set a clear direction for archaeology services in the future and therefore it has been agreed to role forward the current SS Agreement to 01.10 14 to enable a fundamental review of the arrangements to be undertaken which will enable any outcomes from the national study to be taken into account.</p>
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Recommended way forward: Develop in consultation (CWAC and CE) a revised arrangement (shared or otherwise) for the provision of Archaeological Planning advice and management of the HERS before 01.10.2014