

SHARED SERVICE NAME: A03 CHESHIRE FARMS SERVICE

MANAGER: DAVID JOB

CWAC CLIENT MANAGER: Richard Green

CEC CLIENT MANAGER: Heather McManus

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 2014-15 | HOST | BASIS | STAFF TOTAL: 3.3 FTE | | BUDGET TOTAL: - £801,050 | | OUTTURN:- £282k U | |
|------------------------------------|------|------------|----------------------|-----------------|-------------------------------|--------------|-------------------|-------------|
| | | | East | West | East | | West | |
| | CEC | Secondment | 2 | 2 (1 vacant) | -£428,317 | O/T -£245K U | -£372,733 | O/T -337K U |
| | | | | | Management Cost split: 53% | | 47% | |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|----------------------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | GREEN | | GREEN | | GREEN | | GREEN | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | 0 | | 1 | | 0 | | 0 | | 0 | |

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|---|---|--|--|--|--|--|--|--|--|--|
| POSITION STATEMENT: No review undertaken to date. | The Cheshire Farms (Management) 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 although the financial position is complicated by the inclusion of estates budgets. Efforts are underway to split out the management costs to make these more transparent going forward. | | | | | | | | | |
| | 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. | | | | | | | | | |
| | 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 at present. | | | | | | | | | |
| | 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. | | | | | | | | | |

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: A04 CIVIL PROTECTION / EMERGENCY PLANNING

MANAGER: CHRIS SAMUEL

CWAC CLIENT MANAGER: Karen McIlwaine

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.

| CURRENT SERVICE DIMENSIONS 2014/15 | HOST | BASIS | STAFF TOTAL: 7 FTE | | BUDGET TOTAL: £318,404 | | OUTTURN:- £27k U | |
|------------------------------------|------|------------|--------------------|------|------------------------|------------|------------------|-------------|
| | | | East | West | East | | West | |
| | CWAC | Secondment | 4 | 3 | £152,549 | O/T -£6K U | £165,855 | O/T -£21K U |
| | | | | | Cost split: 50% | | 50% | |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|----------------------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | GREEN | | GREEN | | AMBER | | GREEN | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | | | 2 | | | £100k | | -£20k | | |

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|---|---|--|--|--|--|--|--|--|--|--|
| POSITION STATEMENT: No review undertaken to date. | The Cheshire Civil Protection / Emergency Planning Service works well under shared arrangements. The dip in performance in 2015 was due to a high volume of emergency activity which had a negative impact on the delivery of core objectives and an anticipated overspend arising from the potential purchase of new software | | | | | | | | | |
| | Emergency Planning is 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. The potential for transferring governance to the JEPLB was endorsed in principle by the Joint Committee has been explored but as the body is not formally constituted in either Council this was not possible and therefore overall governance remains with the Joint Committee.. | | | | | | | | | |
| | Options for expanding the sharing arrangement with neighbouring authorities has been explored in the past but without success. The Service Manager is current exploring the potential for further service efficiencies within existing arrangements.. | | | | | | | | | |
| | 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. | | | | | | | | | |

Recommended way forward: Cheshire Civil Protection / Emergency Planning Shared Service remain “as is” but in the event of broader shared service arrangements being dissolved consideration should be given to formally constituting the JEPLB as the governing body.

SHARED SERVICE NAME: A05 OCCUPATIONAL HEALTH UNIT

MANAGER: ERIC BURT

CWAC CLIENT MANAGER: Sam Brousas

CEC CLIENT MANAGER: Phil Badley

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 to manage absence. The OHU strives to market these services to other organisations to generate income for the parent councils.

| CURRENT SERVICE DIMENSIONS 2014/15 | HOST | BASIS | STAFF TOTAL: 7.1 FTE | | BUDGET TOTAL: £175,204 | | OUTTURN: -£30K U | |
|---------------------------------------|------|------------|----------------------|------------|------------------------|-------------|------------------|-------------|
| | | | Split East | Split West | East | | West | |
| | CWAC | Secondment | 2 | 8 | £75,751 | O/T -£20K U | £62,253 | O/T -£10K U |
| | | | | | Cost split: 50% | | 50% | |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|--|---|--------|--------------|--------|---------------|--------|---------|--------|---------|--------|
| | N/A | | N/A | | AMBER | | GREEN | | AMBER | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | | | -2 FTE (tbc) | | 2.5 FTE (tbc) | | 3 FTE | | | -£16K |
| POSITION STATEMENT: Extensive Review activity undertaken and ongoing | The Occupational Health Unit (OHU) continues to supply services to Cheshire East (CE), Cheshire West and Chester (CWaC) and a number of external customers in both the public (including schools) and private sector. The income from these contracts subsidises the contribution from both councils and therefore makes the service very cost effective in comparison to alternative providers. | | | | | | | | | |
| | Initially OHU performance was hampered by delays in implementing a new records management system although this has since been addressed. In June 2013 the Joint Committee recommended that once the OHU had improved it should commercialise its operation in order to ensure that its future conversion to a company was feasible. | | | | | | | | | |
| | A further review undertaken by CWAC early in 2014 concluded that the OHU should transfer to CoSocius by the following June although this was later reversed given a lack of fit with the CoSocius operation. Instead it was agreed that options to bring in a supply partner be explored and a tendered was subsequently issued although it transpired that the costs of engaging would cause the Unit to go into a sizeable overspend. In the interim staffing changes were implemented that generated significant improvements in service delivery that removed the urgency to secure external support. | | | | | | | | | |
| | Whilst OHU's performance has improved its reliance on key staff and declining income generation from schools are questioning its ongoing resilience and viability. Following a discussion at the Joint Committee in March 2015 it was agreed that options within existing alternative service delivery arrangements in both Councils should be explored. A report is anticipated in September 2015. | | | | | | | | | |

Recommended way forward: That the review to assess the ongoing viability of the Unit be undertaken and fully informed by both clients ongoing requirements to enable the future direction of travel to be determined.

SHARED SERVICE NAME: A06 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 2014-15 | HOST | BASIS | STAFF TOTAL: 18FTE | | BUDGET TOTAL £400,321 | | OUTTURN: -£56K U | |
|------------------------------------|------|-----------------------------------|--------------------|------|-----------------------|-------------|------------------|------------|
| | | | East | West | East | | West | |
| | CWAC | Secondment (but transfer pending) | 7.5 | 10.5 | £221,889 | O/T -£48K U | £178,432 | O/T -£8K U |
| | | | | | Cost split: 50% | | 50% | |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|----------------------------|---------|--------|---------|---------|---------|---------|---------|--------|---------|--------|
| | GREEN | | GREEN | | AMBER | | AMBER | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | | | 0.5 | £84,000 | 1 | £36,500 | 0 | | 0 | |

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| POSITION STATEMENT: Last review completed in July 2012 | <p>The primary reason for the downturn in the Archives performance in 2012-13 arose from the inadequacy of the accommodation as highlighted under the National Archive inspection regime. When reported to the Joint Committee on 27.07.12 Members agreed ‘doing nothing’ was not an option. Consequently consultants were engaged to undertake a feasibility study of alternative premises and consultation was undertaken to obtain the public views on 8 proposed locations across CE and CWaC. Outcomes from both exercises informed a Member workshop held in Nov’14 aimed at shaping the vision for a modern facility and improved archive outreach. This concluded that the best locations for a new development were Chester, Crewe or Winsford but further work was requested offering an outreach facility in both East and West. Local elections have delayed a follow up workshop which is anticipated in June.</p> |
| | <p>A key issue will be the joint funding for a new build. Efforts are being made to engage HLF to secure grant funding but this will require a clear commitment by both Councils to demonstrate aligned funding allocations in their Capital Programmes 2015-19. It is also anticipated that joint funding will be required to develop a credible bid.</p> |
| | <p>Net expenditure on this Service remains in the lowest quartile. The Customer Excellence standard currently held by CALS has been replaced by the Archives Accreditation Scheme and an application to secure accreditation will be submitted in Summer 2015. Achieving this accolade will be fundamental to securing future funding from central government sources e.g. HLF</p> |
| | <p>A CWAC management restructure has resulted in a merger of the Archives Shared Service and CWAC’s non-planning archaeologist. The impact of this change is currently being monitored in terms of evaluating the equity of the revised arrangement.</p> |
| | <p>JC agreed a staff transfer to the host authority in Jan 2014 but this is on hold until the future location of the Archive is determined. The continued uncertainty is concerning employees particularly given increasing disparity between T & C with people doing the same job receiving differing benefits e.g. PRP</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. Once this situation is resolved there may be an opportunity to look at alternative delivery models e.g. a Trust potentially involving broader Heritage services across Cheshire.</p> |

Recommended way forward: That this continues “as is” until the future premises issue is clear but consideration be given to completing the agreed staff transfer to address inequalities in terms and conditions of employment.

SHARED SERVICE NAME: A08 LIBRARIES SPECIALIST SERVICES**MANAGER: RACHEL****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 2014-15 | HOST | BASIS | STAFF TOTAL: 36.49 FTE | | TOTAL BUDGET: £755,766 | | OUTTURN: -£52K U | |
|------------------------------------|------|------------------------|------------------------|------|------------------------|----------|------------------|----------|
| | | | East | West | East | | West | |
| | CWAC | Transferred (01.12.13) | 0 | | £361,997 | Balanced | £393,769 | - £52k U |
| | | | | | Cost split | 50% | 50% | |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|----------------------------|---------|--------|---------|---------|---------|----------|---------|---------|---------|--------|
| | AMBER | | AMBER | | AMBER | | AMBER | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | | | -1 | £89,060 | -3.5 | £157,000 | 0 | £40,000 | -1 | |

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|---|--|--|--|--|--|--|--|--|--|--|
| POSITION STATEMENT: Last review completed November 2012 | Since its inception the LSS has demonstrated its ability to deliver successive efficiency savings through co-location and service reorganisation. In 2013 the Secondment Agreement was replaced by a Transfer Arrangement whereby all CE staff transferred to CWaC. Consequently formal SLAs based on a realistic budget have been put in place to drive further efficiencies through ongoing delivery. In 2014-15 CWaC undertook internal restructuring which proposed the amalgamation of the LSS Manager role with the CWaC's Libraries Operations Manager which was consequently agreed with CEC Client manager. | | | | | | | | | |
| | 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 have been made to address this by offering discounts for longer term buy-in and exploring other potential markets (e.g Trafford, Stockport) with some success. | | | | | | | | | |
| | CWaC have indicated that they will be exploring opportunities in 2015 to put their Libraries Operations and potentially the LSS into a Cultural Trust. The CEC Client Manager has indicated that they would support the dissolution of the current sharing arrangements in favour of a Service Level Agreement for services formerly supplied by the Libraries Shared Service | | | | | | | | | |

Recommended way forward: That formal LSS arrangements be dissolved in favour of a renewable Service level Agreement between CWaC (the provider) and CEC (the Client)

SHARED SERVICE NAME: A14 RURAL TOURING ARTS

MANAGER: KATHRYN WEST

CWAC CLIENT MANAGER: Mike Dix

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 2014-15 | HOST | BASIS | STAFF TOTAL: 1.5 | | BUDGET TOTAL: £24,860 | | OUTTURN: Net Nil | |
|---------------------------------------|------|----------------------------------|------------------|------|-------------------------|----------|------------------|----------|
| | | | East | West | East | | West | |
| | CWAC | Secondment but no secondes | 0 | 2 | £12,480 (fixed cost) | Balanced | £12,480 | Balanced |
| | | | | | Cost Split | 51% | | 49% |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|-------------------------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | GREEN | | GREEN | | GREEN | | GREEN | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | | | | | | | | | | |

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|---|---|--|--|--|--|--|--|--|--|--|
| POSITION STATEMENT: No review undertaken to date | This is a small shared service wholly funded by grants received from the Arts Council for England. Funding has been secured until 2018 | | | | | | | | | |
| | The performance of the Shared Service is consistently high and client managers are satisfied with its services and the provision of rural arts programmes. | | | | | | | | | |
| | CWaC have recently commissioned an internal Cultural Services Review to consider the potential for moving its Library, Museum, Historic Environment (not incl. APAS) and Arts and Festival services into an alternative delivery vehicle. This project provides the opportunity to create a model that is flexible enough to include additional services where there are obvious synergies, e.g. the RTA. The CE Client Manager is aware of this development and is seeking discussions with CWaC on this issue with the anticipation of understanding the potential impact on services currently delivered to Cheshire East. | | | | | | | | | |

Recommended way forward: That this continue “as is” until the impact of CWaC potential alternative service delivery vehicle and its impact on CE are fully understood.

SHARED SERVICE NAME: B14 ARCHAEOLOGY PLANNING & ADVISORY SERVICE

MANAGER: Mark Leah

CWAC CLIENT MANAGER: Ian Hesketh

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 2014-15 | HOST | BASIS | STAFF TOTAL: 5 | | BUDGET TOTAL: £230,829 | | : Net Nil | |
|------------------------------------|------|------------------------|----------------|------|------------------------|----------|------------------------------|----------|
| | | | East | West | East | | West | |
| | CWAC | Transferred (01.08.11) | 0 | 5 | £96,925 | Balanced | £133,904 (incl.£25 k income) | Balanced |
| | | | | | Cost Split | 47% | | 53% |

| OVERALL PERFORMANCE RATING | 2010-11 | | 2011-12 | | 2012-13 | | 2013-14 | | 2014-15 | |
|----------------------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | NA | | GREEN | | AMBER | | GREEN | | GREEN | |
| EFFICIENCIES DELIVERED | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget | Staff | Budget |
| | 0 | | 0 | | 0 | | 0 | | -1 | TBC |

POSITION STATEMENT:
Last review completed in March 2015.

The Archaeology Planning Advisory Service operated as a shared service from April 2009 but in August 2011 a variation to the original SS Agreement was put in place which transferred all staff to CWaC and provided for a fixed term Service Level Agreement which ran until 31 March 2014. At the renewal point CWaC indicated that they wanted to include APAS in a “Make or Buy” review of their Total Environment operation. Consequently it was agreed that a complementary joint review would be undertaken to assess the ongoing viability of the APAS sharing arrangement, potential alternative delivery models, national developments in the field and potential for efficiency savings. It was anticipated that national discussions about the ongoing viability of heritage services would help shape the review outcomes but these failed to report within the review timeframe.

In February 2015 the Joint Committee received the outcomes arising from the review and endorsed recommendations that would see the sharing arrangements continuing for a further 12 months on the basis of continued exploration of closer working with heritage agencies and local universities and opportunities for increasing funding and income generation. A staffing restructure was also agreed that removed the Shared Service Manager role with consequent efficiencies being secured. Activity will continue throughout 2015-16 to shape future service delivery and it hoped that this will be informed by the conclusion of discussions at a national level however the inability to split the Heritage Environment Record remains a key issue to alternative arrangements in Cheshire.

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 01.04.2016