

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

SHARED SERVICES JOINT COMMITTEE

Date of Meeting:	16 April 2018
Report of:	Mark Wynn – Chief Operations Officer (West)
Subject/Title:	Transactional Service Centre – Shared Service Agreement

1.0 Report Summary

- 1.1 This report provides a progress update in relation to the continuing development of the Transactional Service Centre (TSC) following the decision of the Committee to agree for a 'transformation phase' to be in place until 31 March 2019.
- 1.2 The report provides the information that the shared service is required to provide Committee and/or Joint Officer Board (JOB) under the Shared Services Agreement.

2.0 Decisions Requested

Members are asked to:

- 2.1 Agree that the 'transformation' phase will end on 31 March 2019.
- 2.2 Instruct the Senior Manager – Transactional Service Centre to devise a new business plan that will take effect from 1 April 2019 and carry the service forward in to its next phase.
- 2.3 Approve that the two Section 151 Officers be provided with delegated authority to approve a shared service agreement between the Councils for the period 1 April 2018 through to 31 March 2019.

3.0 Reasons for Recommendations

- 3.1 The recommendation is required to ensure that the transformation and service delivery of the TSC continues in line with the service's goals, vision and objectives.

4.0 Report Background

- 4.1 At the 24 March 2017 meeting of this Committee, Members were asked to approve a report that set out the basis for the establishment of a shared services agreement for the services previously provided by CoSocius Ltd. In a previous meeting Members had agreed that ICT services would be hosted by Cheshire East Council and HR and Finance services would be hosted by Cheshire West and Chester Council.

At a meeting on 23 September 2016 the Committee decided to extend the initial period of transition to 31 March 2017 and on 24 March 2017 agreed to a two year transformation phase ending on 31 March 2019.

5.0 Financial Performance

- 5.1 There is a significant savings target associated with the delivery of services within the TSC. These are to be met through a variety of sources including service efficiency and volume driven demand reduction.
- 5.2 The Oracle replacement, due to go live in September 2018, will support the transformation of service delivery by standardising processes and encouraging the use of self-service.

6.0 Business Continuity and delivery against Service Definitions

- 6.1 Business Continuity remains a key priority for the service and since the transfer back into the Council service delivery has been improving. Monthly contractual performance reporting has been enhanced to include some additional, local key performance indicators that better reflect service priorities.
- 6.2 A new Senior Manager for the Transactional Service Centre was appointed in December 2017 with the aim of continuing to improve service delivery and address residual cultural issues. The cultural differences are derived from split locations and historic working practices.
- 6.3 Work continues to be undertaken to address the cultural issues. The new senior manager for the TSC is devising a people strategy which will ensure professional standards are adopted and incorporate a commitment to apply council policy consistently.
- 6.4 A new customer strategy is also being devised which will set out the standards expected in delivering services to the TSC's diverse customer base.

7.0 Development of a Strategic Business Plan

- 7.1 The Strategic Business Plan updated for 24 March 2017 Shared Services Joint Committee, sets out the clear direction of the service as part of the transformation phase.

The four core goals remain:

- Financial Stability
- Efficient, Effective services
- Customers and Residents First
- Cultural Development

The TSC Management team provides overall governance for the delivery of the plan and associated transformation activity.

- 7.2 A Shared Services Agreement has been operating successfully between the two Councils. An update to that document will be agreed, taking into account the overall strategic aims outlined in this report, covering the period 1 April 2018 through to the 31 March 2019. It is recommended that the two Council Section 151 Officers be given delegated authority to approve this agreement.

8.0 Demand Management

- 8.1 A key objective of the TSC remains to develop an 'efficient, effective service' by ensuring that activity caused by failure, avoidable or preventable demand is not inhibiting the delivery of the service. To address this, the service continues to monitor the demand management plan which seeks to eliminate or significantly reduce unnecessary demands on the service.
- 8.2 Linked to the demand management strategy, the development of the wider service, its resourcing and future structure continues to be supported by the Public Sector Reform team (PSR) West. This is through detailed activity analysis, process and procedural review, resource inputs and cost evaluation.

9.0 Service Catalogue and Payment Mechanism

- 9.1 A TSC product 'menu' and e-catalogue (excel spreadsheet) have been developed that provide, by service, area a 'drill down' view of all shared service activity.
- 9.2 The future payment mechanism for the TSC is under discussion and the future strategic direction will be agreed during 2018/19.

10.0 Exit Management

- 10.1 The joint shared service agreement outlines the provision for termination of the agreement by either party for the reasons of: expiry; material breach; non-fault termination; discharging council default; and force majeure event.

11.0 Legal Implications

- 11.1 The shared service agreement may require further amendment to reflect future decision(s) of Shared Service Joint Committee.

12.0 Risk management

- 12.1 All risks are noted and reported up through the agreed governance route to the Joint Officer Board.

13.0 Access to Information

- 13.1 The background papers, including access to the draft TSC Shared Services Agreement, relating to this report can be inspected by contacting the report writer:

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