



# Shared Services Joint Committee

## Agenda

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**Date:** Friday 22nd November 2019  
**Time:** 2.00 pm  
**Venue:** Room 1.2 - 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 disclosable pecuniary and non-pecuniary 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 3 - 8)

To approve the minutes of the meeting held on 2 August 2019.

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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:** Rachel Graves  
**Tel:** 01270 686473  
**E-Mail:** [rachel.graves@cheshireeast.gov.uk](mailto:rachel.graves@cheshireeast.gov.uk)

5. **ICT Services Update Report** (Pages 9 - 22)

To receive a progress update in relation to ICT Shared Services, focussing on Evolution (Infrastructure Investment programme) and implementation of a Target Operating Model.

6. **Best4Business Update**

To receive an update on the implementation of a replacement HR and Finance system for the Councils and their partners. *Report to follow*

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

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 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. **Best4Business Update**

To consider the confidential appendices relating to this report. *To follow*

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**Membership:**

**Cheshire East Council:** Councillors A Moran, J Rhodes (Chairman) and A Stott

**Cheshire West and Chester Council:** Councillors P Donovan, C Gahan (Vice Chairman) and K Shore

Minutes of a meeting of the **Shared Services Joint Committee**  
held on Friday, 2nd August, 2019 at Committee Room 1 - Wyvern House,  
The Drumber, Winsford, CW7 1AH

## **PRESENT**

### **Cheshire East Council**

Councillors Arthur Moran, Jill Rhodes and Amanda Stott

### **Cheshire West and Chester Council**

Councillors Paul Donovan, Carol Gahan and Shelia Little (substitute for Cllr Karen Shore)

### **Officers in Attendance**

#### **Cheshire East Council**

Alex Thompson, Director of Financial and Customer Services

Gareth Pawlett, Chief Information Officer

Heather Grove, Senior Manager Business Development Assurance and Collaboration

Rachel Graves, Democratic Services Officer

#### **Cheshire West and Chester Council:**

Mark Wynn, Chief Operating Officer

Karen McIlwaine, Joint Director of Governance

Laurence Ainsworth, Director of Public Services Reform

Peter Lloyd, Change and Technology Senior Manager

Aaron Thomas, Governance Lead Best4Business Programme

Jude Green, Corporate Manager Transactional Services

## **1 APPOINTMENT OF CHAIRMAN**

### **RESOLVED:**

That Councillor Jill Rhodes be appointed as Chairman of the Shared Services Joint Committee for the 2019/20 Municipal Year.

## **2 APPOINTMENT OF VICE CHAIRMAN**

### **RESOLVED:**

That Councillor Carol Gahan be appointed as Vice-Chairman of the Shared Services Joint Committee for the 2019/20 Municipal Year.

## **3 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Karen Shore.

**4 DECLARATIONS OF INTEREST**

No declarations of interest were made.

**5 PUBLIC SPEAKING TIME/OPEN SESSION**

No members of the public were in attendance and no questions had been submitted prior to the meeting.

**6 MINUTES OF PREVIOUS MEETING**

It was noted that in the minutes Cheshire East Councillors Paul Findlow and Paul Bates had been listed in error under the councillors present from Cheshire West and Chester Council.

**RESOLVED:**

That the minutes of the meeting held on 25 January 2019 be approved as a correct record and signed by the Chairman, subject to the of deletion of Councillors Paul Findlow and Paul Bates from the list of Cheshire West and Chester Councillors present.

**7 BACKGROUND AND OVERVIEW OF SHARED SERVICES**

The Committee considered a report which set out the background to, and an overview of, the Shared Services which currently existed between Cheshire East Council and Cheshire West and Chester Council.

The Committee was asked to note that the date of a future meeting in paragraph 5.5.2 should read 27 March 2020 not 2019.

A verbal update was given on the work undertaken by the Civil Protection and Emergency Planning Service in response to the flash flooding in Poynton/Bollington area on 31 July, which resulted in a major incident being declared and it was suggested that the Committee be briefed on actions undertaken by the Service in response to incidents when they arose.

**RESOLVED:** That

- 1 the report be noted; and
- 2 the Committee be briefed on the actions taken by the Civil Protection and Emergency Planning Service in response to incidents when they arose.

**8 SHARED SERVICES PERFORMANCE OUTTURN 2018-19**

The Committee considered a report which set out a summary of the outturn position for the Shared Service arrangements. It included both indicative financial and non-financial performance over the period 2018-19.

There had been a continuing good level of performance with all of the Shared Services being rated as 'Green' in terms of their overall financial performance. An overview of performance was detailed in Appendix 1 to the Report.

The Committee sought clarification on the overspend in Transactional Services and the underspend by ICT. They were informed that overspend in Transactional Services related to one off redundancy costs, which was equally split between the two Council, and the underspend in ICT was due a delay in recruitment ahead of the implementation of a new staffing structure.

**RESOLVED:**

That the Shared Services outturn performance for 2018-19 be noted.

**9 ICT SERVICES UPDATE REPORT**

The Committee considered a report which provided an update on progress with ICT, focussing on Evolution and implementation of a Target Operating Model.

The Evolution Programme was a transformational investment programme to enable both Councils to modernise, ensure compliance and deliver a flexible environment to underpin delivery.

The report set out work undertaken to date, the expenditure for the programme, challenges faced and set out the next steps for the programme.

**RESOLVED:** That

- 1 the progress to date and upcoming planned activity be noted; and
- 2 the benefits of the ICT Investment Programme (Evolution), the mobilisation of the programme and the progress to date be noted.

**10 FINANCE & HR SYSTEM REPLACEMENT ("BEST4BUSINESS") PROGRAMME**

The Committee considered a report which detailed the latest position with the implementation of the replacement HR and Finance system for the Councils and their partners.

The report provided an update on the status of the programme since the last report to the Committee in July 2018 and detailed the processes undertaken that led to the decision to defer the go-live date. Following completion of the gap analysis a revised programme plan would be produced. Until the plan has been produced and approved it was not possible to give indication of a revised go-live date.

It was request that the Committee receive regular updates on the Programme and to affect this it was suggested that an additional meeting of the Joint Committee be arranged for January 2020 and monthly Portfolio Holder briefings be held.

**RESOLVED:** That

- 1 the programme developments since the previous report to the Committee be noted;
- 2 the current programme of activities intended to develop and approve a revised programme and go live date be agreed;
- 3 a further report be brought to the next meeting of the Committee with an update on the revised programme; and
- 4 an additional meeting of the Shared Services Joint Committee be arranged for January 2020, along with monthly briefings for the Portfolio Holders.

**11 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:**

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A) 4 of the Local Government Act 1972 as amended on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and public interest would not be served in publishing the information.

**12 FINANCE & HR SYSTEM REPLACEMENT ("BEST4BUSINESS") PROGRAMME**

The Committee considered the confidential appendix.

**RESOLVED:**

That the potential next steps, as set out in the confidential appendix, be noted.

The meeting commenced at 10.30 am and concluded at 12.15 pm

Councillor J Rhodes (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>	22 <sup>nd</sup> November 2019
<b>Report of:</b>	Gareth Pawlett – Chief Information Officer & Evolution SRO (Cheshire East) Laurence Ainsworth – Director of Public Service Reform (Cheshire West and Chester)
<b>Subject/Title:</b>	Joint Council ICT Services Update Report
<b>Portfolio Holder:</b>	Councillor Amanda Stott – Cheshire East Council, Councillor Carol Gahan – Cheshire West and Chester Council

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### 1. Report Summary

- 1.1. The purpose of this report is to provide a progress update in relation to ICT Services, focussing on Evolution (Infrastructure Investment programme) and improvements to the wider Target Operating Model (TOM).

### 2. Recommendations

- 2.1. Recognise the progress to date and upcoming planned activity.
- 2.2. Support the benefits of the ICT Investment programme (Evolution), the mobilisation of the programme and progress to date.
- 2.3. Recognise the challenges currently faced on deployment and associated mitigating activities.
- 2.4. Agree the revised timescales for deployment of Windows 10 and Office 365 outlined in 4.13

### 3. Background

- 3.1. At Shared Service Joint Committee (SSJC) on the 24<sup>th</sup> March 2017, the Committee noted that an independent and holistic ICT review, supported by both Councils was required to ensure ICT in its entirety, enables both councils to achieve their objectives.
- 3.2. At SSJC on the 19<sup>th</sup> May 2017, the Committee noted that Ernst & Young LLP (EY) were to conduct an independent review, to provide assurance

and to determine the optimum alignment of the IT delivery model to meet both councils' future requirements. It was agreed that the outputs from the phases of work would be brought to SSJC.

- 3.3. At SSJC on the 22<sup>nd</sup> November 2017, the Committee supported the EY recommendations made through the jointly commissioned review of ICT. These are now actively being implemented.
- 3.4. SSJC continues to receive update reports on progress against EY recommendations and Evolution programme.

#### 4. Evolution Programme Update

- 4.1. The Evolution programme is a transformational investment programme which will enable both councils to modernise, ensure compliance and deliver a flexible environment to underpin delivery. It will contribute to achieving the strategic objectives of both councils, in their mission to deliver high quality services to the residents and people of Cheshire. A key delivery principle is that both councils will fully engage with the programme whilst adhering to the programme core principles of standardise, simplify and share.
- 4.2. Evolution is a complex technical and business change programme made up of six core areas with multiple interdependencies:
  - 1) **End User Computing & Deployment** –The tools and desktop environments that all colleagues will use to fulfil their roles.
  - 2) **Landscape Simplification** – Reducing complexity in core key applications, the products the councils use and aged infrastructure.
  - 3) **Next Generation Wide Area Network (WAN)** – Ensuring the councils have a modern wide area network providing performing connectivity across all our sites and gives us a platform for the future.
  - 4) **Adoption and Change Management** – How the council's will support their 6500+ users of ICT through this change and to make use of new capabilities.
  - 5) **Unified Comms** – Putting in place new communication tools to enable customer service centre modernisation and staff to communicate effectively through technologies such as Skype for Business.
  - 6) **Security & Compliance** – Continued focus on putting in place tools that keep both councils secure and compliant.
- 4.3. Moving all users of ICT to a more modern experience is a key output for the programme; implementing Windows 10 and Office 365 will be some of the more noticeable changes and will form a strong, secure foundation to support new digital ways of working. These will include increased and simplified flexible working for all staff and in particular social care, together with providing collaboration opportunities with wider services and partners through Microsoft Teams and a general improvement in performance for everyone.

- 4.4. Evolution will modernise how both councils use ICT, as every single user will see some significant changes, with a large change management and adoption approach being utilised across both councils, joining up with other major change programmes.
- 4.5. The Evolution programme will modernise all the aged and end of life infrastructure (i.e. servers and network), which accounts for over 75% of the existing estate at the outset of the programme, and upon which all the councils supporting systems sit.
- 4.6. The Evolution programme is challenging and a complex programme overall to deliver, given the starting point.
- 4.7. The programme will look to follow best practice and move both councils to a mixture of Cloud storage for most of the councils' needs and updating our data centre to a more modern environment for the rest.
- 4.8. **Benefits**

The benefits and aims of the programme are:

- 1) Enable financial benefits for both councils and ICT Services;
- 2) Engage strategic cloud enablement partners as required;
- 3) Provide a stable technology platform and meet the essential replacement needs of both councils, ensuring compliance and security;
- 4) Update the remaining data centre / on premise components;
- 5) Create a modern and performing environment, through a hybrid cloud model;
- 6) Assess each application and ensure it is hosted in the most cost-effective manner, with the aim of migrating viable applications or products to the cloud;
- 7) Support both councils through this change –
  - With planning for application decommissioning and rationalisation (elements such as data migration are not in scope of this programme);
  - Reducing impacts of change and helping councils to make best use of new capabilities;
- 8) Introduce an improved level of resilience and disaster recovery capability,
- 9) Deliver the necessary tools and processes to enable ICT to be more efficient and effective;
- 10) Deliver a new updated product catalogue that outlines services and associated capabilities for both councils;
- 11) Enable both councils to work in more agile and flexible ways in line with their existing ambitions for Flexible Mobile Working.

#### 4.9. Progress

To date the programme has achieved many of its planned activities including:

- 1) Reducing the levels of aged infrastructure leading to a reduction in significant IT service outages (major incidents) from 146 in 2016/17, 60 in 2017/18 and 35 in 18/19. So far in 19/20 we have had 13 major incidents;
- 2) Improving overall resilience – The councils now have 3 data centres providing data centre services to the council, Kelly House, Microsoft Azure and Amazon Web Services. On completion of the programme the risk of losing the data centre completely will have been greatly reduced;
- 3) Implementing a new backup and storage which is well now underway;
- 4) Reducing complexity through working with both Councils client teams to evaluate Key line of business systems (KLOB) resulting in a 25% reduction across the estate. A further 18 systems are approved for decommissioning but requires archiving, totalling 28%. This has been a huge collaborative effort by both Councils and the shared service in reducing the volume and complexity of the estate;
- 5) Supported the introduction of over 250 champions (Technology Champions and Bright Sparks) across both councils who have volunteered and been mobilised to support the transition to new technologies. These champions have been trained in the latest products Windows and Office 365 products, so they are ready to help;
- 6) Jointly developed a complex specification for Next Generation WAN. The procurement process commenced in September 2019, with tenders submitted in early November 2019. Procurement will support operational delivery of WAN and give both Council strategic opportunities to explore Digital/Smart Cities/5G;
- 7) Implemented Quarterly IT Health Checks (moved from annual), significantly reducing the risk of cyber-attack and other emerging cyber security threats;
- 8) Implemented McAfee security suite end client upgrades providing enhanced protection against zero-day threats e.g. ransomware attacks;
- 9) Ensured PSN certification achieved for both councils;
- 10) Improved cyber security intelligence (migrated from Google to Central Government service);
- 11) Reduced the threat of security vulnerabilities by the removal of old and non-compliant server software.
- 12) Overall good progress has been achieved to date on key areas of the programme leading to a more stable and secure foundation.

#### 4.10. End User Computing

4.11. End User Computing and Deployment is a very visible element of the programme which was originally aiming to complete by the deadline for January 2020 which coincided with Microsoft removing general support for Windows 7 operating systems. Any organisations utilising Windows 7 beyond this point would have to pay for additional extended support for security compliance.

4.12. This element of the programme has made some headway by introducing a proportion on Windows 10 and Office 365 into both Councils and across ICT Services:

- 1) Pilot Office 365 and Windows 10 with small group of users – August 2019;
- 2) Pilot extended with additional users – September 2019;
- 3) Early Adopter rollout for productivity users of Windows 10/O365 – October 2019;
- 4) Main deployment of Windows 10/O365 has been delayed and is now due to commence at volume – in October/November 2019.

4.13. The programme is aiming to migrate the majority of its users by end of June 2020. The programme will regularly report progress of numbers of users migrated during this deployment phase.

4.14. The reasons for the delay are as follows:

- 1) Despite successfully decommissioning 25% of key applications there remains a vast number of products and software that still require packaging to ensure they function on the new platform.
- 2) Data quality to enable a rich picture of the estate to underpin a deployment plan was much more challenging than expected and caused slippage resulting in delays in verification with the client teams.
- 3) Differing ways of delivering flexible mobile working priorities across both councils have led to different desktop solutions causing complexity.
- 4) Higher number of failures than anticipated by 3rd parties to deliver devices and deliver additional connectivity to enable accelerated deployment.
- 5) Major incidents for both Councils requiring programme resources to help resolve key issues.
- 6) Several key resource changes and gaps across the programme.

4.15. Despite these challenges there will be no implications on the approved budget nor any fundamental change to the agreed scope.

4.16. Any cost consequences of additional Microsoft support or 3<sup>rd</sup> party costs working on the programme will be managed through:

- 1) Using existing ICTSS revenue funding made available through staffing underspends (linked to several vacancies being held this year.)

- 2) Re-prioritising and rephrasing on external resources

4.17. A more detailed overview and response to key challenges are outlined in Appendix 1.

## **5. Finance**

- 5.1. The financial case for Evolution outlines that £19.8m investment is needed over 3 years between both councils, with a large proportion of the investment (£9.8m) allocated to support essential replacement, in order to ensure that we are compliant and stable for our needs now. This investment was agreed through both Council's budget setting process, with decisions made at Full Council meetings on 23 February 2017 for Cheshire East Council and 2 March 2017 for Cheshire West and Chester Council. The business case for this was supported in principle by both councils' Section 151 officers and will be monitored tightly through robust programme governance.
- 5.2. Expenditure for the programme in 2017/18 was £4.8m and in 2018/19 was £6.05m. The current spends for 2019/20 is £3.7m.
- 5.3. The programme is within budget and the spend profile is being monitored by the Joint Strategic Board.

## **6. Target Operating Model (TOM) Update**

- 6.1. The TOM will define the components required to deliver the ICT outcomes for both councils and the ICT service. It will provide a high-level representation of how the ICT Service can be best organised, to more efficiently and effectively deliver its objectives. Importantly, the TOM will enable stakeholders to visualise the end state and to understand the impact that changes will have on the councils, the ICT Service and other affected parties (e.g. partner organisations).
- 6.2. ICT Client team improvements have been completed providing improved engagement, project coordination and forward planning.
- 6.3. The TOM is not radically different from the way the organisations are structured and operate at present, but does implement necessary improvements to capability, governance, medium term planning, trust and ways of working where these are required.
- 6.4. The benefits of implementing the changes for the councils are:
  - 1) Financial transparency,
  - 2) Effective programme and project delivery,
  - 3) Application and infrastructure consolidation,
  - 4) More effective vendor and contract management, and
  - 5) Improved staff capability and staffing mix (including reductions in contract staff).

- 6.5. A Joint Strategic ICT Board (JSB) has been established, with responsibility for oversight, direction setting and decision-making, to ensure all elements of ICT change and Business as Usual (BAU) services are understood and fit in with both councils needs and direction.
- 6.6. Evolution Programme governance has been simplified with JSB providing overall direction for the programme.
- 6.7. Work is continuing the definition and delivery of the Target Operating Model (TOM) through 2 governance groups supporting the Joint Strategic Board:
  - 1) Joint Business Design Authority, and
  - 2) Joint Service Improvement Board
- 6.8. Joint Service Improvement Board meeting on a monthly basis and reviewing formal highlight report which includes:
  - 1) Performance indicators (KPI/PIs) and supporting commentary,
  - 2) Progress on Delivery Milestones,
  - 3) Service Improvement Plan (SIP).
- 6.9. The Product Catalogue is now ready for agreement for 2019-20 v1.0.
- 6.10. The key areas that the TOM will help evolve, include clear roles and responsibilities, embedding a Brighter Future culture, career development opportunities, apprenticeships, brokerage models and commodity ICT.
- 6.11. Significant progress has been made in project commissioning, with improvement in the conversion of project requests into project delivery going from 40% to 82% in 2019-20.
- 6.12. A number of performance management workshops have been held, reviewing existing metrics and considering new indicators for adoption in 2020-21.
- 6.13. There has been improved contract management and procurement, working closely with CEC Vendor Management project. This will enable the service to consolidate the number of procurements undertaken and reduce costs overall.
- 6.14. As reported previously to Shared Services Joint Committee there were a number of recommendations for the TOM following the EY review, for completeness a table outlines progress against these recommendations in Appendix 2.

## **7. Next Steps**

- 7.1. Main deployment commences of Windows 10/O365 – November 2019. The deployment process will take longer than originally envisaged due mainly to

the complexity of our application estate. The deployment team continue to work with both councils on options to accelerate delivery of the new desktop service to all our staff and are predicting that we will have migrated over eighty percent of users before the end of June 2020.

- 7.2. The Shared Service is in dialogue with Microsoft considering options around extended support for users not migrated to Windows 10/O365. This includes both technical and licensing options, to mitigate the end of support for Windows 7 in January 2020.
- 7.3. Next Generation WAN delivery is estimated to be December 2019 to February 2021.
- 7.4. To agree a new financial strategy and cost model for ICT Services by March 2020.
- 7.5. The ICT Restructure is aiming to get underway by March 2020.

## **8. Wards Affected and Local Ward Members**

- 8.1. All wards

## **9. Implications of Recommendations**

### **9.1. Policy Implications**

Strategic policy implications are limited and likely to be more pronounced at an operational level.

### **9.2. Legal Implications**

Cheshire East Legal services advise the ICT Shared Service and are fully engaged in developing the revised agreements, governance approach and any subsequent appointments of specialist teams or third-party contracts required for the transformational programme. The Joint Strategic board will receive a quarterly report summarising the current procurement and contractual position relating to the delivery of the transformation programme to ensure compliance the Public Contract Regulation 2015.

### **9.3. Financial Implications**

The business case for this was supported in principle by both councils' Section 151 officers and will be monitored tightly through robust programme governance. The financial implications of the Evolution programme and improvements in the Target Operating Model are continually being monitored and will inform a new financial cost model for ICT Services.

### **9.4. Equality Implications**

There are no equality implications.

**9.5. Rural Community Implications**

There are no direct impacts on the rural community.

**9.6. Human Resources Implications**

Implications on Human Resources are being managed through Joint Strategic Board with a revised ICT Service structure due to get underway by March 2020.

**9.7. Health and Wellbeing Implications**

There are no known implications on Health and Wellbeing at this time

**9.8. Implications for Children and Young People**

There are no direct implications for Children and Young People

**9.9. Overview and Scrutiny Committee Implications**

There are no known specific impacts at this time.

**9.10 Other Implications (Please Specify)**

None

**10. Risk Management**

10.1 The Programme actively maintains a risk log which is reviewed and acted upon through governance.

**11. Access to Information**

11.1 Previous ICT update reports which set out the background are available publicly.

**12. Contact Information**

Contact details for this report are as follows:

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## Appendix 1: Challenges

The scale and pace of this programme is not without its challenges which through joint working and the support of strategic partners we are managing, below is an overview of our key challenges.

Challenge	What we are doing
Complexity of the estate	<p>Application simplification has been a key task during the programme, as the scale of the applications supported/on the estate has had significant implications on the delivery timescales. If we are unable to significantly reduce the number, then all remaining line of business systems and products will require full testing in the new environment. This complexity and volume of the estate has meant a 6-month delay in migrating away from Windows 7 and Office 2010.</p> <p>Landscape simplification is a core programme within Evolution which will provide information on our existing estate. The councils have adopted the principles of 'standard, simple and shared', which will be applied when considering any new requirements.</p>
Affordability	<p>There is robust financial management within the budget envelope and existing programme governance will consider options and prioritisation. Review of cost model for ICT including and analysis of the impact of moving from capital to revenue funding for service/utility-based provision rather than traditional hardware/software procurement.</p> <p>We are working with Microsoft to quantify the costs of extending support for our existing products for a proportion of the estate. The Shared Service is holding vacancies to minimise the impact on budgets this financial year. This approach is in line with the original business plan which anticipated a shift in cost from staffing to contract costs.</p> <p>Working with Microsoft to prioritise deployment resources to deliver within existing budget envelope by scaling back on programme support and architecture roles during deployment phase.</p>

	<p>There will be no implication on the approved budget nor any fundamental change to the agreed scope.</p>
<p>Introducing new ways of working to both Councils</p>	<p>We have established an agreed approach to adoption and change management, ensuring alignment with the councils' wider change programmes.</p>
<p>3<sup>rd</sup> Party Delivery – Device Delivery / Network Connectivity</p>	<p>There is a high failure rate on device delivery and resource constraints leading to delays in the delivery of additional network capacity.</p> <p>ICT has implemented a tactical solution for network capacity to enable deployment to commence.</p> <p>ICT will build devices on-site whilst issues with 3<sup>rd</sup> party are resolved.</p>

**Appendix 2: Progress against EY TOM recommendations:**

<b>Recommendation</b>	<b>Update</b>
1. Strengthen client arrangements and medium-term strategic planning;	Complete: Client arrangements In Progress: Medium term strategic planning and alignment of demand (Progressing through Joint Business Design Authority)
2. Confirm and enhance the ICT Shared Service's key role in supporting common applications and providing commodity ICT;	In Progress: links to Evolution delivery and new TOM definition
3. Ensure both Councils fully engage across with the Evolution programme to enable business requirements to be met, to develop the financial case and to maintain momentum	In Progress: Both Councils are actively working with ICTSS in the delivery of the programme
4. Improve and streamline governance at officer level to enable joint working and shared decision making;	Complete: New joint strategic governance is in place. (Joint Strategic Board, Joint Service Improvement Board & Joint Business Design Authority)
5. Draft an ICT Shared Service Agreement and proportionate performance management framework supported by a range of KPIs;	In Progress: SSA updated to reflect schedules and focus as a Shared Service.  With Senior Officers of both Councils for consideration and signature.  PMF is being updated to reflect upcoming yr and Councils requirements.
6. Deliver a comprehensive training programme to support the further development of staff involved in ICT across the two Councils and the shared service	In Progress: Training Needs Analysis complete in ICT Shared Services.  Training on the new suite of products with Evolution is progressing as planned.
7. Develop a new organisational structure for ICT shared services alongside clear roles and responsibilities	In Progress: Revised TOM and associated structure is scheduled to be implemented by March 2020.

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