



Shared Services Joint Committee

Agenda

Date: Friday 11th June 2021
Time: 2.15 pm
Venue: Council Chamber, 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 top of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Appointment of Chair**

To appoint a Chair for the 2021-22 municipal year.

2. **Appointment of Vice Chair**

To appoint a Vice Chair for the 2021-22 municipal year.

3. **Apologies for Absence**

To note attendances, substitutes, and any apologies for absence.

4. **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.

5. **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. Any persons wishing to speak, including Visiting Members, are required to register their intention with the officer named at the foot of this agenda no less than 2 clear working days in advance of the meeting.

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6. **Minutes of Previous Meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 19 February 2021.

7. **Best4Business Update** (Pages 7 - 20)

To consider a report which details the latest position with regard to implementation of the replacement HR and Finance system for the Councils and their partners.

8. **Shared Service Review Update Report** (Pages 21 - 26)

To consider a report on the progress of the shared services review.

9. **Shared Service Business Plans: 2020/2021 Quarter 3 Review and New Business Plans for 2021/2022** (Pages 27 - 242)

To consider a report which provides an overview of the Shared Services Business Plan Q3 2020/2021 Review and the Shared Service Business 3-year Plans 2021/2022.

SHARED SERVICES JOINT COMMITTEE

19 FEBRUARY 2021

(2.00 pm - 2.45 pm)

PRESENT:**Cheshire West and Chester Council:**

Councillors Carol Gahan (Chairman), Paul Donovan and Karen Shore

Cheshire East Council:

Councillors Arthur Moran, Jill Rhodes and Amanda Stott

Visiting Members: Councillor Lesley Smetham (Cheshire East Council)

Officers in attendance: **Cheshire West and Chester Council:**

Laurence Ainsworth	Director of Public Services Reform
Lyn Brown	Democracy and Elections Officer
Peter Lloyd	Head of Change and Technology
Aaron Thomas	B4B PMO and Governance Lead
Mark Wynn	Chief Operating Officer

Cheshire East Council:

Jane Burns	Executive Director Corporate Services
Michelle Dodd	B4B Testing Manager
Jamie Hollis	Interim Head of Legal
Alex Thompson	Director of Financial and Customer Services

External Partners:

Nick Brown	B4B Change and Implementation Lead, Augere
Graham Forsdyke	B4B Programme Director, Ameco

31 WELCOME AND INTRODUCTIONS

The Chairman, Councillor Carol Gahan, welcomed everyone to the virtual meeting and introductions were made.

32 DECLARATIONS OF INTEREST

No Declarations of Interest were made.

33 MINUTES

DECIDED: That

the minutes of the meeting held on 27 November 2020 be approved as a correct record.

34 PUBLIC QUESTION TIME/OPEN SESSION

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

35 ARCHIVES PROJECT UPDATE REPORT

Jane Burns, Executive Director Corporate Services, Cheshire East Council, introduced a report on behalf of Paul Newman (Archives and Local Studies Manager, Cheshire Shared Services) who was unable to attend the meeting. The report provided a progress update in relation to the 'Cheshire's archives: a story shared' project, funded by Cheshire East Council, Cheshire West and Chester Council and the National Lottery Heritage Fund (Heritage Fund).

Members were reminded that updates had been presented to the Committee in June and November 2020 following the award of a development grant of £544,900 by the Heritage Fund. Members noted that since November activity had focused on:

- developing an evaluation strategy for the development phase of the project
- reviewing target audiences, as suggested by the National Lottery Heritage Fund
- recruiting a community engagement officer, expected to be in post in March 2021
- identifying items from local studies and archives collections to support the interpretation proposals for the project
- working with environmental team around sustainability

Ms Burns outlined the priorities for the next three months, including continued detailed design work, further work in terms of online interpretation of the collections, carrying out in-depth research into audiences and appointing a business consultant. She confirmed that preparatory work was continuing at pace and a further update would be brought back to the Committee in June 2021.

Members welcomed the comprehensive update and thanked officers for the report and the presentation. In response to a query around under-represented audiences, particularly amongst the BAME community, Ms Burns suggested looking for opportunities to utilise the existing BAME staff networks within both councils. Members were also keen for officers to explore opportunities for joint communication when the project came to fruition as this was a really exciting good news story to promote as widely as possible amongst residents.

DECIDED: That

the current status of the project be noted.

36 BEST4BUSINESS UPDATE REPORT

Mark Wynn, Chief Operating Officer, Cheshire West and Chester Council, presented a report which was a regular update on the latest position with regard to the implementation of the replacement HR and Finance system for the councils and their partners. The report updated on progress in the following key areas since the last formal meeting of the committee in November 2020:-

- the first programme go live decision and system launch
- the remaining programme plan for delivery
- the financial position of the remaining programme
- governance and oversight of the programme

Mr Wynn drew Members' attention to the programme plan update in section 5 of the report and the significant milestone achieved which was the first phase 'go live' for Finance, Procure to Pay, Income to Cash and Critical HR on 8/9 February. This followed a period of extensive testing of the programme against all the pre-determined criteria set which were met and allowed the 'go live' to take place, with 1,000 users a day accessing the new system. He also highlighted section 5.5 onwards in the report which set out the process for the safe and seamless transition of the second phase of 'go live' which was the payroll elements. It was noted that a further report would be presented to Members at the next meeting in March, outlining the transition from phase one to phase two and the plans for the second 'go live'. In addition, Mr Wynn outlined the significant level of training and business readiness undertaken within councils, council companies and schools to ensure users were ready for the 'go live'. He reported that the programme was still within the existing budget framework set by Members and future arrangements for oversight of the programme across both councils was also noted.

In the ensuing discussion, Members welcomed the update report and were very pleased that the first phase 'go live' milestone had been reached. They looked forward to a further update on the second phase of 'go live', recognising that payroll was a key element and noting that initially the existing and new systems would be run in tandem. Mr Wynn reassured Members of a phased and safe testing of the payroll systems to ensure the former and new systems were aligned to each other and that all transactions for each staff member matched.

Members thanked all the teams involved in the implementation of the new core business system, particularly as much of the testing and implementation had been undertaken during the COVID-19 pandemic.

In addition, Members welcomed the suggestion of a post implementation review following the second phase 'go live' as an opportunity to review processes and learn lessons for the future.

DECIDED: That

- (1) the successful launch of the Finance and Payments elements of the new Unit4 ERP system be noted;
- (2) the current position on the implementation plan and timetable for the remaining programme, including ongoing activity to ensure go-live readiness for the two Councils and partners, be agreed;
- (3) the reported financial position of the remaining programme be noted; and
- (4) ongoing activity in relation to Member oversight and governance be agreed.

37 SHARED SERVICES STRATEGIC REVIEW

Laurence Ainsworth, Director of Public Services Reform, Cheshire West and Chester Council, presented a report which set out the proposed approach to a series of strategic reviews of the eight shared services in order to take stock and ensure that they continued to meet their objectives, were cost effective and fit for purpose.

Members were reminded that many of the eight shared services had been established 12 years ago in the last round of local government reorganisation, had a collective spend of around £23m a year and approximately 360 staff. Mr Ainsworth outlined that a business planning framework and performance management framework had been put in place to ensure oversight and drive continuous improvement. He highlighted that Members had requested a review to ensure the requirements of both councils would continue to be met over the coming years. He also outlined the proposed timeline for a phased review between March and October, given the scale and mindful of events and projects, capacity and also the ongoing response to COVID-19. He confirmed that local, independent consultants C.Co Services had been commissioned to undertake the review, jointly funded by both councils. He reassured members that senior officers would meet on a regular basis to manage the reviews in a co-ordinated way and retain focus and that the joint committee would have full oversight of the reviews.

Members welcomed the strategic review and felt it was very timely and would ensure the shared services continued to be fit for purpose. In response to a query whether there was scope within the review for any additional shared services, Mr Ainsworth explained that although the reviews would primarily be looking at the existing shared services, it could potentially identify opportunities for additional collaboration going forward. In addition, the introduction of a new committee system at Cheshire East Council from May 2021 was raised and governance oversight and joint scrutiny would be considered as part of the wider shared services review to ensure flexibility to respond to Members' expectations.

Members reiterated their appreciation for the improved, clearer and more standardised performance information presented to them for each of the shared services and felt this timely review would also assist in understanding the various components of each shared service.

DECIDED: That

- (1) the proposed approach to the Shared Service review process be endorsed;
- (2) the Shared Services Joint Committee oversee the review process and be updated on a regular basis; and
- (3) the Shared Services Joint Committee oversee the delivery of the agreed recommendations.

38 DATE OF NEXT MEETING

To note the date of the next meeting which was currently scheduled for Friday 12 March 2021.

Chairman

Date

Cheshire East Council Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 11 June 2021

Report of: Frank Jordan, Deputy Chief Executive, Cheshire East Council

Mark Wynn, Chief Operating Officer, Cheshire West & Chester Council

Subject/Title: Best4Business Update

1.0 Report Summary

- 1.1 The purpose of this report is to update Members on the latest position with regard to implementation of the replacement HR and Finance system for the Councils and their partners. The report provides an update on progress since the meeting of this committee in February 2020.
- 1.2 The report provides an update to Members of the Committee on the following key areas:
- Update on remaining programme plan for delivery;
 - Update on the financial position of the remaining programme; and
 - Update on governance and oversight of the Programme.

2.0 Decisions Requested

That Members:

- 2.1 Agree the current position on the implementation plan and timetable for the remaining programme;
- 2.2 Note the reported financial position of the remaining programme; and
- 2.3 Agree ongoing activity in relation to Member oversight and governance.

3.0 Reasons for Recommendations

- 3.1 This paper provides information to the Committee Members to enable them to review the plans for the implementation of the replacement Finance and HR system for both Councils.

4.0 Report Background

- 4.1 At the May 2016 meeting of this Committee, Members approved a programme of work to procure a new system to replace the existing Finance and HR system. Both Councils'

Cabinet meetings approved a recommendation in July 2017 to award a contract to Agilisys for the implementation of the Unit4 ERP system.

- 4.2 In November 2019 (Cheshire West & Chester) and December 2019 (Cheshire East), each Council's Cabinet approved recommendations relating to the Best4Business programme. This Committee was provided with an update regarding the scope and phasing of the programme, the revised programme governance arrangements, the procurement of external advisors, future arrangements for Member oversight of the programme and the scope of revised commercial arrangements with Agilisys.
- 4.3 Delegated authority was also given to senior officers to finalise negotiations and agree variations to the contract with Agilisys, and to update the Inter-Authority Agreement.
- 4.4 This Committee received a report on progress on 19 February 2021, and was scheduled to receive a further report on 12 March 2021, prior to the cancellation of the scheduled meeting on that date.
- 4.5 This report provides an update to members of this Committee on progress in the implementation of these decisions, with a particular focus on progress with the programme plan, the programme budget, and continuing arrangements for Member oversight of the programme.

5.0 Programme Update

Finance "Go Live"

- 5.1 As reported at the February meeting of this Committee, the first Finance element of the new Unit4 ERP solution was successfully launched to users on 8 February. Since then the solution has been accessed by around 2,500 users across the Councils, schools, academies and Council-owned companies.
- 5.2 The first period of operation immediately following the system go-live is referred to as "hypercare", which is a period of time prior to entering normal operational running where additional resources are on standby to monitor the solution and provide rapid solutions to any issues arising. As is to be expected, during this period our user base reported a range of issues and queries, and these were managed by the newly-established Governance & Support team within Transactional Services, who have worked closely with our implementation partner Agilisys and the software owners Unit4 to identify and resolve issues following the solution launch.
- 5.3 Key support issues arising since go live relate to:
 - Processing of supplier invoices and payments, where a combination of unexpected software issues and end-user familiarity challenges have led to a backlog of payments to suppliers, which has since been largely addressed; and
 - Requests for additional training and support for some of our schools-based users, with additional targeted briefing sessions having since been held, and the approach to training and support for schools users for the second go-live being updated to reflect experiences to date (refer to section 5.16 below).
- 5.4 The Finance element of the Best4Business programme team continues to support the live system, as well as continuing to develop the element of the Unit4 ERP product which

delivers budget forecasting and monitoring, which was not needed alongside the first main Finance go-live, and which is due to go live in advance of the second main HR and Payroll go-live.

Programme Plan – HR and Payroll “Go Live”

- 5.5 Since the first Finance go-live, as well as focussing on supporting the new solution for our end user base, the programme team with our implementation partner Agilisys have continued to ensure delivery of the remaining HR and Payroll elements of Unit4 ERP, currently still being delivered by our legacy Oracle system.
- 5.6 Since the last report to this Committee, the programme has ensured completion of the system setup and build for the HR and Payroll functionality required by the Councils. The build has been tested internally by our implementation partner Agilisys, and has been handed over to the Council’s programme team to allow full testing to begin.
- 5.7 To allow system testing to take place using realistic data rather than “staged” test data, a full data migration test exercise has been carried out, which allows the process of extracting data from the Oracle system and converting and loading it into Unit4 ERP to be subjected to an end-to-end testing process.
- 5.8 At the time of the last report to this Committee, a number of specific factors were reported in relation to the ongoing review of risks associated with the implementation of the HR and Payroll element of the solution:
- Mandatory HR and Payroll changes
 - Data Migration accuracy
 - Payroll Parallel Run risks
 - COVID-19 challenges
- 5.9 Since the programme’s last report, our programme management advisors Ameo have continued to assess the risks and issues associated with a number of factors impacting the delivery of the remaining programme timeline. Key identified risks and issues at the time of reporting are:

Risk area	Impact
Mandatory HR and Payroll changes	A number of mandatory changes were made in the legacy Oracle system during 2020 in order that the current payrolls could function and meet statutory requirements. This required additional work to ensure the Unit4 ERP system was up to date in order to allow testing. Options were explored, but it was not possible to defer these changes to beyond the payroll go live, as the impact was across many thousands of employees which would make performing reliable payroll testing almost impossible.
Data migration accuracy	Transfer of data from the legacy Oracle system and mapping this data to the new Unit4 ERP system identified issues which impacted accuracy. These needed to be resolved to ensure that payroll testing can be progressed accurately and reliably. The resulting approach to resolving data inaccuracies before commencing payroll testing was in line with external experience and learning from the first Finance go live.

	Whilst adding time, resolving data issues will ensure that the testing is of a higher quality and provides greater confidence.
Competing demands from Finance go live and HR Payroll delivery	Due to resource demands to successfully support the first Finance go-live, activities relating to HR and Payroll delivery in January and early February were paused to allow a successful cutover and hypercare. The live Finance system formed the basis of the environments to be used in HR and Payroll testing.
Payroll testing plan	The assumed testing rate developed for planning purposes was not achieved. Some testing had been undertaken before and assumptions were made about test rates, defect levels and rectification effort required. This base planning assumption proved to be unachievable. The testing pace was therefore revised to reduce the number of tests planned to be completed per week. This increased the planned time required to complete payroll testing.
Linking go live date to existing live payroll cycle	Any change to the go-live date must be aligned with the monthly payroll cycle. Key tasks such as data extraction and data migration need to be planned around natural live payroll cut-off dates.

- 5.10 As previously reported to Members, the programme's priority with respect to the HR and Payroll element of the new system is to ensure the implementation is carried out safely and without exposing the Councils and our partners to unnecessary risk. The programme plan has had to take account of developing a new Payroll system and also allowing business as usual activities using the live Finance system to continue in parallel.
- 5.11 Taking this into account, our programme management advisers Ameo have now advised the Programme Board that the previously reported timeline for the implementation of the HR and Payroll components of the Unit4 ERP solution should be revised to ensure a safe implementation. The revised programme for this remaining element of the programme has been approved by Programme Board, and is summarised as follows:

	Milestone Activity	Outcomes	Target Completion	Progress Update
8	Build and unit test of remaining HR functionality and all payroll functionality	<ul style="list-style-type: none"> This would be a build and first level of testing of all defects and change for the remaining HR functionality and Payroll 	Aug 2020	<ul style="list-style-type: none"> Complete
9	Integrated System Test remaining HR functionality and all payroll functionality	<ul style="list-style-type: none"> An end to end test of the functionality to ensure it works and no unintended or cross functional issues are present A change to the previous approach to test to a greater extent before end users are involved 	November 2020	<ul style="list-style-type: none"> Complete

	Milestone Activity	Outcomes	Target Completion	Progress Update
10	Data Migration activity to support HR and Payroll testing	<ul style="list-style-type: none"> Data is extracted from the existing Oracle system, transformed and loaded into the test Unit4 ERP system, reconciled to ensure quality, and prepared for testing activity 	March 2021	<ul style="list-style-type: none"> Delayed to April 2021 due to data migration challenges (see paragraph 5.9)
11	User Acceptance Test of the remaining HR functionality and all payroll functionality across both Councils	<ul style="list-style-type: none"> The final test that the solution will meet users' requirements from day 1 and ensure all activities can be complete to maintain Council operations Further sample testing of finance functionality will be required to ensure it continues to operate after 2nd go-live 	June 2021 (was February 2021)	<ul style="list-style-type: none"> Underway
12	Payroll Parallel Run (PPR) for all payroll functionality across both Councils	<ul style="list-style-type: none"> A Payroll Parallel Run is the process of comparing the results of the current Oracle payroll with the new Unit4 ERP payroll to ensure it is being accurately calculated by the new system 	August 2021 (was March 2021)	<ul style="list-style-type: none"> "Pre PPR" testing is underway
13	Training and Business Change completed for remaining HR functionality and all payroll functionality	<ul style="list-style-type: none"> Alongside technical development of the new system, new business process, training and stakeholder engagement activities will be delivered to ensure users are ready to work with the new system and will adopt any new ways of working 	August 2021 (was March 2021)	<ul style="list-style-type: none"> Replanning activity complete (see below)
14	Go-Live for remaining HR functionality and all payroll functionality	<ul style="list-style-type: none"> Final snapshot of data uploaded to the system and employees / system users migrated 	August 2021 with first payroll run in September (was March 2021 for April payroll)	

	Milestone Activity	Outcomes	Target Completion	Progress Update
15	"Hypercare"	<ul style="list-style-type: none"> Hypercare is a period of heightened support from the programme team to ensure any go live issues are resolved at pace The support team gradually take over the day to day support 	October 2021 (was May 2021)	
16	Programme Closure	<ul style="list-style-type: none"> A post implementation review following the second go-live is undertaken All programme artefacts are documents and stored securely for future use and programme team are stood down 	October 2021 (was May 2021)	

5.12 The amended dates indicated above have changed since the last report to this Committee, in accordance with the latest approved programme plan.

5.13 It is noted that the remaining implementation of the payroll element of the solution is highly complex and requires the careful management of several key risks and challenges (outlined at section 11 below). The programme is mindful of assurances provided to members of this Committee previously that the implementation of payroll would prioritise safety over speed, and continues to monitor the target dates set out above to ensure they remain achievable while maintaining an acceptable exposure to risk. Any challenges arising which require change to the proposed timeline will be raised with Members as they are identified.

5.14 The programme plan currently allows for the go-live timeline set out in the table above, recognising that there continue to be significant challenges to manage. However, it is clear from dialogue with schools users that this timeline, with the solution launch coinciding with the start of the new academic year, presents specific challenges and concerns for this user community. The programme will continue to engage with schools and will review the appropriateness of the proposed timeline above in this context. Any impact on the proposed programme timeline will be reported to Members in due course.

5.15 The impact on the Best4Business programme budget of the revised timeline for delivery of the HR and Payroll element of the solution is noted at paragraphs 5.21 to 5.27 below.

Training and Business Change

5.16 Alongside ongoing activities to prepare for the recent Finance "go live" and to thoroughly test the HR and Payroll elements of the system, a range of training and business change activities have been and continue to be undertaken, to ensure the Councils and our partners were well prepared for the Finance launch, and continue to prepare for the planned HR and Payroll go-live date for the new system.

5.17 The initial focus of the Training and Business Change workstream since the previous report to this Committee was to support the launch of the Finance element of the new system. Key successes during the launch of the new system included:

- The programme supported an entirely “remote” system launch, with the programme team working from home and supporting the wider user base who were also largely based at home;
- Hundreds of “cutover” tasks were communicated to and delivered by the business to support the solution launch;
- A range of business processes were redesigned to optimise business activities when using the new system and to support user training, including “interim” processes to allow the dual running of Unit4 ERP and Oracle;
- Training delivery, originally planned to include face to face classroom training for some users, was reconfigured to allow delivery entirely remotely;
- Multiple training “channels” were utilised to deliver training to all users, including online classroom training, online conferences, eLearning courses, “quick reference” cards, and video guides;
- A specific online “microsite” was established as a repository for all training material and also a library of frequently asked questions;
- Regular communications and engagement activities were carried out with all stakeholders across multiple channels; and
- A new solution support team was designed, recruited, trained, and in place to support the new system launch.

5.18 The programme has carried out a “lessons learned” review of the successes and learning points arising from the training and business change approach to supporting the first go-live. Key learning points arising include:

- Ensure the network of “change champions” across the two Councils and partner organisations are given as many opportunities as possible to develop their skills and knowledge, so that they are in an optimal position to support their colleagues and to take pressure of the central support team;
- Consider specifically the needs of the schools community as a specific stakeholder group, to maximise their opportunities to engage with the training materials and communication channels being provided;
- Engage regularly with senior managers across the Councils and partners, to ensure they are fully cognisant and supportive of the approaches taken to training and business change, and are able to reinforce these approaches throughout their teams; and
- As the training strategy focusses on online training delivery for the majority of end users, ensure the mechanisms allowing users to engage with online material are as intuitive and accessible as possible, and consider whether any specific opportunities for face-to-face training should be explored as COVID restrictions begin to ease.

5.19 A high level summary of training and business change activities planned to support the delivery of the remaining HR and Payroll solution is set out below:

	Subject	Activities
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	Subject	Activities
1	Training	<ul style="list-style-type: none"> • Conferences for Councils, schools, companies • Virtual face to face training delivery • Change champions training • Window for online training for all users
2	Communications	<ul style="list-style-type: none"> • Change champion network refresh • Ongoing comms and engagement throughout launch • Maintain “microsite” information repository
3	Cutover	<ul style="list-style-type: none"> • Review and update detailed cutover plans and guides • Management of cutover process to support second go live
4	Schools	<ul style="list-style-type: none"> • Impact assessment of new HR and Payroll processes • Review of Academy approval hierarchy design • Engagement and readiness sessions prior to launch
5	Council Companies	<ul style="list-style-type: none"> • Impact assessment of new HR and Payroll processes • Engagement and readiness sessions prior to launch
6	Support	<ul style="list-style-type: none"> • Transition of HR and Payroll support resources into team • Finalise proposals for permanent team structure
7	Business Processes	<ul style="list-style-type: none"> • Update process documentation • Carry out impact assessments arising from new processes • Communicate processes to relevant business owners • Handover processes to “business as usual”

5.20 Members will receive regular updates on ongoing training and business change activities as part of ongoing reporting to this Committee.

Programme Budget

5.21 Forecast remaining programme spend for the financial year 2020/21 was previously reported to be £5.04m during 2020/21, of which £0.04m was expenditure attributable to COVID-19 delays.

5.22 The remaining payroll implementation is continuing into the financial year 2021/22. Revised forecast expenditure based on the approved programme plan described at para 5.11 is as follows:

Programme Spend	Previously reported £m	Financial Year (actual) 20/21 £m	Financial Year (forecast) 21/22 £m	Total forecast £m
Retained element for asset purchase	0.25	0.00	0.25	0.25
Estimated payments to software provider	1.90	2.44	0.15	2.59
Programme Management costs	2.31	2.34	0.45	2.79
Other (including training)	0.58	0.35	0.20	0.55
Less: chargeable to COVID	(0.04)	(0.06)	(0.14)	(0.20)
Less: costs charged outside programme	0.00	(0.27)	0.00	(0.27)
Total	5.00	4.80	0.91	5.71

- 5.23 As reported in June 2020, the spend on the programme up 31st March 2020 was £18.46m. With the additional £5.71m spend forecast for the previous and current financial year, the overall projected total spend for the programme is £24.17m.
- 5.24 Both Councils have made available funding sufficient to accommodate the remaining costs of the programme as outlined above. Both Councils will continue to fund an equal share of remaining costs. Some elements of the cost of the remaining programme relate to COVID-19 challenges and will be charged to appropriate COVID contingency funds.
- 5.25 Any further changes to the programme timeline, for example as a consequence of the concerns raised by stakeholders in our schools as described at para 5.14, will inevitably result in additional costs being incurred. Should this arise, a further report will be brought to Members on the affordability of the programme resulting from any proposed change to the remaining implementation timeline.
- 5.26 There is continuing ongoing dialogue as to the cause of previously reported delays to the programme plan reported in November 2020, and the associated costs between the Councils and the provider.
- 5.27 Additionally, some costs are being incurred within the Councils to support the delivery of this programme. Directors in each Council have agreed to absorb the costs of Council staff within their own budgets, subject to a cost sharing mechanism between the Councils as agreed by this Committee in November 2019. These will be reported to members as part of the regular financial reporting within the Councils.

6.0 Member oversight of the programme

- 6.1 Member oversight of the programme remains key to its success. The table below summarises key member engagement events which have taken place during 2020 and which are planned for 2021:

Date	Meeting
Shared Services Joint Committee	
24 January 2020	Update report
26 June 2020	Update report
25 September 2020	Update report
27 November 2020	Update report
19 February 2021	Update report
12 March 2021	Update report
11 June 2021	Update report
Shared Service Committee Members Briefings	
24 February 2020	Briefing of Shared Services committee members ahead of the 'contract signing'
4 May 2020	Progress update to Shared Services Members

Date	Meeting
14 September 2020	Progress update to Shared Services Members
Joint Scrutiny Working Group	
Joint Scrutiny Working Group 13 February 2020 (working group formed of 3 Members from each of the Councils' O&S committees)	Update on progress on programme review and commercial dialogue
15 May 2020	Progress update and update on Change Management and Testing strategies. Agreement to future work programme.
23 November 2020	Progress update
18 February 2021	Review Finance go-live
To be scheduled for September 2021	Review of HR and Payroll go-live
TBC	Post implementation review
Scrutiny Committees	
Cheshire West and Chester Scrutiny Committee - 11 March 2020	Progress update
Cheshire East Corporate Scrutiny Committee – 4 June 2020	Progress update
Cheshire East Corporate Scrutiny Committee – 26 November 2020	Verbal update
Cheshire West and Chester Scrutiny – 21 January 2021	Briefing note in lieu of Committee meeting
Cheshire East Corporate Scrutiny Committee – 8 April 2021	Verbal update
Cheshire West and Chester Scrutiny Committee – 7 June 2021	Feedback on published SSJC report

6.2 An update will continue to be provided to each meeting of the Shared Service Joint Committee.

7.0 Wards affected

7.1 The implications of the recommendations in this report are borough-wide for both Councils.

8.0 Policy implications

8.1 There are no policy implications arising from the recommendations in this report.

9.0 Financial Implications

9.1 The budget implications of the programme are noted at paragraph 5.21 to 5.27.

10.0 Legal Implications

- 10.1 Each Council entered into a contract with Agilisys for the ERP System. Cheshire East Council are responsible the managing the contract through the implementation phase for both Councils. The Councils entered into a Deed of Variation with Agilisys to reflect the reset of the programme. Under the Deed of Variation, monthly works orders are agreed with Agilisys, setting out the services to be provided by them and the cost of the relevant resources. The estimated forecast for future works orders has been revised in accordance with the revised proposed programme plan set out in this report, and the estimated costs of the remaining works orders are included in the budget update at paragraphs 5.21 to 5.27. No changes to the Deed of Variation itself are required.
- 10.2 A comprehensive Inter Authority Agreement (IAA) was entered into by both Councils, at the time the original contracts were agreed with Agilisys. The IAA ensures that each Councils' obligations to the programme are documented and ensures that Cheshire East Council are in a position to meet their contractual obligations on behalf of both Councils during the implementation phase. The IAA was updated when the Deed of Variation was entered into to reflect the reset of the programme, and will be updated to reflect the rephasing of the remaining programme plan set out in this report.
- 10.3 Following implementation, each Council's ongoing operational management of the system will be managed through the separate contracts with Agilisys.
- 10.4 Cheshire East entered into a contract with programme management advisors Ameo on behalf of both Councils. The costs of the agreement with Ameo are shared equally between the Councils through the IAA. The revised proposed programme plan has resulted in additional programme management costs being forecast. In line with the revised programme plan approved by Programme Board, the related milestones in the contract with Ameo have been revised to reflect the amended deliverables and timelines. The estimated costs of the remaining deliverables are included in the budget update at paragraphs 5.21 to 5.27.
- 10.5 Cheshire West & Chester entered into a contract for change management support with Augere Ltd on behalf of both the Councils. The costs of the agreement with Augere are shared equally between the Councils through the IAA. The contract with Augere has been reviewed in line with the revised programme plan, with additional forecast costs included in the budget update at paragraphs 5.21 to 5.27.

11.0 Risk management

- 11.1 The programme has a detailed risk register which is monitored regularly. The main risks to the delivery of the programme at the time of reporting are:

Risk	Severity	Mitigation	Post mitigation severity
<ul style="list-style-type: none"> Data migration issues delaying delivery of user acceptance testing, impacting on programme critical path to second go live. 	Red	<ul style="list-style-type: none"> Additional data migration “cycles” prior to go live, to refine the process. Additional Council resources supporting user acceptance testing to recover lost time. 	Amber
<ul style="list-style-type: none"> Timing of planned HR and Payroll training and second go live date, relative to end of current academic year and start of next academic year, causing challenges for schools. 	Red	<ul style="list-style-type: none"> Engagement with Directors of Education to develop acceptable timeline and approach, with appropriate communications to schools. 	Amber
<ul style="list-style-type: none"> Support team capacity to continue to deal with service queries from the user base while preparing to support the second go live may be insufficient. 	Amber	<ul style="list-style-type: none"> Monitor ongoing workloads Temporary additional resources secured to supplement support team during remainder of programme. 	Amber
<ul style="list-style-type: none"> User engagement with training strategy focus on online training may be insufficient, leading to greater demand on support team post go live and failure of users to adopt new processes. 	Amber	<ul style="list-style-type: none"> Review options to i) reinforce existing strategy and communicate accordingly, or ii) assess cost of introducing additional people-led engagement sessions. 	Amber
<ul style="list-style-type: none"> Early challenges arising from operational service provision (Agilisys / Unit4), including process for managing service incidents, quality of contractual reporting processes, and management of technical processes for maintaining different versions of Unit4 ERP for live and testing purposes. 	Amber	<ul style="list-style-type: none"> Regular feedback via Agilisys through formal contract management mechanisms and ongoing dialogue. Finalise service management processes which meet Council expectations. 	Amber

12.0 Access to Information

12.1 The background papers relating to this report can be inspected by contacting the report writers:

: *Mark Wynn*
: *Best4Business Programme Sponsor*
: *Tel No: 01244 972890*
: *Email: mark.wynn@cheshirewestandchester.gov.uk*

: *Frank Jordan*
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Background Documents:

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*

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Cheshire East Council

Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 11 June 2021

Report Title: Shared Service Review Update Report

Senior Officer: Jane Burns, Executive Director, Corporate Services, Cheshire East Council
Laurence Ainsworth, Director of Public Service Reform, Cheshire West and Chester Council

1. Report Summary

1.1 This report provides an update of the progress of the shared services review.

1.2 The report sets out:

- A summary of the approach to the Shared Services Review
- The progress of the Shared Services Review

2. Recommendations

2.1 It is recommended that Members:

- i) Agree and note the contents of the report.

3. Reasons for Recommendations

3.1 The Shared Service Joint Committee terms of reference sets out that Joint Committee is responsible for overseeing changes and projects, and changes to shared services.

4. Background

4.1 A number of shared services existed after Local Government Reorganisation in 2009 when Cheshire East Council and Cheshire West and Chester councils were formed.

4.2 Currently there are eight formal shared services, all underpinned by formal legal agreements (six Cheshire West And Chester (CWAC) -hosted and two Cheshire East Council (CEC) hosted: -

- Farms Estate (Management)
- Archives and Local Studies
- Emergency Planning
- ICT
- Transactional Services
- Cheshire Rural Touring Arts
- Archaeological Planning and Advisory Services
- Libraries Shared Service

4.3 Cheshire East Council and Cheshire West and Chester councils agreed to commission a strategic review all of the existing eight formal shared services. It was agreed that an external perspective and expertise would be valuable and a specification was drawn up, a procurement exercise undertaken, and C.Co, the consultancy arm of CIPFA, were appointed to conduct the reviews.

5. Approach to the Shared Services Review

5.1 The purpose of the service review exercise is to:

- provide assurance on the operation of the shared service in terms of both meeting the objectives of each council and delivering value for money. ;
- to identify opportunities for efficiencies and financial savings; and,
- to identify how could the services work better and/or what will make them work better?

5.2 The scope of the review for each of the shared services, includes, but is not limited to the following questions, relating to whether the shared service, in its current form, is fit for purpose and whether it currently meets the objectives of each council:

- Is it / can it deliver its business plan within the parameters of the performance management framework (i.e. within budget, good performance levels)?
- Have risks and issues been identified in the service's delivery and if so, what are they related to?
- What are the alternative operating models?
- Are the financial principles that the shared service operates on sound? Does the cost model work in practice?

- Is the resourcing model fit for purpose and able to support the delivery of objective and outcomes – are there the right people, in the right roles, with the right skills and competencies, delivering the right things at the right time?
- How might improvements be made?

5.3 The review of all of the shared services will be undertaken between February and September 2021. The review will take place in three phases:

Phase 1: ICT – indepth review

Phase 2: Transactional Services – indepth review

Phase 3: the six other shared services

Each service review will provide:

- Clarity of how all the shared services align to the strategic objectives for both councils.
- Identification of improvements to secure greater efficiencies and effectiveness.
- A milestone plan for delivery.

5.5 For the in-depth reviews of ICT and Transactional Services the recommendations will also include:

- An assessment of the delivery against previous reviews.
- A high-level recommended delivery model setting out a recommendation for which functions should continue to be shared or separated, or an alternative hybrid model, with at least an estimate of the cost of change.
- The recommended model to have a high-level financial plan that delivers against an agreed financial envelope, including clarity on how costs are apportioned.

Additionally, a recommended model of governance and assurance of the Shared Service will be developed.

5.5 The governance of the programme is taking place through a series of meetings and reports including:

- Project Group – a weekly meeting
- Project Board – at least monthly meeting
- Regular Sponsor meetings
- Bi-weekly Highlight Reports

6. Progress of the Shared Services Review

6.1 The project has made good progress against the intended Phase 1 deliverables including, to date:

- Reviewing key actions undertaken since the completion of the Ernst Young (EY) review of ICT in 2017.
- Establishing Council priorities, through engagement with senior stakeholders as well as review of key corporate policies and strategies.
- Development of shared evaluation criteria to inform the recommended model for future delivery of service.
- Identification of best practice.
- Benchmarking of the service against comparator councils.
- Review of current financial position, establishment, performance as well as intended in/train changes.
- Identification of service improvements.
- Development of options for delivery of the service going forward.

6.2 In addition to Phase 1 activity, Phase 2 and 3 activity has already commenced to ensure timely delivery, this includes:

- Meetings with managers and stakeholders of Transactional Services.
- Developing an understand of the costs of Transactional Services.
- Meetings with all other shared service managers.
- Development of Evaluation criteria for all services.

6.3 The review is on track to meet all other deliverables for all phases.

6.4 The outputs from the reviews will be shared with Shared Services Joint Committee in due course.

7. Next Steps

7.1 The next steps of the review are to:

- Refine and agree the baselining and benchmarking costs for ICT.
- Project Board to discuss and agree the ICT model options emerging from the Evaluation. Once agreed, further work can be undertaken to develop a high-level delivery model with indicative cost of change.
- Meeting to be convened with both Councils' senior officer leadership teams to discuss strategic alignment and future opportunities.

8. Implications of the Recommendations

8.1 Legal Implications

- 8.8.1 The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together. This will need to be revised when revised arrangements are agreed.

8.2 Finance Implications

- 8.2.1 For the purposes of this report, the Financial Implications will be the cost of undertaking the reviews together with the costs of implementing any revised delivery models. Implementation costs, together with any savings identified will be used to evaluate the viability of the preferred models and shared in due course as part of the individual service reviews.

- 8.2.2 The cost of the contract with C.Co is £98,000 , shared equally between the two councils.

8.3 Policy Implications

- 8.3.1 Policy implications will be dependent on the findings and recommendations of the review and will be identified for each service.

8.4 Equality Implications

- 8.4.1 There are no direct Equality implications

8.5 Human Resources Implications

- 8.5.1 Implications for Human Resources are dependent on the recommendations arising as a result of the review and any revised agreed operating model.

8.6 Risk Management Implications

- 8.6.1 The risks associated with the findings will be made clear once a final report is produced and be made clear to members at the appropriate time.

Risks are included in each organisation's risk register as appropriate.

8.7 Rural Communities Implications

- 8.7.1 There are no direct implications for Rural Communities.

8.8 Implications for Children & Young People/Cared for Children

8.8.1 There are no direct implications for Children and Young People/Cared for Children.

8.9 Public Health Implications

8.9.1 There are no direct implications for Public Health.

8.10 Climate Change Implications

8.10.1 There are no direct Climate Change implications

8.11 Ward Members Affected

8.11.1 This report relates to Shared Services that operate across both CE and CWAC, therefore all wards are affected in both Councils.

9. Access to Information

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

10. Contact Information

10.1 Any questions relating to this report should be directed to the following officer:
Name: Heather Grove
Job Title: Senior Manager: Business Development, Assurance, and Collaboration
Email: heather.grove@cheshireeast.gov.uk

Cheshire East Council Cheshire West and Chester Council Shared Services Joint Committee

Date of Meeting: 11 June 2021

Report Title: Shared Service Business Plans: 2020/2021 Quarter 3 Review and New Business Plans for 2021/2022

Senior Officer: Jane Burns, Executive Director, Corporate Services, Cheshire East Council
Mark Wynn, Chief Operating Officer, Cheshire West and Chester Council

1. Report Summary

1.1 This report provides a summary of two reports: -

- the Shared Services Business Plan Q3 2020/2021 Review Report; and,
- the Shared Service Business 3-year Plans 2021/2022 Report.

Both reports were due at the cancelled Shared Services Joint Committee (SSJC) in March 2021. However, the Joint Officer Board has reviewed all of the business plans. Additionally, performance and financial arrangements have been reported on through each council's normal arrangements, and plans are currently being implemented.

1.2 This report seeks to give members the assurance that the shared service business plans have been reviewed and to provide members with the opportunity to appraise the business plans.

1.3 This report sets out:

- A summary of the Shared Service Business Plans Quarter 3 2020/2021 Review Report (the full report is in appendix 1).
- A summary of the Shared Service 3-year Business Plans 2021/2022 Report (the full report is in appendix 2).

It should be noted that the reports in the appendices relate to the point of time they were produced.

Outturn for 2020/2021 will be submitted to SSJC in July 2021.

2. Recommendations

2.1 It is recommended that Members:

- i) Agree and note the contents of the covering report.
- ii) Agree and note the Shared Service Business Plans Quarter 3 2020/2021 Review Report (Appendix 1).
- iii) Agree and note the Shared Service 2021/2022 Business Plans Report (Appendix 2).

3. Reasons for Recommendations

The Shared Service Administrative Agreement requires the Joint Committee is assured that adequately resourced shared service business plans are in place and that the service has plans in place to manage risks. This report seeks to give this assurance as the Shared Services Joint Committee scheduled for March 2021 was cancelled and the two reports could not be presented to committee. The Joint Officer Board has reviewed all of the business plans, both current and new.

4. Background

4.1 There are eight Shared Services (six Cheshire West And Chester (CWAC) - hosted and two Cheshire East Council (CEC):

- Farms Estate (Management)
- Archives and Local Studies
- Emergency Planning
- ICT
- Transactional Services
- Cheshire Rural Touring Arts
- Archaeological Planning and Advisory Services
- Libraries Shared Service

4.2 All Shared Services arrangements are underpinned by formal legal agreements and day to day performance is managed by each shared service manager who reports, through their normal line management arrangements, to a service

manager in the host authority and has a relationship with a client manager, in the other authority.

- 4.3 Shared service business plans provide details of the shared service objectives, Key Performance Indicator (KPIs) and resources required to deliver the plans. The plans require a degree of flexibility to enable an appropriate response to the changing needs of each council.
- 4.4 This report provides a summary, for the eight formal Shared Services arrangements between CEC and CWaC, of the performance at the end of quarter 3 2020/2021, together with the new shared service business plans for 2021/2022.
- 4.5 The new business plans will be sensitive to recommendations arising from the review of shared services which is currently taking place, together with the continued Covid- 19 response and recovery.
- 4.6 Outturn for 2020/2021 will be reported at the July SSJC.

5. Summary of the Shared Service Business Plans - Quarter 3 20/21 Review

5.1 Overall Summary

- 5.1.1 This section sets out a snapshot of the Shared Service Business Plans Quarter 3 2020/2021 Review Report, which can be found in full in appendix 1.

5.2 Budget Summary

- 5.2.1 The table below summarises the 2020/2021 Quarter 3 budget position for the shared services. The table below provides a judgement on the overall performance for each of the shared services. The judgement takes into account both performance (objectives and KPIs) and the budget position. The judgement criteria is below:

- RED – overspend of more than 10% of budget and/or most objectives and/or KPIs not being met or on target
- AMBER – overspend of less than 10% of budget and/or one or two objectives and /or KPIs not on target
- GREEN – on budget and all objectives and KPIs are on target

Service	Planned Budget	Q3 Forecast	Predicted End of Year
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	£	£	Variance £
Archaeology Planning Advisory Service	159,844	159,844	0
Archives and Local Studies	470,616	470,616	0
Cheshire Rural Touring Arts	88,603	88,603	0
Emergency Planning	296,394	257,067	(49,941)
Farms Estate Management	225,847	158,331	(67,516)
ICT	18,240,000	19,650,000	1,410,000
Libraries Shared Service	425,734	425,734	0
Transactional Services	5,113,934	5,979,934	866,000

5.2.2 Most services are on track to end the year with a balanced budget.

5.2.3 ICT has a predicted overspend of £1.41m due to staff being diverted to non-income generating activities including the Covid-19 response and the B4B activity.

5.2.4 Transactional Services although indicated as red from the judgement criteria, it should be noted that the predicted over spend position was planned with both Council's earmarking funding to accommodate this. The predicted overspend of £866k is partly linked to a shortfall in income due to a loss of schools business, with the remainder linked to staffing for the B4B programme. As previously agreed, the costs of both consultancy staff and Services staff working on the B4B project, along with any backfill costs for these staff, are now charged to the Transactional Services budget.

5.2.5 Emergency Planning and Farms Estate Management both have forecast underspends at the end of the year due to staff vacancies.

5.3 Performance

5.3.1 A red, green and amber (RAG) rating is used to assess service performance. Most services performance is assessed as amber – off track but aiming to be on track by the end of the year. This is mainly attributable to the objectives and Key Performance Indicators (KPIs), set out in the business plans, becoming behind target, being put on hold due to the impact of the Covid-19 pandemic, and the lockdown restrictions imposed as part of the Covid-19 pandemic response. Many services have needed to find new ways to deliver their objectives and achieve their KPIs.

5.3.2 As the Cheshire Rural Touring Arts (CRTA) service's business plan was rewritten at the start of the year in response to the Covid-19 pandemic, the

service objectives and KPIs are all on track to be achieved by the end of the year.

- 5.3.3 Transactional Services are rated as red overall due to having a forecast budget variance of more than 10% of their total budget.

6. Summary of the New Shared Service Business Plans – 2021/2022

6.1 Overview

- 6.1.1 This section gives a snapshot of the Shared Service business plans for 2021/2022 details and the individual plans can be found in Appendix 2.

- 6.1.2 Many of the new shared service business plans remain fairly similar to current plans, mainly due to the need to focus on the ongoing Covid-19 pandemic and the recovery, together with the strategic review of all shared services which is underway.

- 6.1.3 The results of the shared service review are expected in September 2021 and will impact on the shared service business plans dependant on the recommendations. Therefore, all business plans will be subject to change. Any such changes to business plans will be reported in the quarterly reviews. The Shared Services Review will be reported separately.

6.2 Budget

- 6.2.1 Broadly speaking, for 2021/22, the budgets are similar to 2020/2021.

- 6.2.2 The table below sets out a summary of the budgets of the eight shared services for 2021/22 and compares to the services 2020/21 budgets.

Service	2021/22 Budget £	2020/21 Budget £
Archaeology Planning & Advisory Service	159,844	159,844
Archives and Local Studies Service	470,616	470,616
Cheshire Farms Estate Management	225,847	225,847
Cheshire Rural Touring Arts	84,000	88,603
ICT Shared Service	tbc	18,240,000
Joint Emergency Planning Team	302,575	296,394
Libraries Shared Service	425,734	425,734
Transactional Services	5,267,934	5,267,934

- 6.2.3 The ICT budgets are still being developed as chargeable income and related expenditure targets have not yet been agreed in full by officers from both Councils. Overall spending will remain within the budget framework of each Council and full details of the ICT budget will be reported to a later committee when work on the potential scenarios is complete.

6.3 Performance – Objectives and Key Performance Indicators

- 6.3.1 Services are still having to be creative to help to develop new ways of working to manage the impact of the Covid-19 pandemic. This is likely to continue into the recovery phase.
- 6.3.2 In 2020/2021 some services needed to defer some KPIs due to the impacts of the Covid-19 pandemic making them unachievable, other services have been developing new KPIs to reflect the changes to service delivery that have been made as a result of responding to the Covid-19 pandemic.
- 6.3.3 Going forward, the achievement of some KPIs may still be impacted by the ongoing response to the Covid-19 pandemic. This will be kept under review by each service manager and reported in the quarterly reviews.

6.4 Risks

- 6.4.1 In total there are 67 risks with just 4 rated as high-risk. The high rated risks are:

Service	Risk	Rating	Comments
Farms Estate Management	Impact of reducing income as a result of disposals	9	There is regular reporting to client and corporate finance teams.
Farms Estate Management	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	Enhanced input is being made in to the project development and new system training
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major	9	

	Incidents/ Major Incident Standbys throughout year.		should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives.
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6.4.2 The general risk of “Impacts of the Covid-19 pandemic” is being managed by each service manager through regular monitoring of the impacts on service delivery.

6.4.3 A full risk log is in appendix 2.

7. Implications of the Recommendations

7.1 Legal Implications

The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together. Individual Shared Service Agreements require that Business Plans are regularly refreshed to ensure that they continue to meet the needs of both authorities going forward and that performance is reported on a regular basis. Operationally, this is managed on a day-to-day basis by the service managers and their line managers within each Council as part of the operation and management of each of the services. Additionally, each service has a client managers in place who are also consulted in the development and monitoring of business plans.

7.2 Finance Implications

7.2.1 The Financial Implications are set out in the two appendices.

7.3 Policy Implications

7.3.1 There are no direct Policy implications

7.4 Equality Implications

7.4.1 There are no direct Equality implications

7.5 Human Resources Implications

7.5.1 There are no direct Human Resources implications

7.6 Risk Management Implications

- 7.6.1 There is a risk that the business plans for each service do not deliver the required outcome for each Council regarding meeting the operational and financial expectations. This risk is managed by service managers within each Council, as part of the operation and management of each of the services. Risks are included in each organisation's risk register as appropriate.

7.7 Rural Communities Implications

- 7.7.1 There are no direct implications for Rural Communities.

7.8 Implications for Children & Young People/Cared for Children

- 7.8.1 There are no direct implications for Children and Young People/Cared for Children.

7.9 Public Health Implications

- 7.9.1 There are no direct implications for Public Health.

7.10 Climate Change Implications

- 7.10.1 There are no direct Climate Change implications

7.11 Ward Members Affected

This report relates to Shared Services that operate across both CE and CWAC, therefore all wards are affected in both Councils.

8. Access to Information

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

9. Contact Information

9.1 Any questions relating to this report should be directed to the following officer:

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Collaboration

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Cheshire East Council Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 12 March 2021

Report Title: Shared Services Business Plans Q3 2020/2021 Review

Senior Officer: Jane Burns: Executive Director of Corporate Services, CEC
Mark Wynn, Chief Operating Officer, CWaC

1. Report Summary

- 1.1 This report provides a summary of the 2020/21 Quarter 3 Business Plan position for the Shared Service arrangements between Cheshire East Council (CEC) and Cheshire West and Chester Council (CWaC).
- 1.2 The report provides summaries of each of the key areas across all of the shared services including the budget position, priorities and objectives, key performance indicators, and risks and issues, together with, for each service, a service dashboard with a summary narrative. Full business plans are in appendix 3.
- 1.3 Most of the services have been negatively impacted by the Covid-19 pandemic. This means that some service objectives and some key performance indicators, set at the beginning of the financial year, are now unachievable.
- 1.4 At the end of the financial year, five services are forecasting a balanced financial position; two services are forecasting underspends due to vacancies; and two services: ICT and Transactional Services are forecasting a year end overspends.

2. Recommendations

- 2.1 It is recommended that Members:
 - i) Note the Shared Services 2020/2021 Quarter 3 Business Plan performance.

3. Reasons for Recommendations

- 3.1 The Shared Services Administrative Agreement makes provision for the Joint Committee to receive reports to enable the review and monitoring of the performance of the Shared Services performance to take place. This report provides the 2020/2021 quarter 3 position.

- 3.2 This report helps to deliver the new, revised performance management arrangements, agreed at the Shared Service Joint Committee (SSJC) on 25 September 2020. The revised arrangements assist with ensuring that service strategies, together with the resources and budgets required to deliver the service strategies, are in place and being effectively implemented.

4. Background

- 4.1 Currently there are eight Shared Services (six Cheshire West And Chester (CWAC) -hosted and two Cheshire East Council (CEC) - hosted). Five are shared services, set out below, where total costs are split against an agreed % cost share agreement as set out in Legal Agreements:

- Farms Estate (Management)
- Archives and Local Studies
- Emergency Planning
- ICT
- Transactional Services

The remaining three Shared Services, set out below, are subject to revised joint arrangement services where CEC pay a fixed contribution to CWAC:

- Cheshire Rural Touring Arts (Grant funded)
- Archaeological Planning and Advisory Services (Transfer Agreement)
- Libraries Shared Service (Transfer Agreement)

- 4.2 Day-to-day performance is managed by each shared service manager who reports, through their normal line management arrangements, to a service manager in the host authority and has a relationship with a client manager, in the non-host authority.
- 4.3 Shared service business plans provide details of the shared service objectives, Key Performance Indicators and the resources required to deliver the plan. The plans require a degree of flexibility to enable an appropriate response to the changing needs of each council.
- 4.4 This report provides a summary of the shared services performance at the end of quarter 3 2020/2021 for each of the eight formal shared service arrangements between CEC and CWaC. An overall summary of performance and business activity all of the shared services is in appendix 2 of this report.

5. Summary of 2020/21 Quarter 3 Performance

5.1 Overall Summary Ratings

The table below provides a judgement on the overall performance for each of the shared services. The judgement takes into account both performance (objectives and KPIs) and the budget position. The judgement criteria is below:

- RED – overspend of more than 10% of budget and/or most objectives and/or KPIs not being met or on target
- AMBER – overspend of less than 10% of budget and/or one or two objectives and/or KPIs not on target
- GREEN – on budget or underspent and all objectives and KPIs are on target

Service	Overall Performance 2019-20	Mid-year Performance 2020-21	Q3 Performance 2020-21
Archaeology Planning Advisory Service	Green	Amber	Amber
Archives and Local Studies	Green	Amber	Amber
Cheshire Rural Touring Arts	Green	Green	Green
Emergency Planning	Amber	Amber	Amber
Farms Estate Management	Green	Amber	Amber
ICT	Amber	Amber	Amber
Libraries Shared Service	Green	Amber	Amber
Transactional Services	Amber	Red	Red

Overall Summary Ratings Commentary

- As in the Q2 report, the amber ratings are mainly due to the objectives and KPIs, set in the business plans, becoming unachievable, behind target, or being put on hold due to the impact of the Covid-19 pandemic and the lockdown restrictions imposed as part of the Covid-19 pandemic response. Many services have needed to find new ways to deliver their objectives and achieve their KPIs.
- The CRTA service continues to be rated as green overall due to their business plan being rewritten at the start of the year in response to the Covid-19 pandemic.
- Transactional Services are rated as red due to having a forecast budget variance of more than 10%.

5.2 Budget Summary

The table below summarises the 2020/2021 Quarter 3 budget position for the shared services.

Service	Planned Budget £	Q3 Forecast £	Predicted Variance £
Archaeology Planning Advisory Service	159,844	159,844	0
Archives and Local Studies	470,616	470,616	0
Cheshire Rural Touring Arts	88,603	88,603	0
Emergency Planning	296,394	257,067	(49,941)
Farms Estate Management	225,847	158,331	(67,516)
ICT	18,240,000	19,650,000	1,410,000
Libraries Shared Service	425,734	425,734	0
Transactional Services	5,113,934	987,756	866,000

Budget Summary Commentary

- Most services are on track to end the year with a balanced budget.
- Emergency Planning and Farms Estate Management both have forecast underspends at the end of the year due to staff vacancies.
- Both ICT and Transactional Services have predicted overspends of £1.41m and £866k respectively. The overspends are mainly due to:
 - for ICT, staff being diverted to non-income generating activities including the Covid-19 response and the B4B activity; and,
 - for Transactional Services, the forecast overspend is partly linked to a shortfall in income with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staff working on the B4B project, along with any backfill costs for these staff, are now charged to the service budget and absorbed where possible.

5.3 Priorities and Objectives Summary

The table below sets out a summary of all of the service's priorities and objectives as set out in the individual service Business Plans.

The assessment criteria is:

Green: On Track
 Amber: Behind but expected to be achieved by the end of the year
 Red: Not expected to be achieved
 Blue: On hold due to Covid-19

Service	Total number of Objectives	Number of Green Objectives	Number of Amber Objectives	Number of Red Objectives	On hold due to Pandemic
Archaeology Planning Advisory Service	5	5	0	0	0
Archives and Local Studies	4	1	2	0	1
Cheshire Rural Touring Arts	2	2	0	0	0
Emergency Planning	8	3	3	0	2
Farms Estate Management	2	0	2	0	0
ICT	21	16	3	2	0
Libraries Shared Service	5	4	1	0	0
Transactional Services	8	7	1	0	0
Total	55	38	12	2	3

Priorities and Objectives Commentary

This quarter, the achievement of some service objectives have improved and other service objectives have become unachievable due the the impacts of the Covid-19 pandemic. For example:

- The Emergency Planning objective of delivering training in both authorities has moved from amber to green as it is now forecast that all staff will be trained by the end of the year in both authorities. However, there are two objectives - the implementation of the recommendations from the major incident debrief reports, together with continuous improvement activity - which cannot be achieved due to Covid-19 and have now been assessed as blue as they are now deferred.
- The ICT objective of developing a financial strategy is now scheduled for Q4 of 2020/2021. The staffing structure objective is rated as red as it has not been completed as it is linked to the wider CEC Corporate Services restructure.
- For the Libraries Specialist Services, the objective relating to the Bookstart initiative was rated amber in Q2 and is now rated as green as it is now back on track this quarter.

Full details are in each individual Business Plan in appendix 3.

5.4 Key Performance Indicators Summary (KPIs)

The table below sets out an overview of the key performance indicators for each of the shared services. The assessment criteria is:

Green: On Track
 Amber: Behind but expected to be achieved by the end of the year
 Red: Not expected to be achieved
 Blue: On hold due to Covid-19

Service	Total number of KPIs	Number of Green KPIs	Number of Amber KPIs	Number of Red KPIs	On hold due to Pandemic
Archaeology Planning Advisory Service	7	5	1	0	1
Archives and Local Studies	4	2	0	0	2
Cheshire Rural Touring Arts	4	4	0	0	0
Emergency Planning	5	4	1	0	0
Farms Estate Management	10	10	0	0	0
ICT	4	2	1	0	1
Libraries Shared Service	10	2	5	0	3
Transactional Services	8	8	0	0	0
Total	52	37	8	0	7

Performance Indicators Commentary

Overall, this quarter, there has been an improvement in the achievement of the KPIs, with some objectives previously rated as amber or deferred, now being rated as green this quarter, for example:

- All of KPIs in respect of Farms Estate Management are rated as green, with the KPI - property identified and marketed for disposal - now back on track from being rated as amber in the last quarter.
- Two of the Emergency Planning KPIs have improved from amber to green. They relate to the emergency planning training for managers in both authorities which has now taken place.

- For ICT, all of the KPIs are now green. The KPI of the Customer Satisfaction Survey moving from being deferred in quarter 2 to green in quarter three as the survey has now been run. The KPI - delivery of projects to time, quality and costs - is now exceeding the target.
- For Libraries Specialist Services, after being on hold for the first two quarters, the KPI regarding the Bookstart initiative is back on track and is rated as green, compared to amber last quarter.
- Other KPIs have been deferred including the Archives and Local Studies Service where there are two KPIs on hold due to the pandemic including the National Archives Survey as this will not now take place in 2020/21, and customer engagement where new measures are being developed for on-line engagement.

5.5 Overview of Risks and issues

5.5.1 Risks are reported by exception. This means that:

- Only risks rated as high risks and scoring 9 or over will be reported
- Risks which increase to 9 since the last reporting will be reported
- New risks of 9 or over added to the risk log since the last report will be reported
- Where risks scoring 9 or over have reduced since the last reporting period, they will be reported to show the risk reduction.

5.5.2 All issues are reported.

5.5.3 The table below sets out the high level risks and issues for the shared services.

Service	Number of Risk rated 9>	Number of Issues
Archaeology Planning Advisory Service	0	1
Archives and Local Studies	0	1
Cheshire Rural Touring Arts	0	0
Emergency Planning	2	2
Farms Estate Management	2	0
ICT	0	0
Libraries Shared Service	0	1
Transactional Services	0	0
General	0	1
Total	4	6

Risks and Issues Commentary

Risks

Overall, there are 69 risks identified, of which just four are rated as 9 or over.

The current risks are:

Farms Estate Management

- Impact of reducing level of income as a result of disposals
- Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.

Emergency Planning

- Failure to deliver agreed objectives and income target as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
- Failure to deliver agreed objectives and income target as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

There are also two Emergency Planning risks, which were previously rated as high risks, relating to the training of managers, which have been reassessed as very low risk as most of the training has now been completed and therefore are no longer required to be reported.

Issues

There are six issues issues reported this quarter.

- There is a general issue relating to the impacts of Covid -19 on the delivery of service objectives and achievement of KPIs. This issue is being managed by each of the shared service managers as appropriate to their service.
- Archaeology Planning Advisory Service and the Libraries Specialist Services have both listed the overdue Shared Service Agreements that are awaiting sign-off as an issue. The agreements are now being reviewed as part of the wider Shared Services Review.
- The Archives and Local Studies Service has one issue which relates to the inability, due to the impact of Covid-19, to meet the expected number of volunteer hours.
- Emergency Planning has three issues which are mainly due to the impact of Covid-19. They are:
 - Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
 - Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

6. Individual Shared Service Summaries

Individual shared service summaries for quarter three of 2020/2021 are set out below, in a dashboard format, together with supporting commentary.

Each dashboard sets out:

- the overall rating, based on the judgement criteria set out in section 5.1.
- the budget position.
- the number of objectives and their RAG rating (blue are deferred due to Covid -19).
- the number of KPIS and their RAG rating (blue are deferred due to Covid -19).
- the number of risks scoring 9 or over.
- the number of live issues.

A collated summary dashboard for all shared services is in appendix 2.

Full details are in the individual service business plans in appendix 3.

Archaeology Planning Advisory Service (APAS)

Dashboard

Overall rating	Amber			
Budget	Balanced			
Priorities and Objectives	5	0	0	
Key Performance Indicators	5	0	1	1
Number of risks 9>	0			
Number of issues	1			

Commentary

- The APAS service is expected to have a balanced budget at the end of the year.
- All of the service's five objectives are on target to be fully achieved at the end of the year.
- The KPI relating to the number of records reviewed in the Cheshire Historic Environment Record per annum, has been deferred due to the impacts of Covid-19 as it is not possible to access the system whilst home working.
- The KPI to agree the scope of a renewed Shared Service agreement for APAS for will not be achieved as it has been agreed, between the councils, to review all shared service agreements as part of the wider review of shared services. This is also listed as an issue.

Archives and Local Studies

Dashboard

Overall rating	Amber
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Budget	Balanced			
Priorities and Objectives	2	1	1	
Key Performance Indicators	2	0	0	2
Number of risks 9>	0			
Number of issues	1			

Commentary

- The Archives and Local Studies budget is forecast to be balanced at the end of the year.
- One objective, improving the access to collections by having 3300 volunteer hours committed, is no longer achievable, due to the Covid-19 impacts. This is also listed as an issue.
- The in-person volunteer programme has been suspended due to Covid-19. However, a digital volunteering programme has been established together with new online exhibitions. This means that digital engagement increased significantly, giving much wider access to collections. An estimated 300 volunteer hours have been committed to date, largely from new volunteers from a broader and more geographically-spread volunteer base.
- The KPI regarding the proportion of people visiting/engaging with activities and events of new to archives, has now been suspended due to the impact of Covid-19 and a new KPI measure for online engagement is being developed.

Cheshire Rural Touring Arts (CRTA)

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	2	0	0	
Key Performance Indicators	4	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The CRTA is rated as green overall, due the CRTA's business plan being rewritten early in the financial year to reflect the reduction in the funding received from Arts Council England due to the impacts of the Covid-19 pandemic.

- The CTRA service is forecast to achieve a balanced budget at the end of the year. CRTA finances are also monitored and reported on quarterly basis to Arts Council England
- All of the revised objectives and KPIs are forecast to be achieved.
- Alternative events or activity will be offered in spring (online /digital shows and a magazine delivery).

Emergency Planning

Dashboard

Overall rating	Amber			
Budget	Forecast underspend £49,941			
Priorities and Objectives	3	3	2	
Key Performance Indicators	4	1	0	0
Number of risks 9>	2			
Number of issues	2			

Commentary

- The Emergency Planning service is forecast to have an underspend at the end of the year of £49,941 due to staffing vacancies. These vacancies have now been filled.
- The objective in respect of the Emergency Management training programme is progressing well and has improved this quarter and is back on track and now rated green which is an improvement from quarter two's amber rating.
- All but one KPIs are rated as green this quarter which is an improvement from quarter two. The KPI, rated as amber, is the statutory exercises delivered to timescales.
- Currently, there are two risks assessed as high risk and rated as 9. They are:
 1. Failure to deliver agreed objectives and income target as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic, Bosley.
 2. Failure to deliver agreed objectives and income target as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.
- This quarter, the service has two issues, mainly due to the impact of Covid-19. They are:
 1. Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
 2. Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

Farms Estate Management

Dashboard

Overall rating	Amber			
Budget	Forecast underspend £67,516			
Priorities and Objectives	0	2	0	
Key Performance Indicators	10	0	0	0
Number of risks 9>	2			
Number of issues	0			

Commentary

- The budget is forecast to be underspent due to an ongoing staffing vacancy.
- Both of the services objectives are rated as amber due to Covid-19. Efforts have been focused on maintaining client outputs, evolving management practices, and planning ahead for the delivery of lettings in the future.
- The service's performance indicators are on track and are all rated as green. This is an improvement from the last quarter where the target relating to the identification of £1.17m of property identified for and/or marketed for disposal was assessed as amber. This KPI is now on track with £1.58 million identified; £1.25 million marketed; and, £954,640 sales agreed.
- As at the the mid-year review, there are two risks, both scoring 9, which are:
 - The impact of reducing income as a result of disposals.
 - Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.

ICT

Dashboard

Overall rating	Amber			
Budget	Forecast overspend £1,410,000			
Priorities and Objectives	16	3	2	
Key Performance Indicators	2	1	0	1
Number of risks 9>	0			
Number of issues	0			

Commentary

- The ICT budget is forecast to be overspent by 1.41m. This is an increase against the forecast overspend of £1.14m in quarter 2. This increase comes from staff not being charged to capital projects in-year, due to ongoing work on the B4B programme and Covid -19 impacts.
- The objective - completion of a Skills Audit - is now rated as amber against a green rating in the mid-year review due to operational priorities delaying this activity. The skills Audit will now take place in quarter 4 2020/2021.
- The objective – the annual satisfaction service - had previously been deferred. This has now taken place in quarter three and is back on track and now rated as green.
- The objectives which are rated as red are:
 1. The development of a financial strategy. This is under development.
 2. The ICT service restructure. This is dependant on the wider CEC Corporate Services restructure.
- Overall, there is an improved KPI position. The delivery of projects to time, quality and costs has improved from 69% in quarter 2, to 92% in quarter 3, against a target of 70%.

Libraries Shared Services

Dashboard

Overall rating	Amber			
Budget	Balanced			
Priorities and Objectives	4	1	0	
Key Performance Indicators	1	6	0	4
Number of risks 9>	0			
Number of issues	1			

Commentary

- The service is forecasting a balanced position at the end of the financial year.
- The objective relating to procurement of e-lending has been completed and is now awaiting approval from ICT before awarding contracts. This objective is currently rated as amber but is forecast to be achieved by the end of the year.
- The objective - delivery of the Universal Offer and the Letterbox initiative - is back on target.

- The objective relating to the delivery of targeted resources is recovering as settings are gradually reopening and able to receive stock. This objective has moved from amber in quarter two to green in quarter three.
- With regard to the KPIs:
 - The quarantining of stock due to the Covid-19 pandemic is affecting turnover times and the despatch time is currently 5 days against the target of 3 days.
 - The Inter-library Lending Unit has been paused again due to the Covid-19 lockdown. However 300 requests have been processed and, despite service closures, 90% of requests have been responded to within the target of 5 days.
 - 50,000 resource items were delivered in quarter 3 to schools to support home learning, which were gratefully received.
 - The 2020 Letterbox Club was postponed until Sept 20 due to Covid-19 and lockdown measures. However, 100% eligible children were delivered to in quarter three.
 - The Covid secure environment in libraries means that rhymetimes and storytimes, were unable to be delivered in quarter three.
 - Other KPIs, although not at the performance expected at the beginning of the year, are making progress in quarter three.
- The issue raised relates to the Library Shared Service agreement which has been delayed. The agreement will roll over and will be formally reviewed as part of the wider shared services review.

Transactional Services

Dashboard

Overall rating	Red			
Budget	Forecast overspend £866,000			
Priorities and Objectives	7	1	0	
Key Performance Indicators	8	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The service is rated as red overall due to the forecast budget overspend.
- The forecast budget overspend is partly linked to a shortfall in income, due to a loss of schools business, with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staff working on the B4B project, along with any backfill costs for these staff, are now charged to the service budget and absorbed where possible. The service continues to actively look to mitigate the variance through monitoring of staffing and non-staffing budgets and through vacancy management.

However the forecast overspend has increased marginally from that reported at quarter two.

- The amber objective relates to the new shared service agreement for Transactional Services. This will now be reviewed as part of the wider shared services review.
- All key performance indicators are being met.

7. Implications of the Recommendations

7.1 Legal Implications

- 7.7.1 The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together.

Individual Shared Service Agreements require that Business Plans are regularly refreshed to ensure that they continue to meet the needs of both authorities going forward and that performance is reported on a regular basis. Operationally, this is managed on a day-to-day basis by the service managers and their line managers within each Council as part of the operation and management of each of the services. Additionally, each service has client managers in place who are also consulted in the development and monitoring of business plans.

7.7.2 Finance Implications

- 7.1.1 The Financial Implications are set out in main body of the report.

7.2 Policy Implications

- 7.2.1 There are no direct Policy implications

7.3 Equality Implications

- 7.3.1 There are no direct Equality implications

7.4 Human Resources Implications

- 7.4.1 There are no direct Human Resources implications

7.5 Risk Management Implications

- 7.5.1 Risks are managed by the commissioning client, and service managers within each Council, as part of the operation and management of each of the services. Risks are included in each organisations risk register as appropriate. The main risk is the on-going Covid-19 situation which is impacting on most services.

7.6 Rural Communities Implications

7.6.1 There are no direct implications for Rural Communities.

7.7 Implications for Children & Young People/Cared for Children

7.7.1 There are no direct implications for Children and Young People/Cared for Children.

7.8 Public Health Implications

7.8.1 There are no direct implications for Public Health.

7.9 Climate Change Implications

7.9.1 There are no direct Climate Change implications

7.10 Ward Members Affected

7.10.1 This report relates to Shared Services that operate across both CE and CWAC, therefore all wards are affected in both Councils.

8. Access to Information

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

9. Contact Information

9.1 Any questions relating to this report should be directed to the following officer:

Name: Heather Grove
Job Title: Senior Manager: Business Development, Assurance, and Collaboration
Email: heather.grove@cheshireeast.gov.uk

RISKS AND ISSUES SUMMARY

RISKS

Service	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	Q2 Comments
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9	9	Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will continue to rise for these risks as the year progresses with the team involved in C-19 pandemic work-streams long-term.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9	9	
Emergency Planning	Failure of officers to attend training events impacting on preparedness levels.	9	9	3	Positive steps have been taken to reduce this risk - see KPI.
Farms Estate Management	Impact of reducing income as a result of disposals	9	9	9	No change
Farms Estate Management	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	9	9	No change

ISSUES

Service	Key Issues Description	Date issue arose	Date issue closed	Comments
APAS	The new Shared Service Agreement for APAS is awaiting sign off by relevant parties in CE and CW&C.	1.4.19		APAS has completed all necessary tasks and the agreement will be signed off along with the wider agreements, and as part of the shared services review.
Archives and Local Studies	Service will not meet expected number of volunteer hours	Jun 20		On-site volunteer programme is on hold due to impact of Covid. Mitigated by move to digital volunteer programme, but this will not meet original target. This move, however, is engaging a broader and more geographically-spread volunteer base. A new measure which focusses on the impact of volunteering on the volunteers themselves will be put in place during 2021/22.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing, major involvement in the C-19 pandemic is having a major impact on the team's capacity to deliver the agreed objectives in the business plan for 2020-21. This will continue through the rest of the year and the Team Manager has prioritised those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. Recruitment to get the team back to 100% capacity is also a priority and exploration of redeployment opportunities for short-term support is also being progressed with the pandemic worsening again in the sub-region.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	

Service	Key Issues Description	Date issue arose	Date issue closed	Comments
ICT	Delay in signed Deed of variation for 2020-2023 Service Level agreement with CE due to preferred legal co-ordination with other shared services agreements required updates.	April 2020		The agreements will roll over and will be reviewed as part of the wider shared services review.
General	The impacts of Covid -19 on the delivery of service objectives and achievement of KPIs	April 2020		Service managers have reviewed their business plans and documented the impacts. This risk will remain open until the pandemic impacts are reduced

Overall Shared Services Dashboard

Service	Overall Rating	Forecast Outturn	Priorities and Objectives					KPIS					Number of risks	Number of issues
			Total	Green	Amber	Red	Blue	Total	Green	Amber	Red	Blue		
APAS	Amber	Balanced	5	5	0	0	0	7	5	0	1	1	0	1
Archives & LS	Amber	Balanced	4	2	1	0	1	4	2	0	0	2	0	1
CRTA	Green	Balanced	2	2	0	0	0	4	4	0	0	0	0	0
Emgy Planning	Amber	(£49,941)	8	3	3	0	2	5	4	1	0	0	2	2
Farms Est Man	Amber	(£67,516)	2	0	2	0	0	10	10	0	0	0	2	0
ICT	Amber	£1,410,000	21	16	3	2	0	4	2	1	0	1	0	0
Libraries SS	Amber	Balanced	5	4	1	0	0	10	1	6	0	3	0	1
Transactional S	Red	£866,000	8	7	1	0	0	8	8	0	0	0	0	0

**INDIVIDUAL
SHARED SERVICE
BUSINESS PLANS
QUARTER 3 2020/21 REVIEW**

SERVICE DETAILS

Service Name	Archaeology Planning Advisory Service
Service Manager	Mark Leah
Client Managers	Ian Dale (CE) and Ian Hesketh (CW&C)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	159,844	159,844	0	159,844	0	159,844	0		
Comments		A balanced budget is forecast for the year		A balanced budget is forecast for the year		A balanced budget is forecast for the year			

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	4.3	0	4.3		
Total	4.3	0	4.3		

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To develop, maintain and manage a comprehensive public information resource – the Cheshire Historic Environment Record (HER) in accordance with national standards and benchmarks, to inform all policy and development planning decisions and for the better understanding and enjoyment of the historic environment by all.	31.3.21					The HER has been subject to recent external audit to ensure compliance with national standards. It is not thought that any major issues were identified but a formal report is awaited.
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record.	31.3.21					See below PM2.1 and 3.1
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.21					APAS is currently heavily involved in the development of the archaeological mitigation strategy for HS2A and HS2B. It has recently responded to a formal consultation concerning amendments to HS2B to the north of Crewe as part of formal responses issued by both CWAC and CEC.
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on	31.3.21					APAS continues to advise on the implications of the whole range of developments in the partner authorities. In CWAC, the Northgate scheme has been the major project over the last nine months. In CEC, the preparation, implementation, and reporting with regard to programmes of archaeological mitigation on road schemes continues to be a major theme.

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	the archaeological resource.						
Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money	31.3.21					APAS continues to push for the prompt publication of important archaeological work in the area and this autumn saw reports on palaeoenvironmental work and the Manchester airport relief road published in the Journal of the Chester Archaeological Society. A second report on development-led work in Chester has now been completed and should be published in the spring. A revised publication report on the Roman site at Saighton camp has now been received and approved.

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Achieved	5%	On hold due to Covid 19	On hold due to Covid 19	On hold due to Covid 19		This continues to be on hold at present in view of the Covid 19 epidemic and the requirement for home working which means that records contained in the HER cannot be reviewed on a regular basis. Work will resume when circumstances allow.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved	90% response within 15 days target	Achieved	Achieved 94%	Achieved 94%		A message has been placed on the APAS website advising that this target has been suspended during the Covid 19 in order to allow the team greater flexibility to deal with core planning work whilst home working (with consequent reduced IT functionality). In fact the team has maintained the standard with a continued 94% response rate within 15 working days but this approach provides valuable and necessary flexibility in the current circumstances.
3.1	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100% response target	Achieved	Achieved 100%	Achieved 100%		Outcome has been achieved by prioritising this aspect of APAS's work.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4.1	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100% response target	Achieved	Achieved 100%	Achieved 100%		Outcome has been achieved by prioritising this aspect of APAS's work.
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of March 2021	In Progress	In Progress	In Progress		The annual report will be prepared at year end. Data input, to ensure the timely production of the report continues.
5.2	Agree the scope of a renewed Shared Service agreement for APAS for renewed fixed term.	N/A	Shared Service agreement in place with revised extended 5 year term.	In Progress	In Progress	In Progress		The agreement will now be reviewed together with all of the administrative agreements as part of the Shared Service Review.
5.3	Document occurrence of twice-yearly meetings and record discussions	Achieved	Twice-yearly meetings scheduled and documented	In Progress	Achieved	Achieved		APAS liaison meetings (Teams) were held on 6 October 2020 and 6 January 2021.

KEY RISKS

Risk Reporting is by exception. No identified Risks from APAS currently score 9 or above in the Shared Services Risk Log so no entries are included in the table.

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1						

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	The new Shared Service Agreement for APAS is awaiting sign off by relevant parties in CE and CW&C.	1.4.19		APAS has completed all necessary tasks and the agreement will be signed off along with the wider agreements, and as part of the shared services review.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	APAS Team Leader	2.2.2021
Client Manager CEC	Ian Dale	Heritage and Design Manager	8.2.2021
Client Manager CW&C	Ian Hesketh	Total Environment Manager	2.2.2021
Head of Service/Director	Gemma Davies	Director – Economy, Housing & Planning (CW&C)	

OFFICIAL

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	CW&C Clerical	184,222	5%
	Travel Budgets	4,570	0%
	Office Equipment, Public, Printing, Telephones	2,930	0%
	Hired and Contracted Services	7,500	0%
	Computer Equipment and Software	12,028	0%
	Professional Fees	62,293	7%
INCOME	ITEM	£	% change from previous year
	Shared Service re-charge	-93,140	7%
	Joint Arrangements-Warrington	-12,250	0%
	Joint Arrangements-Halton	-8,309	0%
NET BUDGET		£	% change from previous year
		159,844	5%

Staffing Structure

ARCHAEOLOGY PLANNING ADVISORY SERVICE (APAS)

Total Environment Manager
0.3 FTE Grade 12

Total Environment Team Leader
(Archaeology Planning Advisory Service)

1 x FTE Grade 10

Development Planning Archaeology Officer	Historic Environment Record Officer	Historic Environment Record Officer	Historic Environment Record officer
<i>1 x FTE Grade 8</i>	<i>1 x FTE Grade 8</i>	<i>0.6 x FTE Grade 8</i>	<i>0.4 x FTE Grade 8</i>

SERVICE DETAILS

Service Name	Archives and Local Studies (ALS)
Service Manager	Paul Newman
Client Managers	Rachel Foster (CWaC); Helen Paton (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Net Budget	£470,616	£470,616	+10	£470,616	-1	£470,616	0		
Comments		Some annual payments to suppliers made at beginning of new financial year							

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	16.3	0	16.3	591,887	
Fixed Term Contract	0.7	0	0.7	17,628	Funded by National Lottery Heritage Fund: salary costs will be capitalised.
Total	17	0	17	609,515	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money: Successful mid-point review of development stage with National Lottery Heritage Fund.	28/02/21					Ongoing discussions with Heritage Fund over impact of Covid-19 on project, which is requiring detailed work on updating programme and outreach activities. Complexities of programme leading to challenges in aligning project workstrands. Some difficulties in recruiting suitable project staff and consultants. Mid point review between late May and late June 2021.
2	A greater and more diverse range of people engaging in different ways with archives: Majority of people attending events aimed at new audiences are new to archives	30/09/21					Unable to run events and activities face to face so multiple new digital means of engagement established. The indications are that these are successful in reaching a new audience and the service is developing new evaluation tools to measure this. Expected to be meeting this target by end March.
3	Improve access to collections: 3300 vounteer hours committed	31/03/21					In-person volunteer programme suspended but digital volunteering programme established. New online exhibitions have been developed and digital engagement increased significantly, giving much wider access to collections. Estimated 300 volunteer hours committed to date, largely from new volunteers.

OFFICIAL

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Deliver and develop learning opportunities: Pilot online learning courses developed and trialled with 50 library staff across CWaC and CEC	31/03/21					Pilots competed; to be launched Nov 2020. On target for end March 2021. A range of other online learning resources and live training for community organisations have also been launched, with very positive feedback

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Quality of service: rating of 9.5/10 or above in survey of visitors	9.5	9.5					National survey will not be held in 2020/21
2	Percentage of new collections of archives made accessible to service users within 1 month of receipt	80%	85%		90%	95%		Service can still receive new accessions, although fewer than in previous years.
3	Levels of engagement with archives	1.691 m	1.75 m	0.635 m	1.049 m	1.720 m		Includes digital, personal visits, enquiries including visits to Cheshire material on commercial partner's website.
4	Proportion of people visiting/engaging with activities and events of new to archives	50%	tbc					Activities have shifted online and new means of measuring this KPI are currently being developed.

KEY RISKS (taken from the shared services risk log and score 9 or above)

No risks in the risk log have a score of 9 or above.

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1						

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Service will not meet expected number of volunteer hours	Jun 20		On-site volunteer programme is on hold due to impact of Covid. Mitigated by move to digital volunteer programme, but this will not meet original target. This move, however, is engaging a broader and more geographically-spread volunteer base. A new measure which focusses on the impact of volunteering on the volunteers themselves will be put in place during 2021/22.

APPROVAL

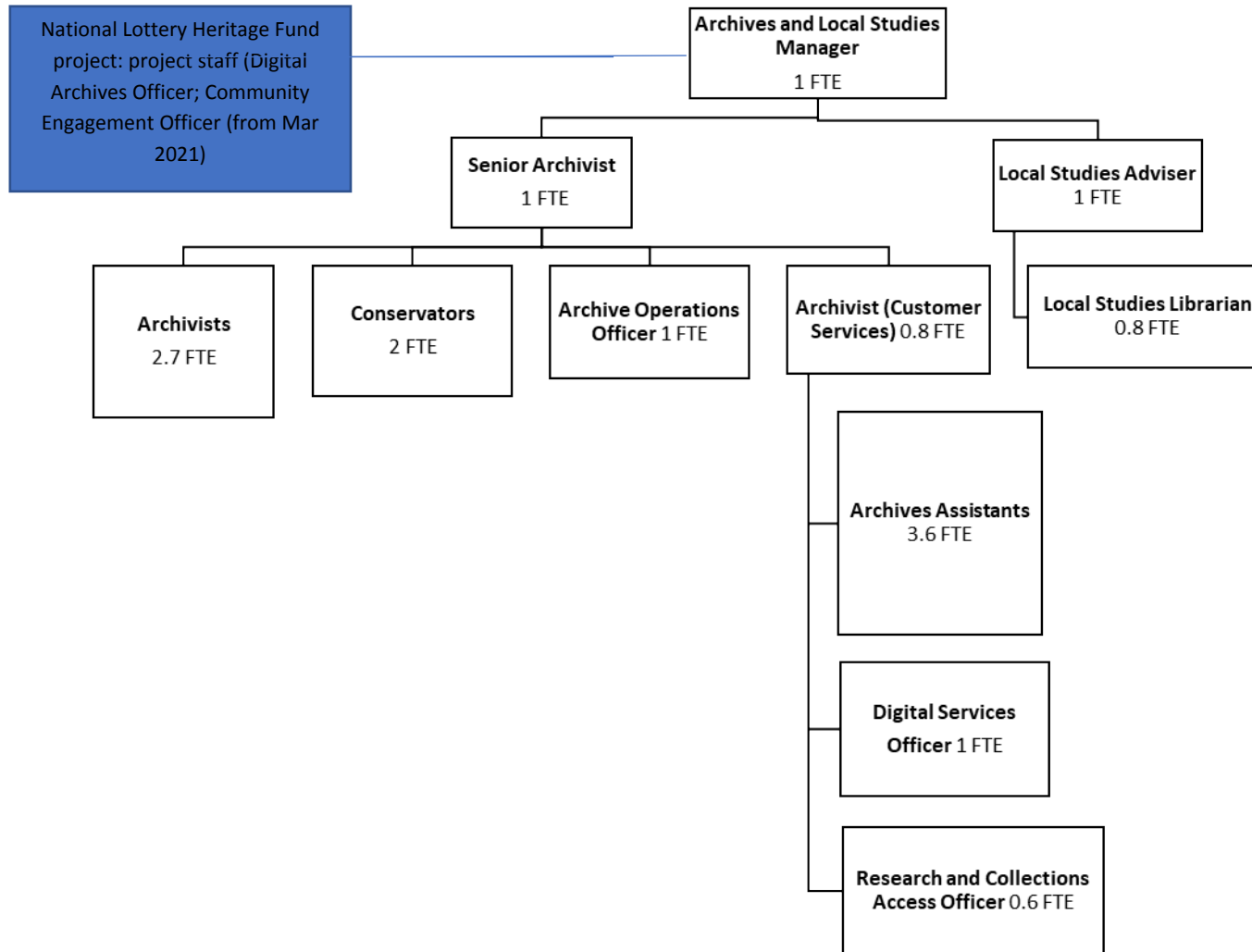
Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Local Studies Manager	26/01/2021
Client Manager CEC	Helen Paton	Cultural Economy Manager	27/01/2021
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	29/01/2021
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	29/01/2021

OFFICIAL

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
Staffing		614,008	2
Premises		61,840	0
Transport		2,050	0
Supplies and services		39,649	0
GROSS COSTS		717,547	2
INCOME	ITEM	£	% change from previous year
Joint arrangements	SLA (Warrington BC and Halton BC)	148,608	0
Royalties	Via agreement with commercial partner, Find My Past	64,323	0
Fees and charges	e.g. for research, conservation work, certification	19,500	0
Sales	Copies from collections	14,500	0
INCOME		246,931	0
NET BUDGET		£	% change from previous year
		470,616	3

Staffing Structure



SERVICE DETAILS

Service Name	Cheshire Rural Touring Arts (CRTA)
Service Manager	Jen Henry
Client Managers	Carmel Clapson CWAC Helen Paton CE

BUDGET SUMMARY

	Total Planned Budget £	Q1 Forecast £	Q1 Variance (+ or -) %	Mid Year Forecast £	Mid Year Variance (+ or -) %	Q3 Forecast £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	88,603 Including external funding	88,603		88,603	0	88,603	0		
Comments		No variance, but CRTA are working to a revised budget in light of Covid impact on its delivery and income		No variance, but CRTA are working to a revised budget in light of Covid impact on its delivery and income		No variance in relation to the revised budget for 2020/21. Q3 spending is on track as per the planned budget			

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Scheme manager	0.5		0.5	21,651.50	
Scheme manager	0.5		0.5	21,651.50	
Administrator	0.4		0.4	12,897.86	
Total	1.4		1.4	56,200.86	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19. A new business plan for 21/22 is completed for Arts Council England by March 2021	20/12/2020	New priorities, no RAG available for Q1				We are revising all CRTA activity in response to the new landscape of arts delivery during the effects of C19. Arts events and community gatherings are very difficult to host at present. We will be revising our business planing for Arts Council England and developing a revised framework of reduced live activity, greater community support and alternative arts engagement for CRTA to deliver in 20/21 and 21/22

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	The CRTA will support artists, venues and promoters communities during the cancellation of shows and in the planning of new activities. The CRTA has delivered some artistic activity to rural communities in Cheshire in 20/21	31/03/21	New priorities, no RAG available for Q1				Some live, digital and alternative activity is delivered and planned in autumn 2020 we will be able to programme more activity in 2021 as we were successful in external funding grant bids. Due to the ever changing national situation in terms of opening venues and hosting events, we can not say at this point if we are able to run live events in 2021.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	CRTA finances are regularly monitored and reported to our partners and ACE. Any suitable fundraising streams are explored and applied to when necessary.	n/a	The CRTA is in a financially stable position at the end of this year	New priorities, no RAG available				CRTA finances are monitored and reported on quarterly for Arts Council England , CWAC finance admin and now also for shared services.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.2	CRTA is able to programme some artistic activity during the year. That may be some sort of programme of activity in spring 21 and/or new types of activity that can take place during a time of restrictions (eg outdoor activity, visual or online)	n/a	The CRTA has delivered some artistic activity to rural communities in Cheshire in 20/21	New priorities, no RAG available				<p>Activity took place in Oct 2020 - 2 performances were planned as a pilot for live outdoor performances. One performance was cancelled due to bad weather, but the other took place at the car park of the Electric Picture House, Congelton.</p> <p>We also programmed a series of online events and a piece of telephone theatre.</p> <p>Planning for spring 2021 is in progress. With the new lockdown all plans for live events will move to late summer/autumn 2021. Alternative events or activity will be offered in spring (online /digital shows and a magazine delivery).</p>

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	Promoters are supported and are able to continue with CRTA when they are able	n/a	CRTA maintain at least 15 of our regular venues into 2021/22	New priorities, no RAG available				Promoters were invited to host a live performance (3 were interested in doing so) Other promoters have been sharing and engaging with the online or telephone shows. We host a regular promoters zoom meeting to keep in touch with promoters. 1-1 meetings took place with all promoters in Dec 2020.
2.2	Artists are offered and deliver work on CRTA in 2020/21	n/a	A number of activities take place	New priorities, no RAG available				We have managed to provide paid work for artists in autumn (live, digital and telephone theatre/music). We have also shared work from many artists in other platforms. We are in the planning process for booking in artists for later in 2021.

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	none					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jen Henry	Rural Arts Officer (job share)	Sent 07/1/2021
Client Manager CEC	Helen Paton	Cultural Economy Manager	Sent 07/1/2021
Client Manager CW&C	Carmel Clapson	Cultural Strategy Development Officer	Sent 07/1/2120
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	Sent 07/1/2020

Appendix 1

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Salaries	£53,000.00	+44% (due to additional on costs now accounted for in our budget as of end of 19/20 year)
	Artists fees core network (activity and development)	£15,500.00	-67%
	Printing and distribution	£300.00	-90%
	Subscriptions (Nrtf)	£535.00	No change
	Training for staff/promoters	£500.00	-44%
	Website/digital dev	£2,000.00	+122%
	Promoter go and see fund	0	-100%
	CRTA covid resilliance (income generation, remodeling)	£3,268.00	n/a new line
	Office costs(phone/postage)	100	No change
	Mileage	£1,000.00	-71%
	Carry over cultural recovery funds for programme delivery to 21/22	£12,400	n/a new line
INCOME	ITEM	£	% change from previous year
	ACE	£44,503	+1.8%
	Local authority	£24,800	No change
	Box office income	£ 800	-96%
	Other grants and General Contributions	£18,500	+1133%
	Income from partnership projects	0	-100%
	Private donations/sponsorship	0	-100%
NET BUDGET		£	% change from previous year
		0	

Staffing Structure

CRTA staff – 1FTE (jobshare each 0.5)

Maria Owen – CRTA administrator (0.4)

All report to Carmel Clapson CWAC

SERVICE DETAILS

Service Name	Joint Cheshire Emergency Planning Team (JCEPT)
Service Manager	Chris Samuel
Client Managers	Vanessa Whiting (CWAC)/ Paul Bayley (CE)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid- year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	296,394	272,327	24,067 U -(8%)	257,935	38,459 U -(13%)	246,453	49,941 U -(16%)		
Comments		The forecast underspend is mainly due to vacancy management		The forecast underspend is mainly due to vacancy management		The forecast underspend is mainly due to vacancy management and increased forecast in income			

The detailed budget is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	7	3	4	£335,358	Current staffing is 7 FTE.
Total	7	3	4	£335,358	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Mid Year Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/20					Continuing to progress well on an upward trajectory with several courses completed in Q2 and Q3; 1-2-1s are planned in Q4 to complete process. All managers have been reminded of their obligations in this regard in early Q4.
2	Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPiR, PSR, and Flood & Water Management legislation.	31/03/20					<ul style="list-style-type: none"> PSR (Pipelines) area specific and generic plan reviews are outside timescales - work is underway to resolve. One COMAH exercise and one off-site plan review are overdue due to C-19 impacts; work underway to resolve. All other COMAH, REPPiR and PSR plans were within agreed ONR & HSE timescales as at end of Q3.
3	Ensure relevant On-Site and Off-Site Response Plans for CWAC and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/20					Trentabank/ Ridgegate Off-Site Plan exercise will now take place on 25/03. The plan reviews and tests for the CRF Reservoir Inundation Response Plan, Poynton Pool and Tatton Mere On-Site Plans are to be moved to 2021-22 due to capacity issues caused by C-19, EU Transition, flooding and staffing changes.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Mid Year Comments
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/20					Chester CT Project is now live – ongoing post-completion issues being worked on; Community Resilience work is on hold this year.
5	Increase levels of emergency preparedness across both authorities generally.	31/03/20					Levels of generic preparedness in both Councils are at a high level with the response to, and recovery from, the ongoing C-19 pandemic increasing our resilience to future incidents. A number of work-streams are on hold due to capacity issues caused by C-19, EU Transition, flooding and staffing changes.
6	Continue to implement recommendations from Major Incident Structured Debrief Reports in CWAC and CE.	31/03/20					This work-stream is currently on hold due to the C-19 pandemic. It will be recommenced as soon as capacity allows.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/20					These work-streams have been impacted by the C-19 pandemic response and recovery efforts – CRF Management Group continue to monitor and revise work programmes to ensure High Risk hazards are mitigated and planned for.
8	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/20					This work-stream is on hold during the C-19 pandemic.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Q2 Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	90%	100%	100%	100%	100%		Continued excellent feedback received on training courses.
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within the last 24 months.	37%	100%	37%	48%	100%		Preparedness levels have increased significantly since the advertised training events in Q2&3 have taken place – 1-2-1s are planned in Q4 to complete process. All managers have also been written to, to remind them of their mandatory obligations.
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.	23%	100%	23%	33%	88.8%		
4	Statutory plans and exercises delivered within agreed timescales	95%	100%	95%	95%	95%		See narrative above.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Q2 Comments
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	100%	100%		Between 01/04 and 31/12/2020 the Service has responded to nine incidents (CWAC: 6; CE: 3) including 2 Major Incidents and 4 Major Incident Standbys. The Major Incident for the C-19 pandemic impacting both Council areas, as well as a sewage leak into the River Dee in Chester, flooding in CWAC, gas leak in Little Sutton, a care home fire in Crewe, and a bird flu outbreak in Dutton-on-the-Hill. The Service continues to provide a high level of support and advice to both Councils' command structures, and at the multi-agency level – this will likely continue for the remainder of 2021.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Q2 Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9	9		Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will continue to rise for these risks as the year progresses with the team involved in C-19 pandemic work-streams long-term.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9	9		
3	Failure of officers to attend training events impacting on preparedness levels.	9	9	3		Positive steps have been taken to reduce this risk - see KPI (2)

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing, major involvement in the C-19 pandemic is having a major impact on the team's capacity to deliver the agreed objectives in the business plan for 2020-21. This will continue through the rest of the year and the Team Manager has prioritised those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. Recruitment to get the team back to 100% capacity is also a priority and exploration of redeployment opportunities for short-term support is also being progressed with the pandemic worsening again in the sub-region.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	
Number	Key Issues Description	Date issue arose	Date issue closed	Comments
3	COMAH and REPIR operators refuse to pay Annual Charge due to C-19 impacts leading to loss of income.	25 September 2020	Ongoing	Positive steps are being taken to reduce this risk: letters to operators re: new charge sent; officers checking in with operators , especially those not a priority in 2020-21; ensuring exercises completed within timescales.

APPROVAL

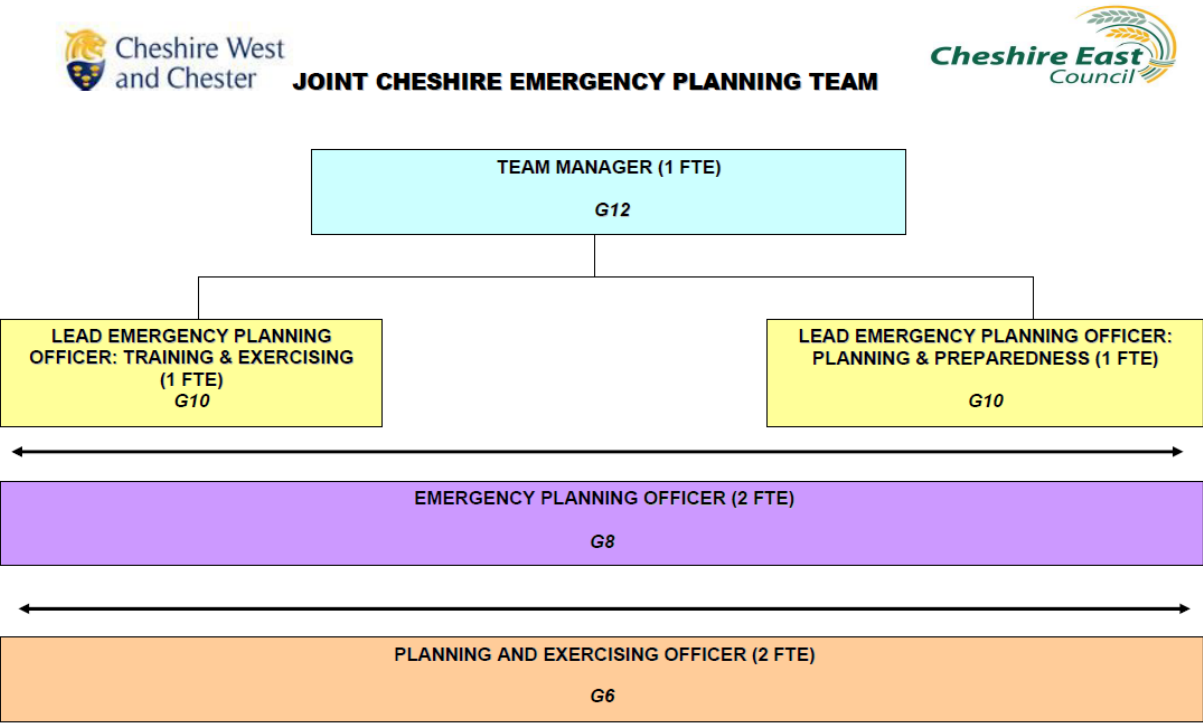
Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Team Manager – Emergency Planning	04/02/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	08/02/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	08/02/2021
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	08/02/2021

Appendix 1

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Salaries (N.B. this is after a temporary £10k budget has been removed to contribute to other Covid pressures)	341,785	-1.17%
	Training	4,678	35.87%
	Transport	13,164	6.94%
	Supplies & Services	24,450	-17.43%
	3rd party agency costs for exercises	20,000	-
	Accommodation - Cheshire East only	6,425	New
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPPiR Charge	-94,108	3.01%
	Reimbursements for 3rd party agency costs	-20,000	-
NET BUDGET		£	% change from previous year
		296,394	-0.70%

Staffing Structure



(14/10/2020)

SERVICE DETAILS

Service Name	Cheshire Farms (Management Costs)
Service Manager	David Job
Client Managers	Andy Kehoe(CEBC) & Andrew Playfer (CW&CBC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid- year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	£225,847	£156,182	-30.24%	£156,182	-30.24%	£158,331	29.89%		
Comments		Underspend linked to retained vacant post		Underspend linked to retained vacant post		Underspend linked to retained vacant post			

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent (Assistant Land Agent & Business Support Officer)	1.6	1.6			Salary Budget - £209201 East Budget £112450 (Forecast £62623). West £96751 (Forecast £90397)
Secondment County Land Agent & Clerical Officer)	1.7		1.7		Seconded west to east
Total	3.3	1.6	1.7		

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Both Authorities - Provide effective and efficient property management function for the farms estate and other rural property	Continuous					Whilst most elements of the management function are being provided and the team has responded well to working from home, Covid 19 has interrupted the delivery of the annual property maintenance programme and the extent of physical oversight of property.
2	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	Continuous					Efforts have been focussed on maintaining client outputs, evolving management practices and planning ahead for the delivery of lettings to ensure that prospective customers are served appropriately.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
Cheshire West & Chester BC								
1	Regular CP Reporting / Good Financial management		Monthly reporting					On track
2	Value of property identified for and/or marketed for disposal.	End Year	£4.9 million					£8.93 million identified £1.54 million marketed £7.24 million agreed £394,077 completed
3	Planning potential investigations	All disposals	All disposals					Only one newly identified potential disposal with no development potential.

4	Contribution to the delivery of the Councils carbon management plan	N/A	Agreement of Objectives					New - Decision model drafted and in consultation
Cheshire East BC								
5	Revenue & Capital Budgets - Quarterly reporting cycle	As and when required	As and when required					Reporting on track
6	Report progress upon estate reorganisation plan	End Year	End Year					On track
7	£1.17m Value of property identified for and/or marketed for disposal.	End Year	End Year					£1.58 million identified £1.25 million marketed £954,640 sales agreed. £0 Completed
8	Planning potential investigations	All disposals	All disposals					Only one newly identified potential disposal under review.
10	Contribution to the delivery of the Councils carbon management plan	Agreement of objectives	Agreement of objectives					Working with colleagues to identify and explore options. Current focus on accommodating potential options for management of Pastures Wood, Gawsworth.

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1 (West)	Impact of reducing income as a result of disposals	9	9	9		No change
5	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	9	9		No change

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	David Job	County Land Agent	14/01/2021
Client Manager CEC	Andy Kehoe	Head of Estates	02/02/2021
Client Manager CW&C	Andrew Playfer	Head of Property	14/01/2021
Head of Service/Director	Andy Kehoe	Head Of Estates	02/02/2021

Appendix 1

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	00010 – Employee Costs	211161	+1.135
	25010- Vehicle Allowances	2,510	0
	31200 – Equipment & Furniture	2,494	0
	34100 – Office Expenses	1,250	0
	36010 – Communications & Computing	1,000	0
	38010 – Grants & Subscriptions	4,590	0
	35010 – Supplies & Services	2,842	0
	Total Costs	225847	
INCOME	ITEM	£	% change from previous year
	This analysis does not detail the income generated or expenditure incurred through the management of the physical assets which is separately reported and monitored corporately.	0	0
NET BUDGET		£	% change from previous year
		225,847	+

Staffing Structure

Staffing Structure	
County Land Agent (CLA)	1.0fte
Assistant Land Agent (ALA)	1.0fte
Busines Support Officer (BSO)	0.6fte
Clerical Officer (CO)	0.7fte

SERVICE DETAILS

Service Name	ICT SERVICES
Service Manager	GARETH PAWLETT
Client Managers	Peter Lloyd / Valda Williams

BUDGET SUMMARY

	Total Planned Budget £	Q1 Actual Spend £	Q1 Variance (+ or -) %	Mid Year Actual Spend £	Mid Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	£18.24m – net to nil	£1.14m	£1.14m overspend	£1.14m	£1.14m overspend	£1.41m	£1.41m overspend		
Comments		The overspend shown above is a consequence of the impacts of COVID-19 pandemic and the B4B programme. The key reason for the overspend is a diversion of income generating staff resource to non-income generating activities.		The overspend shown above is a consequence of the impacts of COVID-19 pandemic and the B4B programme. The key reason for the overspend is a diversion of income generating staff resource to non-income generating activities.		The overspend shown above is includes the full impact of COVID-19 pandemic and the B4B programme which has impacted income generation due to a diversion of staff resource to non-income generating activities and increased contract costs from cloud usage.			

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	122.29	122.29	-	8,260,141	Total Permanent Budget
Fixed Term Contract	18.40	18.40	-	758,311	Total FTC Budget
Secondment*	10.61	10.61	-	571,308	Total Secondment Budget
Agency	57.00	57.00	-	2,548,250	Total Agency Staffing Budget
Total	208.30	208.30	-	12,138,010	

*Staff who have a status of secondment are occupying roles other than their substantive but both roles are within the Shared Service i.e. there are no staff seconded in or out of the department. There are no staff seconded to the B4B programme. All work for B4B takes place within the department and is time recorded as business change. This work normally contributes towards an income target but is classed as unrecoverable in this instance.

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, New metrics (security and compliance), User experience, Process improvement and Operational Strategy; and an associated Performance Management Framework (PMF).						
1	Service Improvement Plan to drive continuous improvement in operations	31/03/2021					<p>Service Improvement Plan created and shared with both Councils. Plan will cover:</p> <ul style="list-style-type: none"> • Build a standard approach to working practices across the service • Reduce estate complexity and increase standardisation • Reduce risk of system failure due to age or non-compliance • Ensure clarity in governance and asset control • Improve service continuity arrangements • Increase information management security • Increase engagement with business areas in both councils • One PMO managing gateways, process, transition and finance. <p>Finalised SIP – Phase 1 to 31/03/21 will be presented to JSB in November.</p> <p>Q3 update – Detailed plan developed and activity under way across most elements. Update to be presented to JSIB and JSB in February.</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Customer Satisfaction Survey	31/10/2020	CWaC only				<p>Customer Satisfaction Survey run for CWaC only in February. Improved response rate and feedback – 69.4% against a target of 70% (2019-20). Survey to be run for both councils in Autumn 2020. Annual survey will be run again in Q4.</p> <p>Q3 - Survey run end Q3 across both councils. Response rate dropped back to earlier levels (~490 responses) but satisfaction score increased to 75%</p>
3	Implement a new Performance Management Framework	31/03/2021					<p>PMF was revised for 2020/21 and will be reviewed again for 2021/22. Further revisions will need to reflect any service demand changes required as a result of Covid and the extent of management by the ICT Shared Service of cloud based services.</p> <p>Q3 - Workshops scheduled to progress alignment of KPIs / PIs with post-COVID demands and working practices</p>

2	Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the Brighter Futures cultural standards, values and behaviours that employees of CEC strive to achieve which will be beneficial to our shared service partners.					
1	Implement Brighter Futures Culture Programme - Big Conversation Action Plan within ICT Services	31/03/2021				<p>Following staff survey in CEC, ICT has established an Action Plan of activity to embed culture improvements in the service. Progress will be monitored through Brighter Futures Conversations, surveys, appraisals and 1-2-1s</p> <p>Q3 - Continued positive engagement with wider Council Brighter Future and support/welfare events. SMT ensuring that the wellbeing and support of colleagues is our top priority through regular 1-2-1s and team meetings as well as regular cross service Q&A events.</p>
2	Extended Leadership Programme five initiatives driving cultural and operational change (Time Management, Front Door, Collaboration, communications and Flexible Working)	31/03/2021				<p>Building on action plan the service has identified 5 key themes to implement operational change. Some activities are underway but have to be balanced against operational priorities.</p> <p>Q3 - Are engaged with Organisational Development Team to participate in Myers-Briggs Type Indicator (MBTI) Programme for the Extended Leadership Team. This has a focus on communication, recognising that this is even more essential than ever to support and develop the right culture in a dispersed working environment.</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Brighter Future Champions – to improve staff engagement and visibility	31/03/2020					<p>A number of volunteers from the service are actively engaged in the brighter future champions programme. Work will continue with CWaC on similar engagement opportunities.</p> <p>Q3 – we continue to have good representation at all Brighter Future meetings and events, messages and updates from which are brought back into the Service.</p>
4	Undertake a Skills Audit of the service to ensure the organisation has the right skills and capabilities now and for the future (including talent management)	30/09/2020					<p>Service has run a number of workshops with Gartner and Infotech to identify the skills and capabilities required from the service in the future. Skills Audit planned.</p> <p>Q3 – operational priorities have delayed further progress but this will be re-visited in the new year.</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Create series of roadshows and workshops – to improve visibility and awareness of ICT across the Councils	30/09/2020					<p>This has been somewhat superceded by the need to support both councils' rapid adoption of essential tools such as Teams and broader support for home working. Regular guidance is developed and promoted and training provided to key groups, e.g. Members.</p> <p>Q3 – This activity has continued and we are actively supporting the development of the Councils' networks – Bright Sparks (CEC) and Tech Champions (CWC) through on-going guidance, videos and drop in sessions, as well as regular bitesize technology awareness sessions for all colleagues in CEC.</p>
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2021					<p>Q3 - Good consistency of 1-2-1s and Team Meetings across Service.</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.						
1	Development of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support	31/08/2020					<p>Infrastructure standards and principles updated. Drafted a number of line of business system application roadmaps. Shared with JBDA.</p> <p>Q3 – This activity has continued</p> <p>Server, SQL Server and DataCentre technology strategies completed. Several others have made good progress (e.g EUC)</p> <p>Roadmaps for 20+ Line of Business systems developed and shared with identified stakeholders in CEC and CWaC</p> <p>Good progress on Technology/Platform Roadmaps.</p> <p>Further Business Cases identified</p> <ul style="list-style-type: none"> Essential Replacement Application Lifecycle Management

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Deliver Evolution Programme / Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2021					<p>Significant progress in data centre services and network capability. Desktop deployment of Win 10/M365 accelerated to support mass move to working from home due to Covid. Completion expected November 2020.</p> <p>Q3 – Win10/O365 Deployment complete for CEC December 2020. Remaning CWaC/Qwest services to be deployed Jan/Feb 2021. Orders raised for Next Generation Wide Area Network and Data Centre LAN projects. Essential Replacement schedule reviewed and recast for budget alignment 2021-2025.</p>
3	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2021					<p>JBDA established, emphasis to move from reactive to proactive development of shared capabilities to support Councils' desire to reduce costs.</p> <p>Q3 – This activity has continued– some improvements in effectiveness and maturity (various technology papers shared with the group and clients sharing business planning materials etc. Sharing agenda is proving difficult for both clients– eg. Sharepoint Online Adoption is divergent. Different approaches to procurement, cost of change and value for money meaning difficult to collaborate in similar timescales.</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2021					Working with Microsoft, Capita, Gartner and Citrix, further opportunities being explored. Q3 – Specific work has been undertaken with Microsoft looking at future data centre requirements. Business case presented to JSB in December 2020 to reduce cost in our Hosting strategy to mitigate budget pressure in year and future years.
4	Governance - To provide a framework of governance to ensure the provision of robust information, intelligence and business cases to support effective decision-making.						
1	Provide effective decision-making support to operational services through Joint Strategic Board, Joint Service Improvement Board, Joint Business Design Authority	31/03/2020					Governance mobilised and regular reporting in place.
2	Increase maturity of Technical Design Authority to ensure all new ICT capabilities follow appropriate design process and adhere to strategic principles of Simple, Standard, Share and Self Serve	31/03/2021					Technical Design authority has been established for some time however progress being made around ensuring the group is empowered to challenge and recommend options based on design principles and strategy.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Building on previous reviews establish both Project Management Office and Vendor Management capability within ICT Services	30/09/2020					Significant improvements in project delivery through internal process change. Establishment of PMO to build on improvements. Vendor Management project in CEC making good progress, recommend that the ICT Shared Service adopts the capability as part of the service delivered to Councils.
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2021					<p>This is a mature process within the ICT Shared Service.</p> <p>The transition of Business World is being incorporated within the technical change process</p>
5	Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.						
1	Development of a sustainable financial strategy (balancing customer demand and growth pressures) with the need for an affordable cost model	30/09/2020					Review underway of existing structure, time-recording, growth pressures, licencing requirements, capital and revenue requirements going forward. Options and scenarios being developed to present to Councils to agree strategic way forward. Good progress is being made with Apptio and Cost Transparency. Workshops to review Council demand for 21/22 scheduled for January 2021.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Agree a new ICT Service Product Catalogue	30/09/2020					Have engaged with Apptio to deliver a cost transparency model for the Service. This model provides a framework to capture costs from multiple data sources. The platform will provide a mechanism to match and consolidate ICT activity and finance costs into a derived cost model that uses common language to facilitate discussion on the ICT shared service 'product and service' offering and the consumption of that offering. We had planned to get 6 months data into the tool by end of Q3 however we have been able to get 8 months data in the tool. Will be working with councils on scenarios in January/February.
3	Recruitment of/New staffing structure for ICT Services	31/03/2020					This has been deferred several times due to wider structural considerations in CEC. In the absence of a full restructure the service continues to review the most appropriate route to resourcing skills/capability and capacity gaps. The service has reduced the number of contractors required in the area of project management and has focussed on bringing through, training and mentoring our own staff to great success.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Regular Financial reporting through JSB	31/05/2021					<p>Ongoing</p> <p>Working with JSB to define a standard set of reports to be received on a monthly basis.</p> <p>Some challenges during the year with reporting and transparency around Evoluton programme reporting and Covid impact/reporting in both councils.</p>

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Annual Customer Satisfaction Survey covering full range of services		75%	CWaC only	Not run in Q2	75%		A score of 75% was achieved in the survey during Q3, which was run across both councils.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2	Delivery of projects to time, cost and quality milestones		70%	48%	69%	92%		<p>This KPI has improved markedly, despite the challenges of remote working caused by Covid-19, with 22 out of 24 projects passing SLA.</p> <p>We have taken on board the need to communicate better internally (between project managers and development teams) and externally (with our clients and customers), and this improvement reflects the strides taken.</p> <p>Project management capacity to cover appropriately for leavers and long-term absences continues to be be addressed.</p> <p>There has been an improved picture as the quarters have gone by and we expect to build on that improvement.</p>

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
3	Customer Satisfaction (Project Delivery)	N/A	70%	100%	100%	94%		<p>All feedback forms sent to customers following completion of projects that were returned showed an overall rating of “Satisfied”.</p> <p>For Q3, 16 out of 17 surveys returned passed SLA.</p> <p>We continue to work with the ICT Client teams to improve the response rate.</p>
4	Availability of basket of critical systems and services		99%	100%	99.9%	99.6%		<p>There were a further six qualifying major incidents in Q3 (following on from seven in the first two quarters), which is comparable to previous years. Five were within ICT Services control, of which three were resolved within the four-hour SLA and two outside SLA.</p> <p>Availability therefore remains exceptionally good during this period.</p>

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	None					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	None			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Gareth Pawlett	Chief Information Officer & Head of ICT Services	27th October 2020
Client Manager CEC	Valda Williams	ICT Business Planning and Compliance Manager (Transition)	27th October 2020
Client Manager CW&C	Peter Lloyd	Head of Change and Technology	27th October 2020
Head of Service	Jane Burns	Executive Director of Corporate Services	

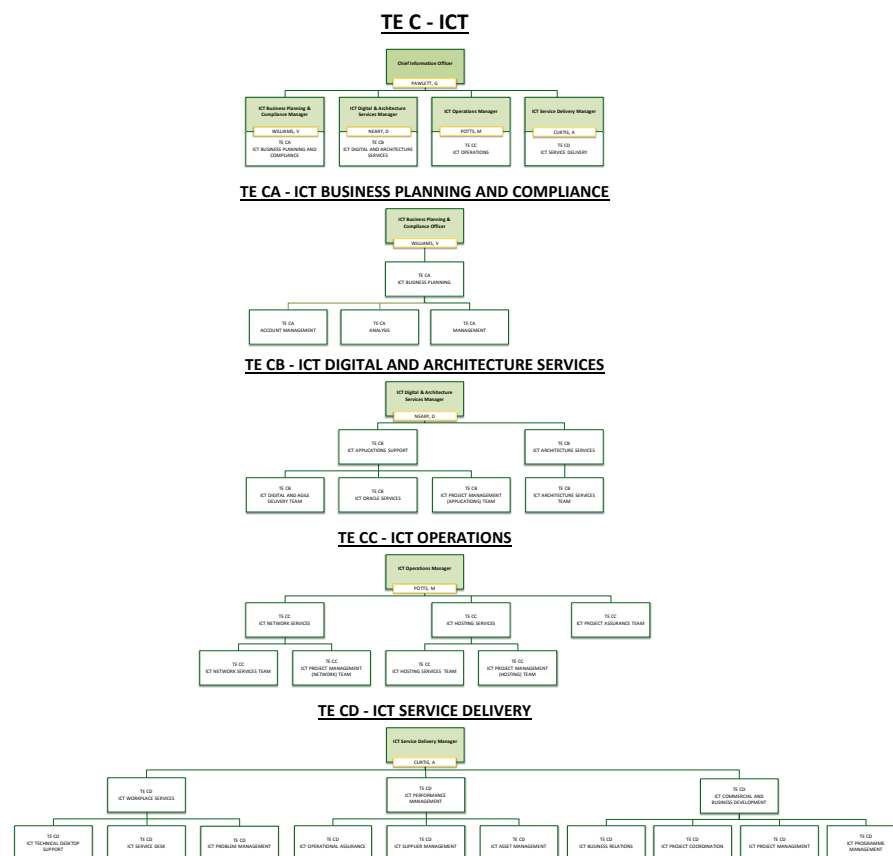
PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Staffing	12,138,010	-1%
	Premises*	791,144	66%
	Transport*	51,000	423%
	Supplies & Services*	5,264,433	5%
INCOME		£18,244,587	2.33%
	Project Income – CEC, CWaC & CEC ASDV's	6,300,000	0%
	BAU Agreement – Cheshire East Council inc. ASDV's	4,560,603	4%
	BAU Agreement – Cheshire West & Chester Council	4,401,405	4%
	Service Provision to Schools – CEC & CWaC	1,780,000	0%
	ICT Support Services to External Sources inc. VIVO & Qwest*	572,579	7%
	Telephony Provision – Cheshire East Council	315,000	0%
	Telephony Provision – Cheshire West & Chester Council	315,000	0%
		£18,244,587	2.33%
NET BUDGET		-	0%

*Budget realignment undertaken in 2020-21

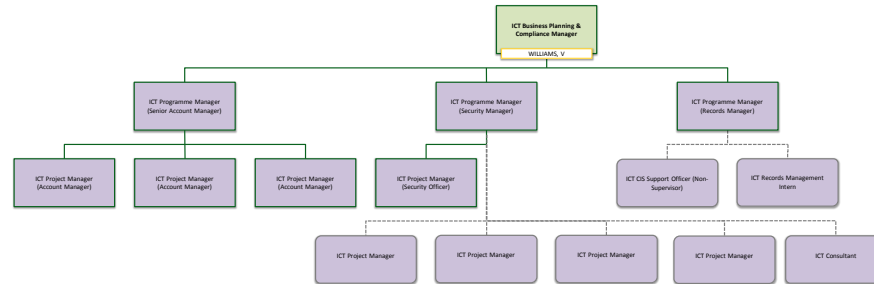
Staffing Structure

Staffing Structure

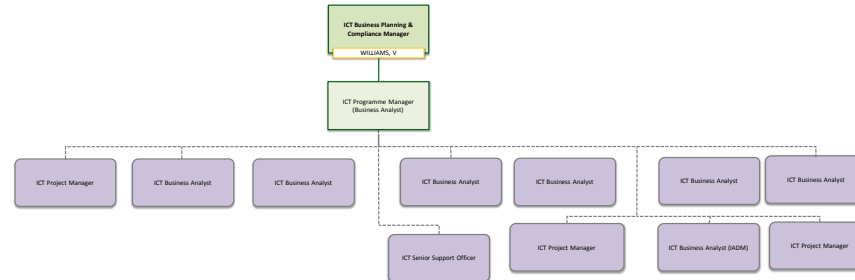


TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

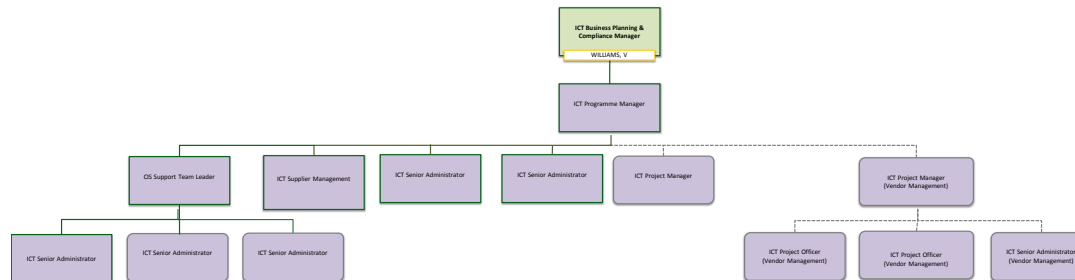
TE CA - ICT BUSINESS PLANNING - ACCOUNT MANAGEMENT

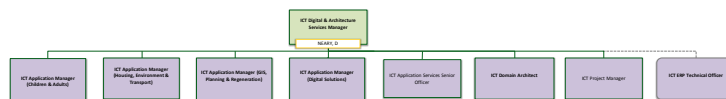


TE CA - ICT BUSINESS PLANNING - ANALYSIS



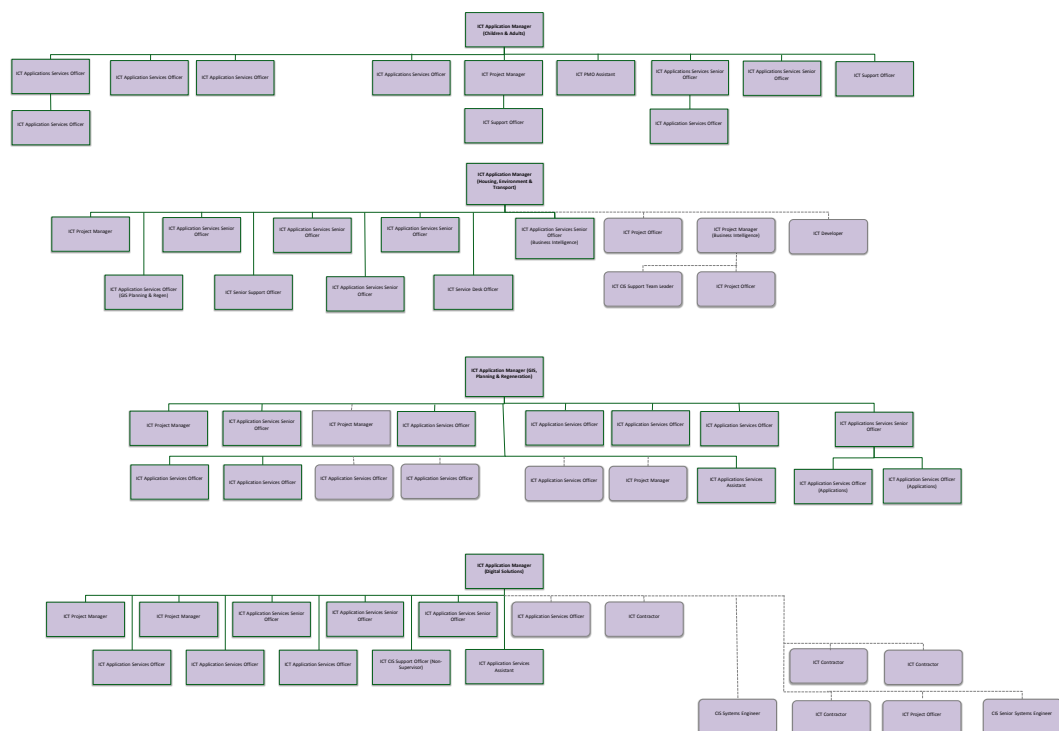
TE CA - ICT BUSINESS PLANNING - MANAGEMENT



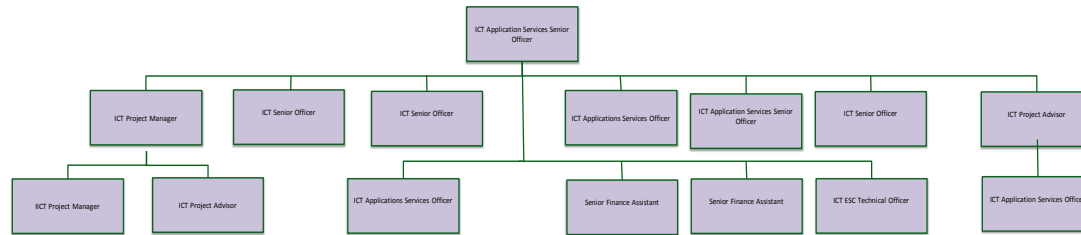


TE CB - ICT APPLICATIONS SUPPORT

TE CB - DIGITAL AND AGILE DELIVERY TEAM

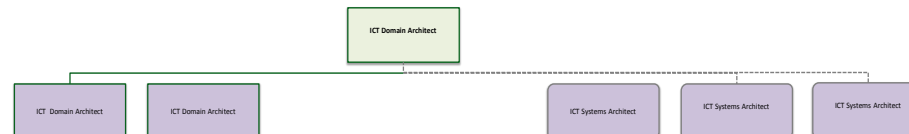


TE CB - ORACLE SERVICES



TE CB - ICT ARCHITECTURE SERVICES

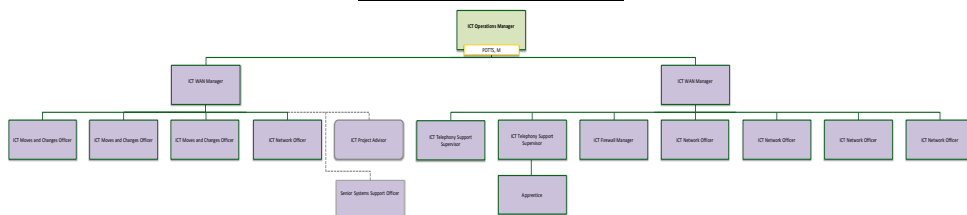
TE CB - ICT ARCHITECTURE SERVICES TEAM



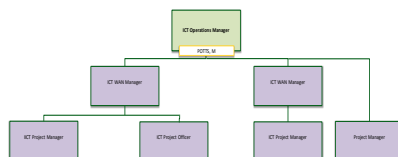
TE CC - ICT OPERATIONS

TE CC - ICT NETWORK SERVICES

TE CC - ICT NETWORK SERVICES TEAM

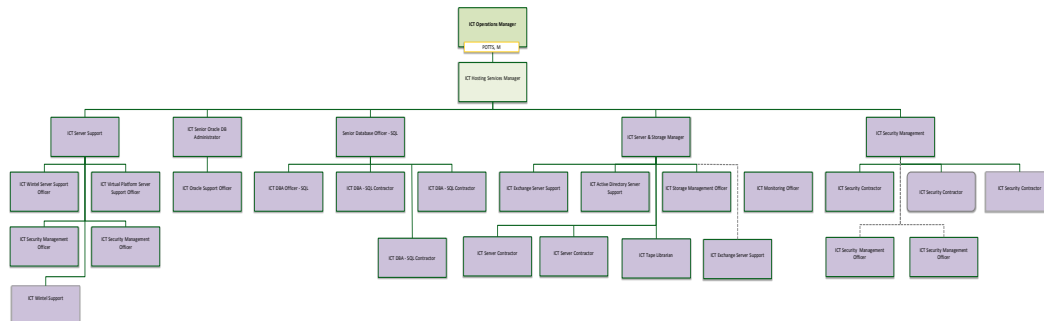


TE CC - PROJECT MANAGEMENT (NETWORK)

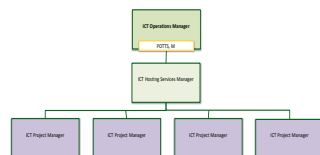


TE CC - ICT HOSTING SERVICES

TE CC - ICT HOSTING SERVICES TEAM



TE CC - ICT PROJECT MANAGEMENT (HOSTING)



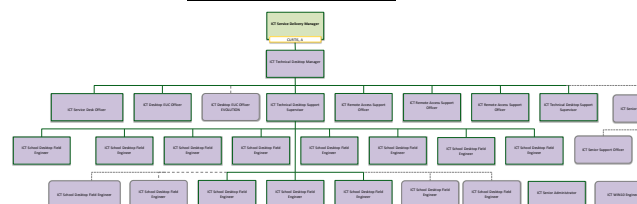
TE CC - ICT PROJECT ASSURANCE TEAM



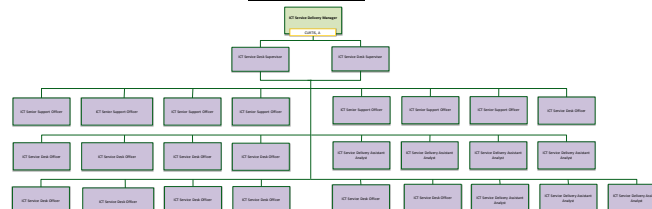
TE CD - ICT SERVICE DELIVERY

TE CD - ICT WORKPLACE SERVICES

TE CD - TECHNICAL DESKTOP SUPPORT



TE CD - SERVICE DESK



TE CD - PROBLEM MANAGEMENT



TE CD - ICT PERFORMANCE MANAGEMENT

TE CD - OPERATIONAL ASSURANCE



TE CD - ASSET MANAGEMENT

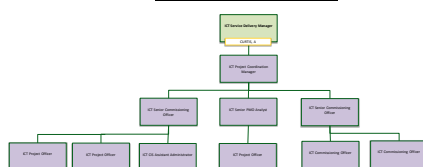


TE CD - ICT COMMERCIAL AND BUSINESS DEVELOPMENT

TE CD - BUSINESS RELATIONS

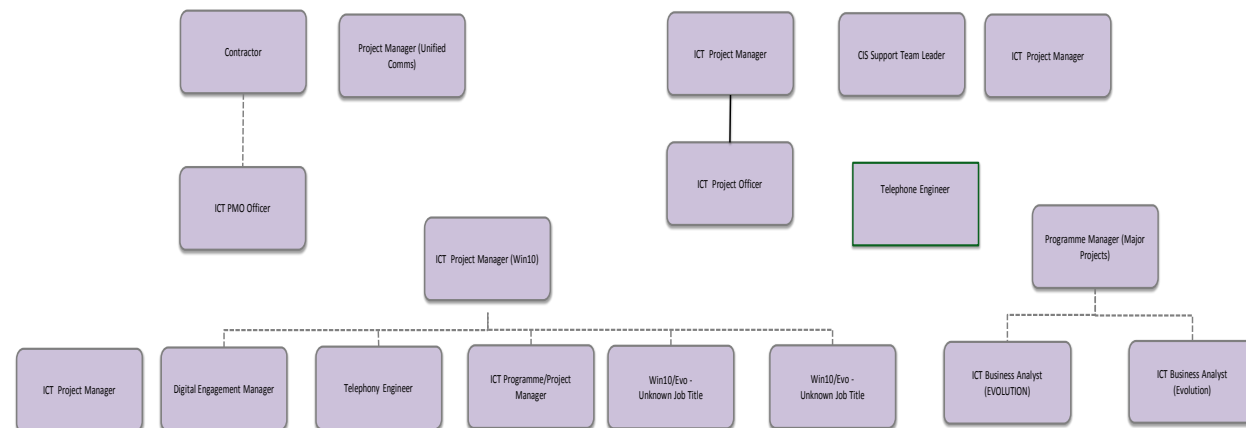


TE CD - PROJECT CO-ORDINATION



TL AA - ICT BUSINESS PLANNING SECTION

TL - ICT INFRASTRUCTURE INVESTMENT PROGRAMME



SERVICE DETAILS

Service Name	Libraries Shared Services (LSS), Education Library Service (ELS) and Bookstart
Service Manager	Lexa Farthing and Ann Cowsill
Client Managers	Rachel Foster (CWC); Joanne Shannon (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid- year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	425,734	425,734	0%	425,734	0%	425,734	0%		
Comments									

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
ELS Permanent & LSS Permanent	15.8 & 16.5	-	15.8 & 16.5	1,013,178	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411	-	1.411	34,779	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31 st March 2021.
Total				1,047,957	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/21					<p>Continually reviewing most appropriate use of resource to ensure we can meet changing demands and deliver effective service to public and school libraries. Increased flexibility to accommodate van deliveries, system support and stock distribution to support closures, reopening and click and collect service services in CE and CWC.</p> <p>We have enabled teachers access to ELS and have offered a request and collect service as well as normal deliveries. Due to current restrictions we are limiting access to key ELS staff only.</p> <p>Continuing to deliver service under Jan 2021 lockdown. More pupils in schools. Deliveries to schools continuing . Teachers/school librarians not allowed on site . Developing virtual training and consultancy.</p>
2	Lead and deliver Library Management System upgrade to implementation	30/01/21					<p>Testing and fixes of new Cash Management module are underway and work has been carried out on the existing system version to rationalise parameters.</p> <p>Q3 A significant upgrade has been released as 20.11 and the supplier has advised moving to this upgrade. Rather than moving to an older version we have had agreement from both library authorities to move to</p>

						20.11 which means moving this to Q1 of 2021.
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No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Lead and deliver e-lending roll-out to implementation and contribute to Peoples Network review	31/03/21					This was extended until March 2021 following a pause in procurement due to Covid-19. Procurement for e-lending to be started by the end of October with the intention to complete before the end of the calendar year. Have contributed to the initial review of future requirements for PN services. Q3 Procurement of e-lending has been completed, now awaiting approval from ICT before awarding contracts.
4	Work with clients to secure ongoing commitment for Booktrust initiatives for delivery of universal offer with partners, delivery of targeted resources where appropriate and resources for cared for children to address early language development and improve literacy levels.	31/03/21					Regular contact maintained with Children's Centre teams in CE and CWC including weekly contributions to Facebook page (CE) and website (CWC- Starting Well) and ensuring links with libraries again on social media and website. Physical delivery reinstated. Q3 Delivery of universal offer and letterbox is back on target. Delivery of targeted resources is recovering as settings are gradually reopening and able to receive stock.
5	Continue to respond to curriculum changes, promote service, and maintain subscription levels and service efficiency at Education Library Service.	31/03/21					Regular contact maintained with schools, physical service delivery reinstated, schools engaged and welcoming resource provision. Have continued to respond to schools changing situations and demands, to deliver safely and responsively. Schools still making excellent use of service

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Orders from Cheshire East libraries are submitted to the supplier within 3 working days	Stock orders submitted in under 1.1 days	1.1	N/A	Stock orders submitted in under 1.1 days	Stock orders submitted in under 1.1 days		LSS adapted it's service provision to the changing needs of library services owing to Covid-19; We provided much increased support of digital resources and remote access to library services, while acquisition and distribution of physical library stock was limited owing to covid-19 lockdown.
2	New stock arriving at LSS, processed and despatched to the correct library within 5 working days	New stock supplied to services within 3 days	3 days	N/A	5 days	5 days		Closure of service in Q1 and Q2 Covid-19 quarantining of stock affecting turnover times. Q3 Quarantining of stock affecting turnover times and additional closures of service, regular communication with Service Manager.
3	ILU - Search for item, place request and respond to library within 5 working days	n/a	5 days	N/A	N/A	N/A		ILU service closed in Q1 and resumed at end of Q2. Q3 ILU service paused again owing to lock down, however 300 requests have been processed and despite service closures 90% have been responded to within 5 days.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion	N/A	N/A	N/A		<p>No deliveries as services closed in Q1. Since reopening in Q2 temporary delivery routes are in place and these are regularly adjusted to meet the changing needs of the library services.</p> <p>Q3 Deliveries continue to be flexible and adapted to the needs of the library services, Service Managers continue to be engaged with regularly.</p>
5	Ensure that ELS is providing level of service outlined in service specification to schools and within agreed budget	<p>Service delivered to agreed level and on budget</p> <p>281 schools subscribed</p>	On target	276	276	274		<p>During lockdown we continued to respond queries, sent out a well-received newsletter fortnightly and maintained a social media presence. For the second half of the summer term (8 June onwards) we resumed deliveries and collections. We have collected and returned over 80,00 items and issued and delivered over 95,000 items to schools. Provided click and collect service for resources, mobile library now reinstated and limited school staff now allowed on site.</p> <p>274 subscribing schools to date. Subscription years vary – some calendar some academic some fiscal. Some partial subscriptions indicate that 281 schools will have subscribed across year.</p> <p>Schools have continued to use us well despite restrictions . As we enter another lockdown</p>

							<p>more pupils seem to be in schools . We are still delivering resources across authorities .</p> <p>Most schools still making very good use of service Visitors not allowed on site, Book Bus has not gone out. Fiction collections delivered. Schools assured they can send resources home with pupils to support home learning. Schools very grateful for support. 50,000 items delivered in Oct, Nov and Dec.</p>
6	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children	0	0	100%	<p>Number of children changes yearly.</p> <p>2020 Letterbox Club postponed start until Sept 20 due to Covid-19 and Lockdown measures.</p> <p>100% eligible children delivered to in Oct, Nov and Dec.</p>
7	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 270 resources)	0	0	29%	<p>No additional needs resources gifted in Q1 & Q2 due to Lockdown, libraries and settings closed. Ordering in place for delivery where possible in Q3.</p> <p>Q3 – 77 of 270 resources gifted – owing to covid demand from settings has been reduced. We have increased online communication with settings to encourage take up in Q4.</p>

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
8	Number of Dual Language resources gifted to set target	CE - 262 books gifted (allocation 300) 87% CW&C - 307 books gifted (allocation 300) 102% 95% overall	100%	0	CE – 2 books gifted CWC – 0 Affected by lockdown	CE – 121 (60%) CWC – 137 (69%)		No additional needs resources gifted in Q1 & limited in Q2 due to Lockdown, libraries and settings closed. Increased delivery where possible in Q3. Recovered well in Q3 due to libraries opening and deliveries to settings and health.
9	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members	2% increase on previous year			CE – 438 new members (17% of last year's target) CWC – 229 new members (11% of last year's target)		Q1 Libraries closed, Q2 limited re-opening, data to be captured retrospectively. Q3 libraries re-opened with Covid-19 restrictions, still no rhymetimes or storytimes, closures in Nov and encouragement NOT to stay and share stories in the library (Covid-Secure) all affect under 5 membership, particularly for new parents.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments	Number
10	To increase number of certificates presented to children enrolled in the Bookstart Bear Club through public libraries	CE - 823 (5.5% increase) CW&C – 587 (6.3% increase)	2% increase					Q1 Libraries closed, Q2 limited re-opening, data to be captured retrospectively. Q3 – no data available due to January lockdown. CWC – still not re-started Club due to Covid restrictions. CE – limited uptake due to limited families in libraries.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	none					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Delay in signed Deed of variation for 2020-2023 Service Level agreement with CE due to preferred legal co-ordination with other shared services agreements required updates.	April 20		The agreements will roll over and will be reviewed as part of the wider shared services review.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Managers	Lexa Farthing Ann Cowsill	Bibliographical Services Manager LSS Lead Librarian ELS	Submitted w/c 25 Jan 21
Client Manager CEC	Jo Shannon	Library Service Manager	
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	1385273 28.01.21
Head of Service	Rachel Foster	Head of Communities, Culture and Libraries	1385273 29.01.23

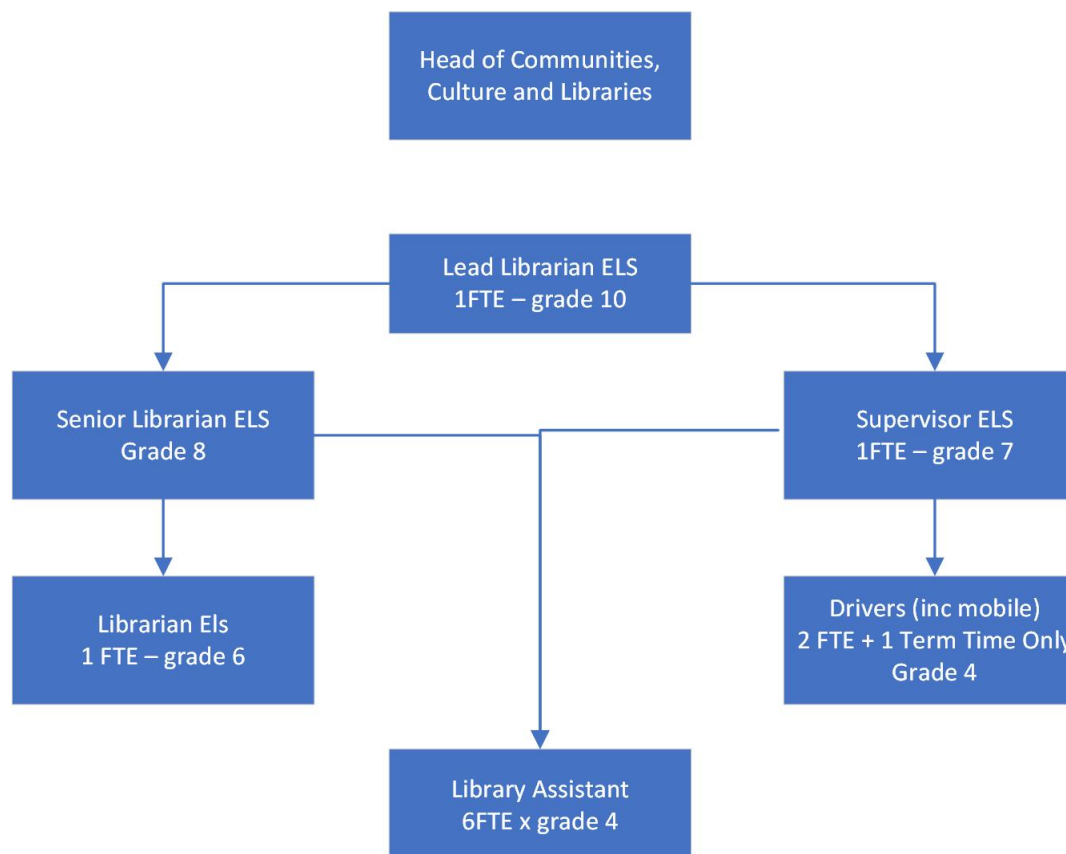
Appendix 1

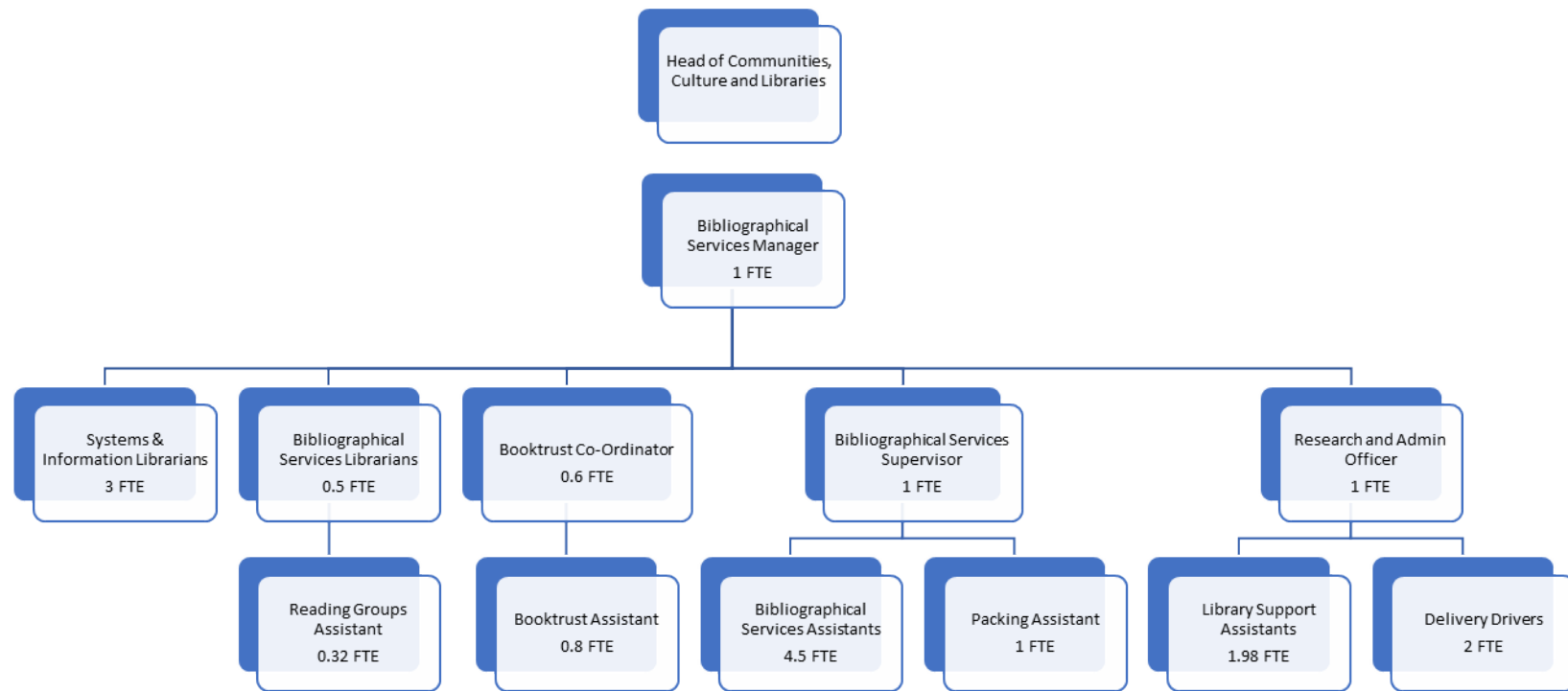
PLANNED BUDGET DETAIL

EXPENDITURE	ITEM				Total 20/21 £	% change from previous year
	LSS	Direct Employee Exps	590,312	2%		
		Premises	65,126	0%		
		Transport	30,583	0%		
		Supplies and Services	97,051	0%		
			783,072			
	ELS	Direct Employee Exps	485,931	2%		
		Premises	68,747	0%		
		Transport	30,800	0%		
		Supplies and Services	352,556	0%		
		Indirect Employee Exps	1,500	0%		
			939,534			
GROSS COSTS					1,722,606	

INCOME	ITEM				£	% change from previous year
	LSS	Book start contributions	-45,000	0%		
		General Fees + Charges	-35	0%		
		Income	-2,325	0%		
		Reimb Re Pan Ches Sh Serv	-350,454	8%		
			-397,814			
	ELS	General Fees + Charges	-100	0%		
		General Sales	-78	0%		
		Joint Arrangements	-165,250	0%		
		School Recharges	-733,630	0%		
			-899,058			
					-1,296,872	
NET BUDGET					£	% change from previous year
					425,734	2

Staffing Structure





SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Sandra Cunliffe – Cheshire West and Chester and Heather Grove – Cheshire East

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid- year £	Mid Year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	121,756 net 5,113,934 Gross	845,000	+14% of Gross budget	860,000	+14% of Gross budget	866,000	+14.6% of Gross budget		
Comments		Variance due to B4B costs and underachievement of income		<p>The % variance is calculated $\text{£}860,000 - \text{£}121,756 = \text{£}738,244$ $\text{£}738,244 / \text{£}5,113,934 = 14.4\%$</p> <p>The projected overspend is partly linked to a shortfall in income with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staffing working on the project, along with any backfill costs for these staff, are charged to the service budget and absorbed where possible. The service continues to actively look to mitigate the projected overspend through monitoring of staffing and non staffing budgets and through vacancy management.</p>					

Details of the budget are in appendix 1.

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STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	116.9		116.9	3,744,761	
Agency	2		2	50,000	Backfilling B4B secondments 1 based in R&P 1 based in P&I
Total				3,794,761	

A Staffing Structure for each service can be found on appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To support the councils delivery of business world ensuring transactional services is change ready	March 2021					The service continues to prepare for the implementation of UNIT4 ERP
2	To maintain and manage an efficient and effective service to deliver key financial services in accordance with KPIs, contractual arrangements and SLAs.	March 2021					Performance has been maintained throughout the year. Monthly contractual monitoring evidences that KPIs are being met. The service is currently on target to meet all KPIs.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	To undertake a review of Transactional Services Service Offer in line with new functionality of Business World	March 2021					Some work has been completed and more will take place in the next financial year to co-incide with the implementation of Unit 4 ERP and the wider planned review of shared services.
4	To move to 100% take up of e-payslips	March 2021					Cheshire West and Chester removed paper payslips fully from December 2020 and a plan is in place for Cheshire East from February 2021
5	Continue to analyse and reduce demand on services	March 2021					Demand has reduced during the pandemic. However, demand may increase when Unit4 ERP finance modules go live in February as users are bedding in to the new system.
6	Increase electronic communications reducing print/post	March 2021					We have worked with DBS service to agree alternative electronic methods and review each piece of post to establish why it could not be sent electronically.
7	Review Shared Service Agreement	March 2021					This will be reviewed as part of the development of the new service offer, as part of the review due to the implementation on the new ERP system, and in line with ICT as there are dependencies. It has been agreed to formal review the Shared Service Agreements as part of the wider shared services review
8	To Support Delivery of Strategies/Polices including cashless and paperless	March 2021					Two officers now seconded to support the cashless and paperless strategy. Monthly work plan reviews undertaken with Director of Finance.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Payment to suppliers within terms (CE)	96.92%	90%		94.65%	94.23%		On Target
2	Timely and accurate creation of income related transactions based on client request (CE)	99.51%	99%		100%	99.98%		On Target
3	Delivery of efficient and effective recruitment processes (CE)	93.44%	85%		98.86%	98.07%		On Target
4	Delivery of effective payroll system and service (CE)	99.61%	99%		99.8%	99.85%		On Target
5	Payment to suppliers within terms (CW&C)	96.92%	90%		97.8%	97.68%		On Target
6	Timely and accurate creation of income related transactions based on client request (CW&C)	99.51%	99%		99.41%	99.58%		On Target
7	Delivery of efficient and effective recruitment processes (CW&C)	93.44%	85%		98.95%	99.01%		On Target
8	Delivery of effective payroll system and service (CW&W)	99.61%	99%		99.92%	99.91%		On Target

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1	none					

ISSUES SUMMARY

There are no issues to report

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Sandra Cunliffe	Transactional Services Manager – Quality, Improvement and Development	09 Feb 2021
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	10 Feb 2021
Client Manager CW&C	Jude Green	Head of Transactional Services	04 Feb 2021
Head of Service/Director	Debbie Hall	Director of Finance Cheshire West and Chester Council	05 Feb 2021

PLANNED BUDGET DETAIL

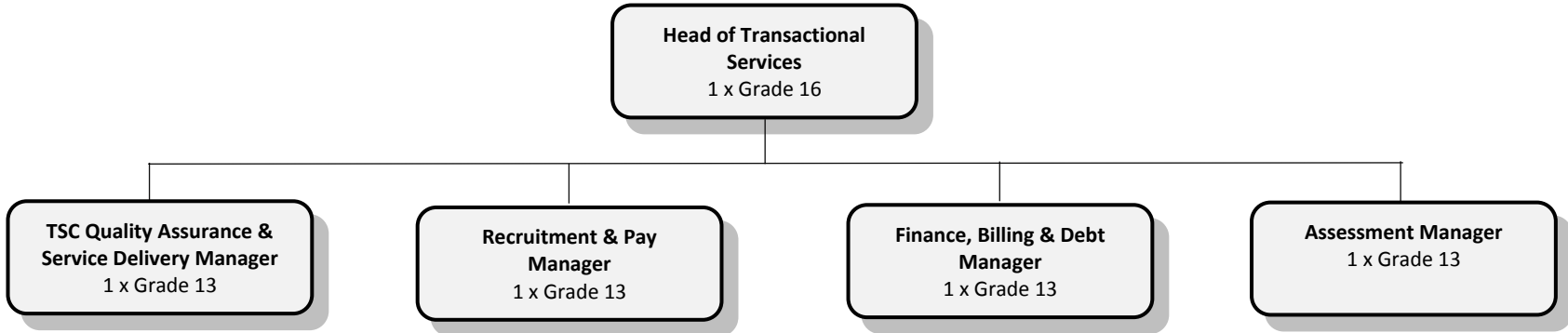
EXPENDITURE	Item	Total budget 20/21 £	% change from previous year
	Employees	3744761	2.1%
	Other	6000	0.0%
	Rent and service charge	359890	0.0%
	Mileage claim	4822	0.0%
	Office equipment and printing	220099	0.0%
	Corporate services buyback	101201	0.0%
	Oracle lease	618319	0.0%
	Other Computer	24000	0.0%
	Telephony	12342	0.0%
	Postage	8500	0.0%
	Apprentice levy	14000	0.0%
TOTAL Expenditure		5,113,934	1.5%
INCOME			
	CW&C	-1345003	2.4%
	CEC	-1320989	2.4%
	CEC ASDVs	-106107	2.4%
	Other companies	-448690	2.4%
	Schools and academies	-1727548	1.7%
	Various	-43841	2.4%
TOTAL Income		-4992178	2.2%
NET BUDGET			
		121756	-18.9%

The percentage variances on the detailed budgets are calculated on a line by line basis. Although the pay budget has been inflated by 2.1%, because the non pay budgets haven't been inflated at all, this reduces the total expenditure inflation down to 1.5% of last years expenditure budget.

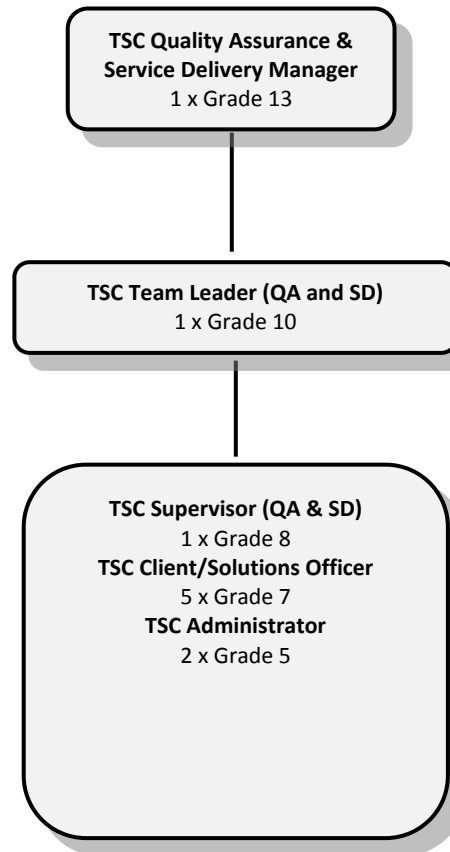
The net budget relates purely to the additional pension contributions paid on behalf of the Shared Service. Because these have reduced this year, the net budget has reduced by £28k, which shows as an 18.9% reduction due to the small size of the figure.

Staffing Structure

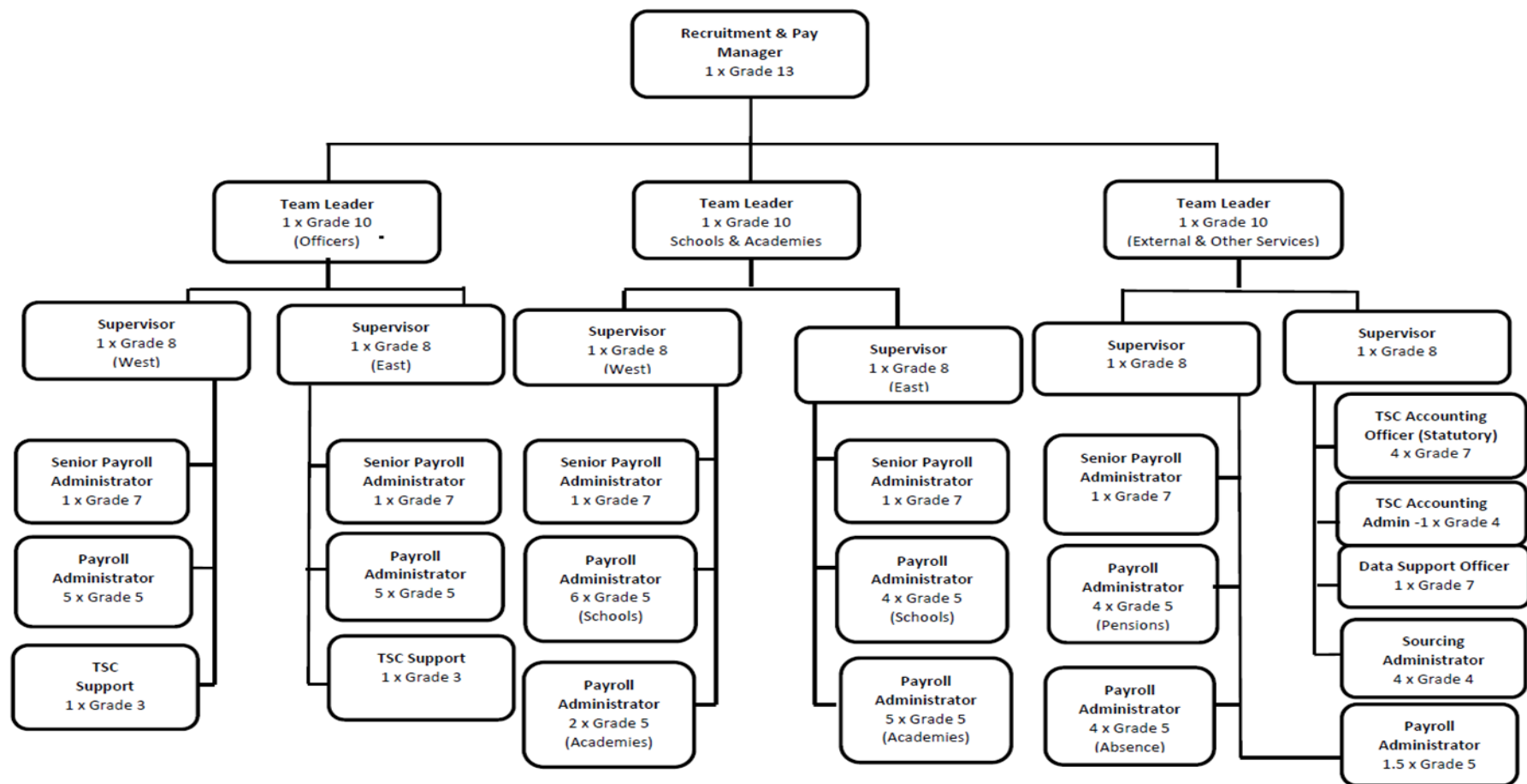
Management Structure

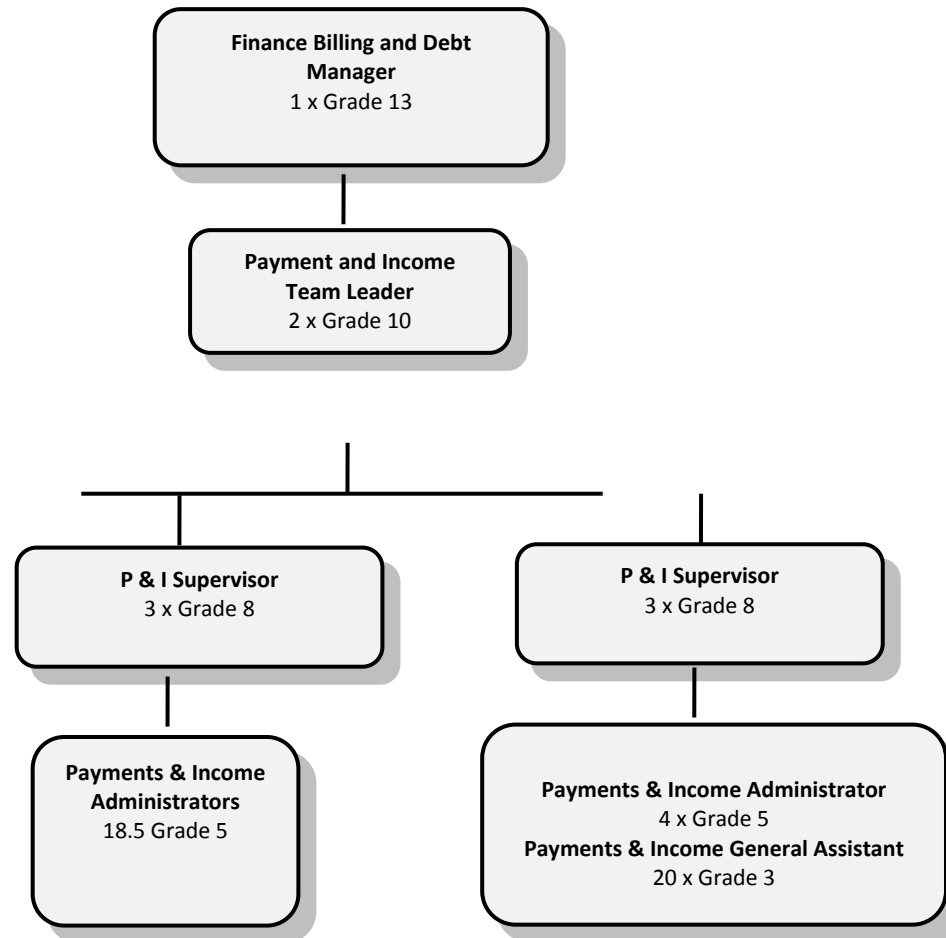


Quality Assurance, Service Delivery & Improvement



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Cheshire East Council Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 12 March 2021

Report Title: Shared Service Business Plans 2021/22

Senior Officer: Jane Burns, Executive Director, Corporate Services, Cheshire East Council
Mark Wynn, Chief Operating Officer, Cheshire West, and Chester Council

1. Report Summary

- 1.1 This report provides an overview of the business plans for 2021/22 for the eight shared services. The business plans offer assurance to the Shared Services Joint Committee (SSJC) that plans, resources and adequate risk controls are in place to deliver the shared services.
- 1.2 The report sets out:
- High-level summaries across each of the key areas in the business plans - the planned budget position, priorities and objectives, key performance indicators (KPIs) and any identified risks.
 - Highlights from each service business plan
 - Full individual service business plans in appendix 1.
 - An overview of all identified risks in appendix 2.
- 1.3 As reported at the meeting on 19 February 2021, both Councils have commissioned a strategic reviews of all shared services. These reviews will ensure both councils are assured that shared services are meeting their objectives and delivering the best possible value for money in the medium term. The reviews will be completed in stages from March to September, commencing with ICT. The outcomes of the reviews will be taken into consideration in updates on the business plans throughout the year.

2. Recommendations

- 2.1 It is recommended that Members agree and note:
- i) the shared service business plans for 2021/2022.

3. Reasons for Recommendations

- 3.1 The Shared Service Administrative Agreement requires the Joint Committee to be assured that shared service business plans are in place, are adequately resourced and that the service has plans in place to manage risks.

4. Background

- 4.1 Currently there are eight Shared Services arrangements. Five are shared services, set out below, where total costs are split against an agreed percentage cost share agreement as set out in formative Legal Agreements:
- Farms Estate (Management)
 - Archives and Local Studies
 - Emergency Planning
 - ICT
 - Transactional Services
- 4.2 The remaining three Shared Services, set out below, are subject to revised joint arrangement services where CEC pay a fixed contribution to CWAC:
- Cheshire Rural Touring Arts (Grant funded)
 - Archaeological Planning and Advisory Services (Transfer Agreement)
 - Libraries Shared Service (Transfer Agreement)
- 4.3 The agreed performance management approach for shared services sets out that:
- Business plans are developed and agreed by both the shared service managers' line managers and client managers. They are then reviewed by the Joint Officer Board (JOB) before submission to SSJC.
 - Day-to-day delivery of the business plans is monitored by each shared service manager and through line-management and client manager arrangements.
 - Business Plan Review Reports are produced and reviewed, on a quarterly basis, by the JOB before submission to SSJC for endorsement.
 - An end of year review of the delivery of the business plans, together with outturn information, is produced and reviewed by the JOB before submission to SSJC.
- 4.4 This report provides an overview of the proposed business plans for the eight shared services, for 2021/22. The business plans comprise of:
- budget information
 - staffing information
 - key priorities/objectives
 - key performance indicators
 - risks considered to be high risk and scoring 9 or more
 - issues that have arisen

5. Summary of the Shared Service Business Plans 2021/22.

- 5.1 During 2021/22, the review of shared services will take place, the results of which may impact on the delivery of the business plans dependant on the recommendations. Therefore, all plans are subject to change with any such changes being reported in the quarterly business plan review reports.

The following sections set out a summary narrative overview for all shared services including:

- budget information
- key priorities/objectives
- key performance indicators
- risks scoring higher than 9

Full Business Plans for each individual shared service are in appendix 1.

5.2 Budget

5.2.1 The table below sets out a summary of the budgets for the eight shared services for 2021/2022 and compares to the 2020/21 budgets.

Service	2021/22 Budget £	2020/21 Budget £
Archaeology Planning & Advisory Service	159,844	159,844
Archives and Local Studies Service	470,616	470,616
Cheshire Farms Estate Management	225,847	225,847
Cheshire Rural Touring Arts	84,000	88,603
ICT Shared Service	tbc	18,240,000
Joint Emergency Planning Team	302,575	296,394
Libraries Shared Service	425,734	425,734
Transactional Services	5,267,934 gross 121, 756 net	5,267,934 gross 121,756 net

5.2.2 Commentary

Broadly speaking, for the forthcoming year, 2021/22, the budgets are similar to 2020/21. However, most will need to allow for pay inflation which is not yet reflected in budgets. This will be added to budgets when the pay inflation is known.

The ICT budgets are still being developed as chargeable income and related expenditure targets have not been agreed in full by each authority. Overall spending will remain within the budget framework of each Council and full detail of the ICT budget will be reported to a later committee when work on the potential scenarios is complete.

5.3 Objectives and Key Performance Indicators

5.3.1 The table below sets out an overview of the number of objectives, performance indicators and risks for each shared service for 2021/22

Service	Number of objectives	Number of KPIs	Total number of Risks	Number of risks 9>
Archaeology Planning & Advisory Service	5	5	5	0
Archives and Local Studies Service	6	5	5	0
Cheshire Farms Estate Management	2	10	10	2
Cheshire Rural Touring Arts	3	3	3	2
ICT Shared Service	21	4	7	0
Joint Emergency Planning Team	8	5	5	2
Libraries Shared Service	9	11	11	0
Transactional Services	7	4	16	0

5.3.2 Commentary

In the 2020/21 business plans, some KPIs needed to be deferred as it was not possible to achieve them due to the impacts of the Covid-19 pandemic. Some services have been developing new KPIs to reflect the changes to service delivery that have been made as a result of the impact of the pandemic.

The achievement of KPIs may still be impacted by Covid-19 in 2021/22. This will be kept under review by each service manager.

In total there are 62 risks, a full risk log is in appendix 2, with 4 risks assessed as high-risk and rated 9 over by the service manager. They are:

Service	Risk	Rating	Comments
Farms Estate Management	Impact of reducing income as a result of disposals	9	
Farms Estate Management	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	

The general risk of “Impacts of the Covid-19 pandemic” is being managed by each service manager through regular monitoring of the impacts on service delivery.

6. Individual Service Summaries

Highlights from the new business plans, for each service, are below. The full individual business plans are in Appendix 1.

6.1 Archaeology Advisory Planning Service (APAS)

- APAS work to an agreed 5-year plan.
- The focus continues to be on the Cheshire Historic Environment Record and statutory requirements. However, it is planned to continue to develop continuous improvement activities when the service is able.
- There are no current identified high risks.

6.2 Archives and Local Studies Service

- The Archives Project is continuing – separate reports are submitted to SSJC on a regular basis.
- It is planned to begin an 18-month digitisation programme in Spring 2021.
- It is intended to restart the onsite volunteer programme later in 2021. This was suspended in 2020/21 due to the Covid-19 restrictions.
- Achieving the Archives Accreditation Standard by November 2021 may be delayed but the service is awaiting confirmation of this.
- There is a new KPI for 2021/22 – the number of enquiries and digitisation requests fulfilled within 10 working days, with a 90% target.
- There are no risks rated as high.

6.3 Cheshire Farms (Estate Management) Service

- There is a policy review, examining the value that is associated with land assets, taking place in Cheshire West and Chester Council and it is possible that the business plan may look different in 2022/23, dependant on the outcome of the policy review.
- The service is implementing new systems this year, which may impact on service delivery, this is highlighted as a high-level risk and will continue to be monitored.

6.4 Cheshire Rural Touring Arts

- All CRTA activity is in response to the new landscape of arts delivery as a result of the impact of Covid-19.
- A business plan and a core funding bid will be submitted to Arts Council England in 2021. The results of the bid are expected in mid 2022. The CRTA business plan will be reviewed once the Arts Council England Business Plan is agreed.

- Digital and alternative performance and engagement activity will be explored during 21/22.
- There are no risks rated as high-level risks.

6.5 ICT Shared Service

- The budget for ICT has not yet been agreed and scenarios are being modelled.
- ICT, as the largest shared service, has the largest number of objectives which are grouped into five key areas – Continuous improvement, Culture, Strategy and Design, Governance, Financial Sustainability.
- There is a focus on replacement activity and decommissioning legacy systems.
- Schools income has decreased and there has been a reduction in capital demand by about 50%. Consideration will be given in 2021/22 to the impact of declining demand.
- Accommodation changes and any staffing changes may impact on the budget.
- Financial/cost modelling improvements will take place as a result of the Apptio work.
- The service has one issue – There appears to be differing demand from Councils at a time when organisations are absolutely dependent on ICT. This is challenging the existing funding model for the ICT shared service and there will need to be further work to understand any changes in demand and the impact on the budget and capacity/resourcing.

6.6 Joint Emergency Planning Team

- 2020/21 has been an unprecedented time for the Emergency Planning service and objectives and KPIs in 2021/22 remain the same as 2020/2021 with the focus on continuing to respond to the Covid-19 pandemic. It is also planned to deliver the objectives from 2020/2021 that were unable to be delivered due to the emergency response to Covid-19 pandemic, including the major incident and reservoir response plans.
- Training and statutory work is on track which will help to ensure high preparedness for any future incidents arising. The training programmes will continue in 2021/2022.
- Three new officers have started with the team which will help to deliver the objectives and achieve KPIs.
- There are two risks that have been rated as high risk and they are in section 5.1.

6.7 Libraries Shared Services

- There is a new objective relating to the re-procurement of stock contracts.
- Key Performance Indicators remain the same as 2020/21 with the addition of a new KPI – Respond to the Libraries enquiries mailbox within one working day. However, the service has been impacted by the Covid- 19 pandemic and the key performance indicators are being reviewed to sense check them.
- The service does not have any high rated risks

6.8 Transactional Services

- From April 2021 the emphasis will be on bedding in the new Unit 4 ERP system and preparing for the Unit 4 go live 2 - HR and Payroll.
- As a result of the Unit 4 ERP implementation, the focus will be on developing a revised school offer for 2022/2023, rewriting the service catalogue and restructuring the service.
- The outcome of any reviews including the CWaC Policy review and the shared services strategic review will be considered in the future years business plan.

7. Implications of the Recommendations

7.1. Legal Implications

- 7.7.1 The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together.

Individual Shared Service Agreements require that Business Plans are regularly refreshed to ensure that they continue to meet the needs of both authorities going forward and that performance is reported on a regular basis. Operationally, this is managed on a day-to-day basis by the service managers and their line managers within each Council as part of the operation and management of each of the services. Additionally, each service has client managers in place who are also consulted in the development and monitoring of business plans.

7.2. Finance Implications

- 7.2.1 The Financial Implications are set out in main body of the report.

7.3. Policy Implications

- 7.3.1. There are no direct Policy implications

7.4. Equality Implications

- 7.4.1. There are no direct Equality implications

7.5. Human Resources Implications

- 7.5.1. There are no direct Human Resources implications

7.6. Risk Management Implications

- 7.6.1. There is a risk that the plans for each service do not deliver the required outcome for each Council regarding meeting the operational and financial expectations. This risk is managed by the commissioning client, and service managers within each Council, as part of the operation and management of each of the services. Risks are included in each organisations risk register as appropriate.

7.7. Rural Communities Implications

- 7.7.1. There are no direct implications for Rural Communities.

7.8. Implications for Children & Young People/Cared for Children

- 7.8.1. There are no direct implications for Children and Young People/Cared for Children.

7.9. Public Health Implications

- 7.9.1. There are no direct implications for Public Health.

7.10. Climate Change Implications

- 7.10.1. There are no direct Climate Change implications

7.11. Ward Members Affected

- 7.11.1. This report relates to Shared Services that operate across both CE and CWAC, therefore all wards are affected in both Councils.

8. Access to Information

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

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Heather Grove

Job Title: Senior Manager: Business Development, Assurance, and Collaboration

Email: heather.grove@cheshireeast.gov.uk

SHARED SERVICE BUSINESS PLANS 21/22

SERVICE DETAILS

Service Name	Archaeology Planning Advisory Service
Service Manager	Mark Leah
Client Managers	Ian Hesketh (CWAC), Ian Dale (CE)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	159,844 (annual)								
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	4.3	0	4.3		
Total	4.3	0	4.3		

OFFICIAL

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To develop, maintain and manage a comprehensive public information resource – the Cheshire Historic Environment Record (HER) in accordance with national standards and benchmarks, to inform all policy and development planning decisions and for the better understanding and enjoyment of the historic environment by all.	31.3.22 and recurring at end of financial year					
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.22 and recurring at end of financial year					
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.22 and recurring at end of financial year					
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on the archaeological resource.	31.3.22 and recurring at end of financial year					
5	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money	31.3.22 and recurring at end of financial year					

KEY PERFORMANCE INDICATORS (KPI)

NO	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Suspended due to Covid 19	5%					
2.1	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved (despite being technically suspended due to Covid 19)	90% response within 15 days target					
3.1	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100% response within 15 days target					
4.1	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100% response within 15 days target					
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of April 2022					

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1	none					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	Development Management Archaeologist and Team Leader (APAS)	2.8.21
Client Manager CEC	Ian Dale	Manager, Heritage and Design	2.8.21
Client Manager CW&C	Ian Hesketh	Manager, Total Environment	2.8.21
Head of Service/Director	Gemma Davies	Director – Economy, Housing & Planning (CW&C)	

ANNUAL PLANNED BUDGET DETAIL (2021-22)

Only available in draft at present

EXPENDITURE	ITEM	Total 2122 £	% change from previous year
	CW&C Clerical	184,222	
	Travel Budgets	4,570	
	Office Equipment, Public, Printing, Telephones	2,930	
	Hired and Contracted Services	7,500	
	Computer Equipment and Software	12,028	
	Professional Fees	62,293	
INCOME	ITEM	£	% change from previous year
	Shared Service re-charge	-93,140	
	Joint Arrangements-Warrington	-12,250	
	Joint Arrangements-Halton	-8,309	
NET BUDGET		£	
		159,844	

Staffing Structure

ARCHAEOLOGY PLANNING ADVISORY SERVICE (APAS)

Total Environment Manager
0.3 FTE Grade 12

Total Environment Team Leader
(Archaeology Planning Advisory Service)
1 x FTE Grade 10

Development Planning Archaeology Officer	Historic Environment Record Officer	Historic Environment Record Officer	Historic Environment Record officer
<i>1 x FTE Grade 8</i>	<i>1 x FTE Grade 8</i>	<i>0.6 x FTE Grade 8</i>	<i>0.4 x FTE Grade 8</i>

SERVICE DETAILS

Service Name	Archives and Local Studies
Service Manager	Paul Newman
Client Managers	Rachel Foster (CWaC)/Helen Paton (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	£470,616								
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Total	17.8	0	17.8	621,565	Includes 1.5 FTE externally funded temporary staff (to May and Nov 2021)

A Staffing Structure is in appendix B

OFFICIAL

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	<p>Fulfill the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care</p> <ul style="list-style-type: none"> Continue to receive Council records which are required to be preserved permanently Finalise solution with resources requirements for long term digital storage of and access to corporate memory 	Ongoing					
2	<p>Meet the needs of residents and businesses and deliver services at a local level: provide a high-quality onsite service for researchers and volunteers; support community history projects and activities and deliver services through libraries</p> <ul style="list-style-type: none"> Training programme for library staff in CEC and CWaC Reopen searchroom service when Covid pandemic allows Provide remote research, enquiry and digitisation service Develop remote volunteer programme 	Ongoing					Restart of onsite volunteer programme is anticipated later in 2021 but will depend on Covid situation

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people <ul style="list-style-type: none"> Mid point review of National Lottery Heritage Fund project due June 2021 Funding bid to be submitted Nov 2021 (decision due Mar 2022) 	Spring 2025					Delivery of project contingent on securing delivery phase funding March 2022. This would enable the delivery phase of the project to begin in Summer 2022.
4	Work with partners to secure income for the service and improve access to collections through digitisation <ul style="list-style-type: none"> Begin new digitisation programme with commercial partner, for launch Autumn 2022 Renew contract with existing commercial partner Oct 2021 	Oct 2021, Autumn 2022					Plan as it stands is to begin new digitisation Spring 2021, running for up to 18 months
5	Ensuring excellence in service delivery through securing the Archives Accreditation standard <ul style="list-style-type: none"> Reaccreditation by Nov 2021 	Nov 2021					Process may potentially be delayed. Awaiting confirmation.
6	Continue to be innovative in extending and improving access to its services: developing online services and digital means of engagement <ul style="list-style-type: none"> Complete digital strategy for service to identify priorities and resources/skills requirements 	Ongoing					

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Enquiries and digitisation requests fulfilled within 10 working days	New	90%					Annual national survey of customer services in archives currently on hold
2	Pass NLHF Mid-Point Review		Pass					Due June 2021
3	Reaccreditation achieved	Maintained	Pass					Due November 2021
4	Levels of engagement with service	Est 2 million	2 million					Includes digital engagement, enquiry count, onsite visitors
5	Percentage of new collections of archives made accessible to service users within 1 month of receipt	95%	85%					Numbers of accessions received in 2020/21 were down 200% on a normal year
								Further PIs being developed as part of NLHF project to measure success of digital engagement and remote volunteering. Baselines to be established April/May 2021.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1	none					

ISSUES SUMMARY

Number		Key Issues Description	Date issue arose	Date issue closed	Comments
1		Fewer than expected volunteer hours are committed as volunteers are unable to work at Record Office	March 2020	Feb 2021	This issue cannot be resolved in current circumstances and a new measure of the success of the remote volunteer programme will be put in place over the course of Spring/Summer 2021

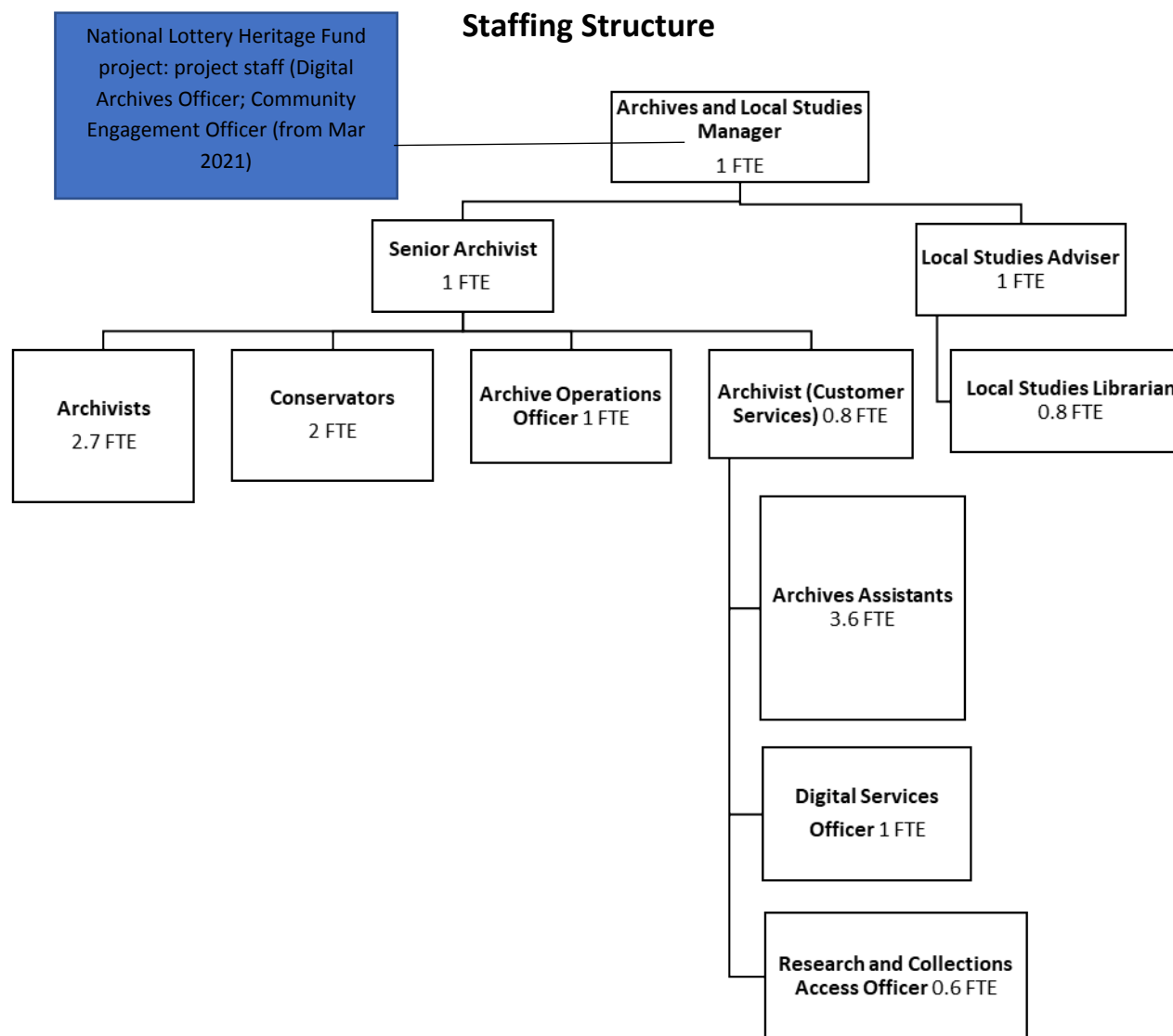
APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Local Studies Manager	5/2/2021
Client Manager CEC	Helen Paton	Cultural Economy Manager	
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	5/2/2021
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	5/2/2021

OFFICIAL

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Staffing	614,008	0
	Premises	61,840	0
	Transport	2,050	0
	Supplies and services	39,649	0
	GROSS COSTS	717,547	0
INCOME	ITEM	£	% change from previous year
	Joint arrangements - SLA (Warrington BC and Halton BC)	148,608	0
	Royalties - via agreement with commercial partner, Find My Past	64,323	0
	Fees and charges - e.g. for research, conservation work, certification	19,500	0
	Sales - copies from collection	14,500	0
	INCOME	246,931	0
NET BUDGET		£	% change from previous year
		470,616	0



SERVICE DETAILS

Service Name	Cheshire Farms (Management Costs)
Service Manager	David Job
Client Managers	Andy Kehoe (CEBC) & Andrew Playfer (CW&CBC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	£225,847								
Comments	CWAC Budget £98711 (same as 20/21) CEBC budget not available yet - as per 20/21								

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent (Assistant Land Agent & Business Support Officer)	1.6	1.6			Cheshire Farms Shared Service Salary Budget - £209201 East Budget £112450 (Forecast £62623). West £96751 (Forecast £90397)
Secondment County Land Agent & Clerical Officer)	1.7		1.7		Seconded west to east
Total	3.3	1.6	1.7		

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Both Authorities - Provide effective and efficient property management function for the farms estate and other rural property	Continuous					Whilst most elements of the management function are being provided and the team has responded well to working from home, Covid 19 has interrupted the delivery of the annual property maintenance programme and the extent of physical oversight of property.
2	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	Continuous					Efforts have been focused on maintaining client outputs, evolving management practices, and planning ahead for the delivery of lettings to ensure that prospective customers are served appropriately.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
Cheshire West & Chester BC								
1	Regular Reporting / Good Financial management		Monthly reporting					
2	Completion of Management Policy Review	New	Completion					
3	Value of property identified for and/or marketed for disposal.	£1.585m	To be agreed					
4	Planning potential investigations	All disposals	All disposals					
Cheshire East BC								
5	Revenue & Capital Budgets - Quarterly reporting cycle	Completed	As and when required					
6	Report progress upon estate reorganisation plan	Submitted	End Year submission to CIPFA					
7	Value of property identified for and/or marketed for disposal.	£1.55m identified £1.22m marketed.	£1.65m identified and marketed for sale.					
8	Planning potential investigations	All disposals	All disposals					
10	Contribution to the delivery of the Councils carbon management plan	One site identified	Contribute to ongoing evaluations & project adoption.					

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1 (West)	Impact of reducing income as a result of disposals					
5	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.					

ISSUES SUMMARY

Number		Key Issues Description	Date issue arose	Date issue closed	Comments
1	None				

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	David Job	County Land Agent	
Client Manager CEC	Andy Kehoe	Head of Estates	
Client Manager CW&C	Andrew Playfer	Senior Manager – Asset Management and Development	04.02.2021
Head of Service/Director	Andy Kehoe	Head Of Estates	

OFFICIAL

Appendix 1

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	00010 – Employee Costs	211,161	+1.135
	25010- Vehicle Allowances	2,510	0
	31200 – Equipment & Furniture	2,494	0
	34100 – Office Expenses	1,250	0
	36010 – Communications & Computing	1,000	0
	38010 – Grants & Subscriptions	4,590	0
	35010 – Supplies & Services	2,842	0
	Total Costs	225,847	
INCOME	ITEM	£	% change from previous year
	This analysis does not detail the income generated or expenditure incurred through the management of the physical assets which is separately reported and monitored corporately.	0	0
NET BUDGET		£	% change from previous year
		225,847	+

Staffing Structure

Staffing Structure	
County Land Agent (CLA)	1.0fte
Assistant Land Agent (ALA)	1.0fte
Busines Support Officer (BSO)	0.6fte
Clerical Officer (CO)– Yvonne Iball	0.7fte

SERVICE DETAILS

Service Name	Cheshire Rural Touring Arts (CRTA)
Service Manager	Jen Henry
Client Managers	Carmel Clapson CWAC Helen Paton CE

BUDGET SUMMARY – For Year 2021/22 to be updated annually and via quarterly reporting

	Total Planned Budget £	Q1 Forecast £	Q1 Variance (+ or -) %	Mid Year Forecast £	Mid-Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Send £	End of year Variance (+ or -) £
Service Budget	84,000								
Comments	CRTA has NPO funding from Arts council until March 2022. Funding bids and detailed planning for 22-25 will begin at the end of 2021								

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Scheme manager	0.5		0.5	21,651.50	
Scheme manager	0.5		0.5	21,651.50	
Administrator	0.4		0.4	12,897.86	
Total	1.4		1.4	56,200.86	Salary figures for 2021+ are tbc with finance (yearly increases in on costs need to be known and budgeted for)

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES 21/22

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19.	31/03/2022					We are revising all CRTA activity in response to the new landscape of arts delivery due to the effects of C19. We will be revising our business planning for Arts Council England in 2021, to implement in 21/22 and beyond. The impact of COVID on the arts will be felt for many years, in terms of funding, artists available and audience and volunteer confidence to return to live events. We will be able to plan further for 2022-2025 once we know the outcome of an ACE NPO application for core funding for the CRTA for 2022-2025, the result of which is expected in early 2022.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	The CRTA will support artists, venues, and promoters' communities to rebuild a programme of live events in rural communities in Cheshire.	31/03/22					As we reopen our venues to live events in 21/22, our priorities will be to help our venues and volunteers as they host live events and look to build up their audiences again. We will work with artists and companies to ensure there is confidence in touring work again into rural communities.
3	Bid to Arts Council England for National Portfolio core funding for 2022-2025						The bid will be submitted at the end of 2021 with the result known in early-mid 2022.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	CRTA finances are regularly monitored and reported to our partners and ACE. Any suitable fundraising streams are explored and applied to when necessary.							CRTA finances are monitored and reported on quarterly for Arts Council England, CWAC finance admin and for shared services.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.2	CRTA is able to programme quality, diverse and engaging artistic activity during the year.							We will explore a range of live programmes and work with promoters to programme and promote the work. We will continue to explore digital and alternative performance and engagement activity that we trialed and learn from during the closure of our live events in 2020/21.
2.1	Promoters are supported and are able to continue with CRTA as they wish. If we have spare venue capacity, we will also look at engaging new venues/volunteer promoters.							Some promoters may not return to CRTA in 21/22 after closure of their venues or lack of activity during lockdown. We may need to explore new venues and bring in new promoters in 2022 – 2025. We already have a model on how we would approach this, having CRTA for nearly 20 years and any new venues would be in response to the volunteers' interest, geographic spread of venues and funding requirements at the time of recruitment. We will also support existing promoters as they rebuild their venues audiences and seek to find new ones.

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1	Reduction in ticket income, Ace funding and Local authority sources.					Managing changes income through financial modelling and external funding applications. New NPO funding (our core funding stream) will be applied for in 2022.
2	Losing volunteer and audiences confidence to return to hosting live events in 21/22.					We will build on the work we did in 2020 to keep promoters engaged and to support them in opening their venues again if they wish to do so. We will seek out new venues and promoters if we find we have space in our capacity for new members of the CRTA.

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1				

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jen Henry	Rural Arts Officer (job share)	
Client Manager CEC	Helen Paton	Cultural Economy Manager	
Client Manager CW&C	Carmel Clapson	Cultural Strategy Development Officer	
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	

Appendix 1

PLANNED BUDGET DETAIL 21/22

A 3-year indicative budget for 2022-25 will be available when we know the result of our NPO funding bid from ACE in 2022.

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	£56,000.00	+5.6% (due to additional on costs now accounted for in our budget as of end of 20/21 year)
	Artists fees core network (activity and development)	£15,500	No change
	Printing and distribution	£5000	+1566%
	Subscriptions (Nrtf)	£535.00	No change
	Training for staff/promoters	£1000	+100%
	Website/digital dev	£2,000.00	No change
	Promoter go and see fund	£500	+100%
	Office costs(phone/postage)	£200	+100%
	Mileage	£3000	+200%
	Total exp	£83,735.00	
INCOME	ITEM	£	% change from previous year
	ACE	£44,503	No change
	Local authority	£24,800	No change
	Box office income	£ 8000	+900%
	Other grants and General Contributions	£1000	-95%
	Income from partnership projects	£500	+100%
	Private donations/sponsorship/income to find	£4000	+100%
	Carry over core and cultural recovery funds for programme delivery to 21/22	£9000	n/a new line
	Total income	£83,803	
NET BUDGET		£68	0% change from previous year

Staffing Structure

CRTA staff – Jen Henry and Anne Crabtree (jobshare each 0.5)

Maria Owen – CRTA administrator (0.4)

All report to Carmel Clapson CWAC

SERVICE DETAILS

Service Name	ICT SERVICES
Service Manager	GARETH PAWLETT
Client Managers	Peter Lloyd / Valda Williams

BUDGET SUMMARY

The business plan has 2 major caveats

- (i) it will need to take into account the outcome of the shared services review
- (ii) there will need for further work to understand any changes in demand and the subsequent impact on the budget and capacity/resourcing.

	Total Planned Budget £	Q1 Actual Spend £	Q1 Variance (+ or -) %	Mid Year Actual Spend £	Mid Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	£??m – net to nil								
Comments									

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	122.29	122.29	-	8,260,141	Total Permanent Budget
Fixed Term Contract	18.40	18.40	-	758,311	Total FTC Budget
Secondment*	10.61	10.61	-	571,308	Total Secondment Budget
Agency					Total Agency Staffing Budget
Total					

*Staff who have a status of secondment are occupying roles other than their substantive but both roles are within the Shared Service i.e. there are no staff seconded in or out of the department. There are no staff seconded to the B4B programme. All work for B4B takes place within the department and is time recorded as business change. This work normally contributes towards an income target but is classed as unrecoverable in this instance.

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, New metrics (security and compliance), User experience, Process improvement and Operational Strategy; and an associated Performance Management Framework (PMF).						
1	Service Improvement Plan to drive continuous improvement in operations	31/03/2022					<p>Build a standard approach to working practices across the service</p> <p>Reduce estate complexity and increase standardisation</p> <p>Reduce risk of system failure due to age or non-compliance</p> <p>Ensure clarity in governance and asset control</p> <p>Improve service continuity arrangements</p> <p>Increase information management maturity</p> <p>Increase engagement with business areas in both Councils</p> <p>One PMO managing gateways, process, transition and finance</p>

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Customer Satisfaction Survey	31/10/2021					
3	Implement changes to Performance Management Framework	31/03/2022					
4	Implementing the recommendations of the shared services strategic review	Tbc					
2	Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the Brighter Futures cultural standards, values and behaviours that employees of CEC strive to achieve which will be beneficial to our shared service partners.						
1	Extended Leadership Programme five initiatives driving cultural and operational change (Time Management, Front Door, Collaboration, communications and Flexible Working)						
2	Support Champion Networks in both Councils – to improve staff engagement, innovation and visibility	31/03/2022					

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Undertake a Skills Audit of the service to ensure the organisation has the right skills and capabilities now and for the future (including talent management)	30/09/2021					
4	Undertake roadshows and workshops in both Councils – to improve visibility and awareness of ICT across the Councils	31/03/2022					
5	Develop strong relationships with both Councils their ICT Client teams and the wider business						
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2022					
3	Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.						
1	Refresh of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support.	30/06/2021					

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work	30/06/2021					
3	Deliver Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2022					
4	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2022					
5	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2022					

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Governance - To provide a framework of governance to ensure the provision of robust information, intelligence and business cases to support effective decision-making.						
1	Provide effective decision-making support to operational services through Joint Strategic Board, Joint Service Improvement Board, Joint Business Design Authority	31/03/2022					
2	Technical Design Authority to ensure all new ICT capabilities follow appropriate design process and adhere to strategic principles of Simple, Standard, Share and Self Serve	31/03/2022					
3	Establish Business Management Function with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services	30/05/2021					

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2022					
5	Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.						
1	Development of a sustainable financial strategy (balancing customer demand and growth pressures) with the need for an affordable cost model	Tbc					
2	Agree a new ICT Service Product Catalogue	Tbc					
3	Recruitment of/New staffing structure for ICT Services	Tbc					
4	Regular Financial reporting through JSB	01/04/2021					

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Annual Customer Satisfaction Survey covering full range of services		75%					
2	Delivery of projects to time, cost and quality milestones		70%					
3	Customer Satisfaction (Project Delivery)	N/A	70%					
4	Availability of basket of critical systems and services		99%					

KEY RISKS

No risks rated as 9 or over

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Appears to be differing demand from Councils at a time when organisations are absolutely dependent on ICT. This is challenging the existing funding model for the ICT shared service.	01/02/2021		There will need to be further work to understand any changes in demand and the impact on the budget and capacity/resourcing.

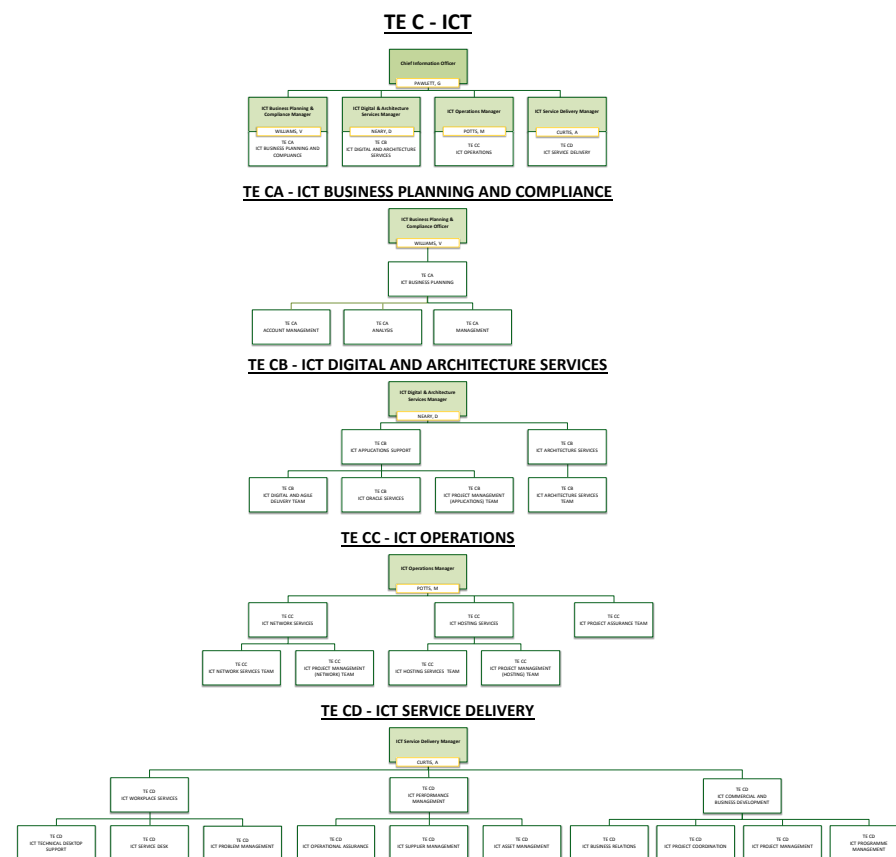
APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Gareth Pawlett	Chief Information Officer & Head of ICT Services	
Client Manager CEC	Valda Williams	ICT Business Planning and Compliance Manager	
Client Manager CW&C	Peter Lloyd	Head of Change and Technology	
Head of Service	Jane Burns	Executive Director of Corporate Services	

PLANNED BUDGET DETAIL

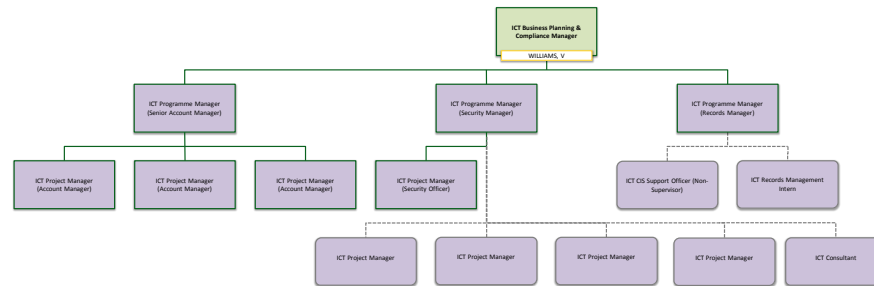
tbc

Staffing Structure

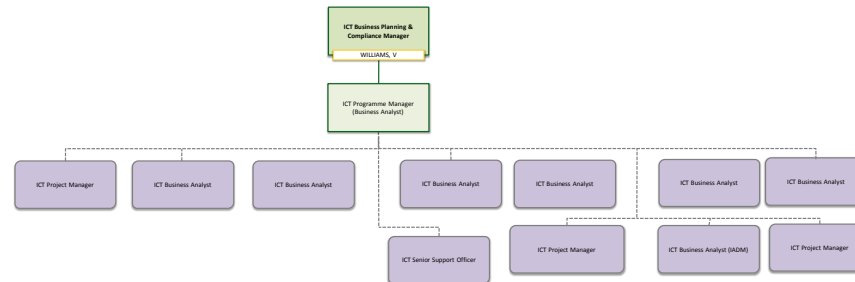


TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

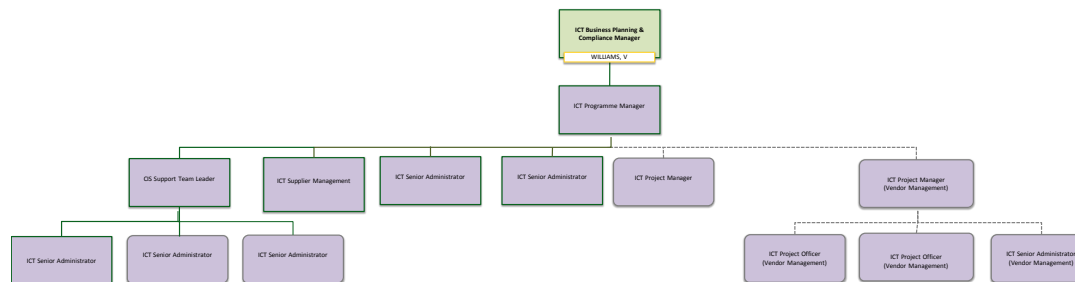
TE CA - ICT BUSINESS PLANNING - ACCOUNT MANAGEMENT

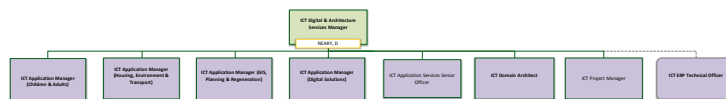


TE CA - ICT BUSINESS PLANNING - ANALYSIS



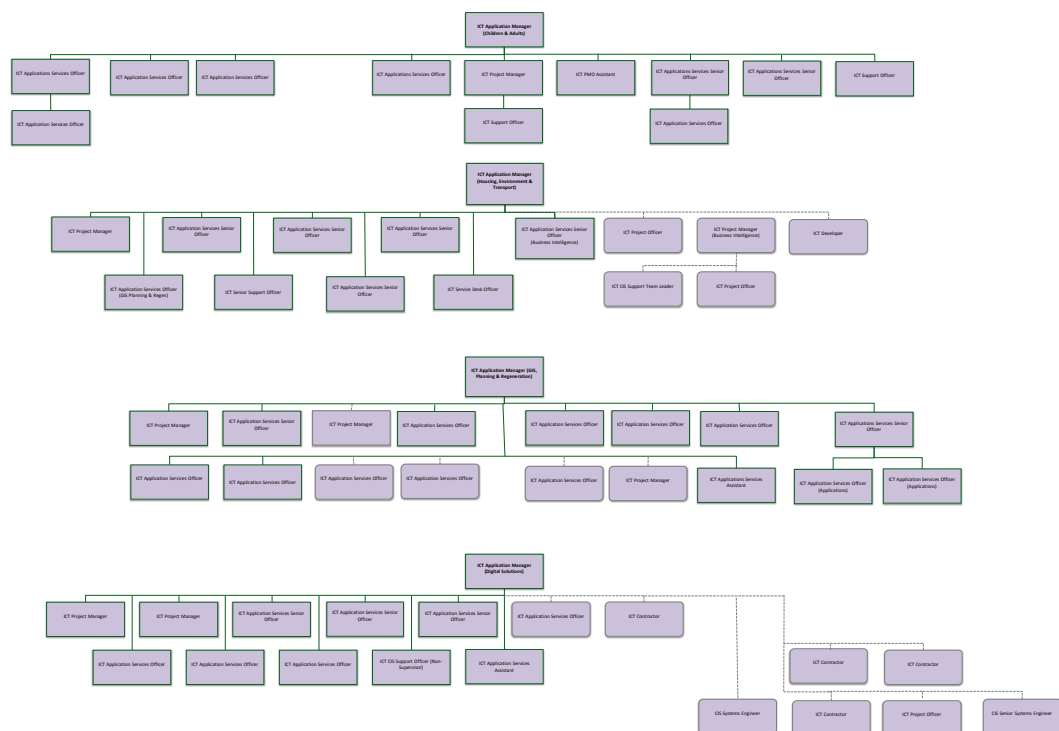
TE CA - ICT BUSINESS PLANNING - MANAGEMENT



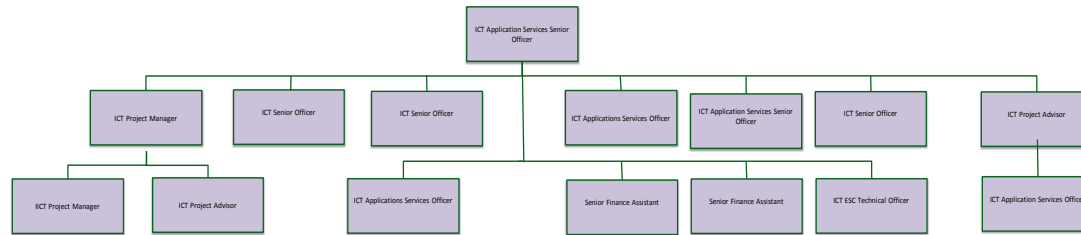


TE CB - ICT APPLICATIONS SUPPORT

TE CB - DIGITAL AND AGILE DELIVERY TEAM

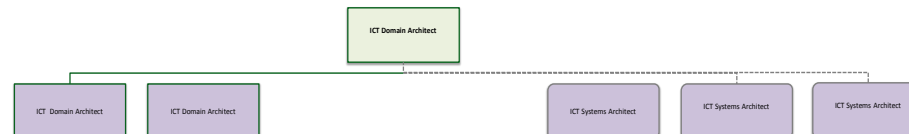


TE CB - ORACLE SERVICES



TE CB - ICT ARCHITECTURE SERVICES

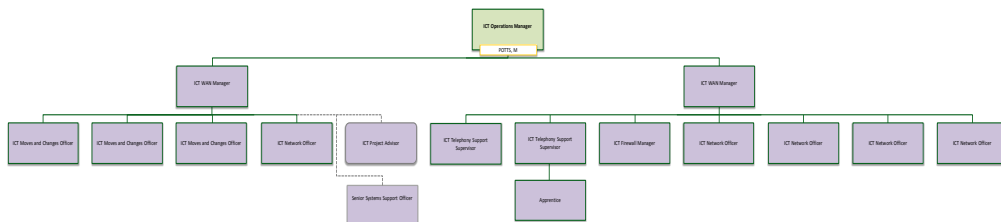
TE CB - ICT ARCHITECTURE SERVICES TEAM



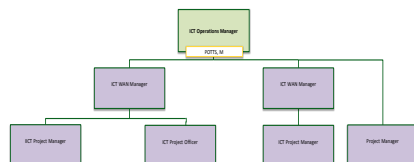
TE CC - ICT OPERATIONS

TE CC - ICT NETWORK SERVICES

TE CC - ICT NETWORK SERVICES TEAM

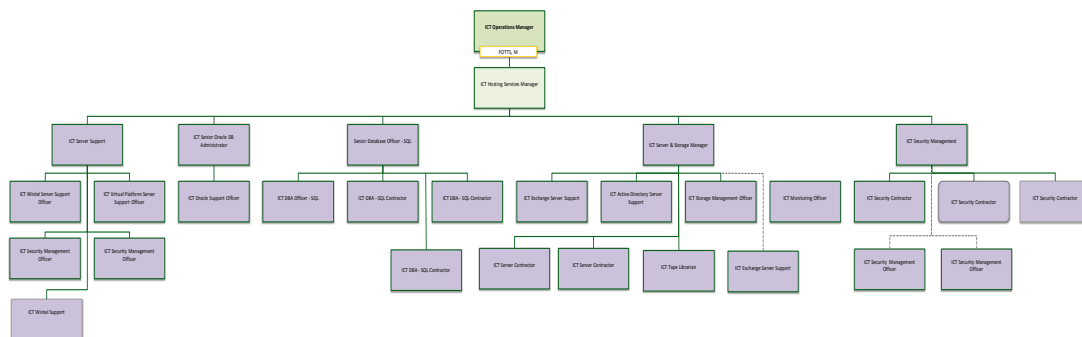


TE CC - PROJECT MANAGEMENT (NETWORK)

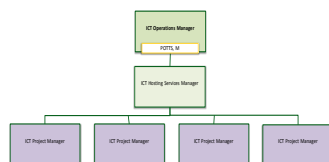


TE CC - ICT HOSTING SERVICES

TE CC - ICT HOSTING SERVICES TEAM



TE CC - ICT PROJECT MANAGEMENT (HOSTING)



TE CC - ICT PROJECT ASSURANCE TEAM

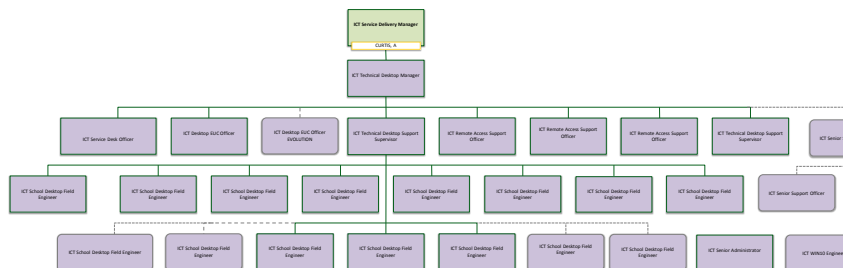


OFFICIAL

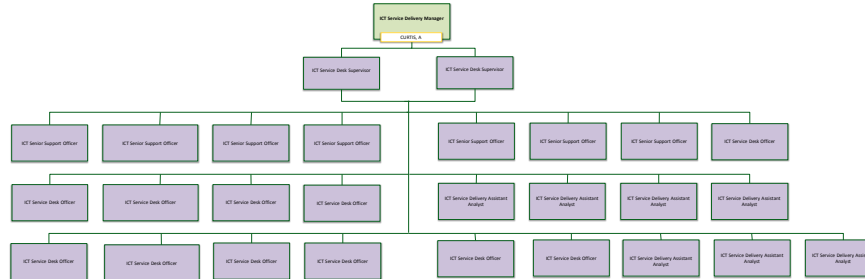
TE CD - ICT SERVICE DELIVERY

TE CD - ICT WORKPLACE SERVICES

TE CD - TECHNICAL DESKTOP SUPPORT



TE CD - SERVICE DESK

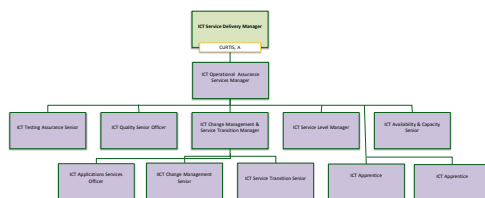


TE CD - PROBLEM MANAGEMENT



TE CD - ICT PERFORMANCE MANAGEMENT

TE CD - OPERATIONAL ASSURANCE

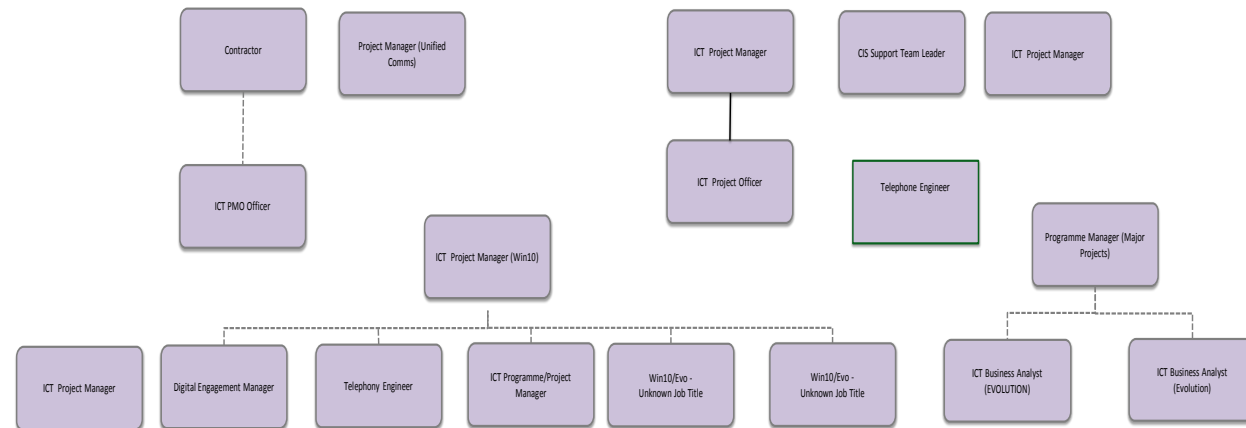


TE CD - ASSET MANAGEMENT



TL AA - ICT BUSINESS PLANNING SECTION

TL - ICT INFRASTRUCTURE INVESTMENT PROGRAMME



SERVICE DETAILS

Service Name	Joint Cheshire Emergency Planning Team (JCEPT)
Service Manager	Chris Samuel
Client Managers	Vanessa Whiting (CWAC)/ Paul Bayley (CE)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	302,575								
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
	7	3	4	£355,358	Current staffing is 7 FTE.
Total	7	3	4	£355,358	

A Staffing Structure is in appendix B

OFFICIAL

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2022					
2	Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPiR, PSR, and Flood & Water Management legislation.	31/03/2022					
3	Ensure relevant On-Site and Off-Site Response Plans for CWAC and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/2022					
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2022					
5	Increase levels of emergency preparedness across both authorities generally.	31/03/2022					
6	Undertake and participate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CWAC and CE.	31/03/2022					
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training, and exercises.	31/03/2022					
8	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/2022					

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.		100%					
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within the last 24 months.		100%					
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.		100%					
4	Statutory plans and exercises delivered within agreed timescales		100%					
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.		100%					

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9				Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9				

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	none			

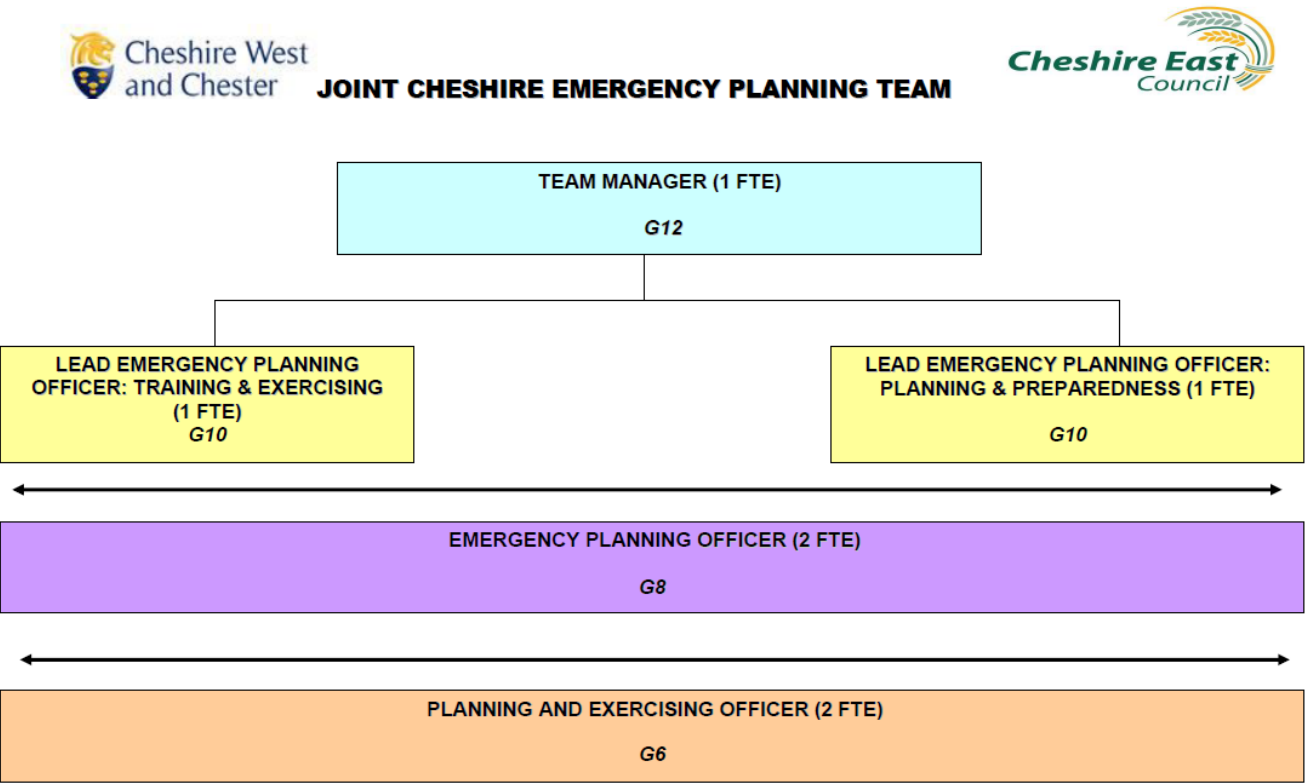
APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Team Manager – Emergency Planning	04/02/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	08/02/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West, and Chester Council)	08/02/2021
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West, and Chester Council)	08/02/2021

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	355,358	+3.97%
	Training	6,075	-
	Transport	12,164	-
	Supplies & Services	22,553	-
	3rd party agency costs for exercises	20,000	-
	Accommodation - Cheshire East only	6,425	-
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPIR Charge	-100,000	+6.26%
	Reimbursements for 3rd party agency costs	-20,000	-
NET BUDGET		£	% change from previous year
		302,575	+2.08%

Staffing Structure



(14/10/2020)

SERVICE DETAILS

Service Name	Libraries Shared Services (LSS), Education Library Service (ELS) and Bookstart
Service Manager	Lexa Farthing and Ann Cowsill
Client Managers	Rachel Foster (CWC); Joanne Shannon (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	372,734								
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
ELS Permanent & LSS Permanent	15.8 & 16.5		15.8 & 16.5	1,013,178	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411		1.411	34,779	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31 st March 2021.
Total			33.71	1,047,957	

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Upgrade and enhance library management system <ul style="list-style-type: none"> Lead and deliver Library Management System upgrade Development of OPAC front end Review communication solutions to library users Respond to B4B impact on library systems and services 	Ongoing Sept 2021 March 22 March 22					
2	Digital services: <ul style="list-style-type: none"> Promote and develop e-lending services work with ICT and library services to implement Peoples Network review Support library service initiatives 	Ongoing March 22					
3	Stock: <ul style="list-style-type: none"> Reprocure stock contracts for public libraries and ELS 	March 2022					
4	Service review: <ul style="list-style-type: none"> Delivering policy options and contributing to wider Shared Services review Ensuring service resilience 	Ongoing					
5	Service Level Agreement: <ul style="list-style-type: none"> Maintain and review 	Ongoing					
6	ELS Buy back <ul style="list-style-type: none"> Review and implement new 3 year subscription offer 	Jan 2022					

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid-Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
7	ELS library systems <ul style="list-style-type: none"> • Use data to demonstrate value and support advocacy • Respond to B4B impact on library systems and services 	Sept 2021					
8	ELS Virtual offer <ul style="list-style-type: none"> • Deliver increased training and support virtually • Further development of social media to maximise engagement with schools 	Phase 1 April 2021					
9	BookTrust initiatives <ul style="list-style-type: none"> • Engage with clients to secure ongoing commitment for Booktrust initiatives • Delivery of universal early years offers to families across both authorities • Delivery of targeted resources including resources for vulnerable and cared for children. • Support library services in accessing initiatives including the new planned BookTrust library offer 	Ongoing					

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Orders from Cheshire East libraries are submitted to the supplier within 3 working days	Stock orders submitted in under 1.1 days	3 days					
2	New stock arriving at LSS, processed and despatched to the correct library within 5 working days	New stock supplied to services within 3 days	3 days					
3	ILU - Search for item, place request and respond to library within 5 working days	5 days	5 days					
4	Libraries enquiries mailbox – Response and resolution to all public and staff enquiries	Respond within 1 working day Resolution or progression to third party within 1 working day	100% 95%					
5	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion					
6	Ensure that ELS is providing level of service outlined in service specification to schools and within agreed budget	Service delivered to agreed level and on budget 274 schools subscribed	On target					

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid-year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
7	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children					
8	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 270 resources)					
9	Number of Dual Language resources gifted to set target	CE - 262 books gifted (allocation 300) 87% CW&C - 307 books gifted (allocation 300) 102% 95% overall *2019/20 figures	100%					
10	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members *2019/20 figures	2% increase on previous year					
11	Number of Universal packs gifted to BookTrust quality standards set target	CW&C Baby packs 2878 (85%) Treasure packs 4229 (100%) CE Baby packs 3677 (100%) Treasure packs 4688 (100%) *2019-20 figures	95%					

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid-year Rating	Q3 Rating	End of year Rating	Comments
1	-					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	-			

APPROVAL

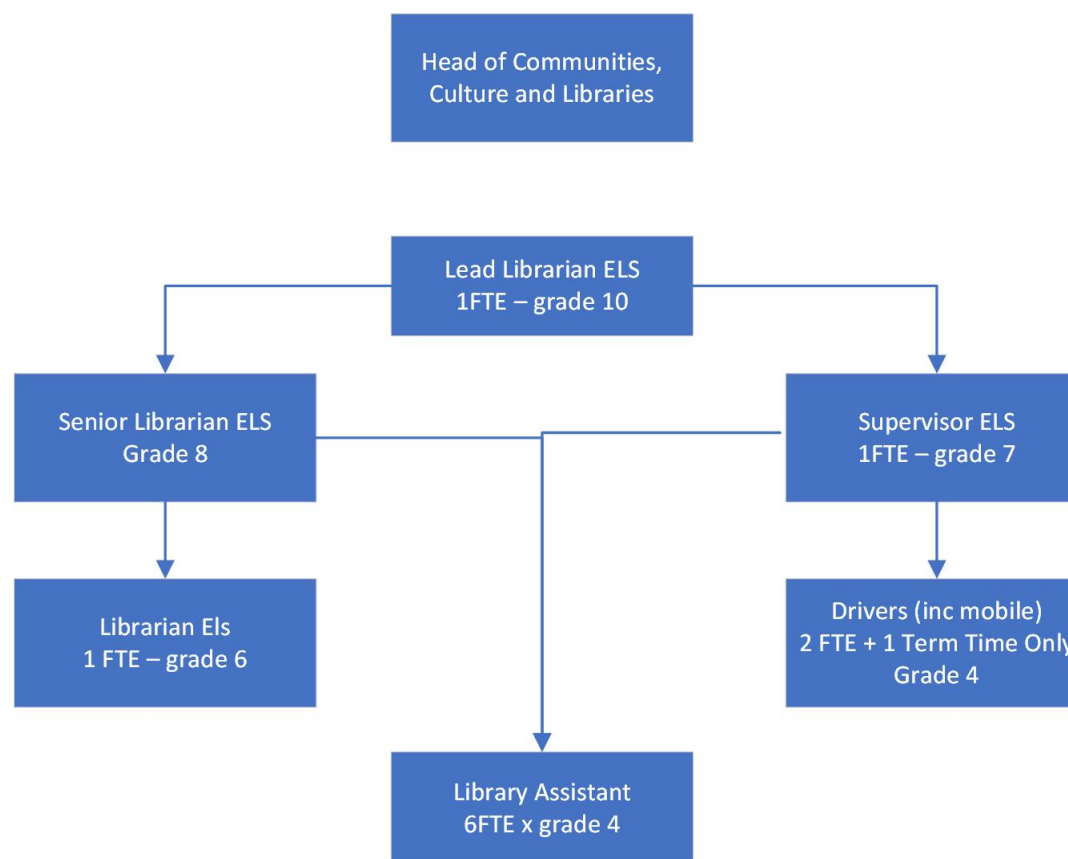
Approval	Name	Job title	Date Agreed
Service Manager	Lexa Farthing & Ann Cowsill	Bibliographical Services Manager & Lead Librarian ELS	25.02.21
Client Manager CEC	Joanne Shannon	Library Services Manager	Sent 25.02.21
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	25.02.21
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	25.02.21

Budget Detail

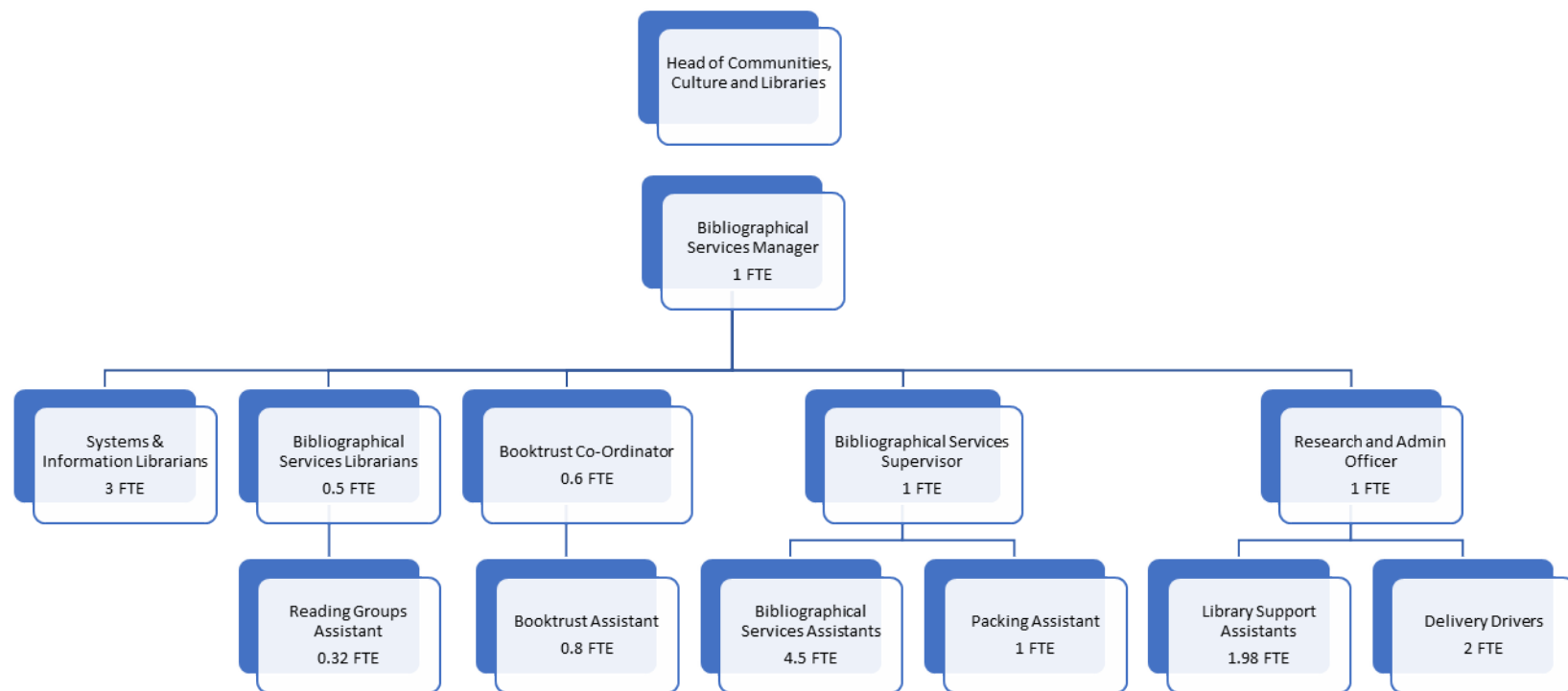
EXPENDITURE	ITEM				Total 21/22 £	% change from previous year
	LSS	Direct Employee Exps	572,312	-3% tbc		
		Premises	65,126	0%		
		Transport	30,583	0%		
		Supplies and Services	97,051	0%		
			765,072			
	ELS	Direct Employee Exps	465,931	-4% tbc		
		Premises	68,747	0%		
		Transport	30,800	0%		
		Supplies and Services	337,556	-4% tbc		
		Indirect Employee Exps	1,500	0%		
			904,534			
Gross Costs					1,669,606	

INCOME	ITEM				£	% change from previous year
	LSS	Book start contributions	-45,000	0%		
		General Fees + Charges	-35	0%		
		Income	-2,325	0%		
		Reimb Re Pan Ches Sh Serv	-350,454	8%		
			-397,814			
	ELS	General Fees + Charges	-100	0%		
		General Sales	-78	0%		
		Joint Arrangements	-165,250	0%		
		School Recharges	-733,630	0%		
			-899,058			
					-1,296,872	
NET BUDGET					£	% change from previous year
					372,734	-12 tbc

Staffing Structure



OFFICIAL



SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Heather Grove

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	121,756 net 5,267,934 Gross								
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	126.9	2	124.9	4,308,761	
Agency	5		5	93,000	Backfilling B4B secondments: - 3 based in R&P - 1 based on B4B programme - 1 based in P&I
Total	131.9	2	129.9	4,401,761	

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To support the councils delivery of UNIT4 ERP (GL2) ensuring transactional services is change ready	Summer 2021					
2	To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP.	June 2021					
3	To maintain and manage an efficient and effective shared service delivering key financial services	March 2022					
4	To undertake a review of Transactional Services Service Offer in line with new functionality of UNIT4 ERP	31 January 2022					Page 221
5	To analyse the reduction in demand on services following the implementation of UNIT4 ERP	December 2021					
6	To lead on the implementation of a Cashless/Paperless strategy phasing out the use of cash/paper	March 2022 (phase 1)					
7	To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP	June 2021					

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Payment to suppliers within terms	TBC	90%					
2	Timely and accurate creation of income related transactions based on client request	TBC	99%					
3	Delivery of efficient and effective recruitment processes	TBC	85%					
4	Delivery of effective payroll system and service	TBC	99%					

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	No risk over 9					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	03/03/2021
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	03/03/2021
Client Manager CW&C	Sandra Cunliffe	Transactional Service Manager (QIT&D)	03/03/2021
Head of Service/Director	Debbie Hall	Director of Finance	03/03/2021

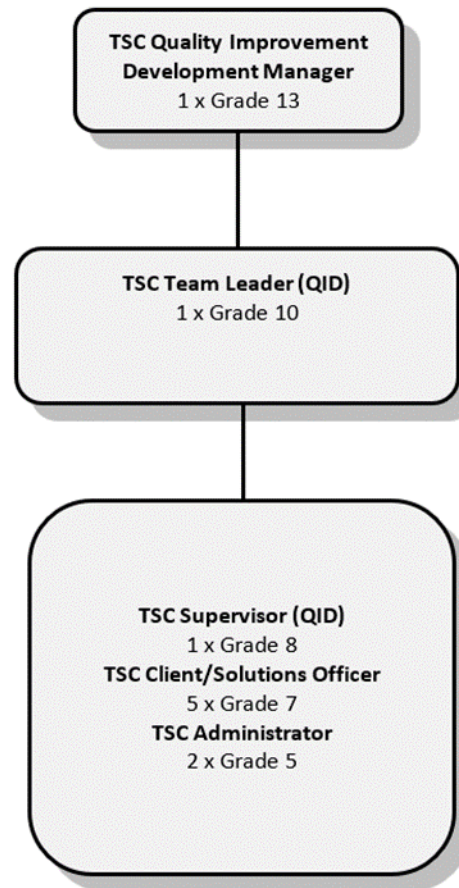
OFFICIAL

Budget Detail

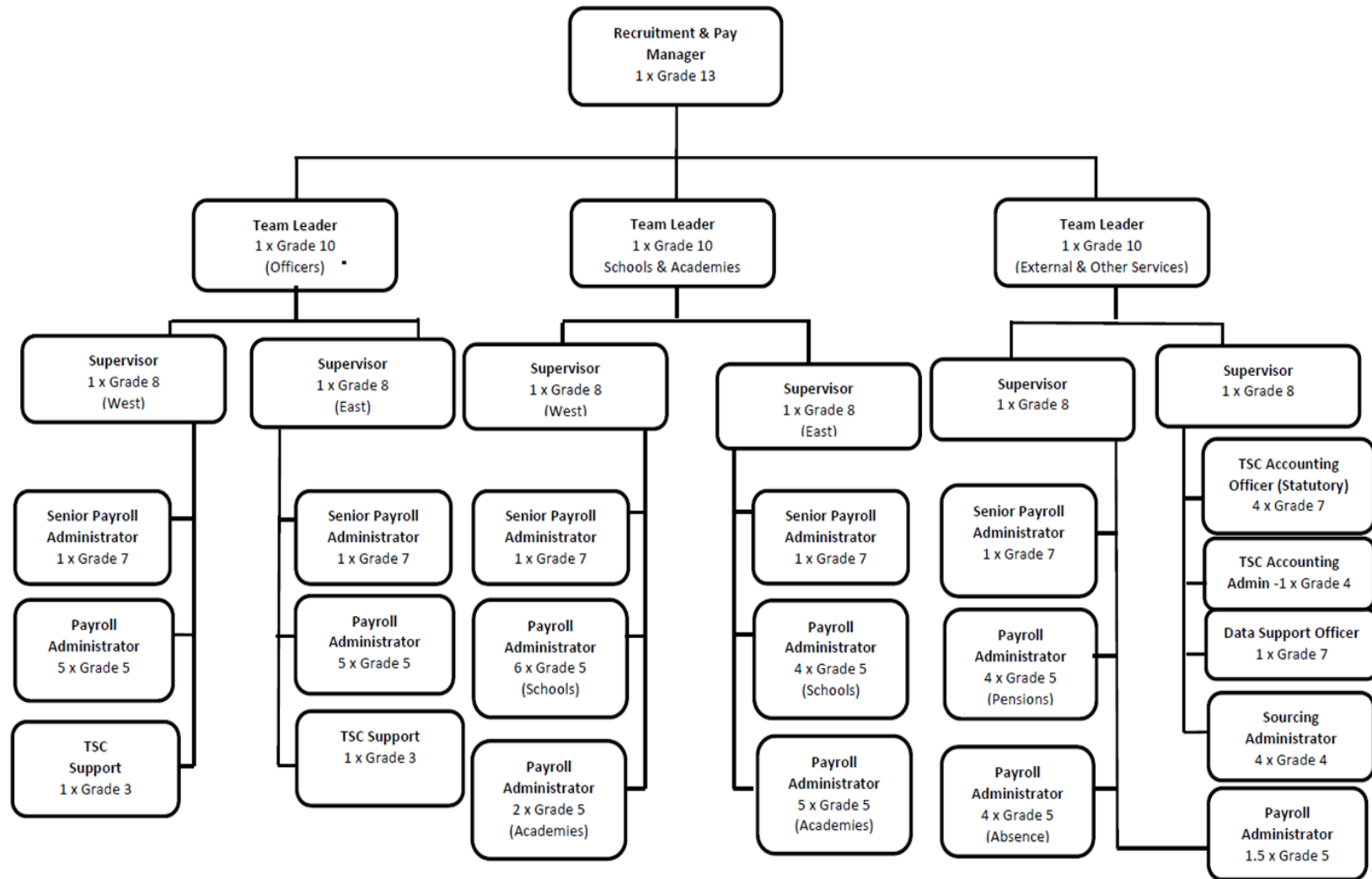
EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Employees	3898761	4.1%
	Other	6000	0.0%
	Rent and Service Charge	359890	0.0%
	Mileage Claim	4822	0.0%
	Office Equipment and Printing	220099	0.0%
	Corporate Services Buyback	101201	0.0%
	Oracle Lease	618319	0.0%
	Other Computer	24000	0.0%
	Telephony	12342	0.0%
	Postage	8500	0.0%
	Apprentice Levy	14000	0.0%
INCOME	ITEM	£	% change from previous year
	CWAC income	-1572003	16.9%
	CEC income	-1547989	17.2%
	CEC companies income	-106107	0.0%
	Other companies	-355136	-20.2%
	Schools	-1521525	-12.1%
	Various	-43418	0.0%
NET BUDGET		£	% change from previous year
	Shared service higher pension contributions	121756	0.0%

Current Staffing Structure

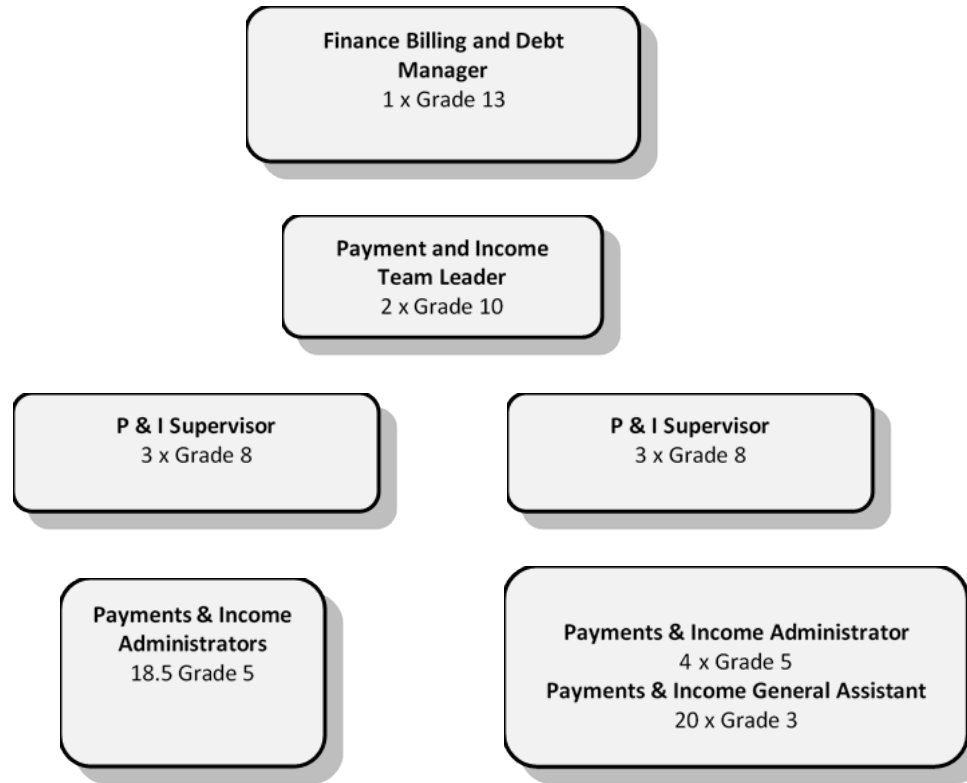
Quality Improvement Development – As Is Structure



Recruitment & Pay As Is Structure



OFFICIAL



Governance & Support
Manager
G13

ICT Technical Lead

Finance Functional
Support
G10

Finance Development
Support
G10

HRP Functional Support
G10

HRP Development
Support
G10

Shared Services Risk Log

Service	Risk Description	Planned Actions	New Business Plan 2021/22			Further Comments
			Likelihood	Impact	Total Score	
GENERAL	The impacts of Covid-19 pandemic on being able to achieve the business plan and agreed KPIs	JOB to review the specific Covid-19 impacts for each service as part of the mid-year review	4	2	8	Each service will manage their own Covid-19 impacts and risks. Most services have adjusted delivery in 2020/21 to take account of the impacts. This will continue into 2021/22 and will be set out in individual business plans
Archives	Failure to pass NLHF project mid-point review		2	4	8	Due May/June 2021. Covid impact has required detailed work on updating programme and activities. Complexities of programme leading to challenges in aligning project work strands. Some difficulties in recruiting some project staff and consultants.
Archives	New online shopping web pages do not function as expected	ICT Strategy to explore existing online payment systems in use by Councils to establish whether these will meet service needs	1	4	4	Due to be launched Feb 2021
Archives	Damage to archive collections	Continue to deliver programme	2	4	8	Ongoing conversation/monitoring helps to mitigate risk, but relocation project will address this in the long term
Archives	Fewer than expected volunteer hours are committed as volunteers are unable to work at Record Office	Continue to review volunteer programme to ensure it's working for service and volunteers; interesting and worthwhile remote (online) projects being devised to keep volunteers motivated	4	2	8	Need to establish new measures for success of this objective in terms of impact on people. Onsite volunteer programme suspended
Archives	New activities fail to engage new audiences as unable to run them in the community	further discussions with partners; engage activity planning consultants who specialise in creative consultation	1	4	4	

APAS	Long-term sickness of any member of staff would have a serious impact on the ability of the service to fulfil its contractual obligations with regard to all objectives.	Allow HER staff to gain experience of development planning procedures to allow some flexibility in the event of both short term and long-term absence. However, this would not be an ideal solution over the long term, as this would impact on other aspects of service delivery.	2	2	4	
APAS	Failure of the IT systems, either as a result of a general failure of systems or if Exegesis were to cease to function would mean that the Service could not fulfil its contractual obligations.	Maintain current procedures	2	2	4	
APAS	One or another of the partner authorities withdraws from the Shared Service for financial or policy reasons.	Revise and renew Shared Service legal agreement with extended term.	1	2	2	
Cheshire Farms	Impact of reducing level of income as a result of disposals	Continued reviews and regular reporting to client corporate finance teams	3	3	9	Impact to be considered in annual budget setting process.
Cheshire Farms	Time delays due to title, planning or market conditions	Regular programming meetings with Legal services	2	3	6	Some residual Title issues from LGR and pre-disposal activity
Cheshire Farms	Inability to negotiate agreements to surrender tenancies	Discussions with tenants	2	3	6	Organic process triggered by activity on individual estates.
Cheshire Farms	Delivery of management objectives delays as strategic direction evolves to accommodate corporate objectives and particularly climate emergency and the role that land assets should play.	Continue with existing controls	1	3	3	Regular access to SMT meetings of each Asset Management Service
Cheshire Farms	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	Enhance input into Project development. New system training.	3	3	9	Expected to remain a significant continuing concern during the first half of the year.

Cheshire Farms	Customer / client expectations exceeding realistic achievable outcomes.	Continue with existing controls plus prospective tenant feedback review	1	2	2	
CRTA	Reduction in ticket income, Ace funding and Local authority sources in 2021/22	Fundraising opportunities were successful for cultural recovery and NRTF funds in autumn 2020. Regular meetings with funders and partners take place.	2	2	4	Managing changes income through financial modelling and external funding applications. We received some additional funding from the cultural recovery fund in Sept 2020
CRTA	Losing volunteer and audiences confidence and a reputational risk to CRTA is significant if CRTA cannot produce some sort of creative work during this time	Audience and volunteer surveys planned before activity begins. Regular conversations with artistic partners to develop a strategy to deliver activity again. 1-1 support to volunteers and their communities to set up activity again. Variety of hybrid activity took place in autumn 2020	2	3	6	Some live , digital, and alternative activity has already been delivered in autumn 2020 and more is planned in 2021. No live activity will take place till summer 2021 at the earliest but digital and alternative offers will be available. Contact has been made with all promoters in Dec 2020 to help us with our future plans and manage /plan for the expectations for our venues and volunteer promoters.
Emergency Planning	Failure to deliver agreed objectives and income target as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic, Bosley.	Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will continue to rise for these risks as the year progresses with the team involved in C-19 pandemic work-streams long-term.	3	3	9	These ratings will escalate further if the pandemic surges and/or it continues long-term. Priorities will be those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents.
Emergency Planning	Failure to deliver agreed objectives and income target as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	Actions at (I) already in place; recruitment underway to fill vacancies asap; will seek redeployed staff if pandemic escalates again; Mgr. has asked for administrative support funding from CRF; will continue to liaise with Client Mgrs. re: status of Business Plan objectives and mitigatory actions possible.	3	3	9	These ratings will escalate further if the pandemic surges and/or it continues long-term. Priorities will be those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of non-incidents throughout year.	JCEPT to liaise with Customer Centres in each authority to raise awareness of service role.	1	2	2	

Emergency Planning	Loss of permanent staff	Ensure jobs are graded competitively, where possible. Consider succession planning for future retirements.	2	4	4	Ensure jobs are graded competitively, where possible including introduction of career Grade 6 posts . Consider succession planning for future retirements.
Emergency Planning	Loss of office premises	All staff have access to laptops and 3G, home working or hot desking facilities.	1	1	1	All staff have access to laptops and 4G for WFH.
Emergency Planning	Failure of LAEC IT and communications systems	Increase LAEC checks to monthly.	1	3	3	
Emergency Planning	Failure of Duty EPO system	No further action required.	1	4	4	
Emergency Planning	Failure of officers to attend training events impacting on preparedness levels.	Communicate mandatory training requirements annually to Tier 1-4 managers at CWAC, and M1 to M5 managers at CE.	1	3	3	Communicate mandatory training requirements annually to Tier 1-4 managers at CWAC, and M1 to M4 managers at CE - completed. Several courses taken place in Q2&3 with more planned for Q4.
Emergency Planning	Failure of industrial site operators to provide necessary information impacting upon team meeting statutory planning timescales.	Where appropriate team can request assistance from HSE in obtaining necessary information from site operators.	1	1	1	Where appropriate team can request assistance from HSE in obtaining necessary information from site operators.
Emergency planning	Town and Parish Councils choose not to participate in Community Resilience Programmes.	Speak at parish and town council meetings/ attend Parish and town councils conferences/ target specific councils based on risk/ design and implement alternative approaches where required.	2	2	4	Speak at parish and town council meetings/ attend Parish and town councils conferences/ target specific councils based on risk/ design and implement alternative approaches where required.
Emergency Planning	COMAH and REPPIR operators refuse to pay Annual Charge due to C-19 impacts leading to loss of income	Letter to operators going out in October with charge details/ officers to make contact with all sites, checking with those sites that are not priorities in 2020-21/ continue to ensure deadlines are met for plans and exercises.	1	3	3	Positive steps are being taken to reduce this risk: letters to operators re: new charge sent; officers checking in with operators , especially those not a priority in 2020-21; ensuring exercises completed within timescales.

ICT	There are a number of services and applications that are sourced through 3rd party suppliers. Any lack of clarity in contracts, product lists, catalogues, service levels, governance, and operating procedures may result in poor performance, breaches, and failure to achieve value for money.	<p>Following the implementation of our new Service Management Tool - Halo, there is a focus on the refresh of the Configuration Management Database (CMDB) to ensure that we take into account the ongoing migration to multiple hosting arrangements and the need for additional scope/components. This has also been driven by the implementation of Apptio to which the CMDB is a key source of provision of data.</p> <p>Close working with the Vendor Management Office (VMO) to include the introduction of KPIs into new contracts. Ongoing development of the Product Catalogue and Apptio Cost Model</p>	2	3	6
ICT	Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility. Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either EOL and non-compliant or has a significantly greater risk of failure.	<p>Further revision of service levels under Performance Management Framework</p> <p>Develop user self-service knowledge base and self-service requests.</p> <p>Further development of the Product Catalogue.</p> <p>Further develop monitoring processes and information flows. Refine reporting structures.</p> <p>Continue to develop and monitor the compliance of the estate to ensure there are no non-compliant equipment on the infrastructure. A significant amount of remediation has been achieved under the Evolution Programme.</p>	2	4	8

ICT	<p>Current ICT procurement/development provision for CEC and CWaC is through ICT Services and other suppliers. Any lack of clarity in inventory, service levels, and governance procedures may result in failure to resolve conflicting development and implementation requirements. Competing demands for the scarce resources may result in work programme delays and the inability to meet key deadlines.</p>	<p>Further develop commissioning/monitoring processes and information flows.</p> <p>Refine reporting - dashboard of information</p> <p>Further development of alternative hosting strategies to build on the implementation of Azure and VMC in AWS achieved through the Evolution Programme.</p> <p>Promote workforce procurement skills</p>	2	3	6	
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ICT	<p>The current ICT service continuity arrangements are based on elements of the legacy authorities' provision and arrangements for the Data Centre in Minerva Ave, Chester. Diverse equipment and application arrangements give resourcing challenges for scarce skill sets, which may result in prolonged system outage in the event of a significant failure.</p>	<p>Further develop service continuity strategy for the Infrastructure, consolidating the move from a disaster recovery approach to a more integrated service continuity approach (e.g. investigation of options for DR sharing agreements with neighbouring agencies e.g. Police)</p> <p>Continue with harmonisation activities and system interdependency mapping</p> <p>Continue with server consolidation, virtualisation and SAN technologies Continue with IP Telephony implementation</p> <p>Implement and promote new service wide capabilities for monitoring and management, for example, through the new SaaS Solarwinds product.</p> <p>A Business Continuity Plan for the ICT Shared Service was signed off in April 2019 by both clients. This has been uploaded into ClearView. Disaster Recovery strategy has been developed and was signed off by ICTSS in March 19. Both will be reviewed as part of the ICT Service Improvement Plan with a focus on the development of a specific Cyber Plan for both councils.</p>	2	4	8
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ICT	Progress in delivering technical solutions to support the business will not realise front line service savings without full business engagement and motivation to change the way people work. Lack of understanding of "the art of the possible" may limit the ability of front-line services to make best use of technologies to streamline delivery and realise savings.	Ongoing review and re-prioritisation of work programme priorities with key departmental stakeholders. Working closely with Council Recovery teams following Covid 19. Regular review within ICT and with other suppliers to review provision to date and flow of new work requests. Provision of support to both councils for Adoption and Change Management activity (ACM) to ensure a basic level of user competency moving to adoption of the new technologies to support business transformation. ICT Shared Service (ICT SS) Agreement (SSA) and governance models agreed - Joint Strategic Group, Joint Service Improvement Board, Joint Business Design Authority and Technical Design Authority.	2	4	8	
ICT	Lack of accommodation facilities management, critical components not under a planned preventative maintenance regime (PPM); existing PPM ineffective.	Joint procurement completed (CeC/CWaC) to have single, all-encompassing FM/PPM agreement with a data centre competent/qualified service provider. Remediation work underway. Up to date schematics for all systems - electrical, cooling, fire suppressant etc inclusive of H&S SSOW (safe system of working instructions)	2	3	6	

ICT	With the increasing pace of development of technologies, it is difficult for management and staff to be aware of emerging tool sets and the possibilities they present. As a result, the organisation is unable to effectively exploit these technologies to assist in the achievement of all the corporate objectives.	<p>On-going training for ICT Services staff. Vendor specific learning resources such as the Microsoft Service Hub provides a wealth of tools and resources to support knowledge and understanding of current and emerging capabilities.</p> <p>Adoption and Change Management Support (ACM) for both councils - guides, videos, training, drop ins, signposting to native Microsoft resources. Assist in development of champion networks - Bright Sparks (CEC) and Tech Champions (CWC). Promotion and guidance for new feature releases for Windows and M365. Development of case studies in conjunction with the clients for good practice and new ways of working.</p> <p>Promote the investment in ICT training and adoption, both at a corporate and business specific level</p> <p>TOM will enable staff to focus on R&D activities so that technical opportunities are not missed.</p>	2	3	6	
Libraries	Failure to deliver against service level agreement	Continue to report performance through Shared meetings and JOB.	4	2	8	Service Level agreement from April 1, 2020 pending final agreement in revised template. Now agreed that will continue on existing documentation pending SS review in 2021/22.
Libraries	Performance targets not met because of systems or supplier failure	Maintain effective supplier relationship management and continue to report performance through Shared meetings	1	2	2	Communication maintained virtually with suppliers and both services.
Libraries	LSS/ ELS exceeds the agreed budget	Maintain monthly monitoring of income and expenditure and maximise opportunities to increase and decrease both as appropriate	1	2	2	Currently monitoring monthly and forecasting balanced budget

Libraries	Lack of agreement regarding way to proceed with suppliers/ procurements	Early discussion regarding any supplier/ procurement requirements to understand and resolve challenges in advance of any processes	2	3	6	Procurement documents scheduled for end of Sept.
Libraries	System faults identified in new module/ upgrade requiring supplier modifications	Maintain regular and honest communication with supplier to manage expectation and effective implementation	1	2	2	The service is working closely with supplier to ensure where possible any faults are rectified prior to upgrade. Moved to 21/22 with agreement
Libraries	Pressures from unexpected demand on staff resources elsewhere	Maintain and review regularly programme plan for all priority workstreams	2	3	6	Covid-19 has created more demand on the system team's time during the summer. Moved to 21/22 with agreement
Libraries	Delays in ICT strategy input	Maintain input from ICT strategy through implementation process	2	3	6	Covid-19 has created more demand on the system team's time during the summer. Moved to 21/22 with agreement
Libraries	Very tight window of rollout being affected by unforeseen circumstances	Maintain and review regularly programme plan for all priority work streams	2	3	6	The current emphasis on working from home may be of benefit when working with the schedule of rollout. Moved to 21/22 with agreement
Libraries	Delays in procurement affecting goodwill of existing suppliers	Early clear and concise communication and engagement with existing suppliers and realistic and efficient timescale to implementation	2	3	6	Effective communication maintained
Libraries	Budget for resources restricting performance of new services	Agreement for consistent, equitable funding in early stage of allocation of suppliers	2	3	6	Budgets monitored and reported monthly
Libraries	Liaison between existing and new suppliers impeding implementation	Early clear and concise communication and engagement with both suppliers and realistic and efficient timescale to implementation	2	3	6	Effective communication maintained
Libraries	Loss of usage owing to need for borrowers to register for new product	More comprehensive Communications Campaign to highlight imminent changes and provide support online and in sites to mitigate any user challenges	2	2	4	Pending implementation

Libraries	Peoples Network Review outcome impacts on revenue budgets and staff capacity	To form small working group of Cheshire East and Cheshire West representatives to inform, shape and influence process	2	2	4	Review still in early stages, potential impacts still to be identified
Libraries	Problems with partnership working jeopardising delivery	Maintain effective reporting mechanisms and visible presence for both commissioners	1	2	2	Maintained effective communication and engagement
Libraries	Funding reduced or withdrawn	Maintain annual review of Service Level Agreements and regularly evidence costs associated with delivery	2	3	6	No current reduction
Libraries	Buyback levels drop significantly affecting viability of service	Increase frequency of monitoring and maintain effective engagement with schools, and decision makers	2	2	4	Currently down by 5 schools overall. Still some pending. Schools very positive about service in current situation.
Transactional Services	Long-term absence of any member of staff would have a serious impact on the ability of the service to fulfil its contractual obligations.	Allow staff to gain experience of development planning procedures to allow some flexibility in the event of long-term absence. However, this would not be an ideal solution over the long term	2	2	4	no change
Transactional Services	Teething problems following the implementation of Business World would impact the shared service being able to deliver business.	Ensure sufficient training is undertaken by all staff, prepare comms for service users in the event of teething problems ensure expertise is spread throughout the service	1	2	2	GL1 Hypercare worked well to address teething issues
Transactional Services	One or other of the partner authorities withdraws from Shared Service for financial or policy reasons	Continue to work to the expired shared service agreement and deliver objectives as required	2	2	4	no change
Transactional Services	Failure to be able to deliver policy option savings due to UNIT4 ERP not delivering the expected benefit realisation.	Work through the delivery through benefit realisation workshops to identify any areas of concern	1	1	2	no change
Transactional Services	UNIT4 ERP (HR) go live date is further delayed.	Ensuring enough resources are available for the programme, involved in the planning work	1	1	2	GL1 successful and on time

Transactional Services	Failure of the IT systems, either as a result of a general failure of systems or Oracle/UNIT4 ERP were to cease to function would mean that the Service could not fulfil its contractual obligations.	Regular review of BDR plan for any new threats identified	2	2	4	no change
Transactional Services	Lack of capacity to deliver objectives due to resources directed to other priority work.	Resource review and quick back fill where necessary	2	2	4	no change
Transactional Services	Unable to formalise service offer in time for contract renewal would impact delivery of shared service.	Continue with current review of difference in established service offer and compare to business world	1	2	2	no change
Transactional Services	Different policies adopted by councils impacting ability to deliver a shared service.	Challenge differences through governance	1	2	2	no change
Transactional Services	Services not adopting new processes, which impacts service delivery due to unnecessary demand. T	Continue with current process of demand management visits	2	2	4	no change
Transactional Services	Service users not adopting electronic communication process.	Continue with current process of updating records	1	1	1	no change
Transactional Services	Councils not able to agree share service agreement for future delivery of transactional services.	Work with two legal teams to ensure reviewed agreement is acceptable to the two councils	1	1	1	no change
Transactional Services	Cost of delivering cashless policy outweighs benefit for delivery of strategy.	Plan and resource, ensure the best solution is adopted and delivers the requirements of the policy	3	2	6	no change
Transactional Services	Inability to identify or procure hardware to support cashless strategy.	Undertake site visit to cashless councils, ensure baselining is accurate and consider only suitable alternatives	3	2	6	no change
Transactional Services	Continued loss of income from schools/academies impacts income for the shared service	When Business World is live the shared service will be able to support onboarding new academies	3	1	3	no change

Transactional Services	COVID restrictions continue into 21/22 impacting service delivery					
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