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Cheshire East Council

Shared Services Joint Committee

Agenda

Date:	**Friday 24th September 2021**
Time:	**10.00 am**
Venue:	**Council Chamber, Wyvern House, The Drumber, 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. **Apologies for Absence**

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

2. **Declarations of Interest**

   To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Public Speaking Time/Open Session**

   Members of the public are entitled to address the Joint Committee on reports contained within the agenda. One person can speak in support of each item, and one against, with a limit of three minutes each. It would be helpful if any person wishing to speak would give prior notice to the Democratic Services Officer named below.

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

   To approve the minutes of the meeting held on 11 June 2021.

For requests for further information
Contact: Rachel Graves
E-Mail: rachel.graves@cheshireeast.gov.uk
Tel: 01270 686473

5. **Shared Services Business Plans Q1 2021-2022 Review** (Pages 7 - 98)

    To consider a report which provides a summary of the 2021/22 Quarter 1 position for the Shared Service arrangements between Cheshire East Council and Cheshire West and Chester Council.

6. **Shared Service Review Update Report** (Pages 99 - 106)

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

7. **Best4Business Update** (Pages 107 - 122)

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

Membership: Councillors JP Findlow, J Rhodes, A Stott, P Donovan, Gahan and Shore

Minutes of a meeting of the **Shared Services Joint Committee**
held on Friday, 11th June, 2021 at Council Chamber, Wyvern House,
The Drumber, Winsford CW7 1AH

PRESENT:	**Cheshire East Council** Councillors Paul Findlow, Jill Rhodes and Amanda Stott (substitute for Councillor A Moran) **Cheshire West and Chester Council** Councillors Carol Gahan, Paul Donovan and Karen Shore
Officers in attendance:	**Cheshire East Council** Frank Jordan, Executive Director Place Jane Burns, Executive Director Corporate Services Jo Wilcox, Head of Financial Management Julie Gregory, Legal Team Manager Rachel Graves, Democratic Services **Cheshire West and Chester** Mark Wynn, Chief Operating Officers Laurence Ainsworth, Director of Public Service Reform Peter Lloyd, Head of Change and Technology

1 **APPOINTMENT OF CHAIR**

It was moved and seconded that Councillor Jill Rhodes be appointed as Chair for the 2021-22 municipal year.

RESOLVED:

That Councillor Jill Rhodes be appointed as Chair for the 2021-22 Municipal Year.

2 **APPOINTMENT OF VICE CHAIR**

It was moved and seconded that Councillor Carol Gahan be appointed as the Vice Chair.

RESOLVED:

That Councillor Carol Gahan be appointed as Vice Chair for the 2021/22 Municipal Year.

3 **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor A Moran (Cheshire East Council).

4   **DECLARATIONS OF INTEREST**

No Declarations of Interest were made.

5   **PUBLIC SPEAKING TIME/OPEN SESSION**

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

6   **MINUTES OF PREVIOUS MEETING**

RESOLVED:

That the minutes of the meeting held on 19 February 2021 be approved as a correct record.

7   **BEST4BUSINESS UPDATE**

Frank Jordan, Executive Director Place, Cheshire East Council, presented a report which was a regular update on the latest position regarding 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 February 2021: -
   • the remaining programme for delivery
   • the financial position of the remaining programme
   • governance and oversight of the programme.

Attention was drawn to the programme plan update in section 5 of the report and the issues and queries which arose following the Finance 'Go Live' in February 2021, and also to the revised programme for the Finance and Payroll 'Go Live' to ensure implementation was carried out safely and without exposing the Councils and their partners to unnecessary risks.

RESOLVED: That

1   the current position on the implementation plan and timetable for the remaining programme be agreed;

2   the reported financial position of the remaining programme be noted; and

3   the ongoing activity in relation to Member oversight and governance be agreed.

8   **SHARED SERVICE REVIEW UPDATE REPORT**

Jane Burns, Executive Director Corporate Services, Cheshire East Council, presented a report on the progress of the shared services review.

The report provided an updated, at paragraph 2.1, on the progress made against the Phase 1 deliverables, and reported that Phase 2 and Phase 3 activity had already commenced.

The next steps for the review were to refine and agree the baselining and benchmarking costs for ICT and for the Project Board to discuss and agree the ICT model options emerging from the Evaluation. A meeting would be held between both Council's senior officer leadership teams to discuss the strategic alignment and future opportunities.

RESOLVED:

That the content of the report be agreed and noted.

9 **SHARED SERVICE BUSINESS PLANS: 2020/2021 QUARTER 3 REVIEW AND SHARED SERVICES BUSINESS PLANS 2021/22**

Jane Burns, Executive Director Corporate Services, Cheshire East Council, introduced a report which provided a summary of the 2020/21 Quarter 3 Business Plan Position for the Shared Services and presented the Shared Services Business Plans 2021/22.

The report included financial and non-financial performance information as at the end of Quarter 3 2020-21 and provided a summary of overall performance along with a rating for financial performance, performance against delivery of business plan objectives and key performance indicators for each of the Shared Services. In terms of overall performance, Transactional Services were currently rated as Red due to having a forecast budget variance of more than 10%. In relation to the budget five services had forecast a balance financial position, two services an underspend and two services – ICT and Transactional Services, were forecasting a year end overspend. Most of the services had been impacted by the Covid-19 pandemic and some service objectives and key performance indicators, set at the beginning of the financial year, were now unachievable.

It was noted that the Shared Service Business Plans for 2021/22 were subject to change, as any recommendations of the Shared Services Review would need to be reflected in them.

RESOLVED: That

1   the Shared Services 2020/21 Quarter 3 Business Plan performance be noted; and

2   the Shared Service Business Plans for 2021/2022 be noted.

The meeting commenced at 2.15 pm and concluded at 2.45 pm

Councillor J Rhodes

Agenda Item 5

Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 24 September 2021

Report Title: Shared Services Business Plans Q1 2021-2022 Review

Senior Officer: Jane Burns: Executive Director of Corporate Services, CEC

Mark Wynn, Chief Operating Officer, CWC

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1.   Report Summary

1.1   This report provides a summary of the 2021-22 Quarter 1 position for the Shared Service arrangements between Cheshire East Council (CEC) and Cheshire West and Chester Council (CWC).

1.2   The report includes financial and non-financial performance information for the period 01/04/21 to 30/07/21.

1.3   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 can be found in Appendix 2.

1.4   Overall, the position for Q1 is that the performance of most services is in line with expectations, with no significant issues reported. Emergency Planning, ICT and Transactional Services are currently reporting objectives and KPIs that are currently off track but expected to be back on track by the end of the year. These are set out in the report and in the individual service business plans. Additionally, ICT and Transactional Services are reporting financial pressures. Work is being undertaken to identify remedial measure to address these pressures and deliver a balanced year end position.

2.   Recommendations

2.1   It is recommended that Members:

i)   Note the Shared Services Quarter 1 performance for 2021-2022.

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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 2021-2022 quarter 1 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 and 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 hosted two Cheshire East Council hosted).

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

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 other authority.

4.3 Shared service business plans provide details of the shared service operation, objectives and resources required. 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 performance at the end of quarter 1 2021-2022 for the eight formal Shared Services arrangements between CEC and CWC. An overall summary of performance and business activity all of the shared services is in appendix 1.

5.   Summary of 2021-22 Quarter 1 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 are set out below:

- RED – overspend of more than 10% of the budget and/or most objectives and/or KPIs not being met or on target
- AMBER – overspend of less than 10% of the budget and more than 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	Overall Performance 2020-21	Q1 Performance 2021-22
Archaeology Planning Advisory Service	Green	Amber	Green
Archives and Local Studies	Green	Amber	Green
Cheshire Rural Touring Arts	Green	Green	Green
Emergency Planning	Amber	Amber	Amber
Farms Estate Management	Green	Amber	Green
ICT	Amber	Amber	Amber
Libraries Shared Service	Green	Amber	Green
Transactional Services	Amber	Red	Amber

Overall Summary Ratings Commentary

- Most services are on track with objectives and KPIs being achieved and reporting a balanced or underspent financial position.

- Emergency Planning is still experiencing challenges with performance as a result of responding to the pandemic but is expecting to improve performance over the remainder of the year.

- ICT is behind target with a number of objectives and KPIs and is currently reporting a forecast overspend of £490k.

- Transactional Services are behind on objectives relating to the implementation of the new ERP system – Unit 4.

5.2   Budget Summary

The table below summarises the Q1 forecast financial position for the all of the shared services.

Service	Planned Budget £	Q1 Forecast £	Predicted Variance £
Archaeology Planning Advisory Service	158,817	158,817	0
Archives and Local Studies	470,616	470,616	0
Cheshire Rural Touring Arts	84,000	84,000	0
Emergency Planning	303,716	302,522	(1,194)
Farms Estate Management	225,938	162,720	(63,218)
ICT	17,350,000	17,840,000	490,000
Libraries Shared Service	330,836	330,836	0
Transactional Services	5,294,018	5,522,270	228,252

Budget Summary Commentary

- Most services are reporting a forecast balanced or underspent year end position.

- The Farms Estate Management underspend is due to an ongoing staffing vacancy.

- ICT are currently forecasting an overspend and the service is reporting regularly to governance groups on budget mitigation actions including vacancy management, review of third party contracts and permanent recruitment to replace certain contractor roles.

- Transactional Services are currently forecasting an overspend as a result of the revised date for phase 2 of the Unit 4 ERP go live. Due to previous agreement and provision for the costs of staff working on the project, the financial performance is rated green.

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 service Business Plans.

The assessment criteria is:
Green: On Track
Amber: Behind but expected to be achieved
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	6	6	0	0	0
Cheshire Rural Touring Arts	3	3	0	0	0
Emergency Planning	8	7	1	0	0
Farms Estate Management	2	2	0	0	0
ICT	23	18	5	0	0
Libraries Shared Service	9	9	0	0	0
Transactional Services	7	4	3	0	0

Priorities and Objectives Commentary

- Full details are in each Services Business Plan

- Most objectives across all services are on track.

- The Emergency Planning objective which is off track is in respect of continued 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. This is due to:
    - The PSR (Pipelines) area specific and generic plan reviews are outside timescales - work continues to resolve.
    - COMAH off-site plan reviews are overdue due to C-19 impacts; work continues to resolve and HSE are content with progress.

  All other COMAH, REPPIR and PSR plans were within agreed ONR & HSE timescales as at end of Q1.

- There are five ICT objectives which are currently off track, but expected to be achieved by the end of the year. These include:

  1. Review of Technical Debt Register – further work is underway to identify what can be decommissioned.
  2. Exploitation of existing ICT investment or design of new services is also dependant on the ongoing shared services review.
  3. Development of a sustainable financial strategy . Progress has been made and will be informed by the Shared Service review.
  4. Agree a new ICT Service Product Catalogue. Value propositions are being developed.

5. Recruitment of/new staffing structure for ICT Services. This has been deferred due to the need to define a new operating model and the impact of the shared service review.

- The three Transactional Services objectives rated as amber are connected to the implementation on the Unit 4 ERP system which is now planned for Autumn 2021.

5.4   Key Performance Indicators Summary

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

Green: On Track
Amber: Behind but expected to be achieved
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	5	4	0	0	1
Archives and Local Studies	6	6	0	0	0
Cheshire Rural Touring Arts	3	3	0	0	0
Emergency Planning	5	4	1	0	0
Farms Estate Management	9	9	0	0	0
ICT	4	4	0	0	0
Libraries Shared Service	11*	10	0	0	0
Transactional Services	3	3	0	0	0

*Data for one KPI currently unavailable

Performance Indicators Commentary

- All of the key performance indicators can be seen in each of the services individual business plans.

- The majority of the KPIs are on track with just one KPI rated as amber, and one KPI deferred due to the pandemic impact.

- The APAS KPI which is deferred due to the pandemic is in respect of the % number of records reviewed in the Cheshire Historic Environment Record per annum. This is because the historic Environment Record System cannot be accessed from home. This KPI will resume in line with new working arrangements as part of the pandemic recovery plan.

- The Emergency Planning KPI relates to the number of statutory plans and exercises delivered within agreed timescales. Some of these are currently delayed, but it is expected to be achieved by the end of the year.

- One KPI for the Library shared service relating to the increase under 5s membership, is unable to be assessed as the data is not available at the present time, due to staff sickness, and will be reported in the mid-year review.

5.5   Overview of Risks and issues

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 will be reported
- New risks of 9 or over added to the risk log will be reported
- Where risks scoring 9 or over have reduced since the last reporting period, they will be reported on to show the risk reduction.

The table below sets out the risks and issues for the services.

Service	Number of Risk rated 9>	Number of Issues
Archaeology Planning Advisory Service	0	0
Archives and Local Studies	0	0
Cheshire Rural Touring Arts	0	0
Emergency Planning	3	3
Farms Estate Management	2	0
ICT	1	1
Libraries Shared Service	0	0
Transactional Services	0	0
Total	5	4

Risks and Issues Commentary

Risks

- All service managers manage identified risks, including listing risks and issues on corporate risk registers as appropriate.

- Only risks rated as high - scoring 9 or 12 - are reported.

- The Farms Estate Management has two risks, both rated as 9. They are:

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

- Emergency Panning has three risks and issues which have arisen due to the impacts of the ongoing Covid-19 pandemic, they include:

  1. Failure to deliver agreed objectives as a result of team responding to a major incidents.
  2. Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys .
  3. Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines.

- The ICT risks is - 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 end of life and non-compliant or has a significantly greater risk of failure.

Issues

- The Emergency Planning issues are the same as the risks as, the risks have turned into issues but remain as ongoing risks.

- The ICT service has one issue - Service is forecasting an overspend position of £494K in Q1. ICT is working with governance groups on budget mitigations actions including vacancy management, review of third party contracts and permanet recruitment to replace certain contractor roles.

6.   **Individual Shared Service Summaries**

The individual shared service summaries for quarter one 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 1.

Full details are in the individual service business plans in appendix 2.

The dashboards are set out below.

Archaeology Planning Advisory Service (APAS)

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	5	0	0	
Key Performance Indicators	4	0	0	1
Number of risks 9>	0			
Number of issues	0			

Commentary

- The APAS is rated as green as all of the service objectives are rated as on track and just one KPI is deferred due to the ongoing pandemic.

- The APAS KPI which is rated as blue – deferred due to the pandemic – is the % number of records reviewed in the Cheshire Historic Environment Record per annum. This is because the historic Environment Record System cannot be accessed from home. This KPI will resume in line with new working arrangements as part of the pandemic recovery plan.

Archives and Local Studies

Dashboard

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

Commentary

- The Archives and Local Studies service is rated as green as the budget, objectives and KPIs are all on track.

Cheshire Rural Touring Arts

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	3	0	0	
Key Performance Indicators	3	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The CRTA service is rated as green as the budget, objectives and KPIs are all on track.

Emergency Planning

Dashboard

Overall rating	Amber			
Budget	£1,194 underspend			
Priorities and Objectives	7	1	0	
Key Performance Indicators	4	1	0	0
Number of risks 9>	3			
Number of issues	3			

Commentary

- The Emergency Planning service has one objective that is rated as amber - 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. PSR (Pipelines) area specific and generic plan reviews are outside timescales - work continues to resolve. 4 COMAH off-site plan reviews are overdue due to C-19 impacts. All other COMAH, REPPIR and PSR plans were within agreed ONR & HSE timescales. This also impacts on the KPI to complete statutory obligations within timescales.

Farms Estate Management

Dashboard

Overall rating	Green			
Budget	63,218 underspend			
Priorities and Objectives	2	0	0	
Key Performance Indicators	9	0	0	0
Number of risks 9>	2			
Number of issues	0			

Commentary

- Overall, the Farms Estate Management Service is assessed as on track and rated green.

- There is currently an underspend of £63,218 due to a staffing vacancy.

- There are two risks rated as 9 or over which include:

  1. Impact of reducing income as a result of disposals
  2. 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	£490,000 overspend			
Priorities and Objectives	18	5	0	
Key Performance Indicators	4	0	0	0
Number of risks 9>	1			
Number of issues	1			

Commentary

- The ICT budget is currently forecasting an overspend and ICT is working with governance groups on budget mitigation actions including vacancy management, review of third party contracts and permanet recruitment to replace certain contractor roles. JSB receive monthly reports on commissioned projects and will monitor closely.

- There are five ICT objectives which are off track, but expected to be back on track by the end of the year. These include:
    1. Review of Technical Debt Register – further work is underway to identify what can be decommissioned.
    2. Exploitation of existing ICT investment or design of new services is also dependant on the ongoing shared services review.
    3. Development of a sustainable financial strategy . Progress has been made and will be informed by the Shared Service review.
    4. Agree a new ICT Service Product Catalogue. Value propositions are being developed.
    5. Recruitment of/New staffing structure for ICT Services. This has been deferred due to the need to define a new operating model and the impact of the shared service review.

- All KPIs are on track.

- The ICT risks is - 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. A number of actions, listed in the individual business plan in appendix 2.

Libraries Shared Services

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	9	0	0	
Key Performance Indicators	10	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The Libraries Shared Service is rated as green overall – on track.

- There are 11 KPIs, of which 10 are rated as green, with one KPI which cannot be assessed at the present time due to a lack of data.

Transactional Services

Dashboard

Overall rating	Amber			
Budget	£228,252 overspend			
Priorities and Objectives	4	3	0	
Key Performance Indicators	3	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- Transactional Services are currently forecasting an overspend as a result of the revised date for phase 2 of the Unit 4 ERP go live. Due to previous agreement and provision for the costs of staff working on the project, the financial performance is rated green.

- There are 7 objectives of which four are on track and three, all relating to the unit 4 implementation, that have been delayed until the autumn of 2021.

- The three performance indicators are currently on track.

- There are no high rated risks or issues.

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.

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 officers:

Name: Heather Grove
Email: heather.grove@cheshireeast.gov.uk

Name: Claire Jones
Email: claire.jones@cheshirewestandchester.gov.uk

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		158,817	5	5	0	0	0	5	4	0	0	1	0	0
Archives & LS		470,616	6	6	0	0	0	6	6	0	0	0	0	0
CRTA		84,000	3	3	0	0	0	3	3	0	0	0	0	0
Emergency Plang		302,522	8	7	1	0	0	5	4	1	0	0	3	3
Farms Estate Man		225,938	2	2	0	0	0	9	9	0	0	0	2	0
ICT		17,840,000	23	18	5	0	0	4	4	0	0	0	1	1
Libraries SS		330,836	9	9	0	0	0	11*	10	0	0	0	0	0
Transactional Serv		5,5750,522	7	4	3	0	0	3	3	0	0	0	0	0

- One KPI cannot be assessed due to data availability.

INDIVUDUAL SHARED SERVICE BUSINESS PLANS

QUARTER 1 2021/22 REVIEW

	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	158,817 (annual)	158,817							
Comments		A balanced budget is forecast for the year						

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		

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					In 2020-21 the HER was subject to external audit to ensure compliance with national standards. The formal report was received from Historic England and no major issues identified. In order to maintain and enhance the utility of the Record, APAS continues to digitise discrete elements. The 'grey literature' library (reports generated by fieldwork) has now been completed and the hard copy reports dispatched to Deep Store in Winsford for storage. In the current financial year, other elements are being tackled, although total digitisation is beyond our current resources and capacity and will require corporate support (a report has been complied documenting and quantifying the issue).
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.22 and recurring at end of financial year					See below PM2.1 and 3.1

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	To advise on development by statutory undertakers and environmental management schemes.	31.3.22 and recurring at end of financial year	*(green)*				APAS continues to be heavily involved in HS2A and HS2B and has recently attended and contributed to a number of seminars designed to develop the archaeological research strategy for HS2B. APAS has also attended briefings on the latest deatailed design for HS2B and the progress of the Hybrid Bill. With regard to HS2A, APAS has commented on project designs for archaeological investigations in advance of early-stage ecological works.
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	*(green)*				APAS continues to advise on the implications of the whole range of developments in the partner authorities. In CWAC, the Northgate scheme has continued to be the major scheme with the focus moving to post-excavation assessment in 2021-22. In CEC, the preparation, implementation, and reporting with regard to programmes of archaeological mitigation on road schemes continues to be a major theme, although notable discoveries have been made on smaller developments including a site in Bunbury.

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
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	GREEN				APAS continues to push for the prompt publication of important archaeological work in the area. A report on the excavation of the Bronze Age cemetery investigated in advance of the construction of the A556 has now been published in the Archaeological Journal. A report on excavations in Chester is due to be published in September and a number of other projects continue to work their way through the post-excavation and publication process.

KEY PERFORMANCE INDICATORS (KPI)

N0	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%	BLUE				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 (despite being technically suspended due to Covid 19)	90% response within 15 days target	🟩				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 response rate within15 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 within 15 days target	🟩				Outcome has been fully achieved in this quarter.

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N0	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 within 15 days target					This outcome has been fully achieved in this first quarter.
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of April 2022					Performance statistics continue to be recorded in order to allow the timely compilation of the annual report at year end.

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

OFFICIAL

	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)	

OFFICIAL

ANNUAL PLANNED BUDGET DETAIL (2021-24)

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	CW&C Clerical	182,895	**0%**
	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	**0%**
INCOME	ITEM	£	% change from previous year
	Shared Service re-charge	-93,140	**0%**
	Joint Arrangements-Warrington	-12,250	**0%**
	Joint Arrangements-Halton	-8,309	**0%**
NET BUDGET		£	
		158,817	0%

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**
1 x FTE Grade 8	*1 x FTE Grade 8*	*0.6 x FTE Grade 8*	*0.4 x FTE Grade 8*

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	£470,616	0						
Comments									

See appendix A for the budget detail.

STAFFING

. Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Total	16.3	0	16.3	607,508	Includes 0.8 FTE externally funded temporary staff (to Nov 2021)

NB. This is for the current year (21/22) and will be updated annually

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	Fulfill the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care • 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 • Successfully re-accredited by The National Archives	Ongoing					Re-application to Archives Accreditation Scheme due by 30 Nov 2021
2	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; ensure collections are made easily accessible • Training programme for library staff in CEC and CWaC • Reopen searchroom service as Covid pandemic allows • Provide remote research, enquiry and digitisation service • Develop remote volunteer programme and restart onsite volunteer programme	Ongoing					Onsite volunteer programme restarted July 2021 Online training embedded within library staff training programme Collections improvement plan in place to direct collections management/conservation priorities (photographs, railway records, ensuring new accessions made avaialable within one month of receipt)

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 • Mid point review of National Lottery Heritage Fund project due Oct 2021 • Funding bid to be submitted Mar 2021 (decision due Summer 2022)	Spring 2026					Delivery of project contingent on securing delivery phase funding Summer 2022. This would enable the delivery phase of the project to begin in Q3 2022.
4	Work with partners to secure income for the service and improve access to collections through digitisation • Begin new digitisation programme with commercial partner, for phased launch Autumn 2022-Spring 2023 • Renew contract with existing commercial partner Oct 2021	Oct 2021, Spring 2023					Plan as it stands is to begin new digitisation Autumn 2021 (18 month programme) Contract renewed with existing partner May 2021
5	Ensuring excellence in service delivery through securing the Archives Accreditation standard • Re-application by Nov 2021	Nov 2021					Confirmation of accreditation 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
6	Continue to be innovative in extending and improving access to its services, in consultation with communities: developing online services and digital means of engagement; new events piloted and evaluated • Complete digital strategy for service to identify priorities and resources/skills requirements • Community engagement programme undertaken	Ongoing					New events piloted Summer/Autumn 2021 Extensive community engagement undertaken Spring-Autumn 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	Quality of service: rating of 9.5/10 or above in survey of visitors	9.5 (2019/20)	9.5					National survey of visitors to archives due to restart in 2021/22
2	Pass NLHF Mid Point Review		Pass					Due October 2021
3	Reaccreditation achieved	Maintained	Pass					Due early 2022
4	Levels of engagement with service	Est 2 million	2 million	0.606 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%	100%				Numbers of accessions received in 2020/21 were down 200% on a normal year. Number of accessions received in 2021/22 are expected to be higher than in an average year

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
6	Percentage of volunteers who would recommend volunteering with service to a friend	NEW	80% To be measured annually	🟩				A survey of volunteers in spring 2021 established baseline that 81% would 'strongly recommend' volunteering with the service.

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
	none			

APPROVAL

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

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

Staffing Structure

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                          ┌──────────────────────────┐
                          │ Archives and Local Studies│
                          │         Manager           │
                          │         1 FTE             │
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Archives and Local Studies Manager 1 FTE

Community Engagement Officer 0.8 FTE

Senior Archivist 1 FTE

Local Studies Adviser 1 FTE

Archivists 2.7 FTE

Conservators 2 FTE

Archive Operations Officer 1 FTE

Archivist (Customer Services) 0.8 FTE

Local Studies Librarian 0.8 FTE

Archives Assistants 3.6 FTE

Digital Services Officer 1 FTE

Research and Collections Access Officer 0.6 FTE

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	**£225,938**	£162,720	-£63,218						
Comments	CWAC Budget £97,975 (same as 20/21) CEBC budget £127,963	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			Cheshire Farms Shared Service Salary Budget - £211,252 East Budget £113,277 (Forecast £62,623) West Budget £ 97,975 (Forecast £97,975)
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 Reporting / Good Financial management		Monthly reporting	🟩				ERP system to be implemented
2	Completion of Management Policy Review	**New**	Completion	🟩				Joint Member Working Group in place. Target completion date mid October.
3	Value of property identified for and/or marketed for disposal.	£1.585m	To be agreed	🟩				Shotwick Park disposal approved.
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.	🟩				£310,000 completed sales £542,750 agreed STC £725,000 identified for sale in year
8	Planning potential investigations	All disposals	All disposals	🟩				
9	Contribution to the delivery of the Councils carbon management plan	One site identiifed	Contribute to ongoing evaluations & project adoption.	🟩				Peatland restoration project being implemented and Carbon Land Use Assessment collaboration ongoing.

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				
5	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9				

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	01/09/2021
Client Manager CEC	Andy Kehoe	Head of Estates	
Client Manager CW&C	Andrew Playfer	Senior Manager – Asset Management and Development	
Head of Service/Director	**Andy Kehoe**	**Head Of Estates**	

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	R1000 – Salaries Costs	211,252	+.04%
	R3400 - Vehicle Allowances	2,510	0
	R4000 – Equipment & Furniture	2,494	0
	R4300 – Office Expenses	1,250	0
	R4520 – Communications & Computing	1,000	0
	R4701 – Grants & Subscriptions	4,590	0
	R4400 – Supplies & Services	2,842	0
	Total Costs	225,938	
INCOME	ITEM	£	0 % 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		£225,938	+0.04 % change from previous year

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 annualy and via quartely 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	84,000	0						
Comments	21/22 Budget is to be agreed with in Feb 2021. All future budgets will be determined on a yearly basis. CRTA has NPO funding from Arts council until March 2022. An extension year funding bid for 22-23 is being sent to ACE in Sept 21. NPO funding bid and detailed planning for 23-25 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					Financial mangment, activty planning and community support is being ammended and actioned as we progress through this quarter and respond to the ever changing landscape. 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 buisness planing 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 communites in Cheshire.	31/03/22					Live events have been programmed and some have taken place from August-Dec 21 As we reopen our veneus 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 audinces again. We will work with artists and companies to ensure there is confidence in touring work again into rural communties.
3	Bid to Arts Council England for National Portfolio core funding for 2022-2025						An extention year bid is to be submitted in Sept for funding for 22/23. The NPO bid will go in later this year or early next year (exact dates for submission tbc by ACE) 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.							Finances are monitored and reported. A review meeting with the CWAC finance officer at CWAC is due to take place in Sept. CRTA finances are monitored and reported on quarterly for Arts Council England , CWAC finance admin and for shared services.
1.2	CRTA is able to programme quality , diverse and engaging artistic activity during the year.							Work is progammed for August-Decmeber PPlanning for Spring/Summer 22 is also underway 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 engagment activity that we trialled and learn from during the closure of our live events in 2020/21.

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 as they wish. If we have spare venue capacity we will also look at engaging new venues/volunteer promoters.							We have been working with our promtoers to support them to open up venues and begin showing live events. This is a gradual process with some veneus needing more time before they open. Suport to promoters is bespoke depending on their needs. 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 apprach 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
	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)	
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

Further budgets will be added anually. A 3 year indiciative 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	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	303,716	302,522	-1,194						
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
	7	3	4	£355,901	Staffing at end of Q1 is 6 FTE with one officer on long term sickness absence. Full capacity returns in late September.
Total	7	3	4	£355,901	

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	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2022	GREEN				Training continues to take place virtually for those managers who need refreshers, or are new to rota.
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	AMBER				• PSR (Pipelines) area specific and generic plan reviews are outside timescales - work continues to resolve. • 4 COMAH off-site plan reviews are overdue due to C-19 impacts; work continues to resolve and HSE are content with progress. • All other COMAH, REPPIR and PSR plans were within agreed ONR & HSE timescales as at end of Q1.
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	GREEN				On target.
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2022	GREEN				Chester CT Project – ongoing post-completion issues being worked on; Community Resilience work continues post flooding (Jan 2021) – several TPCs interested in developing Community Emergency Plans.

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	Increase levels of emergency preparedness across both authorities generally.	31/03/2022					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 and other priority work-streams.
6	Undertake and particpate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CWAC and CE.	31/03/2022					Continuing to take work forward linked to the multi-agency and Council (CWaC) debriefs for January 2021 floods.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/2022					CRF Management Group continues to monitor and implement work, training and exercise programmes to ensure High Risk hazards are mitigated and planned for. Staffing resources for CRF being discussed to provide additional capacity.
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					The main objective this year is embedding the use of Resilience Direct mapping within 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	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	99%				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.	96%	100%	96%				Training continues to take place virtually for those managers who need refreshers, or are new to rota.
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.	88.8%	100%	91%				
4	Statutory plans and exercises delivered within agreed timescales	76%	100%	88%				See narrative above – improved situation from Q4 in 2020-21.
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%				Between 01/04/2021 and 30/06/2021 the Service has responded to 6 incidents (CWAC: 4; CE: 2) including 2 Major Incidents and 2 Major Incident Standbys. The Major Incident for the C-19 pandemic impacting both Council areas, as well as a roof collapse at Northwich Rail Station, and closures of the M6. The Service continues to provide a high level of support and advice to both Councils' pandemic 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	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				
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	9				• HSE (regulatory body) were updated at start of pandemic regards impacts on statutory plans and exercises, and suggested way forward. • Further update regards mitigating actions to be taken were issued to HSE during Q1 (2021-22) as an increased number of plans and exercises were out of timescales due to the pandemic. • Situation is improving.

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 involvement in the C-19 pandemic has continued to have a significant impact on the team's capacity to deliver the agreed objectives in the business plan for 2021-2. This is likely to continue and the Team Manager will prioritise 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. The Team Manager is also (a) seeking growth in 2021-22 to provide additional capacity and resilience for the Service, and (b) has made the HSE (regulatory body) aware of our plan to bring statutory plans and exercises back within agreed timescales.
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	
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	01 April 2020	Ongoing	See risk narrative above; improving situation.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Senior Manager – Emergency Planning	07/09/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	07/09/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	355,901	4.1%
	Training	3,178	-47.2%
	Transport	11,884	-10.8%
	Supplies & Services	24,450	0%
	3rd party agency costs for exercises	20,000	0%
	Accomodation - Cheshire East only	6,425	0%
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPPIR Charge	-98,122	4.3%
	Reimbursements for 3rd party agency costs	-20,000	0%
NET BUDGET		£	% change from previous year
		303,716	2.4%

Staffing Structure

Cheshire West and Chester

JOINT CHESHIRE EMERGENCY PLANNING TEAM

Cheshire East Council

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┌─────────────────────────────────────┐
│      SENIOR MANAGER (1 FTE)          │
│              G13                     │
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┌──────────────────────────────┐      ┌──────────────────────────────────┐
│ LEAD EMERGENCY PLANNING        │      │ LEAD EMERGENCY PLANNING OFFICER:   │
│ OFFICER: TRAINING & EXERCISING │      │ PLANNING & PREPAREDNESS (1 FTE)    │
│ (1 FTE)                        │      │                                    │
│ G10                            │      │ G10                                │
└──────────────────────────────┘      └──────────────────────────────────┘
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┌───────────────────────────────────────────────────────────────────────┐
│             EMERGENCY PLANNING OFFICER (2 FTE)                          │
│                          G8                                             │
└───────────────────────────────────────────────────────────────────────┘
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┌───────────────────────────────────────────────────────────────────────┐
│          PLANNING AND EXERCISING OFFICER (2 FTE)                        │
│                          G6                                             │
└───────────────────────────────────────────────────────────────────────┘
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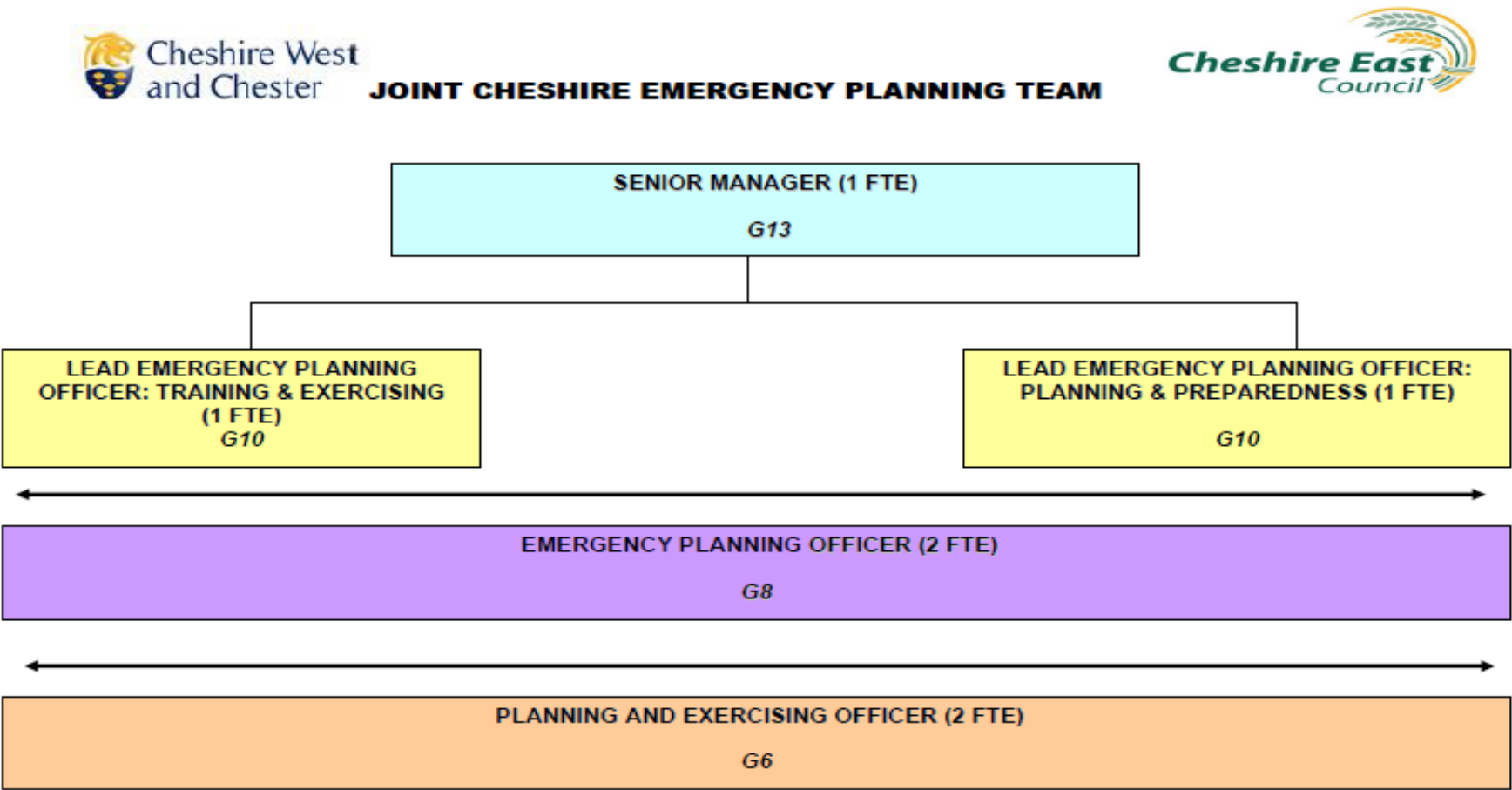
(07/09/2021)

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

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 be a need for further work to understand any changes in demand and the subsequent impact on the budget and capacity/resourcing.

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	£17.35m – net to nil	£0.49m	£0.49m overspend						
Comments		The forecast outturn for 2021-22 is based on 75,000 hours of commissioned projects. Should this not be achieved there will be an increase in the forecasted overspend position. Further clarity is still required on the premise's costs and on the expected school's income.							

		Pay award pressures have not yet adjusted for the latest position on the 21-22 pay award. Additional pressure may come from the B4B project. Currently the two councils have allocated provision to cover the pressures in both shared services for a delayed go live 2 to October 2021.			

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 inc Fixed and Secondments
Fixed Term Contract	18.40	18.40	-		
Secondment*	10.61	10.61	-		
Agency	54.00	54.00	-	3,678,824	Total Agency Staffing
Total	205.30	205.30		11,938,965	

*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 an unrecoverable in this instance.

A Staffing Structure is in appendix 2.

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	**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 (SIP) to drive continuous improvement in operations	31/03/2022	GREEN				Revised SIP for 21/22 in place and agreed with both Councils. Themes listed below. 1. Produce a fully costed and prioritised SIP. 2. Self-Serve and Self-Help implementation and communications plan. 3. Renewed approach to Agile commissioning and management of projects. 4. Improved Reporting and dashboards 5. Self-service password reset facility 6. AI/Chatbot responses embedded within Halo. 7. Create a customer experience focus group 8. Customer Satisfaction Survey 9. Review effectiveness of performance reporting, produce lessons learnt and produce updated SIP for 2022-23
2	Customer Satisfaction Survey	31/10/2021	GREEN				Not applicable for Q1. Will be run in October
3	Implement changes to Performance Management Framework (PMF)	31/03/2022	GREEN				Revised PMF in place. A review will be scheduled for September for some metrics where targets had been reduced at the beginning of the year
4	Implementing the recommendations of the shared services strategic review	Tbd	GREEN				Further due diligence on the review recommendations.

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	**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 initiatives driving cultural and operational change		🟩				There is a current focus on the development of Product Management, Agile (to cover both business as usual and change delivery) and Value Proposition work which consolidates and supercedes the initial five initiatives we had last year.
2	Support Champion Networks in both Councils – to improve staff engagement,innovation and visibility	31/03/2022	🟩				Continued high level of engagement across the Service – Brighter Future Champions Network, Bright Sparks, Workplace Recovery and Transformation. Content shared with Technical champions in CWaC.
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	🟩				Not applicable for Q1
4	Undertake roadshows and workshops in both Councils – to improve visibility and awareness of ICT across the Councils	31/03/2022	🟩				Regular bitesize sessions scheduled monthly and advertised on Centranet. Weekly sessions for Bright Sparks. Specific training/drop in sessions arranged and successfully delivered for major change activity, e.g. InTune, MFA, Teams PBX Telephony. Content shared with Technical champions in CWaC.

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 strong relationships with both Councils their ICT Client teams and the wider business		🟩				Monthly JSIB, JBDA, JSB, service and change delivery reviews with client teams. BRMs also work closely with client team in relation to major service change and service escalations.
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2022	🟩				Monitored by ELT and SMT – 2021-22 PDR objective setting. Scheduling of mid-year conversations.
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	🟩				Business cases drafted reflecting on the work achieved through Evolution and ongoing Essential Replacement programmes. Additional items identified for Security and Compliance (feedback from external MTI review and AON external cyber insurance work) and Technical Debt (any legacy applications or infrastructure that would benefit the shared service from being switched off but that has information management requirements for each council). Application Lifecycle Management embedded within Directorate Procurement roadmaps to reflect a consolidated commissioning model for all line of business systems.
2	Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work	30/06/2021	🟧				Technical Debt register reviewed and where appropriate used to inform business case development. Further work underway to identify what can be decommissioned.

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	Deliver Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2022	GREEN				Progress as planned. Key focus on core Network and Data Centre Services.
4	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2022	AMBER				A sharing agenda is proving difficult for both Councils, this was highlighted in the recent Shared Services Review. Core infrastructure components for the Councils continue to be shared.
5	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2022	GREEN				Working with Microsoft (M365, Azure), Capita (Networks), Gartner/Infotech (Bsuiness/Technical/Architecture Assurance) and Apptio (Cost Transparency and Business Management), further opportunities being explored. Working with Health colleagues and assessing implications of latest Health and Social Care integration legislation (ICS/ICP) and proposed technical architecture.

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					Governance and regular reporting in place. JSB has agreed to review governance model following Shared Service review feedback.
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					Governance and regular reporting in place for managing the design process. Adherence to strategic principles are difficult to ensure at a technical level if there is no alignment of bsuiness reuirements or business appetite to share.
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					Interim Business Management function established with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services. Regular monthly reporting to JSB.
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2022					This is a mature process within the ICT Shared Service. The transition of Business World is being incorporated within the technical change process.

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	**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	Tbd					Good progress made around the service information, utilisation, cost transparency, demand, contracts and resourcing. Work on the tranistion to a new model will continue in 21/22 subject to the recommendations from the Shared Service Review.
2	Agree a new ICT Service Product Catalogue	Tbd					Having taken advice from Gartner and discussions with Cornwall Council we are focussing our attention on developing Value Propositions. A Value Proposition (VP) is the description of a Service and its associated Products, that are offered by ICT Services, to meet current known and future business needs in both a 'Business As Usual' and 'Change' related context. A Value Proposition also provides the following detail: - The Business Outcomes that will be supported - The Resources and Tools required to deliver the VP - The full cost of delivering the VP - Associated KPI's to confirm performance expectations

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	Recruitment of/New staffing structure for ICT Services	Tbd					This has been deferred several times because of the uncertainity over the required target operating structure to meet Council requirements and the associated funding, and due more recently the C.Co Shared Services Review. 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. Targetted Recruitment areas include Hosting, Server and Networks.
4	Regular Financial reporting through JSB	01/04/2021					Regular monthly reports to JSB covering: • Annual Budgeted position • Monthly Actuals • Forecast Outturn for 2021-22 • Commissioning tracker • Staffing • 3rd Party Growth Pressures • Budget Risks & Issue

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%	Not run in Q1				Not run in Q1
2	Delivery of projects to time, cost and quality milestones	78.9% (97/123)	75%	95.5%				21 out of 22 projects passed each of the three milestones during Q1.
3	Customer Satisfaction (Project Delivery)	96.8%	70%	NA				Not Applicable for 21/22. This is now included in 2 above as the quality element of Delivery of Projects, as of 1/4/21.
4	Availability of basket of critical systems and services	99.8%	99.0%	99.5%				

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
2	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.	12				Further revision of service levels under Performance Management Framework Develop user self-service knowledge base and self service requests. Further development of the Product Catalogue. Further develop monitoring processes and information flows. Refine reporting structures. 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 was achieved under the Evolution Programme. A detailed list of projects to address and refresh technologies has been included in the latest High-Level Business Cases.

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Service is forecasting an overspend position of £494K in Q1	01/04/2021		ICT is working with governance groups on budget mitigations actions including vacancy management, review of third party contracts and permanet recruitment to replace certain contractor roles. The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects. Should this not be achieved there will be an increase in the forecasted overspend position. JSB receive monthly reports on commissioned projects and will monitor closely

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

Staffing Structure

ICT Structure Oct
2020 - No Names.doc

	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	330,836	330,836	0						
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	1,019,422	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411		1.411	49,469.00	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31st March 2022.
Total			33.71	1,068,891	

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 • 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					Q1. Upgrade date set for 9th/10th October. Rigorous testing has been undertaken and amendments have been made by the supplier and in house staff. Training materials are in development and will be rolled out to staff shortly. B4B has created significant issues and increased capacity demands for library operations and LSS support has worked hard to support libraries in getting these resolved. B4B challenges are impacting accurate reporting.
2	Digital services: • Promote and develop e-lending services • work with ICT and library services to implement Peoples Network review • Support library service initiatives	Ongoing March 22					Q1. Take up on the new digital services has been strong. The team has provided support to the public on setting up access and using the services. Promotional materials have been provided to libraries, liaison with suppliers to undertake developments to the services. Provision and monitoring of statistics for usage and expenditure. Reliant on ICT for progression of PN review which has slowed owing to staffing changes in ICT Strategy.

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	Stock: • Reprocure stock contracts for public libraries and ELS	March 2022					Meetings held with procurement team. Contact made and documentation sent out to key staff in library services for review.
4	Service review: • Delivering policy options and contributing to wider Shared Services review • Ensuring service resillience	Ongoing					Liaisiing with HR and service representatives to refine prior to implementation.
5	Service Level Agreement: • Maintain and review	Ongoing					Quarterly meetings scheduled with CE and CWC representatives to ensure delivering effectively.
6	ELS Buy back • Review and implement new 3 year subscription offer	Jan 2022					Liaising with Finance lead to review pricing and ensure offer meets service delivery costs prior to launch in Qtr 4.
7	ELS library systems • Use data to demonstrate value and support advocacy • Respond to B4B impact on library systems and services	Sept 2021					Qtr 1 - Have been adding consultancy and advice information on to LMS to support value statement Data for all schools invoiced by ELS added to system and invoiced Large amount of work done to rationalise suppliers invoices.
8	ELS Virtual offer • Deliver increased training and support virtually • Further development of social media to maximise engagement with schools	Phase 1 April 2021					Qtr 1 - 3 training sessions delivered Have given schools options for support and staff meetings , now saying prefer actual visit from ELS staff. Social media engagement increased.

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
9	BookTrust initiatives • 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					Qtr 1 – service delivered and engaged with clients, reviewing new national offer.

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					Q1 KPI being exceeded at 1.1 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					Q1 KPI being met
3	ILU - Search for item, place request and respond to library within 5 working days	5 days	5 days					Q1 KPI being met

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	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%	GREEN				Q1 KPI being met
4	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion	GREEN				Q1 Routes are flexible and are adjusted to meet the changing requirements of libraries as services have increased hours following pandemic closures
5	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	GREEN				Q1 - Currently still 274 schools 57500 items collated and delivered to schools in April, May and June. Advisory and consultancy in person or virtually. Teachers/librarians may visit site to select with appointment .CE primary schools and CWC primary and secondaries resubscribing via EQWIp and CHESS.
7	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children	GREEN				Detailed data return delayed due to sickness absence.
8	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 270 resources)	GREEN				Detailed data return delayed due to sickness absence.

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
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%	🟩				Detailed data return delayed due to sickness absence.
10	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members *2019/20 figures	2% increase on previous year	Unknown				Detailed data return delayed due to sickness absence.
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%	🟩				Detailed data return delayed due to sickness absence.

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

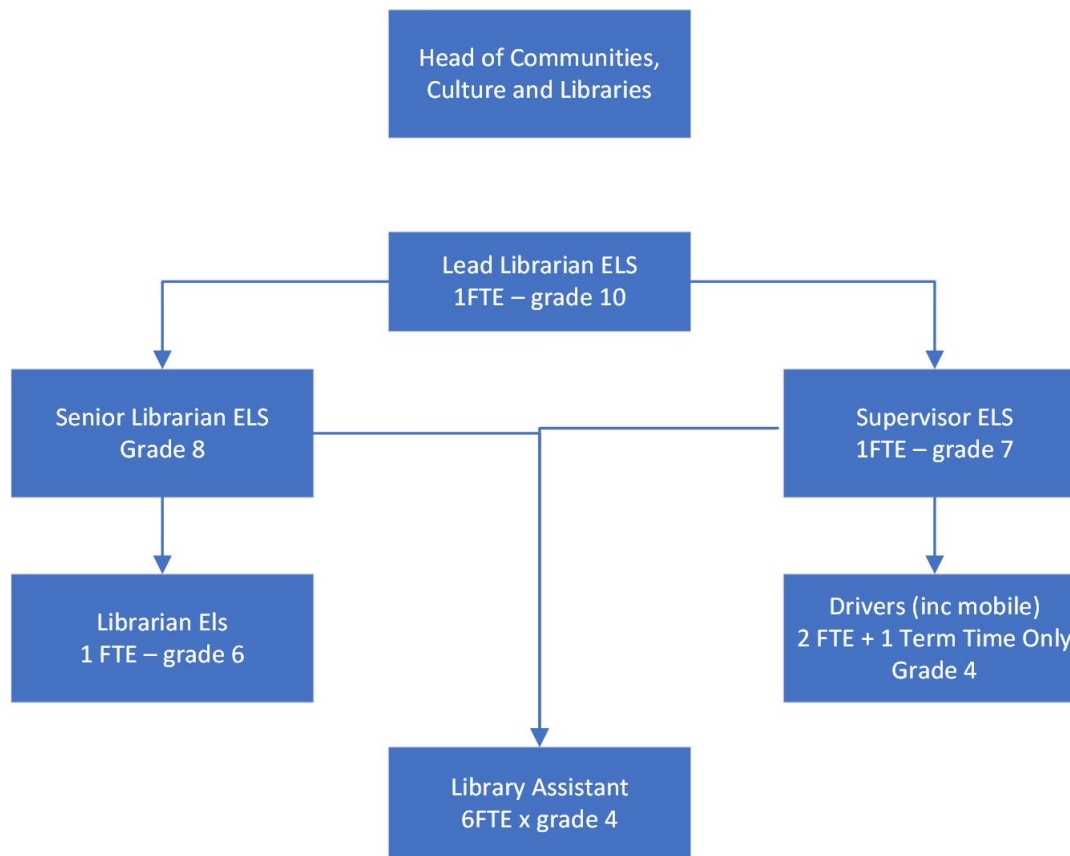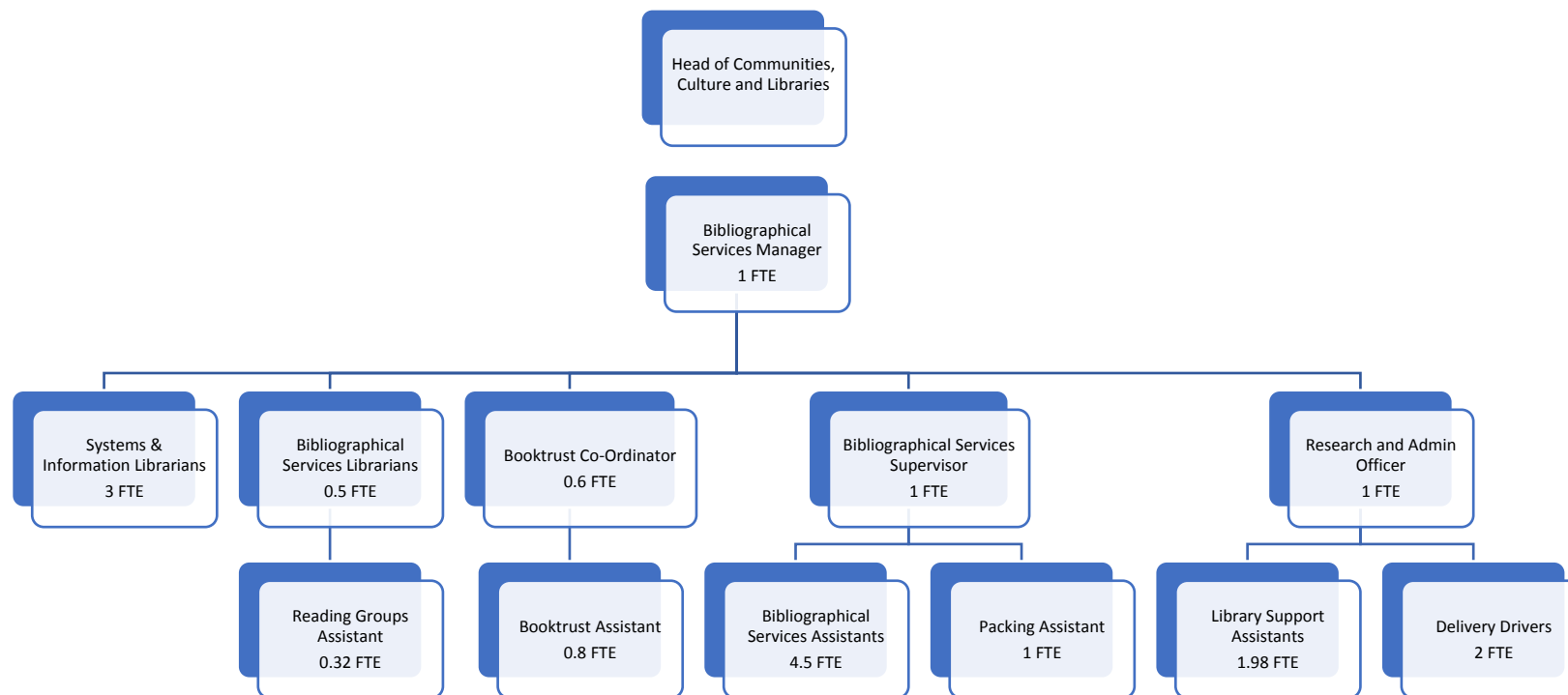| Approval	Name	Job title	Date Agreed
Service Manager	Lexa Farthing & Ann Cowsill	Bibliographical Services Manager & Lead Librarian ELS	6 Sept 21
Client Manager CEC	Joanne Shannon	Library Services Manager	Sent 6 Sept 21
Client Manager CW&C	Rachel Foster	Head of Communities, Culture & Libraries	6 Sept 21
Head of Service/Director	Rachel Foster	Head of Communities, Culture & Libraries	6 Sept 21

Budget Detail

EXPENDITURE	ITEM			Total 21/22 £	% change from previous year

Inner table:

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
LSS	Direct Employee Exps	586,562	0%
	Premises	65,226	0%
	Transport	30,583	0%
	Supplies and Services	78,505	-19%
		760,876	
ELS	Direct Employee Exps	482,329	0%
	Premises	68,364	0%
	Transport	30,800	0%
	Supplies and Services	319,839	-9%
	Indirect Employee Exps	1,500	0%
		902,832	

Gross Costs					

INCOME	ITEM					£	% change from previous year
	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	0%			
			-397,814				
	ELS	General Fees + Charges	-100	0%			
		General Sales	-78	0%			
		Joint Arrangements	-165,250	0%			
		School Recharges	-769,630	5%			
			-935,058				

NET BUDGET		£	% change from previous year
		330,836	-11%

Staffing Structure

```
                          ┌─────────────────────────┐
                          │ Head of Communities,    │
                          │ Culture and Libraries   │
                          └─────────────────────────┘

                          ┌─────────────────────────┐
                          │ Lead Librarian ELS      │
                          │ 1FTE – grade 10         │
                          └─────────────────────────┘

  ┌─────────────────────────┐                    ┌─────────────────────────┐
  │ Senior Librarian ELS    │                    │ Supervisor ELS          │
  │ Grade 8                 │                    │ 1FTE – grade 7          │
  └─────────────────────────┘                    └─────────────────────────┘

  ┌─────────────────────────┐                    ┌─────────────────────────┐
  │ Librarian Els           │                    │ Drivers (inc mobile)    │
  │ 1 FTE – grade 6         │                    │ 2 FTE + 1 Term Time Only│
  └─────────────────────────┘                    │ Grade 4                 │
                                                  └─────────────────────────┘

                          ┌─────────────────────────┐
                          │ Library Assistant       │
                          │ 6FTE x grade 4          │
                          └─────────────────────────┘
```

```
Head of Communities,
Culture and Libraries
```

```
Bibliographical
Services Manager
1 FTE
```

```
Systems &
Information Librarians
3 FTE
```

```
Bibliographical
Services Librarians
0.5 FTE
```

```
Booktrust Co-Ordinator
0.6 FTE
```

```
Bibliographical Services
Supervisor
1 FTE
```

```
Research and Admin
Officer
1 FTE
```

```
Reading Groups
Assistant
0.32 FTE
```

```
Booktrust Assistant
0.8 FTE
```

```
Bibliographical
Services Assistants
4.5 FTE
```

```
Packing Assistant
1 FTE
```

```
Library Support
Assistants
1.98 FTE
```

```
Delivery Drivers
2 FTE
```

SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Heather Grove/Sandra Cunliffe

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	147,840 net 5,294,018 Gross	5,522,270	228,252 4% (gross)						
Comments		Staffing costs associated with the revised implementation date of phase 2 of the B4B programme							

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	🟧				GL2 date has moved to Autumn 2021 and the team continue to support this by freeing up as many resources as possible
2	To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP.	June 2021	🟧				As the GL2 date has moved this will now be undertaken in Q4
3	To maintain and manage an efficient and effective shared service delivering key financial services	March 2022	🟩				On target
4	To undertake a review of Transactional Services Service Offer in line with new functionality of UNIT4 ERP	31 January 2022	🟩				To be picked up following GL2 and coinciding with the outcome of the shared service review
5	To analyse the reduction in demand on services following the implementation of UNIT4 ERP	December 2021	🟩				To be picked up following GL2 and the outcome of the shared service review
6	To lead on the implementation of a Cashless/Paperless strategy phasing out the use of cash/paper	March 2022 (phase 1)	🟩				On target
7	To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP	June 2021	🟧				Full service review will be implemented following GL2

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 – 95.34% CW&C – 97.36%	90%	🟩				Q1 position CE - 94.34% CW&C – 95.83%
2	Delivery of efficient and effective recruitment processes	CE – 98.55% CW&C – 99.25%	85%	🟩				Q1 position CE - 100% CW&C – 100%
3	Delivery of effective payroll system and service	CE – 99.84% CW&C – 99.92%	99%	🟩				Q1 position CE – 99.89% CW&C – 99.78%

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
17	UNIT4 ERP go live 2 (HRP)	🟧				GL2 now delayed to Autumn 21

ISSUES SUMMARY

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

OFFICIAL

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	08/09/2021
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	
Client Manager CW&C	Sandra Cunliffe	Transactional Service Manager (QIT&D)	08/09/2021
Head of Service/Director	Debbie Hall	Director of Finance	

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

```
┌─────────────────────────────┐
│  TSC Quality Improvement    │
│  Development Manager        │
│  1 x Grade 13               │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│  TSC Team Leader (QID)      │
│  1 x Grade 10               │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│  TSC Supervisor (QID)       │
│  1 x Grade 8                │
│  TSC Client/Solutions Officer│
│  5 x Grade 7                │
│  TSC Administrator          │
│  2 x Grade 5                │
└─────────────────────────────┘
```
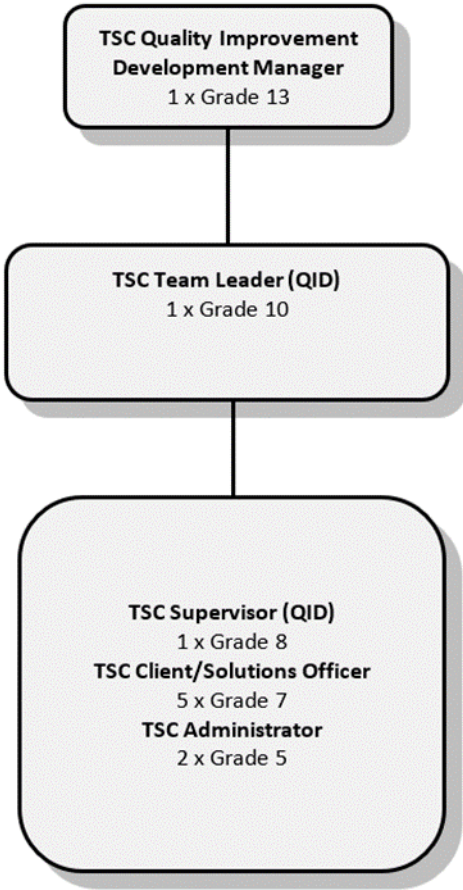
Recruitment & Pay As Is Structure

Recruitment & Pay Manager
1 x Grade 13

Team Leader
1 x Grade 10
(Officers)

Team Leader
1 x Grade 10
Schools & Academies

Team Leader
1 x Grade 10
(External & Other Services)

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8

Supervisor
1 x Grade 8

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

TSC Accounting Officer (Statutory)
4 x Grade 7

Payroll Administrator
5 x Grade 5

Payroll Administrator
5 x Grade 5

Payroll Administrator
6 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Pensions)

TSC Accounting Admin -1 x Grade 4

Data Support Officer
1 x Grade 7

TSC Support
1 x Grade 3

TSC Support
1 x Grade 3

Payroll Administrator
2 x Grade 5
(Academies)

Payroll Administrator
5 x Grade 5
(Academies)

Payroll Administrator
4 x Grade 5
(Absence)

Sourcing Administrator
4 x Grade 4

Payroll Administrator
1.5 x Grade 5

```
┌─────────────────────────────┐
│  Finance Billing and Debt   │
│          Manager            │
│        1 x Grade 13         │
└─────────────────────────────┘

      ┌───────────────────────┐
      │  Payment and Income   │
      │     Team Leader       │
      │     2 x Grade 10      │
      └───────────────────────┘

┌─────────────────────┐          ┌─────────────────────┐
│   P & I Supervisor  │          │   P & I Supervisor  │
│     3 x Grade 8     │          │     3 x Grade 8     │
└─────────────────────┘          └─────────────────────┘

┌─────────────────────┐   ┌───────────────────────────────────┐
│ Payments & Income   │   │  Payments & Income Administrator  │
│   Administrators    │   │            4 x Grade 5            │
│   18.5 Grade 5      │   │ Payments & Income General Assistant│
└─────────────────────┘   │            20 x Grade 3           │
                          └───────────────────────────────────┘
```

```
                          Governance & Support
                                Manager

                                  G13


ICT Technical Lead    Finance Functional    Finance Development        HRP Functional Support    HRP Development
                          Support               Support                                              Support

                            G10                   G10                          G10                     G10
```

ICT Technical Support

Fianance Support Officer

G8

Finance Support Officer

G8

HRP Support Officer

G8

HRP Support Officer

G8

Agenda Item 6

Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting:	24th September 2021
Report Title:	Shared Service Review Update Report.
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 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 progress and contents of the report.
    ii)   Note the emerging direction of travel for ICT
    iii) Note the latest findings for Transactional Services
    iv) Support a period of detailed understanding and assurance on the recommended model for ICT Services outlined in section 6 below.

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.

3.2 A Review of the arrangements between the two councils is being undertaken. This report brings members of the committee up to date on developments.

4   Background

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4.1 A number of shared services where established following Local Government Reorganisation in 2009 when Cheshire East Council and Cheshire West and Chester Council were formed.

4.2 Currently there are eight formal shared services, all underpinned by formal legal agreements (six Cheshire West And Chester (CWC) -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 March and October 2021. The review will take place in three phases:

Phase 1: ICT Shared Services – in depth review
Phase 2: Transactional Services – in depth review
Phase 3: Wider Shared Services (remaining six shared services)

Each service review will provide:

- Clarity on how all the shared services align to the strategic objectives for both councils.
- The 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 Services 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

Phase 1: ICT Shared Services (in depth review)

6.1   The Review has acknowledged the progress and the improvements across ICT over the last few years, including the successful delivery of the Evolution Programme which has modernised the Councils infrastructure and enabled new ways of working. The challenge, to be addressed by the review, however, is identifying how the ICT services

can continue to be delivered in the long term, given the changing operating environment.

6.2   Previous reviews of ICT have helped to inform a proposed future model. For example, in 2017/18 a comprehensive review recommended strengthened client functions and moving to a hybrid ICT Shared Service following the completion of the Evolution programme.

6.3   There are a number of key findings from the shared service review.

6.4   Both Councils have their own priorities and plans to meet the needs of their boroughs. These priorities, initiatives, organisational cultures, and transformation agendas are not always aligned in scope, time or approach as they are intrinsic to each council. Full alignment would be a significant task and would have major implications for each council, going far beyond ICT considerations. The costs of doing this would likely far exceed the benefits.

6.5   The committed business strategies within each Council, such as estates, flexible working, information governance, digital amongst others, are not aligned. In addition, business requirements for systems vary due to different business processes and service designs in each council. This reduces the opportunity for joint procurements, common solutions and further economies of scale within the ICT shared service.

6.6   The strengthened client teams in each Council determine the technologies to meet their Council's needs in partnership with ICT Shared Services however there is very little alignment between the two Councils as the business processes and requirements differ.

6.7   The ICT market is moving rapidly towards software as a service and away from more traditional on-premises hosting. This makes the case for a shared service in its current form less compelling. Economies of scale are increasingly being delivered by system vendors supporting multiple organisations rather than local support teams supporting a range of organisations.

6.8   These issues appear to have financial consequences. Through benchmarking, the costs associated with ICT client and delivery services appear to be higher than comparators in local government. This is linked to multiple factors such as having separate client teams, higher levels of contractor staffing, unpredictable demands, different business requirements and strategic directions. However, the caveat is that there are no other ICT shared services in local government of the size and scale of Cheshire's.

6.9   The issues outlined above are not unique to Cheshire East and Cheshire West and Chester Councils. This is evident across the sector and there are fewer shared ICT functions that are currently operating.

6.10 The shared services governance arrangements are predicated on a level of joint working beyond what exists.

6.11 The review has outlined a recommended model for the long term based on the findings and in line with trends and leading practice across local government.

6.12 A number of alternative models were also explored but have been determined not appropriate at this time such as:
- A fully Shared Service which would require the alignment of the Councils business strategies and strategic governance,
- Full separation of the Shared Service
- Creating a Company or Alternative Service Delivery Vehicle
- Outsourcing.

6.13 The model recommended by C.Co is focussed around a hybrid shared service. This means sharing more standardised functions such as network and infrastructure but aligning other ICT functions which are more business focused more closely to each of the two councils.

6.14 The model would require investment to achieve benefits and savings and would be a significant change to the current shared service model.

6.15 Given this context, further detail and technical assurance would be required to fully understand the impacts, the delivery plan, the costs and the benefits of moving to the recommended model.

6.16 It is recommended that this is again carried collaboratively by both Councils with the assistance of an external partner. This will ensure there is the right level of independence and specialist advice to provide robust recommendations. A specification for this further work will be established if Members approve this recommendation. Findings and conclusions will be reported back to a future Shared Services Joint Committee at the earliest opportunity.

6.17 The costs for this further detailed understanding of the recommended model are not expected to exceed the total costs of this first wider shared services review.

Phase 2: Transactional Services (in depth review)

6.18 The Transactional Services review is underway and has acknowledged the focus and ongoing efforts of the service in supporting the introduction of Best for Business programme.

6.19 As with the ICT Review, the same approach, criteria, use of benchmarking and best practice is being followed.

6.20 The review is not yet complete but early insights are suggesting there are opportunities to further optimise the service and improve efficiencies. Given where the Councils are

with the implementation of Unit 4 ERP, the current extent of shared service model cannot feasibly be changed.

6.21   Financial Procedure Rules which influence the activity of Transactional Services are consistent which indicates an overall strategic alignment. The inconsistencies, however, are in operational elements which contribute to the fact that not all processes are consistent.

6.22   There are also potential opportunities for reduction in demand and application of further consistency that are being explored. The review is exploring elements such as:

- o   Payment Mechanisms and shared liabilities
- o   Demand management including, how non-compliance and failure demand can be reduced
- o   Benefits of further standardisation of processes
- o   The capabilities and benefits Unit 4 ERP will bring to the service.

6.23   Due to the service being part way through the transition to Unit 4 ERP there have been a number of challenges which C.co and the service are working through to try to give a more accurate understanding of future capabilities, processes and underpinning data to assist in the benchmarking position.

6.24   At this stage of the review the best option for Transactional Services would appear to be to optimise the current service first and to aspire to achieving better value and a leading service following the full implementation of Unit 4 ERP.

Phase 3: Wider Shared Services (Remaining Six Shared Services)

6.25   For the remaining six shared services, initial engagements have taken place and the review will be gathering pace over the next few weeks following the Transactional Services report.

6.26   These reviews are desk-based due to the lower cost and scale of the remaining six shared services.

6.27   The reviews will consider improvements, their fit in line with the Councils directions and governance.

7.   Next Steps

7.1   The next steps of the review are to:

- -   Refine and agree the benchmarking for Transactional Services.
- -   Define the recommended model for Transactional Services
- -   Commence fully the wider shared service reviews.
- -   Commission a detailed understanding and assurance on the recommended model for ICT Services

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 way 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.

8.2.3   The costs associated to further detail on the recommended model for ICT Services will be explored subject to agreement from the committee.

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. Communications and engagement with staff affected and the recognised Trade Unions will continue.

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 CWC, 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

Name: Peter Lloyd
Job Title: Head of Transformation and Technology
Email: peter.lloyd@cheshirewestandchester.gov.uk

Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 24 September 2021

Report of: Jane Burns, Executive Director Corporate Services, 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 formally circulate the update report provided to the informal Shared Services Joint Committee on 23 July 2021, and 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 last formal meeting of this committee in June 2021.

2.0 Decisions Requested

That Members:

2.1 Note and approve the contents of the report previously shared with the informal Shared Services Joint Committee on 23 July 2021 (at Appendix A to this report); and

2.2 Agree the update on delivery of the implementation plan for the remaining programme.

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 have received reports during 2021, on 19 February, 11 June and 23 July (the latter being held as an informal Committee).

4.5 This report seeks formal approval of the full report previously discussed at the informal Committee on 23 July, and 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.

5.0 Programme Update

Previous report to informal Committee

5.1 The report presented to the informal Shared Services Joint Committee on 23 July is attached at Appendix A to this report.

Programme Plan – HR and Payroll "Go Live"

5.2 The report at Appendix A contains a comprehensive programme plan update. Key programme delivery highlights in the period since the last informal Shared Services Joint Committee are as follows:

User Acceptance Testing

5.3 User acceptance testing (UAT) is the process of ensuring system functionality is operating as expected. User Acceptance Testing delivery timeline has been extended consciously by around a week, to allow dynamic reallocation of resources to other priority areas of programme delivery. Target completion date of 1 October remains well within the agreed contingency window. Daily reporting takes place and demonstrates progress at a functional level (e.g. HR and Payroll, Finance, Interfaces, etc), at a process level (e.g. starters, expenses, payroll proposal, etc) and at an individual test level. Main focus is on identification and resolution of defects which allow any tests "blocked" by any such defects to be resolved.

Payroll Parallel Run

5.4 Payroll parallel run (PPR) is the process of ensuring calculation of payroll results is sufficiently accurate. At the time of reporting, Payroll Parallel Run delivery is behind schedule and is targeting a mid-October completion date. Activity is being managed closely on a day-by-day basis. Some payrolls (Pension Fund, Academies and Externals) have completed the first round of reconciliation and have moved on to a second month of transactional activity for testing, while others (Cheshire East, Cheshire West and Chester, Council-owned companies) are working towards completion of the reconciliation of the first month of payroll outputs. The reconciliation process is focussed on identifying and fixing the most significant differences between Oracle and Unit4 ERP in the first instance, maximising the new solution's ability to pay employees within agree accuracy tolerances.

Data Migration

5.5   Data migration testing is the process of ensuring the mechanisms for transferring live data from Oracle to Unit4 ERP are sufficiently accurate. In the attached report, it is noted that a full "dress rehearsal" data migration exercise was underway. This exercise has concluded very successfully, with high rates of accuracy being reported. A further test data migration run is being undertaken, allowing confirmation that required fixes arising from the full dress rehearsal have been applied to the process prior to the live data migration as part of go live.

Programme Plan

5.6   Key milestone dates in the period between now and go-live are:

Event	Date
Cut off for data changes to Oracle prior to go live	1 October 2021
User Acceptance Testing completion	1 October 2021
Payroll Parallel Run completion	13 October 2021
Decision to commence "cutover" from Oracle to Unit4 ERP	14 October 2021
Unit4 ERP system taken down for end users	14 October 2021
Unit4 ERP system made available to Programme to validate changes	24 October 2021
Completion of Council readiness review and confidence tests	26 October 2021
Decision to release Unit4 ERP to payroll team	26 October 2021
Wider release of solution to end users	1 November 2021

Training and Communications

5.7   Change champions have been identified to support multiple areas of the Councils, schools and partners. These individuals will begin their pre go-live training in mid September. This includes identification of change champions who will each support specific clusters of schools.

5.8   Online training courses for the majority of users will be available by late September, allowing self-service training to take place throughout October in readiness of the solution go live date. Virtual "classroom" training for staff whose roles involve continual use of Unit4 ERP will also take place in October.

5.9   The programme team are engaging with managers and staff across multiple areas of the Councils, schools and partners to ensure the step-by-step processes and deadlines for "cutover" from Oracle to Unit4 ERP are understood.

Next report

5.10 A full update report will be provided to the next meeting of the Shared Service Joint Committee.

6.0 Wards affected

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

7.0 Policy implications

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

8.0 Financial Implications

8.1   The budget implications of the programme are as set out in the attached report as reported to the July informal Committee. The budget impact of the confirmed timeline outlined at paragraph 5.6 above is being kept under continual review, with both Councils ensuring sufficient funding is in place to deliver the remainder of the programme.

9.0 Legal Implications

9.1   The legal implications are as set out in the attached report as reported to the July informal Committee.

10.0   Risk management

10.1 The main risks to the delivery of the programme are as set out in the attached report as reported to the July informal Committee.

11.0   Access to Information

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

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Background Documents:

Documents are available for inspection at:

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or:

Cheshire West & Chester Democratic Services
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Chester,
CH1 2NP

APPENDIX A

Previous Best4Business Update Report – presented to Informal Shared Services Joint Committee on 23 July 2021

Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting:	23 July 2021
Report of:	Frank Jordan, Deputy Chief Executive, Cheshire East Council
	Mark Wynn, Chief Operating Officer, Cheshire West & Chester Council
Subject/Title:	Best4Business Update

12.0   Report Summary

12.1 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 June 2020.

12.2 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.

13.0   Decisions Requested

That Members:

13.1 Agree the current indicative position on the implementation plan and timetable for the remaining programme;

13.2 Note the reported indicative financial position of the remaining programme; and

13.3 Agree ongoing activity in relation to Member oversight and governance.

14.0   Reasons for Recommendations

14.1 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.

15.0   Report Background

15.1   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.

15.2   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.

15.3   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.

15.4   This Committee received a report on progress on 19 February 2021, was scheduled to receive a further report on 12 March 2021, prior to the cancellation of the scheduled meeting on that date, and more recently received a further progress report on 11 June 2021.

15.5   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.

16.0   Programme Update

Live Finance system

16.1   Since the last report to this Committee, the Programme Board have approved formal exit from the post go live "hypercare" phase, a period of activity where the live system was provided with a focussed set of support arrangements to ensure any significant issues arising from the implementation of the Finance elements of the system are resolved satisfactorily.

16.2   The Councils' newly established Governance & Support team continue to provide ongoing support and guidance to users of the new system, resolving routine problems, liaising with our software supplier, and providing training and guidance, while also contributing to the implementation of the remaining areas of functionality.

Programme Plan – HR and Payroll "Go Live"

16.3   Since the last report to this Committee, the programme team with our implementation partner Agilisys have continued to deliver the implementation of the remaining HR and Payroll elements of Unit4 ERP, currently still being delivered by our legacy Oracle system.

16.4   Since the last report to this Committee, the programme has focussed on three areas of system testing:

- User acceptance testing (UAT) – ensuring system functionality is operating as expected;
- Payroll parallel run (PPR) – ensuring calculation of payroll results is sufficiently accurate; and
- Data migration – ensuring the processes for transferring live data from Oracle to Unit4 ERP are sufficiently accurate.

16.5 The Councils' payroll requirements are complex, with a wide range of terms and conditions across staff employed by the Councils themselves, schools, academies and Council-owned companies, as well as members of the Cheshire Pension Fund also receiving pension payments via the Councils' payroll system. The testing team have sought to test a wide variety of processes, transactions and scenarios as part of the UAT process.

16.6 The complexity of this testing process has led to UAT completion rates being slower than forecast when planning for this phase of activity was undertaken. As a result, the programme team have begun a review of the testing approach, to determine the extent to which the time required to deliver UAT can be reduced safely, while ensuring all key processes are tested to an appropriate extent and in a risk-focussed manner. This exercise was undertaken in mid-July 2021, and a verbal update on this work will be provided to the meeting.

16.7 Several phases of data migration testing have been planned as part of the activities leading to the second go live date. The current round of data migration testing is a full "dress rehearsal" of the processes which will be undertaken as part of the "cutover" from Oracle to Unit4 ERP at the point of the second go live. At the time of reporting, this round of testing is around a week behind schedule. The causes of this delay are under investigation at present.

16.8 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.

16.9 Taking this into account, the Programme Board, on the advice of our programme management advisers Ameo, have reviewed the timeline for the implementation of the HR and Payroll components of the Unit4 ERP solution, and are proposing that it should be further extended to ensure a safe implementation, although whilst further work is being undertaken, a final recommendation has not been made.

16.10 However, at this stage Ameo have indicated that an additional two months of programme activity should be allowed for. This based on their experience of undertaking the testing at organisations of similar size and complexity to the two Councils.

16.11 This provisional additional allowance of time can be potentially reduced once completion of the review of UAT, the outcome of the current data migration testing cycle, and the resolution of data migration delays all indicate that this can be done safely and with an acceptable level of risk to the planned go live.

16.12 The potential changes to the programme milestones are summarised in the table below:

	Milestone Activity	Outcomes	Target Completion	Progress Update
8	Build and unit test of remaining HR functionality and all payroll functionality	• Build and first level of testing of all defects and changes for the remaining HR and Payroll functionality	August 2020	• Complete
9	Integrated System Test remaining HR functionality and all payroll functionality	• An end to end test of the functionality to ensure it works and no unintended or cross-functional issues are present	November 2020	• Complete
10	Data Migration activity to support HR and Payroll testing	• 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 or live cutover activity as required	Multiple rounds of testing to September 2021 (was March 2021)	• Ongoing
11	User Acceptance Test of the remaining HR functionality and all payroll functionality across both Councils	• Testing to ensure all required processes can be completed • Go live critical tests to be completed by August with further round of lower priority testing into September	September 2021 (was June 2021)	• Underway • Approach and scope being reviewed
12	Payroll Parallel Run for all payroll functionality across both Councils	• A Payroll Parallel Run is the process of comparing the results of the current Oracle payroll with the new Unit4 ERP payroll to ensure the new system is calculating payroll accurately	September 2021 (was August 2021)	• Underway with encouraging early results
13	Training and Business Change completed for remaining HR functionality and all payroll functionality	• 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	October 2021 (was August 2021)	• Preparation ongoing

	Milestone Activity	Outcomes	Target Completion	Progress Update
14	Go-Live for remaining HR functionality and all payroll functionality	• Final snapshot of data uploaded to the system and employees / system users migrated	November 2021 with first payroll run in November (was August 2021 for September payroll)	
15	"Hypercare"	• 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	December 2021 (was October 2021)	
16	Programme Closure	• 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	January 2022 (was October 2021)	

16.13 The dates indicated above have changed since the last report to this Committee, in accordance with the latest indicative programme plan. Members of this Committee will be kept informed as replanning activities conclude and a revised programme timeline is formally recommended by the Programme Board.

16.14 It is emphasised again 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.

16.15 Another consideration for the proposed changes to the implementation timeline is the concerns previously reported regarding the timing of the implementation in relation to the schools community and the start of the academic year, which are now mitigated by the proposed revised go live date of November. The programme will continue to work with schools and other stakeholders to ensure impacts of the evolving implementation timeline are understood and risks mitigated.

16.16 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 5.19 to 5.25 below.

Training and Business Change

16.17 A range of training and business change activities have been and continue to be undertaken, to ensure the Councils and our partners continue to prepare for the planned HR and Payroll go-live date for the new system.

	Subject	Activities
1	Training	• Early training for Change Champions to enable them to support early engagement activity and be more skilled before the actual go-live • Schools training window changed to accommodate their best availability at the start of the new academic year • Multiple delivery plans developed to support alternative potential go live dates • Training remains as virtual classroom sessions for heavyweight users and Change Champions, virtual conferences for line managers and schools and Council companies, and online training for all other staff
2	Communications	• Change Champion network refresh ongoing, with greater coverage for schools • Continued communication of Go Live 1 "hypercare" messages plus Go Live 2 requirements to ensure Oracle is up to date with personal details, work patterns and contract changes • Microsite continues to be maintained and refined
3	Cutover	• Multiple cutover plans developed to support alternative potential go live dates • Regardless of go-live date, initial cutover tasks have already commenced and plans are being actively managed
4	Schools	• Ongoing impact assessment of new HR and Payroll processes on schools to tailor engagement messages • Encouraging schools to update Oracle prior to go live to ensure less work at the point of transition • Ongoing engagement of schools management teams and accommodating their desired training delivery window to maximise take-up
5	Council Companies	• Ongoing impact assessment of new HR and Payroll processes on Council Companies to tailor engagement messages • Engagement and readiness sessions prior to launch • Investigation of impacts of hierarchy changes
6	Support	• Signed out of Go Live 1 "hypercare" • Transition of HR and Payroll resources into support team • Finalise proposals for permanent team structure or extension of temporary contracts
7	Business Processes	• Continue to update process design documents • Assessing operational impacts of new system on all business areas to help inform engagement messages and manage expectations

Subject	Activities
	• Handover processes to "business as usual"

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

Programme Budget

16.19 While the remaining programme timeline remains under review, for budget monitoring purposes the Programme has assumed that the second go live will take place in November 2021. Revised forecast expenditure based on this proposed programme plan described at para 5.12 is as follows:

Programme Spend	Previously forecast 20/21 and 21/22 expenditure £m	Financial Year (actual) 20/21 £m	Financial Year (estimated 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	2.59	2.44	0.37	2.81
Programme Management costs	2.79	2.34	0.61	2.95
Other (including training)	0.55	0.35	0.19	0.54
Less: chargeable to COVID	(0.20)	(0.06)	(0.14)	(0.20)
Less: costs charged outside programme	(0.27)	(0.27)	0	(0.27)
Total	**5.71**	**4.80**	**1.28**	**6.08**

16.20 When the proposed revisions to the programme timeline outlined at paragraph 5.12 are confirmed and approved by Programme Board, the estimated forecast costs for 2021/22 above will be updated and reported to Members.

16.21 As reported in June 2020, the spend on the programme up 31st March 2020 was £18.46m. With the additional £6.08m spend forecast for the previous and current financial year, the overall projected total spend for the programme is £24.54m, based on the proposed revised programme timeline at para 5.12.

16.22 Both Councils have made available funding sufficient to accommodate the remaining costs of the programme as outlined above. For Cheshire West & Chester, funds have been set aside in an earmarked reserve as part of the 2020-21 outturn report and approval will be sought as part of the regular quarterly reporting to draw this funding down. For Cheshire East, capital funding, which has already been approved to support Core ERP systems during 2021-22, has been identified and could be transferred to the main B4B programme, should this become necessary. 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.

16.23 Any further changes to the programme timeline 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.

16.24 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.

16.25 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.

17.0 Member oversight of the programme

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

Date	Meeting
Shared Services Joint Committee	
19 February 2021	Update report
12 March 2021	Update report
11 June 2021	Update report
23 July 2021	Update report
24 September 2021	Update report
Joint Scrutiny Working Group	
18 February 2021	Review Finance go-live
To be scheduled for September 2021	Update report
To be scheduled for November 2021	Review of HR and Payroll go-live
TBC	Post implementation review
Scrutiny Committees	
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
Later scrutiny reporting arrangements to be confirmed	

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

18.0   Wards affected

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

19.0   Policy implications

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

20.0   Financial Implications

20.1   The budget implications of the programme are noted at paragraph 5.19 to 5.25.

21.0   Legal Implications

21.1   Each Council entered into a contract with Agilisys for the ERP System. Cheshire East Council are responsible for 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, work packages are agreed with Agilisys, setting out the services to be provided by them and the target price of the relevant resources, which are priced in accordance with the mechanism contained in the Deed of Variation provided that the Councils responsibilities and dependencies are met. 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 5.19 to 5.25.

21.2   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 Council's 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.

21.3   Following implementation, each Council's ongoing operational management of the system will be managed through the separate contracts with Agilisys.

21.4   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 5.19 to 5.25.

21.5   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 5.19 to 5.25.

22.0   Risk management

22.1 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, and subject to review following approval of a revised programme timeline, are:

Risk	Severity	Mitigation	Post mitigation severity
• Pace of UAT is currently not sufficient to ensure completion within target dates in the current plan.	Amber	• Review of UAT approach and scope to ensure coverage of key risks while reducing elapsed time.	Amber
• Resource and capacity challenges resulting in delays to delivery of UAT and PPR.	Amber	• Additional capacity being sought • Resource availability monitored daily.	Amber
• 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.	Red	• Monitor ongoing workloads. • Temporary additional resources secured to supplement support team during remainder of programme.	Amber
• Resources to support training and change activities (eg training content finalisation, cutover planning) is constrained by other programme demands (eg UAT, data migration).	Red	• Resource demand and key dates mapped out in programme plan. • Programme sponsors support prioritisation of change-related activities.	Amber
• Delays to programme timeline beyond December 2021 will result in additional unbudgeted costs being incurred in relation to ongoing support to the legacy Oracle solution.	Amber	• Proposed revisions to programme timeline focus on completion prior to the end of existing support arrangements. • Contingency options under development by ICT Shared Services.	Amber

23.0   Access to Information

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

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Background Documents:

Documents are available for inspection at:

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