



Shared Services Joint Committee

Agenda

Date:	Friday 30th June 2023
Time:	10.00 am
Venue:	The Council Chamber, Wyvern House, The Drummer, Winsford, CW7 1AH

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and in the report.

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

1. **Appointment of Chair**

To appoint a Chair for the 2023-24 municipal year.

2. **Appointment of Vice Chair**

To appoint a Vice Chair for the 2023-24 municipal year.

3. **Apologies for Absence**

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

4. **Declarations of Interest**

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

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

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

For further information contact:

Contact: Rachel Graves
Tel: 01270 686473
E-Mail: rachel.graves@cheshireeast.gov.uk

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

To approve the minutes of the meeting held on 17 March 2023.

7. **Shared Services 2022-23 Outturn: Year End Review** (Pages 7 - 52)

To consider the summary of the 2022-23 year end performance for the Shared Service arrangements between Cheshire East Council and Cheshire West and Chester Council against agreed business plans.

8. **Shared Service Business Planning - 2023/2024** (Pages 53 - 84)

To consider the business plans for 2023/2024 for the five shared services.

9. **The Future Model for ICT: Mobilisation Update** (Pages 85 - 92)

To consider the summary of the progress to date on the Hybrid ICT programme following decisions to proceed with a new service model.

Membership: Cheshire East Council - Councillors J Bird, P Redstone and J Rhodes
Cheshire West and Chester Council – Councillors P Donovan, C Gahan
and K Shore.

SHARED SERVICES JOINT COMMITTEE

17 MARCH 2023
(10.00 am - 10.50 am)

PRESENT: **Cheshire West and Chester Council:**
Councillors Carol Gahan (Chairman), Paul Donovan and Karen Shore

Cheshire East Council:
Councillors Paul Findlow, Jill Rhodes and Amanda Stott

Officers in attendance: **Cheshire West and Chester Council:**
 Laurence Ainsworth – Director of Public Service Reform
 Lyn Brown – Democracy and Elections Officer
 Jude Green – Head of Transactional Services
 Courtney Hill – Legal Services
 Peter Lloyd – Head of Change and Technology
 Paul Newman – Interim County Archivist

Cheshire East Council:
 Jane Burns – Executive Director of Corporate Services
 Heather Grove – Business Assurance, Development and Collaboration
 Gareth Pawlett – Chief Information Officer
 Alex Thompson – Director of Finance and Customer Services
 Janet Witkowski – Head of Legal

27 WELCOME AND INTRODUCTIONS

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

28 APOLOGIES FOR ABSENCE

There were no apologies for absence from Committee Members.

29 DECLARATIONS OF INTEREST

No Declarations of Interest were made.

30 MINUTES**DECIDED: That**

The minutes of the meeting held on 26th January 2023 be approved as a correct record and signed by the Chairman.

31 PUBLIC QUESTION TIME/OPEN SESSION

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

32 ARCHIVES PROJECT UPDATE: SUCCESSFUL NATIONAL LOTTERY HERITAGE FUND GRANT APPLICATION

The Committee considered a report which provided an update on the next steps with the Archives project. Paul Newman, Archives and Local Studies Manager, reminded Members that the Archives project involved relocating the service to new premises and that £4.45m funding had been secured from the National Lottery Heritage Fund to support the delivery of the project. This would see two new history centres being built in Lightfoot Street, Hoole, Chester and on the site of the old Crewe Library in Crewe town centre as well as the service extending its digital and community engagement work through new outreach programmes.

Members were informed that planning applications for the respective proposed history centres had been submitted to Cheshire West and Chester and Cheshire East Councils in November 2022 and permission had recently been granted from each council for both centres. Project staff would be appointed from summer 2023, procurement of the main contractor was now underway, with separate contracts for each centre, and construction was expected to run from September 2023 to winter 2024/25. Members noted the financial implications for each council as detailed in section 5.2 of the report and the risks set out in section 5.6, including a significant inflation allowance within the project cost estimate which would continue to be subject to scrutiny as the project progressed.

In response to questions around staffing, Members were assured that temporary project staff would be appointed and funded through the project budget, staffing requirements for the new service would continually be reviewed and the likely staffing budget required to deliver the service from 2025 onwards had been included in the growth requests.

Members very much welcomed the update report and were pleased to see the positive development of the project which would benefit residents of both boroughs. They expressed their thanks to all the staff and officers involved in getting the project to this point and looked forward to seeing this improve residents' understanding of the information held by the Archives Service.

DECIDED: That

the status of the project be noted.

33 THE FUTURE MODEL FOR ICT: MOBILISATION UPDATE

The Committee considered a report which provided a summary of the work underway to mobilise the Hybrid ICT programme following recent decisions made at each council's respective decision-making bodies to proceed with the new service model. Members were reminded that the new model involved retaining a shared network and data centre and a separation of other ICT functions currently shared. It was noted that the Joint Committee would play a key role in providing oversight throughout the programme over the next two years and would receive regular updates on progress.

Laurence Ainsworth, Cheshire West and Chester Council's Director of Public Service Reform, reported on a very productive mobilisation workshop held in February with senior officers from across both councils focusing on the principles to guide the programme, Member and officer governance and resourcing.

Members were informed of discussions around the establishment of a joint scrutiny task group which would hold the Joint Committee and the programme to account and this would be progressed after the local elections in May. In addition, at officer level, a programme board would be formed which would report to the Joint Committee on a regular basis.

Members further noted that the process to appoint a suitable Programme Director with the appropriate skills and experience would soon begin. In relation to workforce support, the importance of engaging and supporting the workforce throughout was recognised, as was ongoing dialogue with the Trade Unions.

In the ensuing discussion, Members welcomed the update report and thanked officers for the good progress made to date. They acknowledged that the key lessons learned from the implementation of Unit4 ERP meant this programme was starting from a more firm grounding and positive place and they looked forward to regular future updates.

DECIDED: That

the latest update on the mobilisation phase of the programme be noted.

34 SCHOOLS INCOME UPDATE

The Committee considered a report which provided information which Members had previously requested regarding the loss of schools income within Transactional Services Shared Service along with the mitigations in place to reduce the impact.

Jude Green, Head of Transactional Services, Cheshire West and Chester Council, reminded members that Transactional Services Shared Service had an income target to achieve each financial year in relation to services provided to external organisations and schools. It was noted that unfortunately, due to loss in schools income, this target had not been achieved over recent years. Members' attention was drawn to the table in 4.3 which detailed the variance between income target and actual buy back income since 2018. Members also noted table 4.8 which listed the main reasons why schools/academies had chosen to move their payroll services to another provider. Members noted the leading reason was the trend of schools converting to academies and joining a Multi Academy Trust (MAT), thereby making it difficult for councils to retain their business as it was common for there to already be a payroll provider in place.

Members welcomed the report and felt it had given them a much better understanding of all the issues being faced. They acknowledged that this was a difficult area and thanked officers involved for producing the report which clearly set out the issues identified and looked for solutions. Members noted the mitigations in sections 4.12 to 4.19 and welcomed the processes in place to try and work with individual schools who no longer wished to buy back services from the council and tried to identify the reasons behind this. However, Members acknowledged that the trend of schools moving to academies and joining a MAT was largely out of council control.

Members requested sight of the results of the satisfaction survey being undertaken in April 2023 of all Unit4 ERP users to provide baseline information on the delivery

of services and it was agreed to share this with the Committee when available. In addition, it was also acknowledged that there were many different school support package arrangements in place across the two councils around buy-back of services and it was suggested that a complete picture be shared with the Committee at a later date.

DECIDED: That

the reasons behind reducing buy back services be noted.

Chairman

Date

Cheshire East Council

Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 30 June 2023

Report Title: Shared Services 2022-23 Outturn: Year End Review

Senior Officer: Alex Thompson, Director of Finance and Customer Services,
Cheshire East Council

Laurence Ainsworth, Director of Public Service Reform:
Cheshire West and Chester Council

1. Report Summary

1.1 This report provides a summary of the 2022-23 year end performance for the Shared Service arrangements between Cheshire East Council (CEC) and Cheshire West and Chester Council (CWC) against agreed business plans. This includes the budget position, priorities and objectives, and key performance indicators, across all of the shared services for the period 01/04/2022 to 31/03/2023.

Each aspect is RAG rated:

- Red more than a 10% variance from budget or more than two objectives or KPIs not achieved;
- Amber slightly over budget and /or one objective or KPI not achieved; or,
- Green within budget and all objectives and KPIs achieved.

1.2 Overall the performance of the shared services is in line with expectations and reflects key issues reported previously. Most objectives and key performance indicators have been met across all services. The three smaller shared services are reporting a balanced or underspent budget, with the two larger shared services reporting overspends, following mitigations. Budget provision has been made by both councils for these budget variances and plans are being taken forwards to secure a sustainable position.

2. Recommendations

2.1 It is recommended that Members:

- i) Note the Shared Services performance for 2022-23.

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 to take place. This report provides the 2022-23 year-end position.

4. Background

4.1 Currently there are five Shared Services (four CWC hosted, and one CEC hosted), including:

- Archaeological Planning and Advisory Services (APAS) – CWC hosted
- Archives and Local Studies – CWC hosted
- Emergency Planning – CWC hosted
- ICT – CEC hosted
- Transactional Services – CWC hosted

4.2 Day-to-day, operational performance is managed by each shared service manager reporting, through their normal line management arrangements, to a service manager in the host authority. There is also a relationship with a client manager in the other authority. The Shared Services Joint Committee has a role to oversee performance at mid-year and year end.

4.3 The shared service business plans provide full details of the shared service operation, including, the budget, objectives, and performance indicators and are included in Appendix 1.

5. Overall Summary

5.1 This table below sets out the overall budget and performance of the five shared services for 2022-23 year.

Service	2022-23 Outturn £	Variance from planned budget £	Number of objectives achieved	Number of Objectives not achieved	Number of KPI targets achieved	Number of KPI targets not achieved
Archaeology Planning Advisory Service	161,708	0	5	1	5	0
Archives and Local Studies	469,558	3,000	6	0	3	3
Emergency Planning	264,522	50,176	8	0	3	0
ICT	16,770,000	-1,637,000	5	1	3	0
Transactional Services	1,307,000	-1,085,000	2	3	8	6

The detail is set out in the individual business plans in appendix 1.

5.2 Budget

- Most services, excluding ICT and Transactional Services, are reporting a balanced budget or underspent financial position.
- Emergency Planning is reporting an underspend of just under £51,000 due to staff salaries, transport costs and general reduced expenditure.
- ICT are reporting an overspend of £1,637,000. This results from reduced income from projects (underachieved income of £2.457m due to lack of commissioned hours) and reduced income from schools, plus the impacts of inflation. Mitigations have been put in place and this position is a reduction from last year and, although there has been a staffing underspend of £1,199,426, but this in itself not sufficient to offset the reduced income position. Budgets for 23/24 have been adjusted to reflect the loss of schools business and a new model of ICT is being designed to achieve a sustainable position and a focus will remain on reducing costs against available budget. Transactional Services are reporting an overspend of £1,085,000 due to ongoing increased staffing costs and a loss of income from schools, which has been reported previously to Shared Service Joint Committee. All additional staffing/software/project additional costs are scrutinised, reviewed and agreed by both councils and are service delivery driven. The Service Review, within Transactional Services, will reduce the overspend in the new financial year. However, additional staffing will still be required as during 2022/23 it was identified that the G&S Team structure was not adequate to undertake all the requirements of the team, therefore it was agreed between the two councils that temporary additional posts be included in the team structure to enable UNIT4 to continue to be developed and embedded for users.
- will continue to be required and where possible mitigated through vacancy management.

Objectives

- Most of the objectives have been achieved as planned. These include:
 - For the Archaeology Planning Advisory Service, exceeding the target for the percentage of Historic Environment Records completed and a move to new office premises which provides a better work environment has taken place.
 - For the Archives and Local Studies service, the volunteer programme is back to pre-pandemic levels and Accredited Archive status has been maintained.
 - For the Emergency Planning Service, the levels of generic preparedness in both Councils are at a high level. Between

01/04/2021 and 27/02/2023 the service has responded to 25 incidents (CW&C: 16; CE: 9) including 4 Major Incidents and 5 Major Incident Standbys including heatwaves, a major fire at BIP Organics (Middlewich), a major fire in Delamere Forest, Chester Market explosion, two bird flu outbreaks, flooding in Farndon, the response to a long, cold snap across both LAs, and co-ordination of preventative action at Hoole Bank Acid Tar Lagoon.

- For ICT Services, significant progress has been made on Cyber Security. The councils have now adopted new tools to manage cyber security across the CEC/CWC estate. 34 major incidents have been dealt with during the year. The ICT Review programme has been mobilised.
- For Transactional Services, a new Key Performance Indicator Framework is in place and a comprehensive roadmap for UNIT4 ERP has been developed.
- There are three services reporting that some objectives have not been achieved. For APAS, ICT and Transactional Services, the implementation of the recommendations emerging from the recent shared service review will continue to be implemented during 23/24. Additionally, Transactional Services have not yet fully established new pay mechanisms for the councils and schools, however, this work is underway and is expected to be completed shortly.

Key Performance Indicators

- Most of the KPIs have been achieved against target.
- Archives and Local Studies and Transactional Services both have KPIs that have not been achieved. For Archives and Local Studies this relates to new collections being available within 1 month. This KPI has been impacted by covid-19 and there is still a backlog. Additional resources to tackle the backlog have been identified as part of the relocation project.
- Transactional Services have 14 indicators across payments and income, recruitment and pay, and governance and support. Information is provided for each indicator for both Cheshire East and Cheshire West and Chester councils. Six, out of the 14 indicators, are not achieved for either council, mainly in the governance and support and HR and Payroll areas. However, these performance indicators have improved over the year.

6. Implications of the Recommendations

6.1 Legal Implications

- 7.7.1 The Shared Services Administrative Agreement sets out the overall arrangements in relation to the way 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

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

6.2 Policy Implications

- 6.2.1 There are no direct Policy implications

6.3 Equality Implications

- 6.3.1 There are no direct Equality implications

6.4 Human Resources Implications

- 6.4.1 There are no direct Human Resources implications

6.5 Risk Management Implications

- 6.5.1 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.

- 6.5.2 Risks are included in each organisations risk register as appropriate.

6.6 Rural Communities Implications

- 6.6.1 There are no direct implications for Rural Communities.

6.7 Implications for Children & Young People/Cared for Children

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

6.8 Public Health Implications

6.8.1 There are no direct implications for Public Health.

6.9 Climate Change Implications

6.9.1 There are no direct Climate Change implications.

6.10 Ward Members Affected

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

7. 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

8. Contact Information

8.1 Any questions relating to this report should be directed to the following officers:

Name: Peter Lloyd
Email: peter.lloyd@cheshirewestandchester.gov.uk

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

Appendix 1

Shared Service Business Plans 2022/2023

SERVICE DETAILS

Service Name	The Archaeology Planning Advisory Service (Total Environment)
Service Manager	Mark Leah
Client Managers	Ian Hesketh (Cheshire West and Chester Council), Tom Evans (Cheshire East Council)

OVERVIEW

The Archaeology Planning Advisory Service (APAS) is a sub-regional service which provides advice on the archaeological implications of development to Cheshire West and Chester Council and Cheshire East Council. It also maintains the Historic Environment Record for these two authorities. The service operates as a shared service between Cheshire West and Chester and Cheshire East councils. It also provides these services to Halton Borough and Warrington Borough councils via bespoke agreements.

BUDGET SUMMARY

2022/2023 Planned Budget £	£161,708.00
Comments	
Mid-Year Forecast £	£161,708.00
Comments	At mid-year it appears that a balanced budget will be achieved at year end. Two staff are working enhanced hours for the next six months to work on the key task of continuing the digitisation of elements of the HER. These extra costs will be funded by income from HER fees which are predicted to be on course to fund this expenditure.
End of Year outturn £	£161,708.00
	A balanced budget is confirmed at year end following an initial meeting with CW&C finance in March and confirmation in April

KEY PRIORITIES AND OBJECTIVES

No.	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year 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.	31.3.23	The HER has now moved from the Forum, Chester to a room on the ground floor of Nicholas House, Chester. These new premises provide a much better environment in which the HER can operate, with all files and facilities in one office and the ability to, once again, allow individual visitors to the office. The move provided an opportunity to rationalise the physical elements of the HER with further significant amounts of material sent for long-term storage, following digitisation. The process of digitisation will continue over the next six months and this will allow further reductions in the physical size of the HER.	The new office facility continues to provide a much-improved working environment for the provision of archaeological services. With regard to continuing digitisation of the physical elements of the Historic Environment Record, significant collections completed in 2022-23 included the Cheshire Township Packs, the Longley Archive, Ordnance Survey Record cards, the out-of-print North West Wetland Survey volume, as well as a number of smaller, discrete elements. Work has also started on the ‘secondary files’; these comprise the supporting information with regard to individual entries on the HER. Newly-digitised material is linked to the record and the original material is either securely discarded or, where appropriate, retained for long-term storage off site. A plan is in place for further digitising in 2023-24.
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.23	General inquiries to the HER continue to be addressed in a timely fashion (see Key Performance Indicator 2 below)	General inquiries to the HER have continued to be addressed in a timely fashion and targets for response times at year end have been met (see Key Performance Indicator 2 below)

No.	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.23	APAS continues to provide regular advice to utility companies undertaking works which are usually classified as permitted development and include repairs to existing infrastructure, new facilities, flood relief schemes. APAS is also involved in advising on the archaeological implications of proposed national infrastructure environmental management schemes such as the proposed HyNet CO2 pipeline.	Since the mid-year review, alongside continuing minor utility works, APAS has advised on the archaeological implications of a planned programme of maintenance on the Vyrnwy Aqueduct. Works in areas of particular sensitivity, adjacent to Scheduled Monuments in both CW&C and CE will be subject to archaeological monitoring and APAS has advised on the scope of the proposed archaeological 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.	31.3.23	APAS continues to provide archaeological development management advice to the planning departments at CW@C and Cheshire East, covering the whole range of developments from small-scale domestic applications to major housing schemes, highways developments, and mineral proposals. In the first six months of 2021-22, APAS has provided formal written advice on a total of 115 applications. All advice was submitted within the required timescales (see Key Performance Indicator 4 below). In addition, APAS is heavily involved in a number of major national infrastructure projects. These include HS2A (where some early preparatory works have already happened) and HS2B (where the archaeological mitigation strategy for the project is still being discussed and refined). Other major projects include the HyNet carbon dioxide pipeline and the HyNet hydrogen distribution network. In both these cases APAS has been consulted on the Preliminary Environmental Impact Reports (PIER), which will define the scope of the resulting Environmental Statements and the archaeological mitigation strategies.	At year end, APAS had provided written advice on a total of 252 applications with all submissions provided within the required timescales (see Key Performance Indicator 4 below). Notable investigations in the second half of the year include the evaluation and subsequent excavation of a Roman site between Alsager and the M6 in CE and the initiation of a large-scale evaluation trenching exercise along the line of the proposed HyNet CO2 pipeline in CW&C. APAS continues to be involved in the development and implementation of the archaeological mitigation strategies for both HS2A and 2B, despite recent developments concerning the timetabling of the scheme.

No.	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year 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	31.3.23	HER staff have worked with Cheshire East ICT to develop and implement a new system whereby the HER is held on a server which forms part of our corporate network. This is the first time a RemoteApp solution has been implemented in either Cheshire East or Cheshire West, and this project is perceived as a pilot to prove the efficiency and effectiveness of delivering applications in this manner as opposed to the more costly (and difficult to manage) Citrix. With the data held on the corporate network, this has reduced the risks of data loss or breaches associated with externally held systems. To date, the live system is proving to be easier to maintain and more efficient for hybrid and home workers.	The new system continued to provide a much more efficient and effective interface which has improved the user experience for all staff whether working remotely or in the office.
6	<p>To implement the shared service review recommendations</p> <ul style="list-style-type: none"> - renewal of the shared service agreement between CW@C and EC - a simplified reporting regime for APAS - consideration of corporate funding within both CW&C and CE to secure the digitisation of further elements of the HER 	31.3.2023	<p>Work is progressing to implement the recommendations and a wider meeting with Legal Services is planned for February 2023, to prioritise activity.</p> <p>APAS now has simplified performance reporting and will only be required to produce a business plan at the start of the year and report at the end of each year</p>	At year end, the situation with regard to Recommendations 1 and 2 is the same as at mid-year. Concerning Recommendation 3, there have been no developments with regard to corporate funding but APAS continues to address the HER digitisation challenge with its own resources (see Service Priority 1 above).

KEY PERFORMANCE INDICATORS (KPI)

No.	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Suspended due to Covid 19	5%	4%	8%	Mid Year: The review of existing records, whilst not abandoned, has not been prioritised during the first six months of 2022-23 in order to allow time for the preparatory work associated with the office move and to ensure that more pressing Performance Indicators (see below) were met. Despite this, 4% of the records have been reviewed and, following the completion of the office move, the 5% target is likely to be met by the end of 2022-23. End of Year: Target exceeded
2	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved	90%	100%	100%	
3	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%	100%	100%	
4	% 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%	100%	100%	
5	Delivery of annual APAS Report	Achieved	May 2023	N/A	Achieved	Mid Year: Delivery of report not due until April 2023 but statistics and data are being generated to allow the timely completion of the report at this time. End of year: Annual report completed

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments
	No high-level risks reported				

ISSUES SUMMARY

No.	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual
	No issues reported			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	Team Leader, Archaeology Planning Advisory Service	27/04/2023
Client Manager CEC	Tom Evans	Interim Environmental Planning Manager	10/05/2023
Client Manager CW&C	Ian Hesketh	Manager, Total Environment	27/04/2023
Acting Head of Service/Director	Rob Charnley	Acting Director, Economy and Housing	10/05/2023

SERVICE DETAILS

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

OVERVIEW

Cheshire Archives and Local Studies (CALS) is an Accredited Archive service based at the Cheshire Record Office in Chester, with an extensive digital presence. It is a shared service and part of a nationwide network of statutory archive provision. CALS identifies, collects, and cares for archives and publications that are the evidence of Cheshire communities' lives past and present. It delivers access for all archives and local studies collections for information, learning and enjoyment and work to make sure archives survive so that future generations will be able to do the same.

The service is responsible for:

- acting as the corporate memory for its parent bodies and their predecessors
- collecting and providing access to a comprehensive range of original records and archives to reflect the development of the County of Cheshire and its communities
- maintaining a comprehensive collection of local studies materials and ensuring the supply of appropriate materials to libraries across the County
- promoting and developing interest in all aspects of the history of the County
- providing advice and guidance on all aspects of record-keeping and local and family history

The service also provides core archive provision to Halton and Warrington Borough Councils under a single Service Level Agreement.

CALS' priority at present, other than continuing to deliver high quality public services, is its project to relocate the service and engage a wider audience with archives across Cheshire.

BUDGET SUMMARY

2022/2023 Planned Budget £	£472,558
Comments	
Mid-Year Forecast £	£472,558
Comments	Currently forecast to be balanced
End of Year outturn £	£469,558
	£3k underspent

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	Fulfil the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care <ul style="list-style-type: none"> - Determine digital preservation solution for implementation in 23/24 	Mar 2023	Options have been considered and a preferred solution identified. ICT support required – to be picked up as part of wider discussion around ICT support for relocation project.	ICT now engaged and preferred solution identified. To be further developed in 2023/24 as part of relocation project. Solution expected to be operational Autumn 2024.
2	Provide a high quality onsite service for researchers and volunteers <ul style="list-style-type: none"> - Re-establish volunteer programme including remote volunteering 	Mar 2023	Volunteer programme is back to pre-pandemic levels of activity. New volunteers have been recruited. Annual volunteer survey has been carried out, with 100% of volunteers who responded stating that they enjoy the experience and 93% saying that it made them feel that they made a positive difference.	As for mid year. Volunteer programme continues at pre-pandemic levels and will be further grown and developed as part of the relocation project. Annual satisfaction survey to be carried out Spring 2023.

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	Deliver access to services through libraries <ul style="list-style-type: none"> - Quarterly visits to libraries to assess service/conservation needs - Library staff training 	Mar 2023	2 visits have taken place and library staff training will take place in November and December.	5 visits and 4 training sessions have taken place. Working with Northwich and Crewe Libraries in particular, Northwich in response to the temporary move of the library and Crewe in preparation for the new history centre in Crewe.
4	Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people <ul style="list-style-type: none"> - Submit bid to National Lottery Heritage Fund - Support pre-planning consultation - Year 0 of collections conservation plan to enable future move 	Aug 2022 Sep 2022 Mar 2023	Funding bid to the National Lottery Heritage Fund submitted in August. Funding was approved by the Heritage Fund in November 2023. Pre-planning consultation started in July (Crewe site) and has started in September for the Chester site. Planning applications submitted in November, with determination expected in February. Collections planning for the future move has begun, with preservation packaging of collections at Deepstore completed.	Funding secured for project, which is expected to begin in May 2023. Planning applications approved March 2023 for both sites. Collections planning ongoing.
5	Improve access to collections through digitisation <ul style="list-style-type: none"> - Complete Ancestry digitisation programme - Complete digitisation of sound recordings 	Mar 2023 Mar 2023	Ancestry digitisation programme on track. Digitisation of sound recordings completed. Regional support for future digitisation of sound recordings now in place and funded, giving training and equipment support across the North West for the next 2 years.	Ancestry programme continues to be on track
6	Developing online services and digital means of engagement, in line with service's Digital Strategy <ul style="list-style-type: none"> - New service website specified 	Mar 2023	Specification drafted in line with future requirements of service and relocation project.	Specification agreed and CEC web team engaged. For delivery over 2023/24.

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
7	Emergency planning, Business Continuity and training <ul style="list-style-type: none"> - Develop and deliver staff training programme - Review emergency plan and carry out team exercise 	<p>Mar 2023</p> <p>Sep 2022</p>	<p>Ongoing. Emergency aid training delivered. Learning disability and autism training/manual handling training identified as priorities and will be carried out by end March.</p> <p>Team exercise to be carried out November.</p>	<p>Mental health training identified as a higher priority and made available to all staff.</p> <p>Manual handling training confirmed for May 2023.</p>

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
1	Percentage of enquiries and digitisation requests fulfilled within 10 working days	NEW	95%	95%	99%	
2	Accredited Archive status maintained	Maintained	Maintained	Maintained	Maintained	
3	Levels of engagement with service	2.150 million	2 million	0.810 million	1.536 million	<p>Includes use of CALS collections on partner website (Find My Past).</p> <p>Mid year: drop in levels of engagement due to drop in use of Find My Past digitised collections, back to levels seen in 2019/20. Seeking Find My Past's views on this drop.</p> <p>End of year: Find My Past engagement levels back to pre-pandemic levels</p>

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
4	Percentage of new collections of archives made accessible to service users within 1 month of receipt	89%	90%	85%	82%	A significant quantity of archives are currently being deposited or given to the service, largely as a result of a backlog having built up over the course of the Covid pandemic. Additional resources have been identified within the relocation project budget to tackle this backlog, to ensure that collections are appraised, packaged and catalogued before they are moved to the new centres.
5	Public Services Quality Group National Survey of Visitors to Archives	Not held	9/10 average rating for service	N/A	See comment	Mid year: survey being carried out Autumn 2022 End of year: results expected June 2023
6	Percentage of volunteers who would recommend volunteering to their friends	81%	90%	100%	100%	Covers both remote and on-site volunteers. Survey held once a year.

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments
	No high risks				

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	Ongoing issues with Record Office maintenance. E.g. lift for transporting collections frequently fails, with delays in resolving this meaning staff need to carry collections further and on stairs, leading to increased potential risk to their health and safety. Mitigated by restricting which items can be retrieved in this situation, leading to restricted service to public.	Ongoing		Mitigated by restricting which items can be retrieved in this situation, leading to restricted service to public.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Heritage 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	

SERVICE DETAILS

Service Name	Joint Cheshire Emergency Planning Team (JCEPT)
Service Manager	Chris Samuel
Client Managers	Vanessa Griffiths (CW&C)/ Tom Shuttleworth (CE)

OVERVIEW

The overarching aim of the Shared Emergency Planning Service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council, have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response. Key objectives for the 2022-23 Business Plan are as follows: consolidation of foundation emergency management tasks; catching up on objectives put on hold from 2021-22; learning lessons from a range of incidents including the pandemic; getting ready for the new Protect Duty; and a number of subject and site specific plans and exercises. This work is set against a background of a need to bolster future team capacity and resilience; this includes the implementation of career grades for junior officers, and the formalisation of the swift redeployment of additional staff from both Councils should the team need reinforcing during future, long-term incidents – a feature of recent years.

BUDGET SUMMARY

2022/2023 Planned Budget £	£314,698
Comments	This budget includes estimated pay award uplift budgets
Mid-Year Forecast £	£13.7k underspend (CW&C: £4k U; CE: £11.8k U)
Comments	Current position due to projected under-spends in mileage and non-employee costs.
End of Year outturn £	£51.9k underspend (CW&C: £18.7k U; CE: £33.2k U)
Comments	Year end budget position reflects a projected underspend in salaries, transport and an overall reduced expenditure.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2023	Training continues to take place virtually for those managers who need refreshers, or are new to rota. All Senior Managers are within their mandatory 2 year training period. Rest Centre Management Workshops also taking place, and Member training being scheduled.	Training continues to take place virtually for those managers who need refreshers, or are new to rota. Majority of Senior Managers are within their mandatory 2 year training period. Member training has taken place in CE in late 2022 and CWC training is due to take place in July 2023.
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.	31/03/2023	All COMAH, REPPiR and PSR plans are within agreed ONR & HSE timescales. Planning for Level 2 Exercise 'Juniper' at Urenco Capenhurst in Feb 2023 is on target. Pipelines Workshop on target for March 2023.	All COMAH, REPPiR and PSR plans are within agreed ONR & HSE timescales. Level 2 Exercise 'Juniper' at Urenco Capenhurst on 09 Feb 2023 was a success. Pipelines Workshop taking place on 16 March 2023.
3	Ensure relevant On-Site and Off-Site Response Plans for CW&C and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised/ tested.	31/03/2023	On target for all plan reviews and exercises.	On site plans in place for both CE owned reservoirs (Poynton Pool and Tatton Mere). All Off-site plans in place.
		31/03/2023		Exercises for Poynton Pool and CRF Generic Plan have been moved to April and May respectively.
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2023	Community Resilience work continues across both boroughs – several TPCs interested in developing Community Emergency Plans. 23 plans in place across CE & CW&C.	Community Resilience work continues across both boroughs – several TPCs interested in developing Community Emergency Plans. 23 plans in place across CE & CW&C. Workshop also being planned for 23-24.

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
5	Increase levels of emergency preparedness across both authorities generally.	31/03/2023	Levels of generic preparedness in both Councils are at a high level. Two low priority work-streams are on hold until 2023 - will recommence earlier subject to capacity and status of higher priority activities.	Levels of generic preparedness in both Councils are at a high level. Four work-streams are on hold until 2023-24. Successes? Flood Plans, ERC Plan, Excess Death Management and Hoole Bank Acid Tar Lagoon Plan updated and issued. Exercises Deva Flame and Kraken. NPO preparedness ahead of Ex 'Mighty Oak' - Tier 1 national Ex.
6	Undertake and participate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CW&C and CE.	31/03/2023	On target. Series of 5 pandemic debriefs taking place in each Council during October 2022. Team are also part of sub-regional National Inquiry Team, and assisting both Councils with responding to requests for evidence from LGA and Inquiry itself.	On target. Pandemic Debriefs: aiming to report to CLT (CE) and Management Board (CWC) in March 2023. Team Manager also assisting with Councils' responses to National Inquiry, and is helping with production of Cheshire COVID Story.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/2023	CRF Management Group continues to monitor and implement work, training and exercise programmes to ensure High Risk hazards are mitigated and planned for. Shared Emergency Planning Service supports that work.	As at mid-year point.
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.	31/03/2023	On target.	Ongoing. RD mapping activity on hold until 2023-24.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	100%	100%	Continued excellent feedback received on training courses.
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management (EM) Workshop within last 24 months.	100%	100%	100%	97%	Majority of Senior Managers are within their mandatory 2 year training period.
3	All CW&C Senior Managers (Tiers 1 to 4) have attended an EM Workshop within last 24 months.	95%	100%	100%	97%	Majority of Senior Managers are within their mandatory 2 year training period.
4	Statutory plans and exercises delivered within agreed timescales	98%	100%	100%	100%	All COMAH, REPIR and PSR plans are within agreed ONR & HSE timescales.
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	100%	Between 01/04/2021 and 27/02/2023 the Service has responded to 25 incidents (CW&C: 16; CE: 9) including 4 Major Incidents and 5 Major Incident Standbys including heatwaves, a major fire at BIP Organics (Middlewich), a major fire in Delamere Forest, Chester Market explosion, two bird flu outbreaks, flooding in Farndon, the response to a long, cold snap across both LAs, and co-ordination of preventative action at Hoole Bank Acid Tar Lagoon. The team have also been heavily involved in the implementation of Operation London Bridge in recent weeks, were involved in the CW&C Ukraine Evacuees Scheme, and are providing ongoing staff officer support to CE & CW&C colleagues attending the HS2 Ltd CCA Partnership Group.

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments/ Mitigation
	No high risks				

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
	No issues			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Senior Manager – Emergency Planning	23/05/2023
Client Manager CEC	Tom Shuttleworth	Interim Director, Environment and Neighbourhood Services, Cheshire East Council	25/05/2023
Client Manager CW&C	Vanessa Griffiths	Head of Public Protection Service, Cheshire West and Chester Council	25/05/2023
Head of Service/Director	Vanessa Griffiths	Head of Public Protection Service, Cheshire West and Chester Council	25/05/2023

SERVICE DETAILS

Service Name	ICT Shared Services
Service Manager	Gareth Pawlett
Client Managers	Peter Lloyd, Valda Williams

OVERVIEW

ICT Shared Service is a shared service managed by Cheshire East (CEC) on behalf of both Councils . It currently manages multiple diverse devices, infrastructures and application sets belonging to the two Councils and related partner organisations.

The shared service provides:

- Devices - Core IT End User Computing (EUC) Platform, Microsoft365,
- Infrastructures - A single managed service for the provision of network and communications,
- Hybrid data platform - A hybrid EUC and applications platform, co-located across Microsoft's Azure platform and the Datacentre in Kelly House,
- User support services - comprising of the IT Service Desk and three levels of support in line with well recognised service management standards (ITIL v3) covering devices, infrastructure, and applications,
- IT security, architecture and change management, project management and applications development and,
- IT for several other organisations across Cheshire, comprising schools, wholly owned trading companies and strategic partnerships/joint ventures.

BUDGET SUMMARY

2022/2023 Opening Budget £	Gross Expenditure	£17.905m
	Gross income	£17.905m
	Net Outturn	Nil
2022/23 Closing Budget £	Gross Expenditure	£16.770m
	Gross Income	£16.770m
	Net Outturn	Nil
Comments	Movements in year include the removal of staffing and contract budgets relating to Oracle £705k, Transport savings £20k, removal of ERP Platform budget £618k, offset by increase in budget for 2.5% pay award estimate.	

Mid-Year Forecast £	-£2.306m
Comments	<p>The draft outturn is based on 60,000 commissioned project hours (£2.52m under budget). Should 60,000 hours not be delivered (due to for example skills shortages, business engagement or third-party suppliers) there would then be an increase in the overspend forecasted.</p> <p>Staffing is forecast to be underspent by £1.24m compared to budget, but this is not sufficient to offset the reduced income position.</p> <p>Policy savings relating to B4B changes (and reflected in reduced BAU charges forecast) and the removal of Oracle contract costs from the shared service, are unlikely to be met in full in 2022-23 due to in year contract pressures.</p> <p>Income from schools is forecast to be £200k less than budget and mitigations are being considered.</p>

End of Year outturn £	-£1.637m			
	Budget	Actuals	Variance	
Employees	12,036,604	10,837,179	1,199,426	
Premises	633,230	709,778	-76,548	
Transport related	31,000	31,762	-762	
Supplies & Services	4,069,512	3,517,875	551,637	
Other	0	35	-35	
	16,770,346	15,096,628	1,673,718	underspend against budget
BAU CEC	-3,878,726	-3,878,726	0	
BAU ASDV CEC	-103,750	-143,500	39,750	Changes in budget following TSS split
BAU CWaC	-3,878,726	-3,878,726	1	
MARS	0	-197,167	197,167	Not budgeted for in year
Projects (staffing)	-6,300,000	-3,831,210	-2,468,790	
Telephony	-630,000	-333,752	-296,248	
Schools	-1,780,000	-953,023	-826,977	
				£104k recurring support, remainder one off support.
TSC (G&S Support)	0	-178,179	178,179	
Other	-199,145	-65,157	-133,988	
	-16,770,346	-13,459,441	-3,310,905	under recovered income against budget
Outturn position	-0	1,637,187	-1,637,187	
50% share of overspend per council			- 818,594	

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	<p>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; with an associated Performance Management Framework (PMF).</p>	Mar 2023	<p>Process improvement and operational strategy – evolving channels of interaction between ICT Support services and, within this, the shifting importance/priority of direct telephony. User self-service (or Shift Left) remains a primary goal.</p> <p>User Experience – Live Chat being scheduled to go live, Lumi (interactive help) launched, CEC communications platform (Lighthouse) launched with the intention of guiding users to self-help and speedier restoration of business productivity.</p> <p>PMF (updated for 2022/23) includes volumetric information as an indicator of ICT efficiency. This paints a contextual picture of ICT Services in the wider council and demonstrates how ICT supports agility and flexibility within council service provision.</p> <p>A more rigorous Security and Compliance programme has been mobilised with Microsoft defender to be rolled out. New reporting capabilities and potential security metrics being considered.</p>	<p>User self service (Shift left) continues to be adopted. Users are encouraged to utilise the Telephony channel for vital and emergency issues which cannot be logged via the portal. Communications to support this shift in user perception is on-going.</p> <p>Live chat now live alongside Lumi. Lighthouse and Halo Knowledge Base now integrated with the Live Chat resolution process which seeks to encourage self-help and user resolution wherever appropriate.</p> <p>Performance Management Framework (PMF) has been successfully reported on for the full year. We are intending to undertake a review of metrics to more readily align with channel shift progress and reflect increased capability around reporting, for example in relation to Cyber threats prevented.</p>

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year 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 cultural standards, values and behaviours which will be beneficial to our shared service partners.	Mar 2023	<p>Daily operational stand ups to deal to immediate issues, virtual kitchen sessions where staff are able to brief teams on specific topics to improve awareness and communication, Service Q&A sessions where the head of service briefs staff and answers questions and, Extended Leadership Team (ELT) meetings where operational leads are encouraged to support and drive continual service improvement.</p> <p>Managers continue to highlight and develop skills required through appraisals, 1 to 1s and team meetings; underpinned by project and programme delivery, service transition and architecture community sessions.</p> <p>External specialist support through analyst and technical counsellor engagement from SOCITM, the LGA, Gartner and InfoTech is required due to ICT public sector skills crisis.</p> <p>Member of Gartner Local Government roundtable and Local Government Review working groups with Cumbria, Somerset and North Yorkshire, to advise and learn from shared public sector experiences both operationally and strategically.</p> <p>Regular bitesize sessions scheduled monthly and advertised on Centranet. Weekly sessions with Bright Sparks. Specific training and drop in sessions arranged and successfully delivered for major change activity. Content shared with Technical champions in CWaC. Lighthouse communications platform launched in CEC.</p>	<p>Continued to follow the best practice setup up at the start of the year around communication and awareness.</p> <p>Extended the Q&A sessions to include colleagues from HR (CEC and CWaC) as we neared the decision on the hybrid ICT model.</p> <p>Further targetted discussions with Local Government Roundtable colleagues to assist in the delivery of the new Hybrid ICT model specifically targeted at technical partnering and the delivery of the tenancy seperation.</p>

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.	Mar 2023	<p>Essential Replacement programme delivery going to plan ensuring ICT Services are performant and compliant. Review underway of core ICT services and infrastructure, following Covid and changes to Council Strategy, resulting in a refresh of ICT high level business cases.</p> <p>Ongoing strategic partnerships to exploit ICT investment and support transformation. Working with Customers, Clients, ICT Strategy, Social Care, Public Health and Health partner colleagues to assess implications of latest Health and Social Care integration legislation (ICS/ICP) and proposed Cheshire & Merseyside Digital Strategy.</p> <p>Focus on Cyber Security and the mobilisation of Security and Compliance programme including the adoption of Microsoft Defender improving threat detection and reporting capability for both councils.</p> <p>Ongoing technical assurance of shared service review recommendations, engagement with 3rd parties on approach and cost for O365 tenancy activity.</p>	<p>Delivery of Essential Replacement programme went largely to plan however there were some issues experienced with the highly complex firewall migration. This activity will be completed in the new financial year.</p> <p>Significant progress made on Cyber Security. The councils have now adopted new tools to manage cyber security across the CEC/CWaC estate. This has given the security team much greater visibility of threats and automated capability to deal with them. We are now seeing a significant increase in the number of cyber threats across the estate. Further work to implement a Zero Trust Strategy across the estate will happen in the new year.</p> <p>Significant progress made on technical design and implications of the new hybrid ICT model on O365 tenancies. New tooling has been identified to minimise business impact of migration.</p>

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year 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.	Mar 2023	<p>Business Management, Project and Programme governance and, regular performance and financial reporting, in place.</p> <p>Joint Services Board has agreed to review the governance model following Shared Service review feedback. Further review as part of due diligence work.</p> <p>All technical change is managed through the formal change process including Technical Design Authority (TDA) and ICT Change Advisory Board (CAB)</p>	<p>Joint Strategic Board reports have been issued on a monthly basis detailing financial management, staffing and business change commissioning and delivery.</p> <p>Shared Services review has reviewed governance arrangements and has proposed that SSJC and a joint member scrutiny task group will oversee the delivery of the new ICT hybrid model.</p>
5	Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.	Mar 2023	<p>The draft outturn is based on 60,000 commissioned and delivered project hours (£2.52m under budget). Should this not be achieved there will be an increase in the forecasted overspend position.</p> <p>Staffing is forecast to be underspent by £1.24m compared to budget but this is not sufficient to offset the reduced income position.</p> <p>Policy savings relating to changes from the Best4Business Programme (and reflected in reduced BAU charges forecast) and the removal of Oracle contract cost from the shared service are unlikely to be met in full due to in year contract pressures.</p>	<p>Commissioned hours achieved in year were higher than forecast due to a concerted effort to deliver as many hours as possible with limited resources available in the last quarter of the year.</p> <p>Staffing underspend achieved was £1.199k but this in itself not sufficient to offset the reduced income position.</p> <p>Contracts also came in at less than forecast where usage costs were less than anticipated.</p> <p>Schools income is significantly less than budget and an adjustment to the budget will</p>

		<p>Income from schools is forecast to be significantly less than budget and mitigations for this will be considered.</p> <p>Business cases are being produced to change or decommission existing ICT Core services including Citrix (virtual desktop) and Appsense (application profile management). A review of Microsoft licence numbers is also underway with a view to reduce cost in ICT across support agreements, infrastructure and resource. Any benefit from these business cases will be delivered in 2023/24.</p> <p>Whilst the service awaits the outcome of the shared service review, it continues to review the most appropriate route to resource skills, capability and capacity gaps. The service has reduced the number of agency staff by 11 since the start of the financial year with a focus on bringing through, training and mentoring our own staff, so far with great success. Targeted resourcing areas include Cyber, Hosting, Desktop and Networks as we have had limited success in recruiting to these roles due to external demand for these ICT specialist skills.</p>	<p>be reviewed in 23-24. This will have an impact on the BAU of each council however.</p> <p>The budget for project income is based on 100k hours in the current business model. Actual project hours invoiced were 61k and this means that there was underachieved income of 2.457m due to lack of commissioned hours.</p>
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No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
6	Implement the recommendations from the Shared Service Review for ICT	tbc	Ongoing work to finalise the recommendation report, following the due diligence exercise.	<p>The report on the Shared Service Review for ICT and its recommendation to implement a new hybrid operating model for ICT was taken through formal council governance processes, SSJC, CPC and Cabinet and was approved.</p> <p>Programme mobilisation activity is underway. External procurement for Programme Director support has commenced.</p> <p>Technical workshops, reference calls and soft market testing progressed for the O365 tenancy migration work.</p> <p>Formal mobilisation and plan available in the new financial year.</p>

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
1	Annual Customer Satisfaction Survey covering full range of services	-	75%	N/A	75%	Run in Q4 2021/22 for CWaC only but statistically invalid. Run for both CEC and CWaC in Q4 2022/23 and achieved statistical validity giving a view of the past financial year. Will be run again in Q4 23/24.
2	Delivery of projects to time, cost and quality milestones	90.7%	75%	84.4%	87.2%	75 out of 86 projects passed each of the three milestones over the course of the year.
3	Availability of basket of critical systems and services	99.4%	99.0%	99.6%	99.6%	34 major incidents over the 22-23 year.

KEY RISKS

No	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments
1	<p>Provision of ICT Infrastructure, Help Desk and end user support (operational issues and infrastructure)</p> <p>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</p>	12	8	8	<p>Multi year business cases for Essential Replacement and Security and Compliance have been submitted, refreshed and approved to ensure appropriate funding to keep the estate up to date.</p> <p>The Councils have secured a new tier of Microsoft licences, these will give ICT greater understanding and visibility of activity within the infrastructure. This will allow the technicians to analysis inappropriate activity and also provide some level of automation to close down vulnerabilities as they occur. The Council continues to receive a large volume of targeted threats against its workforce, training and the</p>

	<p>infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either EOL and non-compliant or has a significantly greater risk of failure.</p>				<p>enhanced capabilities will be key to prevent these vulnerabilities being exploited.</p> <p>Further revision of service levels under Performance Management Framework</p> <p>Develop user self service knowledge base and self service requests.</p> <p>Further develop monitoring processes and information flows. Refine reporting structures.</p> <p>Continue to develop and monitor the compliance of the estate to ensure there are no non-compliant equipment on the infrastructure. A significant amount of remediation was achieved under the Evolution Programme. Further simplification and standardisation delivered through Essential Replacement and Security and Compliance.</p> <p>Staff recruitment and retention continues to be a problem for the service and could impact on service delivery. Service working with both Councils on recruitment and retention approaches.</p> <p>Shared Service review implications to staff and technical infrastructure. Technical due diligence has been undertaken with 3rd parties and local authorities who have been through a similar process. Lessons learnt have been shared.</p> <p>Close monitoring through vendor management of contract costs and inflation.</p>
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2	<p>Information management, data security (including CyberSecurity)</p> <p>Corporate policies, protocols, tools and technologies for the authority continue to be developed, with information management maturity and staff understanding and working practice</p> <p>The lack of a consistent approach to information management may result in security and safety breaches, leading to the loss of confidentiality and potential disclosure of sensitive personal information.</p> <p>This lack of consistency may also result in difficulties in timely access to key information. Decisions based on poor or absent data may result in a failure in service delivery.</p> <p>In conjunction, ineffective data security measures may lead to the inappropriate use of data, data protection issues and fraud resulting in loss of reputation and financial penalties.</p>	16	12	12	<p>The Councils have secured a new tier of Microsoft licences, these will give ICT greater understanding and visibility of activity within the infrastructure. This will allow the technicians to analysis inappropriate activity and also provide some level of automation to close down vulnerabilities as they occur. The Council continues to receive a large volume of targeted threats against its workforce, training and the enhanced capabilities will be key to prevent these vulnerabilities being exploited.</p> <p>Work has commenced on a plan to realise the benefits from the High Level Business Case for Security and Compliance. A specialised company Info-Tech has been procured to direct the council so any planning is in line with best practice and is directed at the most vulnerable technology domains.</p> <p>There is ongoing activity around security governance and a security focussed operations group to strengthen the council’s position on cyber security. The work will also encompass strengthening links with corporate and information governance.</p> <p>Work continues to define the work plan and activities under the Security & Compliance Programme. Risk workshops have been held with managers in ICT Services to embed a risk approach to project and business activities.</p> <p>New tools to monitor and capture phishing exploits are being deployed with additional training for staff to raise awareness being made available. Enhanced security features secured from Microsoft are being rolled out to further protect the estate.</p>
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					Proposals for additional capacity in the Security operations team have been pulled together and business cases will be presented to both councils.
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ISSUES SUMMARY

No	Issue Description	Date issue arose	Date issue closed	Comments
1	The original budget is based on the business model of 100,000 commissioned hours. Any reduction in commissioned hours will reduce income and put pressure on the outturn position.	01/04/2022	31/03/2023	<p>All parties are reviewing the demand plan with initial estimates that there will be 63,000 hrs commissioned demand for 2022/23. NOTE: This does not include any demand from implementing the due diligence recommendations.</p> <p>The Shared Service will work hard to mitigate the loss of income as far as possible (by reducing agency hours etc). However, the extent of the loss of income (yet to be determined) could be such that it has been difficult to offset further without impacting BAU services. Cost pressures from contracts are expected to continue with suppliers indicating a continued increase in costs in coming months.</p>

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 Transformation and Technology	
Head of Service/Director	Alex Thompson	Director of Finance and Customer Services	

Shared Service Business Plan 2022 to 2023

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

OVERVIEW

Responsible for the delivery of an efficient and effective service undertaking contractual HR, Payroll, Payments and Income functions for the shared service.

BUDGET SUMMARY

2022/2023 Planned Budget £	£4.7m (gross) offset by £4.3m income target = £0.22m (net)
Comments	
Mid-Year Forecast £	£0.94m forecast. Total overspend of £0.72m
Comments	The overspend is predominately due to a continued increase in staffing costs, software and telephony costs alongside an impact from loss of schools' income although this is more historical than recent

End of Year outturn £	Total overspend £1.085m																																																																				
	<p>The overspend is predominately due to a continued increase in staffing costs, software, and telephony costs alongside an impact from loss of schools' income although this is more historical than recent. All additional staffing/software and telephony costs have been agreed by Cheshire East and Cheshire West Councils and incurred due to the significant pressures on the team arising from UNIT4 implementation. The service has, where possible, mitigated the overspend by reviewing vacancies but as the UNIT4 system is bedding in additional support has been a necessity.</p>																																																																				
	<table border="1"> <thead> <tr> <th>Cost Centre</th> <th>Revised budget</th> <th>Outturn</th> <th>Variance</th> <th>Explanation of variance</th> </tr> </thead> <tbody> <tr> <td>Other Shared Costs</td> <td>£319,174</td> <td>£402,155</td> <td>£82,981</td> <td>Increase in QA team time spent on shared work necessitated team cost split to reflect actuals</td> </tr> <tr> <td></td> <td>-</td> <td>-</td> <td></td> <td></td> </tr> <tr> <td>TSC Income</td> <td>£4,796,391</td> <td>£4,317,586</td> <td>£478,805</td> <td>Buy back service reduction</td> </tr> <tr> <td>Payments and Income</td> <td>£1,857,985</td> <td>£1,879,386</td> <td>£21,401</td> <td>Overspend reduced on previous years and due to staffing/agency costs</td> </tr> <tr> <td>Recruitment and Pay</td> <td>£2,263,639</td> <td>£2,397,971</td> <td>£134,332</td> <td>overtime requirement still high and postage costs higher than forecast</td> </tr> <tr> <td>Governance & Support Team</td> <td>£578,041</td> <td>£942,100</td> <td>£364,059</td> <td>Overspend due to additional staff, agency, overtime, and software costs</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>£222,448</td> <td>£1,304,026</td> <td>£1,081,578</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CE reported position</td> <td>£0</td> <td>£540,789</td> <td>£540,789</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CW&C reported position</td> <td>£222,448</td> <td>£763,237</td> <td>£540,789</td> <td>difference due to higher pension costs for CW&C</td> </tr> </tbody> </table>				Cost Centre	Revised budget	Outturn	Variance	Explanation of variance	Other Shared Costs	£319,174	£402,155	£82,981	Increase in QA team time spent on shared work necessitated team cost split to reflect actuals		-	-			TSC Income	£4,796,391	£4,317,586	£478,805	Buy back service reduction	Payments and Income	£1,857,985	£1,879,386	£21,401	Overspend reduced on previous years and due to staffing/agency costs	Recruitment and Pay	£2,263,639	£2,397,971	£134,332	overtime requirement still high and postage costs higher than forecast	Governance & Support Team	£578,041	£942,100	£364,059	Overspend due to additional staff, agency, overtime, and software costs						Total	£222,448	£1,304,026	£1,081,578							CE reported position	£0	£540,789	£540,789							CW&C reported position	£222,448	£763,237	£540,789	difference due to higher pension costs for CW&C
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KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	Deliver the recommendations of Shared Service Review	31.3.2023	Service Review plan is in place and actions are being worked through	Monthly meetings have been set up to review progress and target dates have been refreshed Capacity within the shared service teams has been a significant issue this financial year and this objective will roll forward into 2023/24
2	Review pay mechanisms for schools/academies	31.12.2022	Initial meeting has taken place to understand costs which is being worked through Target date has moved to 31/01/23 to ensure work is completed for 2022/23 and correct governance is	The uplift for 2023/24 has been agreed and loaded onto CHES and equip sites. The pay mechanism for schools is incorporated in the review of the whole pay mechanism
3	Review of Transactional Services charging model and contractual payment arrangements	31.8.22	Delayed due to modelling work required and agreement from both councils	The full review of the modelling for the pay mechanism is underway with work being undertaken by the shared service and regular meetings held to review progress.
4	Develop comprehensive roadmap for UNIT4 ERP	30.6.22	COMPLETE	COMPLETE
5	Review and agree KPIs for shared service	30.6.22	Final comments from service managers outstanding	COMPLETE

KEY PERFORMANCE INDICATORS (KPI)

The table containing KPI data for both Cheshire East and Cheshire West and Chester is below. Unfortunately, the service was still working on extracting accurate data for Issues resolved at first point of contact for R&P and contractual data was only collated from January 2023. These are fully included in 2023/24 KPI data

CESHIRE EAST

Transactional Service KPI dashboard														
Payment & Income														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
Payment to Supplier within terms	96	95	95	98	92	96	96	96	98	95	95	97	90%	95.85%
Timely and accurate resolution of unallocated income	99	82	81	66	89	88	84	83	92	89	96	100	85%	87.42%
Timely and accurate Direct Debits Collected	100	100	100	100	100	100	100	100	100	100	100	100	90%	100.00%
Resolving issues at first point of contact schools	86	82	90	80	91	94	100	100	100	100	100	93	90%	93.00%
Resolving issues at first point of contact Services	100	67	67	100	100	100	100	100	80	100	93	92	90%	91.58%
volume of invoices	4896	5004	6183	8624	3487	4008	7219	5530	6472	5072	4725	8051		69271
Recruitment & Pay														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)										72.00%	71.40%	78.70%	95%	74.00%
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received										68.00%	85.70%	69.80%	90%	74.50%
Percentage of pay made accurately and on time (EXC Schools/Users)	99.40%	99.60%	99.20%	99.00%	98.30%	99.70%	98.20%	99.10%	94.50%	98.70%	99.48%	99.50%	99%	98.72%
Percentage of pay made accurately and on time Issues Resolved at first point of contact	98.70%	98.70%	99.10%	98.70%	98.90%	99.00%	97.80%	98.90%	93.20%	98.50%	99.10%	99.40%	98%	98.33%
													90%	
Governance & Support														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
Percentage of INCIDENT halo tickets received within 5 working days of receipt	63.50%	62.40%	69.00%	63.10%	69.40%	54.50%	72.50%	75.60%	74.60%	67.86%	79.00%	77.40%	90%	69.07%
Percentage of INTERNAL SERVICE request halo tickets closed within 5 working days	47.30%	45.20%	62.90%	61.10%	72.10%	74.10%	71.00%	79.70%	69.90%	63.37%	67.22%	73.30%	85%	65.60%
Percentage of fully completed POSITION ADMINISTRATION FORMS actioned within 5 working days					74.00%	100.00%	100.00%	92.00%	92.00%	97.00%	99.00%	99.00%	90%	93.67%
Percentage of HELPDESK calls answered	78.00%	88.00%	90.00%	86.00%	81.00%	80.00%	93.00%	95.00%	98.00%	98.00%	95.00%	98.00%	95%	90%

CHESHIRE WEST AND CHESTER

Payment & Income														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
Payment to Supplier within terms	94.63%	92.86%	93.56%	92.46%	88.38%	91.99%	93.27%	93.58%	91.60%	92.98%	90.29%	94.00%	90%	92.47%
Timely and accurate resolution of unallocated income	88.00%	90.00%	90.00%	67.00%	96.00%	94.00%	94.00%	82.00%	92.00%	96.00%	94.00%	100.00%	85%	90.25%
Timely and accurate Direct Debits Collected	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	90%	100.00%
Resolving issues at first point of contact schools	100.00%	100.00%	100.00%	82.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	90%	100.00%
Resolving issues at first point of contact Services	83.00%	90.00%	100.00%	93.00%	100.00%	100.00%	100.00%	100.00%	100.00%	88.00%	100.00%	100.00%	90%	96.17%
volume of invoices	4874	5699	5080	5428	4345	4387	4877	4901	4400	5012	4698	6285		59986
Recruitment & Pay														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)										84.60%	86.00%	46.90%	95%	72.50%
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received										78.70%	52.00%	67.20%	90%	65.97%
Percentage of pay made accurately and on time (EXC Schools/Users)	99.40%	99.60%	99.20%	99.00%	98.30%	99.70%	99.50%	99.50%	90.90%	99.70%	99.40%	99.60%	99%	98.65%
Percentage of pay made accurately and on time	99.40%	99.30%	99.00%	99.10%	98.80%	98.80%	99.10%	99.40%	93.90%	96.70%	99.40%	99.60%	98%	98.54%
Issues Resolved at first point of contact													90%	
Governance & Support														
KPI	April	May	June	July	August	Sept	Oct	Nov	Dec	January	February	March	TARGET	OUTTURN
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Percentage of HELPDESK calls answered	78.00%	88.00%	90.00%	86.00%	81.00%	80.00%	93.00%	95.00%	98.00%	98.00%	95.00%	98.00%	95%	90%

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments
2	Continued loss of income from schools and academies	9	9	9	This continues to be a concern for the service however, improvements continue to be made to UNIT4 and open two way supportive communication

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	Slowness of UNIT4 system causing processing issues	Nov 2022	Feb 2023	<p>Server processing power was struggling to cope with the volume of transactions. This was investigated and the cloud based servers were doubled to increased processing capacity.</p> <p>Some issues have continued but these have been related to specific processing large volume jobs and investigation is on-going into wider performance</p>

2	Teacher's Pensions EE contributions not being backdated with pay award	Dec 2022	Jan 2023	This was identified as an issue with the build of the solution although tested adequately within the councils and resolved by a rebuild within a month
3	Status A not working meaning transactions unable to complete and manual intervention required	Feb 2023		Still on-going issue has been escalated to UNIT4 R&D team and work around has been agreed where data is corrected on a daily basis

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	
Client Manager CEC	Paul Goodwin	Head of Financial Services	
Client Manager CW&C			
Head of Service/Director	Debbie Hall	Director of Finance	

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

Date of Meeting: 30th June 2023

Report Title: Shared Service Business Planning – 2023/2024

Senior Officer: Alex Thompson, Director of Finance and Customer Services,
Corporate Services, Cheshire East Council
Laurence Ainsworth, Director of Public Service Reform, Cheshire
West and Chester Council

1 Report Summary

1.1 The Shared Service Joint Committee Administrative Agreement sets out that the Joint Committee is responsible for approving business plans for shared services including targets and objectives relating to service quality, performance, and efficiency.

1.2 This report presents the business plans for 2023/2024 for the five shared services:

1. Archaeology Planning Advisory Service
2. Archives and Local Studies
3. Emergency Planning
4. ICT Shared Services
5. Transactional Services

1.3 The business plans for the five shared services are set out, in full, in the appendix

2 Recommendations

2.1 It is recommended that Members:

- i) Approve the new business plans for the shared services for 2023/2024.

3 Reasons for Recommendations

3.1 The Shared Service Joint Committee Administrative Agreement sets out that Joint Committee is responsible for approving the Business Plans, or

specifications for any Services, including objectives and targets for service quality, performance, and efficiency.

4 Background

- 4.1 In accordance with the overarching Shared Services Administrative Agreement, all shared services are required to have a business plan in place which is approved by both the host authority and the receiving authority.
- 4.2 The new template introduced last year has been successful and provides for more narrative explanation if needed.
- 4.3 In accordance with the recent shared services review recommendation about reducing the reporting burden, ICT and Transactional Services will have a mid-year review and all other services will have an annual review. This will avoid disproportionate reporting pressures for the smaller shared services. However, should risks arise, more frequent reporting will take place, and services can submit update reports throughout the year as necessary.

5. 2023/2024 Business Plans

- 5.1 The table below gives a summary overview of each of the services' business plans.

Service	Budget 23/24	Number of objectives	Number of KPIs	Number of high-level risks
APAS	177,879 (provisional)	6	5	0
Archives and Local Studies	529,000	7	6	1
Emergency Planning	330,810	8	5	0
ICT	16,621,000 (gross) Net - £0	6	3	0
Transactional Services	501,000 (gross) 220,000 (net)	6	14	4

Full business plans for each service are in appendix 1.

5.2 The main priorities for 2023/24 are:

- For all services, to implement the recommendations from the recent shared service review.
- For the Archaeology Advisory Planning Service, to develop, maintain and manage a comprehensive public information resource, the Cheshire Historic Environment Record (HER), in accordance with national standards and benchmarks, and to advise on archaeological implications of developments.
- For the Archives and Local Studies Service, to deliver the projects and improve digital access, whilst continuing to fulfil statutory requirements. This risk is in relation to the renegotiation of SLA with Warrington and Halton, and this has been referred to the Joint Officer Board (JOB) for further advice.
- For the Joint Emergency Planning Service, to continue to ensure managers are trained, community resilience is increased, and there is participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training, and exercises.
- For ICT, to deliver continuous improvement, achieve financial stability, and deliver the ICT review programme.
- For Transactional Services, to reduce service demands, deliver continuous initiatives in Unit 4, and to implement the Transactional Services review.

6. Implications of the Recommendations

6.1 Legal Implications

The business planning process is compliant with the Administrative Agreement requirement for the Shared Service joint Committee to oversee the services business plans.

6.2 Finance Implications

The financial implications are contained within each business plan.

6.3 Policy Implications

There are no direct policy implications.

6.4 Equality Implications

There are no direct Equality implications at this stage.

6.5 Human Resources Implications

The HR implications are contained within each individual service business plan.

6.6 Risk Management Implications

The risk implications are set out in the business plans. All high-level risks are fed into service and corporate risk registers.

6.7 Rural Communities Implications

There are no direct implications for Rural Communities.

6.8 Implications for Children & Young People/Cared for Children

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

6.9 Public Health Implications

There are no direct implications for Public Health.

6.10 Climate Change Implications

There are no direct Climate Change implications

6.11 Ward Members Affected

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

7. 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

8. Contact Information

8.1 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

SHARED SERVICE BUSINESS PLANS 2023/2024

SERVICE DETAILS

Service Name	Cheshire Archaeology Planning Advisory Service
Service Manager	Mark Leah
Client Managers	Ian Hesketh (CW&C), Tom Evans (CE)

OVERVIEW

The Archaeology Planning Advisory Service (APAS) is a sub-regional service which provides advice on the archaeological implications of development to Cheshire West and Chester Council and Cheshire East Council. It also maintains the Historic Environment Record for the two authorities. The service operates as a shared service between Cheshire West and Chester and Cheshire East councils. It also provides these services to Halton Borough and Warrington Borough councils via bespoke agreements.

BUDGET SUMMARY

2023/2024 Planned Budget £	£177,879.00 (provisional)
Comments	Acting on the advice of finance, the provisional budget has been increased by 10% to cover the 2022-23 pay award and a budgeted increase in 2023-24 of a further 5%
Mid-Year Forecast £	
Comments	
End of Year outturn £	

KEY PRIORITIES AND OBJECTIVES

No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year 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.	31.3.24		
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.24		
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.24		
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.	31.3.24		
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	31.3.24		
6	<p>To try and secure the outstanding shared service review recommendations:</p> <p>1. Consideration of corporate funding within both CW&C and CE to secure the digitisation of further elements of the HER (NB in the meantime APAS continues to address d the digitisation challenge with its own resources)</p>	31.3.24		

KEY PERFORMANCE INDICATORS (KPI)

No.	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Midyear Actual	End of year Actual	Comments
1	% number of records reviewed in the Cheshire Historic Environment Record per annum	8%	5%			
2	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	100%	90%			
3	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	100%	100%			
4	% 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	100%	100%			
5	Delivery of annual APAS Report	Achieved	Delivery of report by May 2024			

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Midyear Rating	End of year Rating	Comments
1	No key risks scoring 9 or over identified				

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	No issues identified			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	Team Leader APAS	27/04/2023
Client Manager CEC	Tom Evans	Interim Environmental Planning Manager	10/05/2023
Client Manager CWC	Ian Hesketh	Manager, Total Environment	27/04/2023
Head of Service/Director	Rob Charnley	Acting Director, Economy, and Housing	10/05/2023

SERVICE DETAILS

Service Name	Archives and Local Studies
Service Manager	Paul Newman
Client Managers	Rachel Foster (Cheshire West and Chester)/Helen Paton (Cheshire East)

OVERVIEW

Cheshire Archives and Local Studies (CALs) is an Accredited Archive service based at the Cheshire Record Office in Chester, with an extensive digital presence. It is a shared service and part of a nationwide network of statutory archive provision. CALs identifies, collects, and cares for archives and publications that are the evidence of Cheshire communities' lives past and present. It delivers access for all archives and local studies collections for information, learning and enjoyment and work to make sure archives survive so that future generations will be able to do the same.

The service is responsible for:

- acting as the corporate memory for its parent bodies and their predecessors
- collecting and providing access to a comprehensive range of original records and archives to reflect the development of the County of Cheshire and its communities
- maintaining a comprehensive collection of local studies materials and ensuring the supply of appropriate materials to libraries across the County
- promoting and developing interest in all aspects of the history of the County
- providing advice and guidance on all aspects of record-keeping and local and family history

The service also provides core archive provision to Halton and Warrington Borough Councils under a single Service Level Agreement.

CALs' priority at present, other than continuing to deliver high quality public services, is its project – 'Cheshire's archives: a story shared' - to relocate the service and engage a wider audience with archives across Cheshire. In November 2022 its application to the National Lottery Heritage Fund for £4.5m was successful and the project to relocate the service is within the capital programmes of both councils. The project will begin in Q1 2023/24 and run until Spring 2027, with new centres for the service opening in Winter 2024/25.

BUDGET SUMMARY

2023/2024 Planned Budget £	£529,000
Comments	
Mid-Year Forecast £	
Comments	
End of Year outturn £	

KEY PRIORITIES AND OBJECTIVES

No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
1	Deliver year 1 of the 'Cheshire's archives: a story shared' project Activity Plan (community engagement plan), including ongoing evaluation	March 2024		
2	Complete year 1 of the 'Cheshire's archives: a story shared' project Collections Conservation Plan, preparing the collections for their move to the new centres	March 2024		
3	Continue to improve digital access to services and collections <ul style="list-style-type: none"> • Complete year 1 of the 'Cheshire's archives: a story shared' project Digital Plan • Work with Ancestry to complete their digitisation programme 	March 2024		

No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
4	Continue to fulfil the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care <ul style="list-style-type: none"> • Design and implement new digital preservation solution for the long-term preservation of digital records 	Autumn 2024		
5	Provide a high-quality service for researchers and volunteers <ul style="list-style-type: none"> • Deliver volunteer programme as identified in year 1 of 'Cheshire's archives: a story shared' • Researchers (on-site and remote) receive a high-quality service 	March 2024		
6	Deliver access to services through libraries <ul style="list-style-type: none"> • Deliver part of relocation project Activity Plan with/in libraries • Library staff training 	March 2024		
7	Develop and deliver year 1 of staff training programme as identified within the Cheshire's archives: a story shared' project	March 2024		

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Midyear Actual	End of year Actual	Comments
1	Percentage of enquiries and digitisation requests fulfilled within 10 working days	99%	95%			
2	Accredited Archive status maintained	Maintained	Maintained			
3	Satisfaction with Activity Plan events	NEW	90%			Detailed Evaluation Plan to be developed as part of project during summer 2023
4	Levels of engagement with service	1.536 million	1.75 million			Includes use of CALS collections on partner website (Find My Past)
5	Percentage of volunteers who would recommend volunteering to their friends	100%	95%			Held each June, to coincide with Volunteers' Week
6	Percentage of new collections of archives made accessible to service users within 1 month of receipt	82%	90%			

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid-year Rating	End of year Rating	Comments
1	Renegotiation of SLA with Warrington and Halton not concluded successfully, resulting in missing opportunities to support respective priorities and inability to deliver new service model	9			Way forward to be discussed at JOB 7/6

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	None identified			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Local Studies Manager	24/5/23
Client Manager CEC			
Client Manager CWC	Rachel Foster	Head of Communities, Culture and Libraries	24.05.23
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	24.05.23

SERVICE DETAILS

Service Name	Joint Cheshire Emergency Planning Team (JCEPT)
Service Manager	Chris Samuel
Client Managers	Vanessa Griffiths (CW&C)/ Tom Shuttleworth (CE)

OVERVIEW

The overarching aim of the Shared Emergency Planning Service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council, have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response. Key objectives for the 2023-24 Business Plan are as follows: consolidation of foundation emergency management tasks; catching up on objectives put on hold from 2022-23; learning lessons from a range of incidents including the pandemic; getting ready for the new Martyn's Law; and a number of subject and site-specific plans and exercises. This work is set against a background of a need to bolster future team capacity and resilience; this includes the proposed implementation of career grades for junior officers, and the formalisation of the swift redeployment of additional staff from both Councils should the team need reinforcing during future, long-term incidents – a feature of recent years.

BUDGET SUMMARY

2023/2024 Planned Budget £	£330,810
Comments	This budget includes estimated uplift budgets subject to confirmation of pay awards later on this year.
Mid-Year Forecast £	
Comments	
End of Year outturn £	

KEY PRIORITIES AND OBJECTIVES

No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2024		
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.	31/03/2024		
3	Ensure relevant On-Site and Off-Site Response Plans for CW&C and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/2024		
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2024		
5	Increase levels of emergency preparedness across both authorities generally.	31/03/2024		
6	Undertake and participate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CW&C and CE.	31/03/2024		
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training, and exercises.	31/03/2024		
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.	31/03/2024		

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid-year Actual	End of year Actual	Comments
1	Overall delegate satisfaction with training events provided, i.e., Very Good, Good or Satisfactory.	100%	100%			
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management (EM) Workshop within last 24 months.	97%	100%			
3	All CW&C Senior Managers (Tiers 1 to 4) have attended an EM Workshop within last 24 months.	97%	100%			
4	Statutory plans and exercises delivered within agreed timescales	100%	100%			
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%			

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid-year Rating	End of year Rating	Comments/ Mitigation
1	No high risks (scoring 9 or over) have been identified risks				

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
	N/A			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Senior Manager – Emergency Planning	23/05/2023
Client Manager CEC	Tom Shuttleworth	Interim Director, Environment and Neighbourhood Services, Cheshire East Council	25/05/2023
Client Manager CW&C	Vanessa Griffiths	Head of Public Protection Service, Cheshire West, and Chester Council	25/05/2023
Head of Service/Director	Vanessa Griffiths	Head of Public Protection Service, Cheshire West, and Chester Council	25/05/2023

SERVICE DETAILS

Service Name	ICT Shared Services
Service Manager	Gareth Pawlett
Client Managers	Peter Lloyd, Valda Williams

OVERVIEW

- ICT Shared Service is a shared service managed by Cheshire East (CEC) Council on behalf of both Councils. It currently manages multiple diverse devices, infrastructures and application sets belonging to the two Councils and related partner organisations.
- The shared service provides:
 - Devices - Core IT End User Computing (EUC) Platform, Microsoft365,
 - Infrastructures - A single managed service for the provision of network and communications,
 - Hybrid data platform - A hybrid EUC and applications platform, co-located across Microsoft's Azure platform and the Datacentre in Kelly House,
 - User support services - comprising of the IT Service Desk and three levels of support in line with well recognised service management standards (ITIL v3) covering devices, infrastructure, and applications,
 - IT security, architecture and change management, project management and applications development and,
 - IT for several other organisations across Cheshire, comprising schools, wholly owned trading companies and strategic partnerships/joint ventures.

BUDGET SUMMARY

2023/2024 Planned Budget £	£16,621,000 Gross £0 net
Comments	
Mid-Year Forecast £	
Comments	
End of Year outturn £	

KEY PRIORITIES AND OBJECTIVES

No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
1	Implement the recommendations from the Shared Service Review for ICT. <ul style="list-style-type: none"> - Mobilisation - June 23 - Design Phase – Sept 23 - Technology Change - Sept 24 - Workforce alignment - Oct 24 - Soft Launch & Disaggregation - Mar 25 	31/03/2025		
2	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; with an associated Performance Management Framework (PMF).	31/03/2024		
3	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 cultural standards, values and behaviours which will be beneficial to our shared service partners.	31/03/2024		
4	Strategy and Design - Refresh of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support. Review of Technical Debt Register to inform business planning	31/03/2024		

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	and to assist with simplification and cost optimisation work. Deliver Essential Replacement activity to ensure ICT Services are performant and compliant. Strategic engagement with suppliers to exploit ICT Investment and support transformation.			
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No.	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
5	Governance - To provide a framework of governance to ensure the provision of robust information, intelligence, and business cases to support effective decision-making.	31/03/2024		
6	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.	31/03/2024		

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Midyear Actual	End of year Actual	Comments
1	Annual Customer Satisfaction Survey covering full range of services	75%	75%			
2	Delivery of projects to time, cost, and quality milestones	87.2%	75%			
3	Availability of basket of critical systems and services	99.6%	99.0%			

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Midyear Rating	End of year Rating	Comments
1	<p>Information management, data security (including Cybersecurity)</p> <p>Corporate policies, protocols, tools, and technologies for the authority continue to be developed, with information management maturity and staff understanding and working practice</p> <p>The lack of a consistent approach to information management may result in security and safety breaches, leading to the loss of confidentiality and potential disclosure of sensitive personal information.</p> <p>This lack of consistency may also result in difficulties in timely access to key information. Decisions based on poor or absent data may result in a failure in service delivery.</p> <p>In conjunction, ineffective data security measures may lead to the inappropriate use of data, data protection issues and fraud resulting in loss of reputation and financial penalties.</p>	16			<p>The threat level is as high as ever, supply chain attacks have significantly increased, Council examples include Mobisoft/Capita etc. National Cyber Security Centre warning of attacks on managed service providers.</p>

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	The original budget is based on the business model of 100,000 commissioned hours. Any reduction in commissioned hours will reduce income and put pressure on the outturn position.	01/04/2023	31/03/2024	<p>All parties are reviewing the demand plan with initial estimates that there will be between 75,000 and 80,000hrs commissioned demand for 2023/24. NOTE: This includes the demand from implementing the due diligence recommendations.</p> <p>The Shared Service will work hard to mitigate the loss of income as far as possible (by reducing agency hours etc). However, the extent of the loss of income (yet to be determined) could be such that it has been difficult to offset further without impacting BAU services. Cost pressures from contracts are expected to continue with suppliers indicating a continued increase in costs in coming months.</p>

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 CWC	Peter Lloyd	Head of Change and Technology	
Head of Service/Director	Alex Thompson	Director of Finance and Customer Services	

Shared Service Business Plan 2023 to 2024

SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Paul Goodwin

OVERVIEW

Transactional Services is a shared service managed by CWAC on behalf of both Cheshire East (CEC) and Cheshire West and Chester (CWAC) councils. It consists of multiple diverse teams providing services to both councils, council businesses, schools, academies and Cheshire Pension Fund

The shared service provides:

- Payment and Income
- Recruitment and Pay
- Functional Governance and Support for UNIT4

BUDGET SUMMARY

2023/2024 Planned Budget £	£5.01m (gross) offset by £4.79m income target = £0.22m (net)
Comments	<p>The budget is currently being reviewed as part of the Pay Mechanism work which is reviewing all the transactions being processed to ensure the correct information is being captured that reflects the work of the service and this is apportioned fairly between the Councils.</p> <p>In recognition of the implementation of UNIT4, reduction in income from schools buying back services and to mitigate staffing overspends for 23/24 a service review across Transactional Services was undertaken. The budgeted policy option was to reduce staffing budgets by £0.506m and has been achieved predominately through the deletion of vacancies and voluntary redundancy.</p>
Mid-Year Forecast £	
Comments	
End of Year outturn £	

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KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	Develop and apply initiatives to reduce demand on all areas within Transactional Services working with clients to achieve the outcomes thereby increasing capacity within the shared service	31.03.24		
2	Ensure Transactional Services operates at the optimal cost base to support the Councils, reviewing the existing pay mechanism model whilst maximizing resource utilisation, creating a sustainable Shared Services structure to support the Councils and their partners.	31.03.24		
3	To complete the outstanding shared service review recommendations	31.03.24		
4	Continue implementation of the Transactional Services service review	30.06.23		
5	Ensure all senior managers are visible and consistently display the positive behaviours of the council enabling all staff to have the skills, support, and frameworks to be successful and deliver effective services. To ensure the service embraces the cultural standards, values and behaviours which will be beneficial to our shared service partners.	31.03.24		
6	Develop and apply initiatives to drive continuous improvement in the use of UNIT4 to realise the potential of the system and enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31.03.24		

KEY PERFORMANCE INDICATORS (KPI)

Payment & Income															
KPI	22/23	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	TARGET	OUTTURN
Payment to Supplier within terms	98.85													90%	
Timely and accurate resolution of unallocated income	87.42													85%	
Timely and accurate Direct Debits Collected	100													90%	
Resolving issues at first point of contact schools	93													90%	
Resolving issues at first point of contact Services	91.58													90%	
volume of invoices	69271														

Recruitment & Pay															
KPI	22/23	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	TARGET	OUTTURN
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)	74													95%	
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working	74.5													90%	

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days of complete and accurate information being received															
Percentage of pay made accurately and on time (EXC Schools/Users)	98.72													99%	
Percentage of pay made accurately and on time	98.33													98%	
Issues Resolved at first point of contact	No data													90%	

Governance & Support															
KPI	22/23	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	TARGET	OUTTURN
Percentage of INCIDENT halo tickets received within 5 working days of receipt	69.07													90%	
Percentage of INTERNAL SERVICE request halo tickets closed within 5 working days	65.60													85%	
Percentage of fully completed POSITION ADMINISTRATION FORMS actioned within 5 working days	93.67													90%	
Percentage of HELPDESK calls answered	90													95%	

KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid year Rating	End of year Rating	Comments
1	Continued loss of income from schools	10			
2	Capacity within service to continue to bed in UNIT4 developments	10			
3	Health and Wellbeing of officers within shared service due to significant work pressures	10			
4	Ability to deliver within budget given additional demands being placed on the team due to Unit 4 still not being embedded.	10			

ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1				
2				

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	
Client Manager CEC	Paul Goodwin	Head of Finance	20/06/2023
Client Manager CWC			
Head of Service/Director	Debbie Hall	Director of Finance	

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

Date of Meeting: 30th June 2023

Report Title: The Future Model for ICT: Mobilisation Update

Senior Officer: Alex Thompson, Director of Finance and Customer Services,
Cheshire East Council.

Laurence Ainsworth, Director of Public Service Reform, Cheshire
West and Chester Council.

1 Report Summary

1.1 This report provides a summary of the progress to date on the Hybrid ICT programme following decisions to proceed with a new service model.

2 Recommendations

2.1 That the Shared Services Joint Committee note the latest update on the Hybrid ICT Programme.

3 Reasons for Recommendations

3.1 The Shared Service Joint Committee have agreed to receive regular updates on the progress of the programme to provide transparent oversight and accountability.

4 Background

4.1 Following comprehensive joint work by both organisations, on 26th January 2023 Shared Services Joint Committee recommended that their constituent councils proceed with a hybrid model for ICT. This involves retaining a shared network and data centre and a separation of other ICT functions that are currently shared.

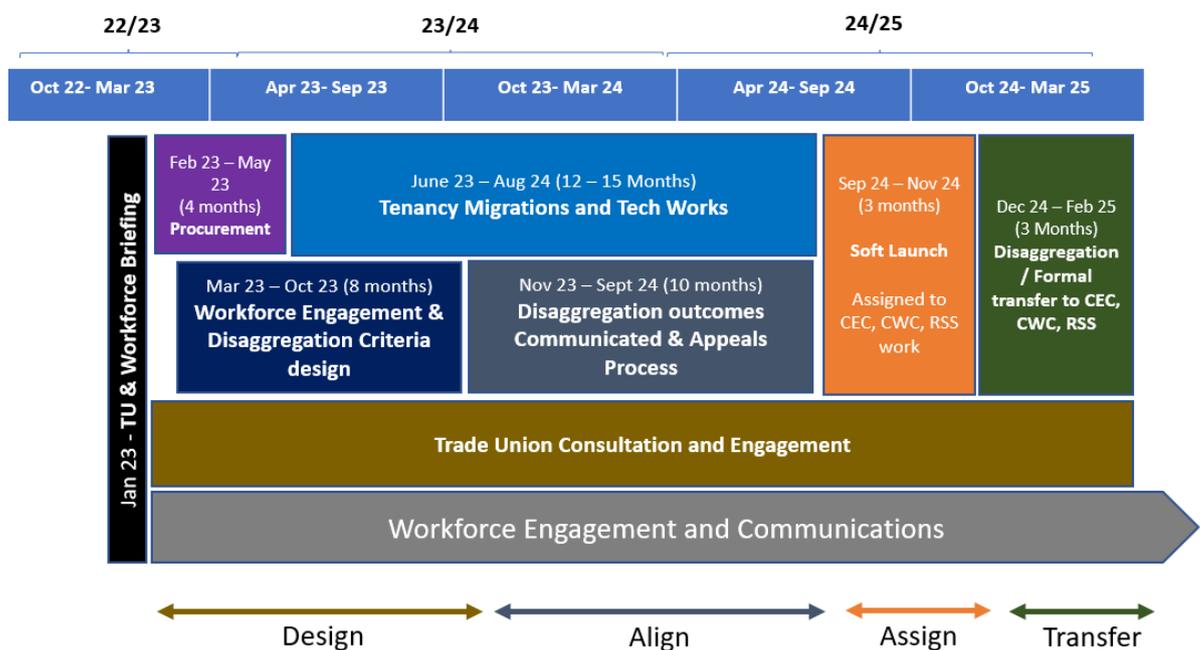
4.2 The recommendation to move to a new model for ICT Services was agreed at Cheshire East Councils Corporate Policy Committee on February 9th 2023, and Cheshire West and Chester Cabinet on February 8th 2023.

4.3 It was agreed that the Shared Service Joint Committee will play a key role in providing oversight throughout the programme over the next two years and that a joint scrutiny task group should also be established.

5 Progress update

5.1 Following the update at the Shared Services Joint Committee on 17th March 2023, which provided an outline of the approach and key stages the Councils are taking to mobilisation and a target date of mobilisation to be completed by June.

5.2 The key stages of the programme are outlined below:



5.3 A number of key activities have been taken forward and the plan is broadly on track at this stage:

Transformation Partner

5.4 A procurement process has taken place to secure a transformation partner to support the delivery of the programme. Castlerigg Consultancy Ltd. were appointed to act as the programme director and commenced activity on the programme in early May.

5.5 A phase of understanding, assurance and confirmation of the baseline, benefits and approach has been undertaken with Castlerigg through a series of stakeholder meetings & workshops. In addition analysis of data has taken place

and workstreams mobilised across the across the key themes of workforce, finance, technology & design.

- 5.6 A review of Best4Business lessons learned has been undertaken by the programme team and has been used to inform the programme approach.
- 5.7 A programme definition document which outlines in detail the key activities, stages, risks, approach, costs and controls is being developed for programme board on June 26th 2023. This will be in line with the agreed stages and programme budget for the programme but will provide further clarity on a design phase.

Resources

- 5.8 Dedicated programme resources for both Human Resources and Finance have been recruited and are in place actively working as leads on the programme.
- 5.9 Wider council resources such as client finance, communications, procurement, audit and technical leads in ICT have been engaged and aligned to programme activities.

Workforce & Trade Unions

- 5.10 The ICT workforce within ICT Shared Services and both Councils have been regularly engaged. The established Questions and Answer sessions have continued and are regularly scheduled to ensure that there are opportunities across the workforce seek an clarifications that are needed.
- 5.11 A dedicated teams site is in place and is used to share all frequently asked questions, conduct engagement and use tools such as 'polls' to help the workforce to shape aspects of the programme. A current poll is live to name the programme.
- 5.12 Trade unions have also been updated on mobilisation in April and are invited to all engagement sessions with the workforce. Further engagement and consultation are planned with Trade Unions at key points throughout the programme.

Governance

- 5.13 A joint scrutiny task group to hold Shared Service Joint Committee and the programme to account will be established. The final terms of reference will be endorsed with Members and the group once nominations have been sought.

5.14 Core programme governance is now established through a board chaired by Director of Finance and Customer Services Corporate Services – Cheshire East and the Director of Public Service Reform - Cheshire West and Chester and three workstreams covering Workforce, Technical Change and Design.

5.15 A design authority will be introduced in the next phase of the programme to manage dependencies across workstreams to ensure a coherent ICT design is achieved through continuous monitoring of work across multiple workstreams.

Technical Partner

5.16 The specification for a technical partner has undergone further assurance and refinement and is planned to be published at the end of June. This organisation will support both councils with the move to new tenancies.

5.17 Through the assurance and challenge process provided by Castlerigg, options to simplify the technical solution and reduce risks whilst still delivering the benefits of the programme will form part of the procurement specification.

5.18 The majority of activities for mobilisation are now in place, the programme has experienced a small element of slippage (estimated to be 3 weeks) linked to the availability of data and additional technical assurance for the technical partner procurement. This is expected to be recovered through a shorter technical implementation and regular key data reporting processes are now established.

6 Risks and Issues

6.1 As part of the mobilisation activities an updated Risk and Issues log is being populated to reflect the current position and future focus of the programme.

6.2 The top 3 key risks identified are:

Theme	Risk	Mitigation
Workforce skills and capacity	The two new ICT services and retained shared service will not have the right level of skills and capacity to operate sustainably on day one.	<p>An early and on-going assessment of capability gaps as part of the OD strategy for the programme will be completed to indicate the nature of the gap, implications for service delivery and business continuity and target early specialist recruitment where necessary.</p> <p>The lead-in to the transition gives sufficient time to create strategies for targeting and resolving skills and capacity gaps.</p>

Workforce	Staff will be unsettled through the transition or unhappy with the disaggregation outcome leading to challenges of retention & recruitment & impact on service delivery	<p>Continuous engagement with staff will remain through-out</p> <p>Early and continued engagement and full and meaningful consultation with trade unions</p> <p>The transition will create new opportunities for staff and both councils will commit to support and development.</p> <p>More opportunities will be available for current workforce.</p> <p>Focus on developing current workforce into new roles and skills.</p> <p>Clear visions for ICT in each Council.</p> <p>Joint approach to recruitment for existing vacancies to mitigate redundancies.</p>
Finance - Benefit	There is a risk that baseline data used to build benefits is inaccurate.	<p>Programme finance needs to be reviewed against deliverables and workstreams. Review proposed benefits against the design, plan and budget.</p> <p>The Service baseline has moved on since due diligence by the internal team was undertaken. Initial design modelling will need to be reworked against a refreshed baseline to assess any impact.</p>

6.3 As part of future reporting a risk log will accompany committee reports.

7 Next steps

7.1 Following mobilisation, the Shared Services Joint Committee will now receive regular highlight reports to outline progress of the programme, risks and issues and budget information to provide assurance on the delivery of the programme.

8 Implications of the Recommendations

8.1 Legal Implications

Discussion was held on legal support for the programme, particularly to support new contractual arrangement and the new shared service agreement.

8.2 *Finance Implications*

A £5.1m overall programme budget has been agreed, projected benefits are £2.67m combined, payback period is 4 years. Regular reports on programme finances will feature through Members governance as the programme progresses.

8.3 *Policy Implications*

The new hybrid model will be aligned to each councils' policies. Common ICT policies will be agreed for the retained shared service.

8.4 *Equality Implications*

There are no direct Equality implications at this stage.

8.5 *Human Resources Implications*

Implications for Human Resources will be managed by the workforce workstream and will be a critical part of the programme. Engagement with workforce will continue throughout the programme. In addition, a joint session with the Trade Unions are planned throughout the programme and will become a regular working group.

8.6 *Risk Management Implications*

A full risk log is being formed and will be reported to Members of the Committee on a regular basis from June.

8.7 *Rural Communities Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

8.8 *Implications for Children & Young People/Cared for Children*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

8.9 *Public Health Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

8.10 *Climate Change Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

8.11 *Ward Members Affected*

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

8. Contact Information

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

Name Gareth Pawlett
Job Title Chief Information Officer
E Mail gareth.pawlett@cheshireeast.gov.uk

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

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