Shared Services Joint Committee

Agenda

Date:	**Friday 26th November 2021**
Time:	**10.00 am**
Venue:	**Council Chamber, Wyvern House, The Drumber, Winsford CW7 1AH**

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

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

1. **Apologies for Absence**

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

2. **Declarations of Interest**

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

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

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

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

   To approve the minutes of the meeting held on 24 September 2021.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public
Contact: Rachel Graves
Tel: 01270 686473
E-Mail: rachel.graves@cheshireeast.gov.uk

5. **Archives Project Update**

   To consider a report which provides a progress update on the Archives Project.
   Report to follow.

6. **Shared Services Business Plans 2021- 22 - Mid-Year Review** (Pages 7 - 104)

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

7. **Shared Service Review Update Report** (Pages 105 - 112)

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

8. **Best4Business Update** (Pages 113 - 126)

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

9. **Date and Venue for Next Meeting**

   To agree the date and venue for the next meeting.

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

Agenda Item 4

Minutes of a meeting of the **Shared Services Joint Committee**
held on Friday, 24th September, 2021 at Council Chamber, Wyvern House,
The Drumber, Winsford CW7 1AH

PRESENT: **Cheshire East Council**
Councillors Steve Edgar (substitute for Councillor Paul Findlow) and Amanda Stott.

Cheshire West and Chester Council
Councillors Carol Gahan and Paul Donovan

Councillor in Attendance: Councillor L Gibbon, Cheshire West and Chester Council

Officers in attendance: **Cheshire East Council**
Jane Burns, Executive Director Corporate Services
Alex Thompson, Director of Finance and Customer Services
Gareth Pawlett, Head of ICT Services and Chief Information Officer
Julie Gregory, Legal Team Manager
Rachel Graves, Democratic Services

Cheshire West and Chester Council
Mark Wynn, Chief Operating Officer
Laurence Ainsworth, Director of Public Service Reform
Peter Lloyd, Head of Change and Technology
Catherine Salt, Corporate Legal Manager

10 APOLOGIES FOR ABSENCE

Apologies were received from Councillors JP Findlow (Cheshire East Council), J Rhodes (Cheshire East Council) and K Shore (Cheshire West and Chester Council).

In the absence of the Chair, Councillor Carol Gahan took the Chair.

11 DECLARATIONS OF INTEREST

No declarations of interest were made.

12 PUBLIC SPEAKING TIME/OPEN SESSION

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

13 **MINUTES OF PREVIOUS MEETING**

RESOLVED:

That the minutes of the meeting held on 11 June 2021 be approved as a correct record.

14 **SHARED SERVICES BUSINESS PLANS Q1 2021-2022 REVIEW**

Consideration was given to the report which provided a summary of the 2021/22 Quarter 1 position for the Shared Services arrangements between Cheshire East Council and Cheshire West Council. The report included financial and non-financial performance information for the period 1 April 2021 to 31 July 2021 and Appendix 1 to the report provided a summary of overall performance along with a rating for financial performance, performance against delivery of business plan objectives and key performance indicator.

It was reported that the position for Q1 was that the performance of most services was in line with expectations, with no significant issues to report. Emergency Planning, ICT and Transactional Services were currently reporting objective and KPIs that were currently off track but expected to be back on track by the end of the year. Additionally, ICT and Transactional Services were reporting financial pressures and work was being undertaken to identify remedial measures to address these and deliver a balanced year-end position.

Clarification was sought on the period which the report covered and in response it was stated that the non-financial performance data was for the period 1 April 2021 to 30 June 2021 and the financial information covered the period 1 April 2021 to 31 July 2021.

Members asked questions in respect of what was needed to improve the business carried out with schools, specifically in terms of what the Councils could provide and the charges for this service.

RESOLVED:

That the Shared Services Quarter 1 performance for 2021-22 be noted.

15 **SHARED SERVICE REVIEW UPDATE REPORT**

Consideration was given to the report which provided an update on the progress of the Shared Services Review.

The report set out the progress from the in-depth review of ICT Shared Services and detailed the key findings. The model of delivery recommended by C.Co focused on a hybrid shared service and this would allow for the sharing of more standardised functions such as network and

infrastructure and the alignment of other ICT functions, which were more business focussed, to the requirements of each Council.

Further work would be required to undertaken to understand the impacts, the delivery plan, the costs, and benefits of moving to the recommended model and it was recommended that this be carried out by both Councils with the assistance of an external partner.

The review of Transactional Services was underway and had acknowledged the focus and ongoing efforts of the Service in supporting the introduction of Best for Business programme.

RESOLVED: That the Joint Committee

1   notes the progress and content of the report;

2   notes the emerging direction of travel for ICT;

3   notes the latest findings for Transactional Services; and

4   supports a period of detailed understanding and assurance on the recommended model for ICT Services outlined in section 6 of the report.

16 **BEST4BUSINESS UPDATE**

Consideration was given to the report which detailed the latest position regarding the implementation of the replacement HR and Finance system for the councils and their partners.

Attached at Appendix A was the report previously shared at the informal Shared Services Joint Committee on 23 July 2021 which provided a comprehensive programme update for the HR and Payroll 'Go Live' programme and further updates were reported on the user acceptance testing, payroll parallel run and data migration.

RESOLVED: That the Joint Committee

1   notes and approves the contents of the report previously shared with the informal Shared Services Joint Committee on 23 July 2021; and

2   agrees the update on delivery of the implementation for the remaining programme.

The meeting commenced at 10.00 am and concluded at 10.35 am

Councillor Gahan (Vice-Chair, in the Chair)

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Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 26 November 2021

Report Title: Shared Services Business Plans 2021- 22 – Mid-Year Review

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

   Mark Wynn: Chief Operating Officer, CWC

1. Report Summary

1.1 This report provides a summary of the 2021-22 Quarter 2 position for the Shared Service arrangements between Cheshire East Council (CEC) and Cheshire West and Chester Council (CWC).

1.2 The report includes financial and non-financial performance information for the period 01/07/21 to 30/09/21.

1.3 The report provides summaries of each of the key areas including the budget position, priorities and objectives, key performance indicators, and risks and issues, across all of the shared services, together with, for each service, a service dashboard with a summary narrative. Full business plans can be found in Appendix 2.

1.4 Overall, the position for the mid-year review point is that the performance of most services is meeting expectations in the business plans. However, although most services are forecasting a balanced budget, both ICT and Transactional Services continue to report financial pressures associated with B4B and unachievable income. Work continues to be undertaken on mitigating the shortfalls, but it is unlikey that a balanced year end position can be acheived. The Emergency Planning service is forecasting a very small overspend.

2. Recommendations

2.1 It is recommended that Members:

   i)   Note the Shared Services Mid-year performance for 2021-22.

ii)   Note the financial pressures on IT and TS Shared Services budgets.

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 2021-22 mid-year position.

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

4.   Background

4.1   Currently there are eight Shared Services (six CWC hosted and two CEC hosted). They are:

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

4.2   Day-to-day performance is managed by each shared service manager who reports, through their normal line management arrangements, to a service manager in the host authority and has a relationship with a client manager, in the other authority.

4.3   Shared service business plans provide details of the shared service operation, objectives and resources required. The business plans require a degree of flexibility to enable an appropriate response to the changing needs of each council, especially during the ongoing pandemic.

4.4   This report provides a summary of the 2021-22 performance at the mid-year point for the eight formal Shared Services arrangements between CEC and CWC. An overall summary of performance and business activity all of the shared services is in appendix 1.

5. Overall Summary

5.1 Overall Summary Ratings

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

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

Service	Overall Performance 2019-20	Overall Performance 2020-21	Q1 Performance 2021-22	Q2 Performance 2021-22
Archaeology Planning Advisory Service	Green	Amber	Green	**Green**
Archives and Local Studies	Green	Amber	Green	**Green**
Cheshire Rural Touring Arts	Green	Green	Green	**Green**
Emergency Planning	Amber	Amber	Amber	**Green**
Farms Estate Management	Green	Amber	Green	**Green**
ICT	Amber	Amber	Amber	**Amber**
Libraries Shared Service	Green	Amber	Green	**Green**
Transactional Services	Amber	Red	Amber	**Green**

Overall Summary Ratings Commentary

- Most services are on track with objectives being achieved. There is one Emergency Planning objective which is impacted by Covid-19. This is set out in the individual business plan in Appendix 1.

- Most services KPIs are on track with four KPIs, one each in APAS, Emergency Planning, ICT and Libraries Shared Service that are impacted by Covid 19. They are set out in the individual business plans in Appendix 1.

- Most services are reporting a balaced budget or underspent financial position with, Emergency Planning forecasting a small overspend.

- The ICT budget has forecast overspend of £1,610k which is 9.2% of the total budget. A proportion of which that relates to staff pay award and Unit 4 ERP has provision already factored into budgets.

- Transactional Services are currently forecasting an overspend of £544,912 which is 10.13% mainly due to the impact of the revised, later, GO Live date for phase 2 of the Unit 4 ERP system. Budget provision for this has been made by two councils.

5.2   Budget Summary

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

Service	Planned Budget £	Q1 Forecast £	Q2 Forecast £	Predicted Variance £
Archaeology Planning Advisory Service	158,817	158,817	158,817	0
Archives and Local Studies	470,616	470,616	470.616	0
Cheshire Rural Touring Arts	84,000	84,000	84,000	0
Emergency Planning	303,716	302,522	307,198	(2,227)
Farms Estate Management	225,938	162,720	157,063	68,875
ICT	17,350,000	17,840,000	18,960,000	(1,610,000)
Libraries Shared Service	330,836	330,836	330.836	0
Transactional Services	5,294,018	5,522,270	5,882,235	(544,912)

Budget Summary Commentary

- Most services are reporting a forecast balanced or an underspend position at year end.

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

- Emergency Planning are forecasting a small overspend of 1% of total budget.

- ICT are currently forecasting an overspend of 9.2%. Budget provision to cover £299k for B4B related costs falling within this overspend has been identified separately by the two councils. A further £167k of the overspend relates to shortfall in growth for the pay award (not yet finalised). Detailed work has been done on the budget. The funding model is predicated on 100,000 hours of income relating to projects . At the start of the financial year, it was anticipated that the figure would be in the region of 75,000 hours. A governance group has been overseeing mitigating actions including vacancy management, a review and reduction of third party contracts and permanent recruitment to replace certain contractor roles. There has been some success in this regard, however, the shortfall in income generating work is unlikley to be recovered this year. There is a

collective commitment to address and further work will be brought back to the Joint Committee at the next meeting. Mitigation work is linked to the ongoing shared services review.

- Transactional Services are currently forecasting an overspend of 10.13% which is the impact of the revised, later, GO Live date for phase 2 of the Unit 4 ERP system as it has been agreed that the costs of staff and consultants working on the project are to be charged to the Transactional Services budget. Budget provision for this has been made by two councils. Additionally there is some loss of income predicted from November due to a loss of schools business which is being mitigated by vacancy management within the service.

5.3   Priorities and Objectives Summary

The table below sets out a summary of all of the services' priorities and objectives at the mid-year point. Full details are in each Services Business Plans in appendix 2.

The assessment criteria is:

Green: On Track
Amber: Behind but expected to be achieved
Red: Not expected to be achieved
Blue: On hold due to Covid-19

Service	Total number of Objectives	Number of Green Objectives	Number of Amber Objectives	Number of Red Objectives	On hold due to Pandemic
Archaeology Planning Advisory Service	5	5	0	0	0
Archives and Local Studies	6	6	0	0	0
Cheshire Rural Touring Arts	3	3	0	0	0
Emergency Planning	8	7	0	0	1
Farms Estate Management	2	2	0	0	0
ICT	23	17	5	1	0
Libraries Shared Service	9	8	1	0	0
Transactional Services	7	5	2	0	0

Priorities and Objectives Commentary

- Most priorities and objectives across all services are on track.

- The Emergency Planning objective which is behind but expected to be achieved by the end of the year, is off track, due to the impacts of Covid-19. The objective is the continued implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory

emergency planning obligations under the COMAH, REPPIR, PSR, and Flood & Water Management legislation. All other COMAH, REPPIR and PSR plans were within agreed ONR & HSE timescales as at end of quarter 2.

- There are five ICT objectives which are rated as amber – off track but expected to be achieved by the end of the year. These include:

    1. Service Improvement Plan (SIP) to drive continuous improvement in operations – there is some slippage on dates agreed with Clients due to resource availability.

    2. Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work. Further work to be undertaken with both Councils to identify what can be decommissioned. Governance improvements under review to ensure that when new systems are implemented the legacy applications are appropriately decommissioned.

    3. Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services. Core infrastructure components for the Councils continue to be shared. There is no opportunity to share further than core infrastructure as Councils find it difficult to align timescales and requirements, this was highlighted in the recent Shared Services Review.

    4. Agree a new ICT Service Product Catalogue. Value Propositions are being developed.

    5. Recruitment of/New staffing structure for ICT Services. This objective was agreed before the Shared Services Review had been completed. It would make more sense to agree a new structure once the due diligence work has been completed and a decision made on the new model. In the absence of a full restructure, the service continues to review the most appropriate route to resourcing skills/capability and capacity gaps. The service has reduced the number of contractors required in the area of project management and has focussed on bringing through, training and mentoring our own staff to great success. However, pressures in the wider labour market mean have seen a recent increase in turnover and qualified agency staff are more difficult to source.

- One ICT objective is now assesed as red – the development of a sustainable financial strategy. However, good progress made around the

service information, utilisation, cost transparency, demand, contracts and resourcing. Work on the transition to a new model will continue in 21/22 subject to the recommendations from the Shared Service Review.

- The Libraries Shared Service objective which is behind but expected to be back on track by the end of the year is the BookStart initiative which has been impacted due to the absence of the postholder.

- The two Transactional Services objectives which are behind but expected to be achieved by the end of the year are connected to the implementation on the Unit 4 ERP system which is now planned for Autumn 2021. They include:

  1. To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP
  2. To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP

  Both will be addressed after Go Live 2.

5.4 Key Performance Indicators Summary

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

Green: On Track
Amber: Behind but expected to be achieved
Red: Not expected to be achieved
Blue: On hold due to Covid-19

Service	Total number of KPIs	Number of Green KPIS	Number of Amber KPIs	Number of Red KPIs	On hold due to Pandemic
Archaeology Planning Advisory Service	5	4	0	0	1
Archives and Local Studies	6	6	0	0	0
Cheshire Rural Touring Arts	3	3	0	0	0
Emergency Planning	5	4	0	0	1
Farms Estate Management	10	9	0	0	0
ICT	3	3	0	0	0
Libraries Shared Service	11	10	0	0	1
Transactional Services	3	3	0	0	0

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

Risks and Issues Commentary

- All shared service managers manage identified risks, including listing risks and issues on corporate risk registers as appropriate. Only risks rated as high - scoring 9 or 12 - are reported. In total, this quarter, there are 5 risks rated as 9 or over and 4 issues as follows:

  - Emergency Panning has three risks and issues which have arisen due to the impacts of the ongoing Covid-19 pandemic, they include:
    - Failure to deliver agreed objectives as a result of team responding to a major incidents.
    - Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys .
    - Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines.

  - The Farms Estate Management has one risk rated as 9 - the impact of reducing income as a result of disposals. This is a primarily a CWC risk.

  - The ICT risk is - Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility. Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either end of life and non-compliant or has a significantly greater risk of failure. A further risk workshop is to be held.

- The ICT issue related to the budget overspend is explained in the Budget Commentary above.

- Further details are in the Business Plans in appendix 2.

6. Individual Shared Service Summaries

The individual shared service summaries for quarter two are set out below in a dashboard format, together with supporting commentary. Each dashboard sets out:

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

A collated summary dashboard for all shared services is in appendix 1.

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

The individual service dashboards are set out below.

Archaeology Planning Advisory Service (APAS)

Dashboard

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

Commentary

- The APAS service is rated as green as the budget, objectives and KPIs are all on track. There are no risks or issues to report.

- Achievements of note, at the mid-year review, include:
    - APAS continues to be heavily involved in HS2A and HS2B and has recently attended and contributed to a number of seminars designed to develop the archaeological research strategy for HS2B.
    - A report on the excavation of the Bronze Age cemetery investigated in advance of the construction of the A556 has now been published in the Archaeological Journal.
    - Notable discoveries have been made on smaller developments including a site in Bunbury. In addition, work in Middlewich on new water supply infrastucture works during August and September has uncovered further important evidence relatimng to the Roman period and the salt production industry.

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

Archives and Local Studies

Dashboard

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

Commentary

- The Archives and Local Studies service is rated as green as the budget, objectives and KPIs are all on track. There are no risks or issues to report.

- Achievements of note, at the mid-year review, include:

  - The Archives and Local Studies onsite volunteer programme restarted in July 2021.
  - Extensive community engagement has been undertaken during the Spring, through to Autumn and feedback from NLHF has been very positive about the extent and nature of this engagement.

Cheshire Rural Touring Arts

Dashboard

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

Commentary

- The CRTA service is rated as green as the budget, objectives and KPIs are all on track. There are no risks or issues to report.

- Achivements of note, at the mid-year point include:
  - Live performances began again in September and there is a work progamme for the autumn season.
  - Planning for Spring/Summer 22 is underway.

Emergency Planning

Dashboard

Overall rating	Green		
Budget	(2,227)		
Priorities and Objectives	7	0	1
Key Performance Indicators	4	0	0	1
Number of risks 9>	3		
Number of issues	3		

Commentary

- The Emergency Planning service has moved from an amber rating in quarter 1 to green at the mid-year point as the priorities, objectives and KPIs are green, except the pandemic deferred ones. The budget is showing a 1% forecast overspend.

- The deferred objective and KPI, and the risks and issues all relate to the the implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPIR, PSR, and Flood & Water Management legislation. This is a a result of the impacts of Covid 19. However, the KPI regarding the percentage of statutory plans and exercises delivered within agreed timescales, currently this stands at 92% against a target of 100%, which is an improvement on last years actual achivement of 76%.

- Achivements of note, at the mid-year point, include:

  - Between 01/04/2021 and 06/10/2021 the Service has responded to 11 incidents (CWAC: 6; CE: 5) including 2 Major Incidents and 4 Major Incident Standbys including the Major Incident for the C-19 pandemic impacting both Council areas, as well as a roof collapse at Northwich Rail Station, closures of the M6, and a heatwave. The Service continues to provide a high level of support and advice to both Councils' pandemic command structures, and at the multi-agency level – this will likely continue for the remainder of 2021.

  - Excellent feedback is continuing to be achieved in respect of the online training delivered.

Farms Estate Management

Dashboard

Overall rating	Green			
Budget	68,875			
Priorities and Objectives	2	0	0	
Key Performance Indicators	9	0	0	0
Number of risks 9>	1			
Number of issues	0			

Commentary

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

- There is currently an underspend of £68,875 due to a staffing vacancy.

- One risk is rated as 9 and relates to the potential impact of reducing income from df disposals. This risk is applicable to CWC council only.

- Achivements of note at the mid-year point include, in respect of disposals:
  - For CWC council, the Shotwick Park disposal has ben approved
  - For CEC there has been £310,000 in completed sales; £542,750 agreed sales but subject to contract; and, £725,000 worth identified for potential sale in year.

ICT

Dashboard

Overall rating	Amber			
Budget	(1,610,000)			
Priorities and Objectives	17	5	1	
Key Performance Indicators	3	0	0	0
Number of risks 9>	1			
Number of issues	1			

Commentary

- ICT are currently forecasting an overspend of 9.2%. Budget provision to cover £299k for B4B related costs falling within this overspend has been identified separately by the two councils. A further £167k of the overspend

relates to shortfall in growth for the pay award (not yet finalised). Detailed work has been done on the budget.

The funding model is predicated on 100,000 hours of income relating to projects. At the start of the financial year, it was anticipated that the figure would be in the region of 75,000 hours.

A governance group has been overseeing mitigating actions including vacancy management, a review and reduction of third party contracts and permanent recruitment to replace certain contractor roles. There has been some success in this regard, however, the shortfall in income generating work is unlikley to be recovered this year. There is a collective commitment to address and further work will be brought back to the Joint Committee at the next meeting. Mitigation work is linked to the ongoing shared services review.

- Within the overspend there are costs relating to Unit 4 ERP amounting to £299k in the current year which both councils have identified separate budgets for. In addition there is also £167k realting to a shortfall in growth for the pay award for 2021-22.

- The ICT risks is - Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility. Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either End Of Life (EOL) and non-compliant or has a significantly greater risk of failure. A number of actions to address the risks are set out in the individual ICT service business plan in appendix 2.

- Achivements of note, at the mid-year point, are that:

  - 100% of projects were delivered to time and quality standards. All 10 projects passed each of the three milestones during Q2.
  - Only two major incidents were recorded in Q2.
  - Regular bitesize ICT sessions scheduled monthly and advertised on Centranet.
  - Weekly sessions for Bright Sparks held.
  - Specific training/drop in sessions arranged and successfully delivered for major change activity, e.g. InTune, MFA, Teams PBX Telephony.

Libraries Shared Services

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	8	1		
Key Performance Indicators	10	0		1
Number of risks 9>	0			
Number of issues	0			

Commentary

- The Libraries Shared Service is rated as green overall – on track. There are no risks or issues to report.

- One objective, relating to the Bookstart Initiative is paused due to staff sickness.

- The KPI of increasing under 5s membership has been severly affected by the restrictions and impactd of Covid-19.

- Achievements of note, at the mid-year point, include:

  - 82,911 resources have collated and delivered to schools during quarter 2.

  - Take up on the new digital services has been strong. The team has provided support to the public on setting up access and using the services.

  - Academic year buybacks now complete. There has been no ddecrease in subscription numbers. Stronger position for forward planning, contracts for this financial year are in place now giving clearer picture for forward planning for 3 year offer.

Transactional Services

Dashboard

Overall rating	Green			
Budget	(£544.912)			
Priorities and Objectives	5	2	0	
Key Performance Indicators	3	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- Transactional Services are currently forecasting an overspend as a result of the revised date for phase 2 of the Unit 4 ERP go live. A previous agreement that provided for the consultant costs and Transactional Services staff working on the project to be lodged against the Transactional Service budget. No budget was initially allocated to the service to account for these costs however both councils have made separate budget provision for this. Further overspends are due to a forecast loss of income from schools. Mitigation is though vacancy management and is linked to the ongoing shared services review.

- The service has seven ojectives of which, two, relating to the Unit4 implementation, have been delayed until the autumn of 2021 and therefore assesed as amber as it is expected that they will be back on track by the end of the year. All other objectives are on track.

- All performance indicators are currently on track.

- There are no high rated risks or issues.

- Achivments of note, at the mid year point, include:

  - Transactional Services is on target to be change ready for Unit4 ERP Go Live 2.

  - An efficient and effective shared service delivering key financial services has been maintained.

7.   Implications of the Recommendations

7.1   Legal Implications

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

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

7.2   Finance Implications

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

7.3   Policy Implications

7.3.1   There are no direct Policy implications

7.4   Equality Implications

7.4.1   There are no direct Equality implications

7.5   Human Resources Implications

7.5.1   There are no direct Human Resources implications

7.6   Risk Management Implications

7.6.1   Risks are managed by the commissioning client, and service managers within each Council, as part of the operation and management of each of the services. Risks are included in each organisations risk register as appropriate.

7.7   Rural Communities Implications

7.7.1   There are no direct implications for Rural Communities.

7.8   Implications for Children & Young People/Cared for Children

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

7.9   Public Health Implications

7.9.1   There are no direct implications for Public Health.

7.10   Climate Change Implications

7.10.1 There are no direct Climate Change implications.

7.11   Ward Members Affected

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

8.   Access to Information

Documents are available for inspection at:

Cheshire East Democratic Services
Westfields, Middlewich Road
Sandbach
CW11 1HZ
or:
Cheshire West & Chester Democratic Services
HQ Building, Nicholas Street,
Chester,
CH1 2NP

9.   Contact Information

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

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

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

Overall Shared Services Dashboard

Service	Overall Rating	Forecast Outturn	Priorities and Objectives					KPIS					Number of risks	Number of issues
			Total	Green	Amber	Red	Blue	Total	Green	Amber	Red	Blue		
APAS	Green	Balanced	4	4	0	0	0	5	4	0	0	1	0	0
Archives & LS	Green	Balanced	6	6	0	0	0	10	0	0	0	0	0	0
CRTA	Green	Balanced	3	3	0	0	0	3	3	0	0	0	0	0
Emgcy Planning	Amber	(£2,227)	8	7	0	0	1	5	4	0	0	1	3	3
Farms Estate Man	Green	£68,875	2	2	0	0	0	9	9	0	0	0	1	0
ICT	Amber	(£1.61m)	23	17	5	1	0	3	3	0	0	0	1	1
Libraries SS	Green	Balanced	9	8	1	0	0	11	10	0	0	1	0	0
Transactional Serv	Green	(£545k)	7	5	2	0	0	3	3	0	0	0	0	0

Shared Service
Individual Business Plans

Quarter 2
2021/22

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	158,817 (annual)	158,817	0	158,817	0				
Comments		A balanced budget is forecast for the year		A balanced budget is forecast for the year					

See appendix A for the budget detail.

STAFFING

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

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To develop, maintain and manage a comprehensive public information resource – the Cheshire Historic Environment Record (HER) in accordance with national standards and benchmarks, to inform all policy and development planning decisions and for the better understanding and enjoyment of the historic environment by all.	31.3.22 and recurring at end of financial year					In 2020-21 the HER was subject to external audit to ensure compliance with national standards. The formal report was received from Historic England and no major issues identified. In order to maintain and enhance the utility of the Record, APAS continues to digitise discrete elements. The 'grey literature' library (reports generated by fieldwork) has now been completed and the hard copy reports dispatched to Deep Store in Winsford for storage. In the current financial year, other elements are being tackled, although total digitisation is beyond our current resources and capacity and will require corporate support (a report has been complied documenting and quantifying the issue).
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.22 and recurring at end of financial year					See below PM2.1 and 3.1

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.22 and recurring at end of financial year					APAS continues to be heavily involved in HS2A and HS2B and has recently attended and contributed to a number of seminars designed to develop the archaeological research strategy for HS2B, including a 'plenary session' held in August. APAS has also attended briefings on the latest deatailed design for HS2B and the progress of the Hybrid Bill. With regard to HS2A, APAS has commented on project designs for archaeological investigations in advance of early-stage ecological works.
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on the archaeological resource.	31.3.22 and recurring at end of financial year					APAS continues to advise on the implications of the whole range of developments in the partner authorities. In CWAC, the Northgate scheme has continued to be the major scheme with the focus moving to post-excavation assessment in 2021-22. In CEC, the preparation, implementation, and reporting with regard to programmes of archaeological mitigation on road schemes continues to be a major theme, although notable discoveries have been made on smaller developments including a site in Bunbury. In addition, work in Middlewich on new water supply infrastucture works during August and September has uncovered further important evidience relatimng to the Roman period and the salt production industry. Significant amounts of waterlogged wood and other organic deposits have been excavated.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money	31.3.22 and recurring at end of financial year	GREEN	GREEN			APAS continues to push for the prompt publication of important archaeological work in the area. A report on the excavation of the Bronze Age cemetery investigated in advance of the construction of the A556 has now been published in the Archaeological Journal. A report on excavations in Chester is due to be published in September and the report on the Seven Lows barrow excavation is expected around Christmas. A number of other projects continue to work their way through the post-excavation and publication process.

KEY PERFORMANCE INDICATORS (KPI)

N0	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Suspended due to Covid 19	5%	BLUE	BLUE			This continues to be on hold at present in view of the Covid 19 epidemic and the requirement for home working which means that records contained in the HER cannot be reviewed on a regular basis. Work will resume when circumstances allow.

NO	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved (despite being technically suspended due to Covid 19)	90% response within 15 days target	[green]	[green]			A message has been placed on the APAS website advising that this target has been suspended during the Covid 19 in order to allow the team greater flexibility to deal with core planning work whilst home working (with consequent reduced IT functionality). In fact the team has maintained the standard with a response rate within15 working days but this approach provides valuable and necessary flexibility in the current circumstances.
3.1	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100% response within 15 days target	[green]	[green]			Outcome was fully achieved in the first quarter (April to June) and this project is now complete for the current financial year.

NO	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4.1	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100% response within 15 days target	🟩	🟩			This outcome has been fully achieved in this second quarter.
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of April 2022	🟩	🟩			Performance statistics continue to be recorded in order to allow the timely compilation of the annual report at year end.

KEY RISKS

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

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments

	none			

APPROVAL

Approval	Name	Job title	Date Agreed	
Service Manager	**Mark Leah**	**Development Management Archaeologist and Team Leader (APAS)**	**24.9.21**	
Client Manager CEC	**Ian Dale**	**Manager, Heritage and Design**	29.9.21	
Client Manager CW&C	**Ian Hesketh**	**Manager, Total Environment**	24.9.21	
Head of Service/Director	**Gemma Davies**	**Director – Economy, Housing & Planning (CW&C)**		

ANNUAL PLANNED BUDGET DETAIL (2021-24)

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	CW&C Clerical	182,895	**0%**
	Travel Budgets	4,570	**0%**
	Office Equipment, Public, Printing, Telephones	2,930	**0%**
	Hired and Contracted Services	7,500	**0%**
	Computer Equipment and Software	12,028	**0%**
	Professional Fees	62,293	**0%**
INCOME	**ITEM**	**£**	**% change from previous year**
	Shared Service re-charge	-93,140	**0%**
	Joint Arrangements-Warrington	-12,250	**0%**
	Joint Arrangements-Halton	-8,309	**0%**
NET BUDGET		**£**	
		158,817	0%

Staffing Structure

ARCHAEOLOGY PLANNING ADVISORY SERVICE (APAS)

Total Environment Manager
0.3 FTE Grade 12

Total Environment Team Leader
(Archaeology Planning Advisory Service)

1 x FTE Grade 10

Development Planning Archaeology Officer	**Historic Environment Record Officer**	**Historic Environment Record Officer**	**Historic Environment Record officer**
1 x FTE Grade 8	*1 x FTE Grade 8*	*0.6 x FTE Grade 8*	*0.4 x FTE Grade 8*

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	461,602	461,602 470,616	0	£470,616	0				
Comments									

See appendix A for the budget detail.

STAFFING

. Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Total	16.3	0	16.3	602,946	Includes 0.8 FTE externally funded temporary staff (to Nov 2021)

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

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Fulfill the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care • Continue to receive Council records which are required to be preserved permanently • Finalise solution with resources requirements for long term digital storage of and access to corporate memory • Successfully re-accredited by The National Archives	Ongoing	*(green)*	*(green)*			Re-application to Archives Accreditation Scheme due by 30 Nov 2021
2	Meet the needs of residents and businesses and deliver services at a local level: provide a high quality onsite service for researchers and volunteers; support community history projects and activities and deliver services through libraries; ensure collections are made easily accessible • Training programme for library staff in CEC and CWaC • Reopen searchroom service as Covid pandemic allows • Provide remote research, enquiry and digitisation service • Develop remote volunteer programme and restart onsite volunteer programme	Ongoing	*(green)*	*(green)*			Onsite volunteer programme restarted July 2021 Online training embedded within library staff training programme Collections improvement plan in place to direct collections management/conservation priorities (photographs, railway records, ensuring new accessions made avaialable within one month of receipt)

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people • Mid point review of National Lottery Heritage Fund project due Dec 2021 • Funding bid to be submitted Aug 2022 (decision due Autumn 2022)	Summer 2026	GREEN	GREEN			Delivery of project contingent on securing delivery phase funding Autumn 2022. This would enable the delivery phase of the project to begin in Q1 2023. Recent discussions with NLHF have pushed back the submission date.
4	Work with partners to secure income for the service and improve access to collections through digitisation • Begin new digitisation programme with commercial partner, for phased launch Autumn 2022-Spring 2023 • Renew contract with existing commercial partner Oct 2021	Oct 2021, Spring 2023	GREEN	GREEN			Digitisation to begin 1/11/22 Contract renewed with existing partner May 2021
5	Ensuring excellence in service delivery through securing the Archives Accreditation standard • Re-application by Nov 2021	Nov 2021	GREEN	GREEN			Confirmation of accreditation early 2022

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
6	Continue to be innovative in extending and improving access to its services, in consultation with communities: developing online services and digital means of engagement; new events piloted and evaluated • Complete digital strategy for service to identify priorities and resources/skills requirements • Community engagement programme undertaken	Ongoing					New events piloted Summer/Autumn 2021 Extensive community engagement undertaken Spring-Autumn 2021. Feedback from NLHF has been very positive about the extent and nature of this.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Quality of service: rating of 9.5/10 or above in survey of visitors	9.5 (2019/20)	9.5					National survey of visitors to archives due to restart in 2021/22
2	Pass NLHF Mid Point Review	N/A	Pass					Due December 2021
3	Reaccreditation achieved	Maintained	Pass					Due early 2022
4	Levels of engagement with service	2.384 million	2 million	0.606 million	1.076 milion			Includes digital engagement, enquiry count, onsite visitors
5	Percentage of new collections of archives made accessible to service users within 1 month of receipt	95%	85%	100%	92%			Numbers of accessions received in 2020/21 were down 200% on a normal year. Number of accessions received in 2021/22 are expected to be higher than in an average year

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
6	Percentage of volunteers who would recommend volunteering with service to a friend	NEW	80% To be measured annually	🟩	🟩			A survey of volunteers in spring 2021 established baseline that 81% would 'strongly recommend' volunteering with the service.

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Local Studies Manager	15/10/2021
Client Manager CEC	Helen Paton	Cultural Economy Manager	Sent 15/10/21
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	Sent 15/10/2021
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Staffing	602,946	0
	Premises	61,640	0
	Transport	2,050	0
	Supplies and services	40,349	0
	GROSS COSTS	706,985	0
INCOME	ITEM	£	% change from previous year
	Joint arrangements - SLA (Warrington BC and Halton BC)	155,181	0
	Royalties - via agreement with commercial partner, Find My Past	56,202	0
	Fees and charges - e.g. for research, conservation work, certification	19,500	0
	Sales - copies from collection	14,500	0
	INCOME	245,383	0
NET BUDGET		£	% change from previous year
		461,602	0

Staffing Structure

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                    ┌─────────────────────────────┐
                    │  Archives and Local Studies  │
                    │          Manager             │
                    │           1 FTE              │
                    └─────────────────────────────┘
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Community Engagement Officer 0.8 FTE

Senior Archivist 1 FTE

Local Studies Adviser 1 FTE

Archivists 2.7 FTE

Conservators 2 FTE

Archive Operations Officer 1 FTE

Archivist (Customer Services) 0.8 FTE

Local Studies Librarian 0.8 FTE

Archives Assistants 3.6 FTE

Digital Services Officer 1 FTE

Research and Collections Access Officer 0.6 FTE
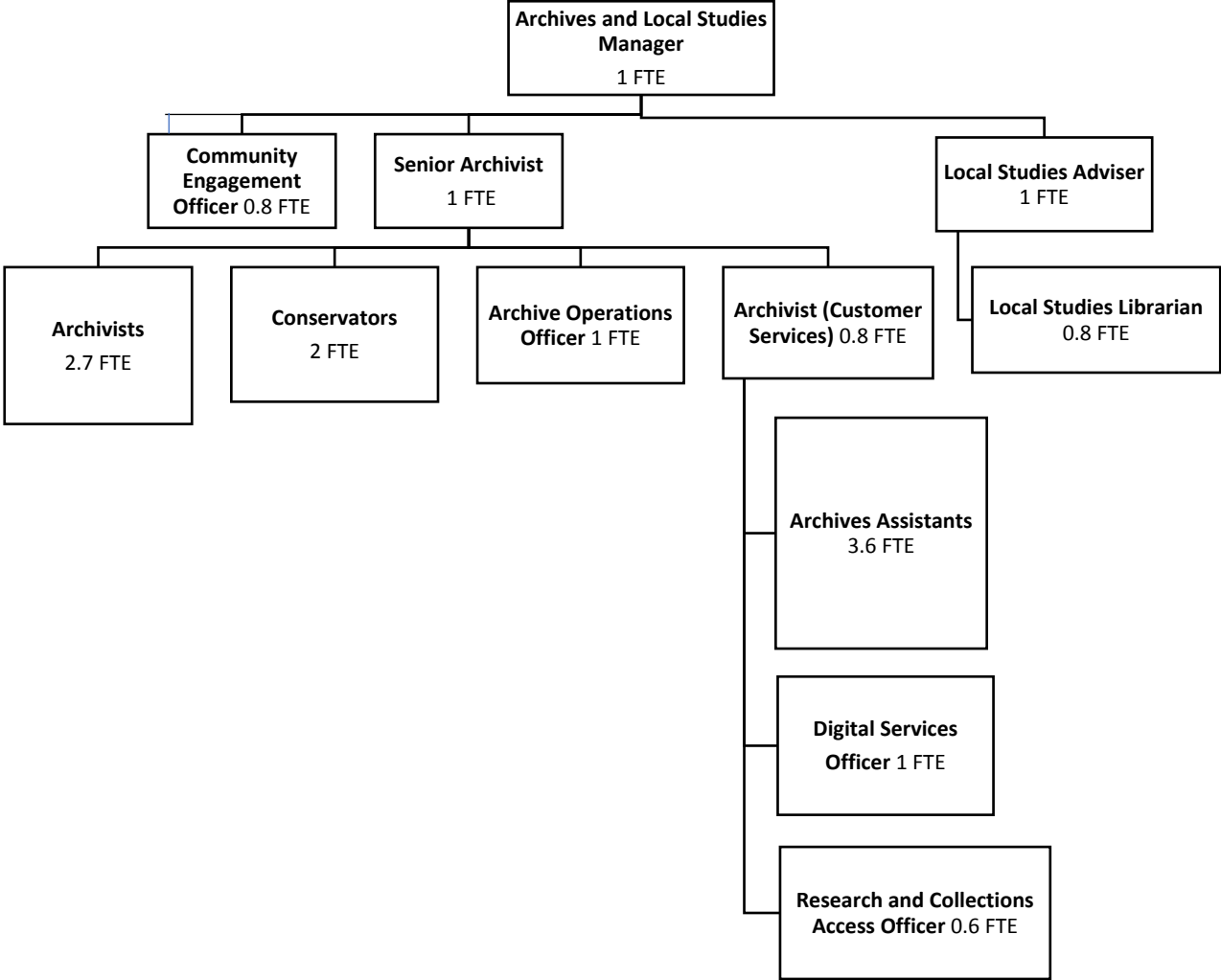
SERVICE DETAILS

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

BUDGET SUMMARY – For Year 2021/22 to be updated annualy and via qaurtely reporting

	Total Planned Budget £	Q1 Forecast £	Q1 Variance (+ or -) %	Mid Year Forecast £	Mid Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Send £	End of year Variance (+ or -) £
Service Budget	**84,000**	84,000	0	84,000	0				
Comments	All future budgets will be determined on a yearly basis. CRTA has NPO funding from Arts council until March 2022. An extension year funding bid for 22-23 is being sent to ACE in Sept 21. NPO funding bid and detailed planning for 23-25 will begin at the end of 2021								

The budget detail is in appendix 1.

STAFFING

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

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES 21/22

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19.	31/03/2022		4			Financial mangment, activty planning and community support is being ammended and actioned as we progress through this quarter and respond to the ever changing landscape. We are revising all CRTA activity in response to the new landscape of arts delivery due to the effects of C19. We will be revising our buisness planing for Arts Council England in 2021 , to implement in 21/22 and beyond. The impact of COVID on the arts will be felt for many years, in terms of funding, artists available and audience and volunteer confidence to return to live events. We will be able to plan further for 2022-2025 once we know the outcome of an ACE NPO application for core funding for the CRTA for 2022-2025, the result of which is expected in early 2022.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	The CRTA will support artists, venues and promoters communities to rebuild a programme of live events in rural communites in Cheshire.	31/03/22		4			Live events have been programmed and some have taken place from August-Dec 21 As we reopen our veneus to live events in 21/22, our priorities will be to help our venues and volunteers as they host live events and look to build up their audinces again. We will work with artists and companies to ensure there is confidence in touring work again into rural communties.
3	Bid to Arts Council England for National Portfolio core funding for 2022-2025			4			An extension year bid has been submitted in Sept for funding for 22/23. The NPO bid , for funding 2023-2025 will go into ACE later this year or early next year (exact dates for submission tbc by ACE) The bid will be submitted at the end of 2021 with the result known in early-mid 2022. CRTA are currenlty preparing for this bid, which will be in partnership with Spot On Lancashire.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	CRTA finances are regularly monitored and reported to our partners and ACE. Any suitable fundraising streams are explored and applied to when necessary.	-	-					Finances are monitored and reported. A review meeting with the CWAC finance officer at CWAC is due to take place in Sept. CRTA finances are monitored and reported on quarterly for Arts Council England , CWAC finance admin and for shared services. Extension year funding for 22/23 has been applied for (Sept 21) from ACE. The next round of NPO funding for 23-25 will be open for applications this autumn.
1.2	CRTA is able to programme quality , diverse and engaging artistic activity during the year.							Work is progammed for the autumn season. Live performances began in September. Planning for Spring/Summer 22 is also underway. We will explore a range of live programmes and work with promoters to programme and promote the work. We will continue to explore digital and alternative performance and engagment activity that we trialled and learn from during the closure of our live events in 2020/21.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	Promoters are supported and are able to continue with CRTA as they wish. If we have spare venue capacity we will also look at engaging new venues/volunteer promoters.	-	-					We have been working with our promtoers to support them to open up venues and begin showing live events. This is a gradual process with some veneus needing more time before they open. Suport to promoters is bespoke depending on their needs. Some promoters may not return to CRTA in 21/22 after closure of their venues or lack of activity during lockdown. We may need to explore new venues and bring in new promoters in 2022 – 2025. We already have a model on how we would apprach this, having CRTA for nearly 20 years and any new venues would be in response to the volunteers interest, geographic spread of venues and funding requirements at the time of recruitment. We will also support existing promoters as they rebuild their venues audiences and seek to find new ones.

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

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

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jen Henry	Rural Arts Officer (job share)	
Client Manager CEC	Helen Paton	Cultural Economy Manager	
Client Manager CW&C	Carmel Clapson	Cultural Strategy Development Officer	Sent for approval 16/09/21
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	

PLANNED BUDGET DETAIL 21/22

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

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

Staffing Structure

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

Maria Owen – CRTA administrator (0.4)

All report to Carmel Clapson CWAC

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	304,971	302,522	-1,194 0%	307,198	2,227 1%				
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
	7	3	4	£355,901	Staffing at end of Q2 is 7 FTE.
Total	7	3	4	£355,901	

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2022	🟩	🟩			Training continues to take place virtually for those managers who need refreshers, or are new to rota.
2	Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPIR, PSR, and Flood & Water Management legislation.	31/03/2022	🟦	🟦			• PSR (Pipelines) area specific and generic plan reviews are outside timescales - work ongoing to resolve. • 2 COMAH off-site plan reviews are overdue due to C-19 impacts; work continues to resolve and HSE are content with progress. • All other COMAH and REPPIR plans were within agreed ONR & HSE timescales as at end of Q2.
3	Ensure relevant On-Site and Off-Site Response Plans for CWAC and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/2022	🟩	🟩			On target for delivery of Poynton Pool On Site Plan in October 2021.
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2022	🟩	🟩			Chester CT Project – ongoing post-completion issues being worked on; Community Resilience work continues post flooding (Jan 2021) – several TPCs interested in developing Community Emergency Plans.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Increase levels of emergency preparedness across both authorities generally.	31/03/2022					Levels of generic preparedness in both Councils are at a high level with the response to, and recovery from, the ongoing C-19 pandemic increasing our resilience to future incidents. A number of work-streams are on hold due to capacity issues caused by C-19 and other priority work-streams.
6	Undertake and particpate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CWAC and CE.	31/03/2022					Continuing to take work forward linked to the multi-agency and Council (CWaC) debriefs for January 2021 floods.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/2022					CRF Management Group continues to monitor and implement work, training and exercise programmes to ensure High Risk hazards are mitigated and planned for. Staffing resources for CRF being discussed to provide additional capacity.
8	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/2022					The main objective this year is embedding the use of Resilience Direct mapping within Service.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	99%	99%			Continued excellent feedback received on training courses.
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within the last 24 months.	96%	100%	96%	96%			Training continues to take place virtually for those managers who need refreshers, or are new to rota.
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.	88.8%	100%	91%	91%			
4	Statutory plans and exercises delivered within agreed timescales	76%	100%	88%	92%			See narrative above.
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 06/10/2021 the Service has responded to 11 incidents (CWAC: 6; CE: 5) including 2 Major Incidents and 4 Major Incident Standbys including the Major Incident for the C-19 pandemic impacting both Council areas, as well as a roof collapse at Northwich Rail Station, closures of the M6, and a heatwave. The Service continues to provide a high level of support and advice to both Councils' pandemic command structures, and at the multi-agency level – this will likely continue for the remainder of 2021.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9			Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9			
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	9	9			• HSE (regulatory body) were updated at start of pandemic regards impacts on statutory plans and exercises, and suggested way forward. • Further update regards mitigating actions to be taken were issued to HSE during Q1 (2021-22) as an increased number of plans and exercises were out of timescales due to the pandemic. • Situation continues to improve. • Annual review meeting was held with HSE and EA on 04/10 - content with progress.

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing involvement in the C-19 pandemic has continued to have a significant impact on the team's capacity to deliver the agreed objectives in the business plan for 2021-2. This is likely to continue and the Team Manager will prioritise those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. The Team Manager has made the HSE (regulatory body) aware of our plan to bring statutory plans and exercises back within agreed timescales. Growth proposals, briefed on at Q1, have been explored with both Councils but will not be taken forward on this occasion.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	01 April 2020	Ongoing	See risk narrative above; improving situation.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Senior Manager – Emergency Planning	18/10/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	18/10/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	18/10/2021
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	18/10/2021

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	357,156	1.5%
	Training	3,178	-32.1%
	Transport	11,884	-9.72%
	Supplies & Services	24,450	0%
	3rd party agency costs for exercises	20,000	0%
	Accomodation - Cheshire East only	6,425	0%
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPPIR Charge	-98,122	4.3%
	Reimbursements for 3rd party agency costs	-20,000	0%
NET BUDGET		£	% change from previous year
		304,971	2.9%

Staffing Structure

Cheshire West and Chester   **JOINT CHESHIRE EMERGENCY PLANNING TEAM**   **Cheshire East Council**

SENIOR MANAGER (1 FTE)
G13

LEAD EMERGENCY PLANNING OFFICER: TRAINING & EXERCISING (1 FTE) *G10*	LEAD EMERGENCY PLANNING OFFICER: PLANNING & PREPAREDNESS (1 FTE) *G10*

EMERGENCY PLANNING OFFICER (2 FTE)
G8

PLANNING AND EXERCISING OFFICER (2 FTE)
G6
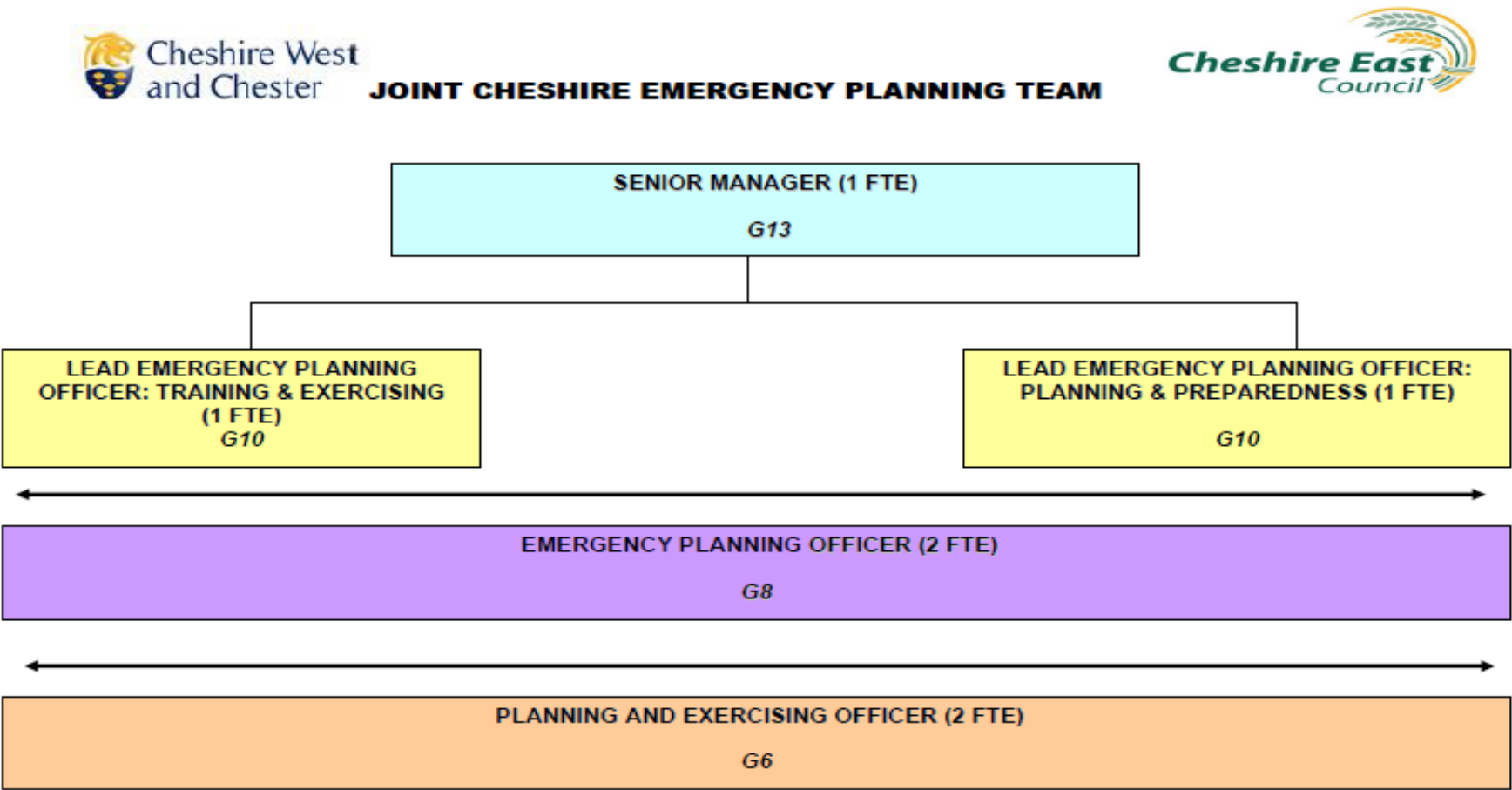
(07/09/2021)

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	**End of year forecast Q1 £**	**Q1 Variance (+ or -) %**	**End of year forecast Mid-year £**	**Mid -year Variance (+ or -) %**	**End of year forecast Q3 £**	**Q3 Variance (+ or -) %**	**End of Year Outturn £**	**End of year Variance (+ or -) £**
Service Budget	**£225,938**	£162,720	-£63,218	£157,063	-£68,875				
Comments	CWAC Budget £97,975 (same as 20/21) CEBC budget £127,963	Underspend linked to retained vacant post		Underspend linked to retained vacant post					

Full budget details are in appendix 1.

STAFFING

Type	**Total Number of FTE**	**CEC FTE**	**CW&C FTE**	**£**	**Notes**
Permanent (Assistant Land Agent & Business Support Officer)	1.6	1.6			Cheshire Farms Shared Service Salary Budget - £211,252 East Budget £113,277 (Forecast £62,623) West Budget £ 97,975 (Forecast £97,975)
Secondment County Land Agent & Clerical Officer)	1.7		1.7		Seconded west to east
Total	3.3	1.6	1.7		

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Both Authorities - Provide effective and efficient property management function for the farms estate and other rural property	Continuous	🟩	🟩			
2	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	Continuous	🟩	🟩			Efforts have been focussed on reviewing recent lettings and surveying customer experiences to ensure that prospective customers are served appropriately.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
Cheshire West & Chester BC								
1	Regular Reporting / Good Financial management		Monthly reporting	🟩	🟩			ERP reporting / forecasting system implemented
2	Completion of Management Policy Review	**New**	Completion	🟩	🟩			Joint Member Working Group in place. Target completion date mid October.
3	Value of property identified for and/or marketed for disposal.	£1.585m	To be agreed	🟩	🟩			Shotwick Park disposal approved.
4	Planning potential investigations	All disposals	All disposals	🟩	🟩			
Cheshire East BC								
5	Revenue & Capital Budgets - Quarterly reporting cycle	Completed	As and when required	🟩	🟩			ERP system to be implemented from Jan 2022. In the interim, reporting as requested.
6	Report progress upon estate reorganisation plan	Submitted	End Year submission to CIPFA	🟩	🟩			
7	Value of property identified for and/or marketed for disposal.	£1.55m identified £1.22m marketed.	£1.65m identified and marketed for sale.	🟩	🟩			£310,000 completed sales £542,750 agreed STC £725,000 identified for potential sale in year
8	Planning potential investigations	All disposals	All disposals	🟩	🟩			
9	Contribution to the delivery of the Councils carbon management plan	One site identiifed	Contribute to ongoing evaluations & project adoption.	🟩	🟩			Peatland restoration project being implemented and Carbon Land Use Assessment collaboration ongoing.

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

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1 (West)	Impact of reducing income as a result of disposals	9	9			

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	David Job	County Land Agent	01/09/2021
Client Manager CEC	Andy Kehoe	Head of Estates	
Client Manager CW&C	Andrew Playfer	Head of Property	03/09/2021
Head of Service/Director	Andy Kehoe	Head Of Estates	

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	R1000 – Salaries Costs	211,252	+.04%
	R3400 - Vehicle Allowances	2,510	0
	R4000 – Equipment & Furniture	2,494	0
	R4300 – Office Expenses	1,250	0
	R4520 – Communications & Computing	1,000	0
	R4701 – Grants & Subscriptions	4,590	0
	R4400 – Supplies & Services	2,842	0
	Total Costs	225,938	
INCOME	ITEM	£	0 % change from previous year
	This analysis does not detail the income generated or expenditure incurred through the management of the physical assets which is separately reported and monitored corporately.	0	0
NET BUDGET		£225,938	+0.04 % change from previous year

SERVICE DETAILS

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

BUDGET SUMMARY

The business plan has 2 major caveats

(i)   it will need to consider the outcome of the shared services review

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

	Total Planned Budget £	Q1 Actual Spend £	Q1 Variance (+ or -) %	Mid-Year Actual Spend £	Mid-Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	£17.35m – net to nil	£0.49m	£0.49m overspend	£1.61m	£1.61m				
Comments		The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects. Should this not be achieved there will be an increase in the forecasted overspend position. Further clarity is still required on the	The roll over budget for 2021-22 was based on receiving 100,000 of commissioned projects. The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects, a 25% reduction of demand. Should this not be achieved there will be an increase in the forecasted overspend position. The Shared Service has worked hard to mitigate the loss of income as far as possible (by reducing contractor hours etc). However, the extent of the loss of income is such that it has been difficult to offset without				

		premise's costs and on the expected school's income. Pay award pressures have not yet adjusted for the latest position on the 21-22 pay award. Additional pressure may come from the B4B project. Currently the two councils have allocated provision to cover the pressures in both shared services for a delayed go live 2 to October 2021. Delay beyond this has not yet been accounted for by the councils.	impacting BAU services. In addition, there has been cost pressures from contracts. Suppliers are indicating a continued increase in costs in coming months. Savings on premises costs have now been determined. However, savings offset by 2 months of GSH and charges for Nicholas House licences. Schools' income has fallen to £1.2m (vs £1.78m budget). Mitigated by fall in Updata costs. Pay award pressures and backpay have now been estimated in the latest position. The service has made attempts to recruit to roles on a more permanent basis however has struggled to attract the right candidates which has meant we continue to require agency staff. 6000 hours in respect of B4B have not been included in the 75k total project hours. An adjustment of £378k has been made as this is unrecoverable income. Additional pressure may come from the B4B project. Currently the two councils have allocated provision to cover the pressures in both shared services for a delayed go live 2 to October21. Any delay beyond this has not yet been accounted for by the councils. There will be additional pressures on resources for Phase 2 of Shared Services Review. The impact of this currently being estimated as it will involve multiple resources across all areas of ICT Services.		

STAFFING

Type	Q1 Total Number of FTE	Q1 CEC FTE	Q1 CW&C FTE	Q1 £	MYR Q2 Total Number of FTE	MYR Q2 CEC FTE	MYR Q2 CW&C FTE	MYR Q2 £	£ Change	Notes
Permanent	122.29	122.29	-	8,260,141	121.36	121.36	-	8,336,642	76,501	There has been an increase in forecast payroll costs due to planned converts from agency. This has been mitigated by a 3.0 FTE of 'employed' leavers. A 'buffer' still included for recruitment to vacancies.
Fixed Term Contract	18.40	18.40	-		17.81	17.81	-		-	
Secondment*	10.61	10.61	-		8.75	8.75	-		-	
Agency	54.00	54.00	-	3,678,824	49.00	49.00	-	2,947,559	-731,265	Decrease in agency due to conversions to permanent forecast. Significant reduction in Bloom spend from Q1 position. 5 contractors left end of September the benefit of reduction in spend will be realised in future months.
Total	205.30	205.30	-	11,938,965	196.92	196.92	-	11,284,201	-654,764	

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

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	**Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, New metrics (security and compliance), User experience, Process improvement and Operational Strategy; and an associated Performance Management Framework (PMF).**						
1	Service Improvement Plan (SIP) to drive continuous improvement in operations	31/03/2022	🟩	🟧			Revised SIP for 21/22 in place and agreed with both Councils. Themes listed below. 1. Produce a fully costed and prioritised SIP. 2. Self-Serve and Self-Help implementation and communications plan. 3. Renewed approach to Agile commissioning and management of projects. 4. Improved Reporting and dashboards 5. Self-service password reset facility 6. AI/Chatbot responses embedded within Halo. 7. Create a customer experience focus group 8. Customer Satisfaction Survey 9. Review effectiveness of performance reporting, produce lessons learnt and produce updated SIP for 2021-22 Some slippage of dates to be agreed with Clients due to resource availability
2	Customer Satisfaction Survey	31/10/2021	🟩	🟩			Not applicable for Q1. Will be run in October This will now be run in January 2022 due to competing priorities and other campaigns across both authorities, e.g. Unit 4 ERP GL2
3	Implement changes to Performance Management Framework (PMF)	31/03/2022	🟩	🟩			A new revised PMF is in place for 21/22. A review was scheduled for September for some metrics where targets had been reduced at the beginning of the year, however this review will now take place in November and feed into any wider revisions to the PMF during Q4 or for 2022-23.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Implementing the recommendations of the shared services strategic review	Tbd	🟩	🟩			Further due diligence on the review recommendations.
2	**Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the Brighter Futures cultural standards, values and behaviours that employees of CEC strive to achieve which will be beneficial to our shared service partners.**						
1	Extended Leadership Programme initiatives driving cultural and operational change		🟩	🟩			There is a current focus on the development of Product Management, Agile (to cover both business as usual and change delivery) and Value Proposition work which consolidates and supercedes the initial five initiatives we had last year.
2	Support Champion Networks in both Councils – to improve staff engagement,innovation and visibility	31/03/2022	🟩	🟩			Continued high level of engagement across the Service – Brighter Future Champions Network, Bright Sparks, Workplace Recovery and Transformation. Content shared with Technical champions in CWaC.
3	Undertake a Skills Audit of the service to ensure the organisation has the right skills and capabilities now and for the future (including talent management)	30/09/2021	🟩	🟩			Not applicable for Q1 Will be picked up as part of due diligence activity for ICT Review Specification
4	Undertake roadshows and workshops in both Councils – to improve visibility and awareness of ICT across the Councils	31/03/2022	🟩	🟩			Regular bitesize sessions scheduled monthly and advertised on Centranet. Weekly sessions for Bright Sparks. Specific training/drop in sessions arranged and successfully delivered for major change activity, e.g. InTune, MFA, Teams PBX Telephony. Content shared with Technical champions in CWaC.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Develop strong relationships with both Councils their ICT Client teams and the wider business		🟩	🟩			Monthly JSIB, JBDA, JSB, service and change delivery reviews with client teams. BRMs also work closely with client team in relation to major service change and service escalations.
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2022	🟩	🟩			Monitored by ELT and SMT – 2021-22 PDR objective setting. Scheduling of mid-year conversations.
3	**Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.**						
1	Refresh of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support.	30/06/2021	🟩	🟩			Business cases drafted reflecting on the work achieved through Evolution and ongoing Essential Replacement programmes. Additional items identified for Security and Compliance (feedback from external MTI review and AON external cyber insurance work) and Technical Debt (any legacy applications or infrastructure that would benefit the shared service from being switched off but that has information management requirements for each council). Application Lifecycle Management embedded within Directorate Procurement roadmaps to reflect a consolidated commissioning model for all line of business systems.
2	Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work	30/06/2021	🟧	🟧			Technical Debt register reviewed internally and where appropriate used to inform business case development. Technical Debt Register to be shared with both clients with further work to be undertaken with both Councils to identify what can be decommissioned. Governance improvements under review to ensure that when new systems are implemented the legacy applications are appropriately decommissioned as part of the project - otherwise the estate will continue to grow.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Deliver Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2022	🟩	🟩			Progress as planned. Key focus on core Network and Data Centre Services.
4	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2022	🟧	🟧			Core infrastructure components for the Councils continue to be shared. No opportunity to share further than core infrastructure as Councils find it difficult to align timescales and requirements, this was highlighted in the recent Shared Services Review.
5	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2022	🟩	🟩			Working with Microsoft (M365, Azure), Capita (Networks), Gartner/Infotech (Bsuiness/Technical/Architecture Assurance) and Apptio (Cost Transparency and Business Management), further opportunities being explored. Working with ICT Strategy, Social Care, Public Health and Health partner colleagues to assess theand assessing implications of latest Health and Social Care integration legislation (ICS/ICP) and proposed Cheshire & Merseyside ACE platform technical architecture.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	**Governance - To provide a framework of governance to ensure the provision of robust information, intelligence and business cases to support effective decision-making**.						
1	Provide effective decision-making support to operational services through Joint Strategic Board, Joint Service Improvement Board, Joint Business Design Authority	31/03/2022	🟩	🟩			Governance and regular reporting in place. JSB has agreed to review governance model following Shared Service review feedback.
2	Technical Design Authority to ensure all new ICT capabilities follow appropriate design process and adhere to strategic principles of Simple, Standard, Share and Self Serve	31/03/2022	🟩	🟩			Governance and regular reporting in place for managing the design process. Adherence to strategic principles are difficult to ensure at a technical level as there is no alignment of business reuirements or business appetite to share.
3	Establish Business Management Function with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services	30/05/2021	🟩	🟩			Interim Business Management function established with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services. Regular monthly reporting to JSB.
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2022	🟩	🟩			This is a mature process within the ICT Shared Service. The transition of Business World is being incorporated within the technical change process.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	**Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.**						
1	Development of a sustainable financial strategy (balancing customer demand and growth pressures) with the need for an affordable cost model	Tbd	🟧	🟥			Good progress made around the service information, utilisation, cost transparency, demand, contracts and resourcing. Work on the transition to a new model will continue in 2021/22 subject to the recommendations from the Shared Service Review.
2	Agree a new ICT Service Product Catalogue	Tbd	🟧	🟧			Having taken advice from Gartner and discussions with Cornwall Council we are focussing our attention on developing Value Propositions. The output of this work will be shared with both Councils in November 2021. A Value Proposition (VP) is the description of a Service and its associated Products, that are offered by ICT Services, to meet current known and future business needs in both a 'Business As Usual' and 'Change' related context. A Value Proposition also provides the following detail: • The Business Outcomes that will be supported • The Resources and Tools required to deliver the VP • The full cost of delivering the VP • Associated KPI's to confirm performance expectations

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Recruitment of/New staffing structure for ICT Services	Tbd	🟧	🟧			This objectcive was agreed before the Shared Services Review had been completed. It would make more sense to agree a new structure once the due diligence work has been completed and a decision made on the new model. In the absence of a full restructure, the service continues to review the most appropriate route to resourcing skills/capability and capacity gaps. The service has reduced the number of contractors required in the area of project management and has focussed on bringing through, training and mentoring our own staff to great success. Targetted Recruitment areas include Hosting, Server and Networks.
4	Regular Financial reporting through JSB	01/04/2021	🟩	🟩			Regular monthly reports to JSB have covered: • Annual Budgeted position • Monthly Actuals • Forecast Outturn for 2021-22 • Commissioning tracker • Staffing • 3rd Party Growth Pressures • Budget Risks & Issue

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Annual Customer Satisfaction Survey covering full range of services		75%	Not run in Q1	Not run in Q2			Due to be run in Q3/4
2	Delivery of projects to time, cost and quality milestones	78.9% (97/123)	75%	95.5%	100%			21 out of 22 projects passed each of the three milestones during Q1. 10 out of 10 projects passed each of the three milestones during Q2. Note: Because of the quality element being included in this KPI, it is now reported one month in arrears, therefore only July & August are reported for Q2. (June was available when Q1 figures were requested.)
3	Customer Satisfaction (Project Delivery)	96.8%	70%					Not Applicable for 21/22. This is now included in 2 above as the quality element of Delivery of Projects, as of 1/4/21.
4	Availability of basket of critical systems and services	99.8%	99.0%	99.5%	99.9%			Excellent availability this quarter, only two major incidents recorded.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
2	Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility. Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either EOL and non-compliant or has a significantly greater risk of failure.	12	12			Further revision of service levels under Performance Management Framework Develop user self-service knowledge base and self service requests. Further development of the Product Catalogue. Further develop monitoring processes and information flows. Refine reporting structures. Continue to develop and monitor the compliance of the estate to ensure there are no non-compliant equipment on the infrastructure. A significant amount of remediation was achieved under the Evolution Programme. A detailed list of projects to address and refresh technologies has been included in the latest High-Level Business Cases. Refreshed Essential Replacement and Security/Compliance cases presented, funding to be confirmed. Risk Workshop to be held in October

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OFFICIAL

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Service is forecasting an overspend position of £1.61m in Q2	01/04/2021		ICT is working with governance groups on budget mitigations actions including vacancy management, review of third party contracts and permanet recruitment to replace certain contractor roles. The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects. Should this not be achieved there will be an increase in the forecasted overspend position. JSB receive monthly reports on commissioned projects and will monitor closely

APPROVAL

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

PLANNED BUDGET DETAIL

Staffing Structure

ICT Structure Oct
2020 - No Names.doc

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	330,836	330,836	0	330,836	0				
Comments									

See appendix 1 for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
ELS Permanent & LSS Permanent	15.8 & 16.5		15.8 & 16.5	1,019,422	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411		1.411	49,469.00	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31st March 2022.
Total			33.71	1,068,891	

A Staffing Structure is in appendix 2

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Upgrade and enhance library management system • Lead and deliver Library Management System upgrade • Development of OPAC front end • Review communication solutions to library users • Respond to B4B impact on library systems and services	Ongoing Sept 2021 March 22 March 22	GREEN	GREEN			Q1. Upgrade date set for 9th/10th October. Rigorous testing has been undertaken and amendments have been made by the supplier and in house staff. Training materials are in development and will be rolled out to staff shortly. B4B has created significant issues and increased capacity demands for library operations and LSS support has worked hard to support libraries in getting these resolved. B4B challenges are impacting accurate reporting. Q2. Training and guidance released to staff and champions in advance of upgrade. Upgrade date remains 9th/10th October B4B continues to cause issues on capacity and accuracy of reporting
2	Digital services: • Promote and develop e-lending services • work with ICT and library services to implement Peoples Network review • Support library service initiatives	Ongoing March 22	GREEN	GREEN			Q1. Take up on the new digital services has been strong. The team has provided support to the public on setting up access and using the services. Promotional materials have been provided to libraries, liaison with suppliers to undertake developments to the services. Provision and monitoring of statistics for usage and expenditure. Reliant on ICT for progression of PN review which has slowed owing to staffing changes in ICT Strategy. Q2 No progress on PN review, progressing update from ICT Strategy

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Stock: • Reprocure stock contracts for public libraries and ELS	March 2022	GREEN	GREEN			Meetings held with procurement team. Contact made and documentation sent out to key staff in library services for review. Q2 Discussion held with Cheshire West Commissioning Board, specification being edited.
4	Service review: • Delivering policy options and contributing to wider Shared Services review • Ensuring service resillience	Ongoing	GREEN	GREEN			Liaising with HR and service representatives to refine prior to implementation.
5	Service Level Agreement: • Maintain and review	Ongoing	GREEN	GREEN			Quarterly meetings scheduled with CE and CWC representatives to ensure delivering effectively. Regular contact with service representatives.
6	ELS Buy back • Review and implement new 3 year subscription offer	Jan 2022	GREEN	GREEN			Liaising with Finance lead to review pricing and ensure offer meets service delivery costs prior to launch in Qtr 4. Qtr 2 – Academic year buybacks now complete No fall in subscription numbers. Stronger position for forward planning, contracts for this financial year are in place now giving clearer picture for forward planning for 3 year offer.
7	ELS library systems • Use data to demonstrate value and support advocacy • Respond to B4B impact on library systems and services	Sept 2021	GREEN	GREEN			Qtr 1 - Have been adding consultancy and advice information on to LMS to support value statement Data for all schools invoiced by ELS added to system and invoiced Large amount of work done to rationalise suppliers invoices. Qtr 2- Continue to respond to B4B issues. Further staff training scheduled.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
8	ELS Virtual offer • Deliver increased training and support virtually • Further development of social media to maximise engagement with schools	Phase 1 April 2021	🟩	🟩			Qtr 1 - 3 training sessions delivered Have given schools options for support and staff meetings , now saying prefer actual visit from ELS staff. Social media engagement increased. Qtr2- maintaining social media presence, schools opting for more a return to more physical visits to schools. Continuing to develop social media engagement.
9	BookTrust initiatives • Engage with clients to secure ongoing commitment for Booktrust initiatives • Delivery of universal early years offers to families across both authorities • Delivery of targeted resources including resources for vulnerable and cared for children. • Support library services in accessing initiatives including the new planned BookTrust library offer	Ongoing	🟩	🟧			Qtr 1 – service delivered and engaged with clients, reviewing new national offer. Qtr 2 – Absence of Bookstart Co-ordinator due to ill health has created pressure on service. However, delivery of resources has continued as expected, we are continuing to engage with centres and other key contacts; libraries are progressing with the new BookTrust storytime initiative through interim support from Public Library teams in CE and CWC.

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Orders from libraries are submitted to the supplier within 3 working days	Stock orders submitted in under 1.1 days	3 days					Q1&2 KPI being exceeded at 1.1 days
2	New stock arriving at LSS, processed and despatched to the correct library within 5 working days	New stock supplied to services within 3 days	3 days					Q1&2 KPI being met
3	ILU - Search for item, place request and respond to library within 5 working days	5 days	5 days	84%	97%			Q1 (correction) 84% affected by closure of services Q2 – 97%
4	Libraries enquiries mailbox – Response and resolution to all public and staff enquiries	Respond within 1 working day Resolution or progression to third party within 1 working day	100% 95%					Q1&2 KPI being met
5	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion					Q1 Routes are flexible and are adjusted to meet the changing requirements of libraries as services have increased hours following pandemic closures Q2 Continuing to provide flexibility to meet libraries' needs whilst libraries continue to reopen or work on alternative timetables. We recognise that Business continuity may be affected by national circumstances – fuel shortages, and a high demand on hire vans making access to back up vehicles at short notice difficult. Will continue to revise business continuity plan.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
6	Ensure that ELS is providing level of service outlined in service specification to schools and within agreed budget	Service delivered to agreed level and on budget 274 schools subscribed	On target					Q1 - Currently 274 schools. 57500 items collated and delivered to schools in April, May and June. Advisory and consultancy in person or virtually. Teachers/librarians may visit site to select with appointment. CE primary schools and CWC primary and secondaries resubscribing via EQWIp and CHESS. Q2 - school buybacks maintained at 274. Mobile Library resumed school visits High demand from schools for actual visits from librarians for help and for consultancy. 82,911 resources collated and delivered to schools in Qtr 2.
7	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children CE restarted Letterbox					Q1&Q2 on target
8	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 384 resources)	60 gifted	149 gifted			Q1 & Q2 on target – 54% gifted

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
9	Number of Dual Language resources gifted to set target	CE - 179 books gifted (allocation 300) 59% CW&C – 168 books gifted (allocation 300) 56% 20/21 figures affected by Covid-19	100%	CE 136 CW&C 158	CE 36 CW&C 30			Q1 & Q2 on target – 60% gifted
10	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members *2019/20 figures	2% increase on previous year	CE 536 CW&C 269	CE 337 CW&C 290			Q1 & Q2 owing to Covid 19 new member figures have been severely affected.
11	Number of Universal packs gifted to BookTrust quality standards set target	CW&C Baby packs 2394 (76%) Treasure packs 4428 (100%) CE Baby packs 2488 (66%) Treasure packs 4676 (100%) *2020/21 figures	95%	CW&C Q1 Baby Packs 1103 Q1 Treasure packs 391 CE Q1 Baby Packs 488 Q1 Treasure Packs 3538	CW&C Q2 Baby Packs 909 Q2 Treasure packs 108 CE Q2 Baby Packs 627 Q2 Treasure Packs 736			Q1 on target Q2 on target

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Lexa Farthing & Ann Cowsill	Bibliographical Services Manager & Lead Librarian ELS	13 Oct 21
Client Manager CEC	Joanne Shannon	Library Services Manager	Sent 15 Oct 21
Client Manager CW&C	Rachel Foster	Head of Communities, Culture & Libraries	13 Oct 21
Head of Service/Director	Rachel Foster	Head of Communities, Culture & Libraries	15 Oct 21

Budget Detail

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

OFFICIAL

INCOME	ITEM				£	% change from previous year
	INCOME	ITEM	£	% change from previous year		
	LSS	Book start contributions	-45,000	0%		
		General Fees + Charges	-35	0%		
		Income	-2,325	0%		
		Reimb Re Pan Ches Sh Serv	-350,454	0%		
			-397,814			
	ELS	General Fees + Charges	-100	0%		
		General Sales	-78	0%		
		Joint Arrangements	-165,250	0%		
		School Recharges	-769,630	5%		
			-935,058			

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

Staffing Structure

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


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

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

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

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

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

```
Bibliographical
Services Manager
1 FTE
```

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

```
Bibliographical
Services Librarians
0.5 FTE
```

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

```
Bibliographical Services
Supervisor
1 FTE
```

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

```
Reading Groups
Assistant
0.32 FTE
```

```
Booktrust Assistant
0.8 FTE
```

```
Bibliographical
Services Assistants
4.5 FTE
```

```
Packing Assistant
1 FTE
```

```
Library Support
Assistants
1.98 FTE
```

```
Delivery Drivers
2 FTE
```

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	144,789 net 5,378,967 Gross	£5,892,540 £657,962	+228,252 +£513,173 9.54% of Gross budget	5,882,235 689,701	+£544,912 10.13% of Gross budget				
Comments	Net budget is pensions deficit and projects funded solely by CW&C	Restated figures – based on workings at June 21		Overspend due to B4B costs absorbed by the shared service and a shortfall in income due to a number of academies taking their payroll inhouse from November 2021					

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	113.4	2	111.4	3,983,753	This is the FTEs in the costed structure
Agency	8		8	0	Not in costed structure No budget for these posts
Total	121.4	2	119.4	3,983,753	

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To support the councils delivery of UNIT4 ERP (GL2) ensuring transactional services is change ready	Summer 2021	🟧 Amber	🟩 Green			On target to go-live October 2021
2	To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP.	June 2021	🟧 Amber	🟧 Amber			As the GL2 date has moved this will now be undertaken in Q4
3	To maintain and manage an efficient and effective shared service delivering key financial services	March 2022	🟩 Green	🟩 Green			On target
4	To undertake a review of Transactional Services Service Offer in line with new functionality of UNIT4 ERP	31 January 2022	🟩 Green	🟩 Green			To be picked up following GL2 and coinciding with the outcome of the shared service review
5	To analyse the reduction in demand on services following the implementation of UNIT4 ERP	December 2021	🟩 Green	🟩 Green			To be picked up following GL2 and the outcome of the shared service review
6	To lead on the implementation of a Cashless/Paperless strategy phasing out the use of cash/paper	March 2022 (phase 1)	🟩 Green	🟩 Green			On target – review of requirements currently underway
7	To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP	June 2021	🟧 Amber	🟧 Amber			Full service review will be implemented following GL2

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Payment to suppliers within terms	CE – 95.34% CW&C – 97.36%	90%	🟩	🟩			Q2 position CE – 90.45% CW&C – 94.93%
2	Delivery of efficient and effective recruitment processes	CE – 98.55% CW&C – 99.25%	85%	🟩	🟩			Q2 position CE – 95.57% CW&C – 98.58%
3	Delivery of effective payroll system and service	CE – 99.84% CW&C – 99.92%	99%	🟩	🟩			Q2 position CE – 99.79% CW&C – 99.88%

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

| Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	17/10/21
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	21/10/21
Client Manager CW&C	Sandra Cunliffe	Transactional Service Manager (QIT&D)	unavailable
Head of Service/Director	Debbie Hall	Director of Finance	19/10/21

Budget Detail

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

Current Staffing Structure

Quality Improvement Development – As Is Structure

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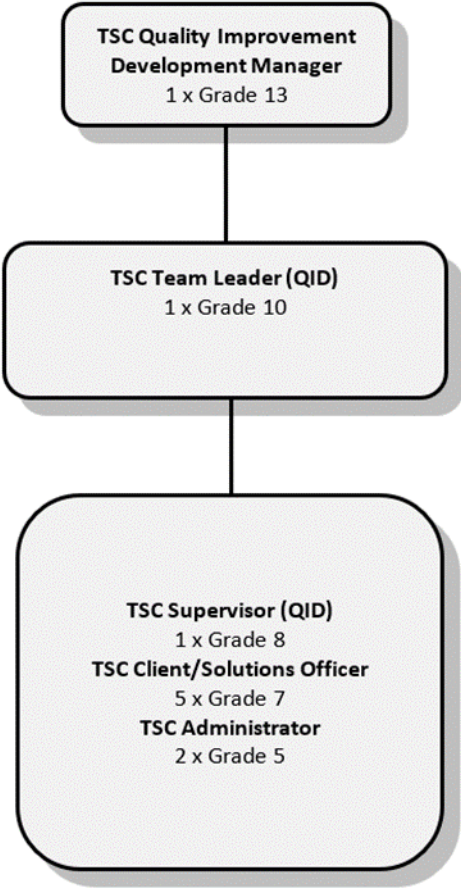
Recruitment & Pay As Is Structure

Recruitment & Pay Manager
1 x Grade 13

Team Leader
1 x Grade 10
(Officers)

Team Leader
1 x Grade 10
Schools & Academies

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

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8

Supervisor
1 x Grade 8

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

TSC Accounting Officer (Statutory)
4 x Grade 7

Payroll Administrator
5 x Grade 5

Payroll Administrator
5 x Grade 5

Payroll Administrator
6 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Pensions)

TSC Accounting Admin -1 x Grade 4

Data Support Officer
1 x Grade 7

TSC Support
1 x Grade 3

TSC Support
1 x Grade 3

Payroll Administrator
2 x Grade 5
(Academies)

Payroll Administrator
5 x Grade 5
(Academies)

Payroll Administrator
4 x Grade 5
(Absence)

Sourcing Administrator
4 x Grade 4

Payroll Administrator
1.5 x Grade 5

Finance Billing and Debt
Manager
1 x Grade 13

Payment and Income
Team Leader
2 x Grade 10

P & I Supervisor
3 x Grade 8

P & I Supervisor
3 x Grade 8

Payments & Income
Administrators
18.5 Grade 5

Payments & Income Administrator
4 x Grade 5
Payments & Income General Assistant
20 x Grade 3

Governance & Support Manager

G13

ICT Technical Lead

Finance Functional Support

G10

Finance Development Support

G10

HRP Functional Support

G10

HRP Development Support

G10

ICT Technical Support

Fianance Support Officer

G8

Finance Support Officer

G8

HRP Support Officer

G8

HRP Support Officer

G8

Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 26th November 2021

Report Title: Shared Service Review Update Report

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

1   Report Summary

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

2   Recommendations

2.1 It is recommended that Members:

i)   Agree and note the progress of the review and contents of the report.
ii)   Note the next steps for ICT
iii) Note the latest findings for Transactional Services
iv) Note the latest findings for the six smaller shared Services
v)   Note the cross-cutting themes emerging from the review

3   Reasons for Recommendations

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

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

4   Background

4.1 Cheshire East Council and Cheshire West and Chester Councils agreed to commission a strategic review of all of the existing eight formal shared services. It was agreed that an external perspective and expertise would be valuable, and a specification was drawn up, a procurement exercise undertaken, and C.Co, the consultancy arm of CIPFA, were appointed to conduct the reviews. This work has largely been completed and is in the process of being reviewed.

5.   Approach to the Shared Services Review

5.1. The purpose of the service review exercise is to:

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

5.2. The review of all of the shared services was planned to be undertaken between March and October 2021 and in three phases:

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

5.3   In practice, the review started in late March and is nearing completion. Also, in addition to the three phases, there will also be an overarching themes report produced which identifies common themes including:

- Governance and Reporting
- Culture and Identity
- Customer Focus

6.   Progress of Phase 1: ICT Shared Services (in depth review) - Complete

6.1   As agreed by members at the last SSJC, a specification has been developed, setting out the further detail and assurance required to fully understand the impacts, the delivery plan, the costs and the benefits of moving to the recommended ICT model so that both Councils can make a decision.

6.2   A response to the specification is expected shortly from the external partner. This response will be considered, and conclusions will be reported back to members at the earliest opportunity.

6.3   The costs of the detailed understanding of the recommended model will be £98,000.

7.   Progress of Phase 2: Transactional Services (in depth review)

7.1   The final draft of the Transactional Services review report has now been submitted and is being taken through Officer governance for final comments before sharing with Members.

7.2   The report outlines that:

a)   There is strategic alignment between to the two councils and, given where the Councils are with the implementation of Unit 4 ERP, the current extent of shared service model cannot feasibly be changed. Therefore, at this stage of the review the best option for Transactional Services is to optimise the current service first and to aspire to achieving best value and a leading service following the full implementation of Unit 4 ERP.

b)   Generally, the benchmarking information shows that Transactional Services are competitive on both costs and service delivery volumes across payments and income and payroll and recruitment.

c)   The service improvement areas highlighted are:

- Developing robust officer governance.
- Further reviewing operational differences which cause different processes to be used and consider standardisation, e.g. banking.
- Creating a shared identity.
- Developing a stronger proactive customer service approach
- Developing a new financial strategy and payment mechanism to underpin the new service model in line with Unit 4 implementation, based on a full cost recovery model and taking into account reducing schools income.
- Standardise processes and find opportunities to further reduce costs by reducing avoidable demand. For example, currently 40% of invoices do not have a Purchase (PO) number and need further intervention as a NO PO, NO Pay policy is in operation.

7.3   A further detailed report will be shared with Shared Services Joint Committee following internal review.

8. Progress update - Phase 3: Wider Shared Services (Remaining Six Shared Services)

8.1 A draft report on the findings and recommendations for the six smaller shared services is nearing completion.

8.2 Early insights suggest that:

a) there is a mixed approach to how these six smaller services operate, with some operating as shared services, whilst others are more in line with the definition of a manged service or a strategic partnership.
b) Funding, for some services, needs to be reviewed to ensure alignment with the shared services principles.
c) Some services need to review their pricing model to ensure full cost recovery.
d) The approach to the governance of the services should be reviewed to ensure it is not onerous on the very small services.

8.3 A further detailed report will be shared with Shared Services Joint Committee following internal review.

9. Cross Cutting Themes

9.1 A number of cross cutting themes have started to emerge as each of the three phases has neared completion including:

- Governance and Reporting. For example, legal documentation, day-to-day service management, performance management, client roles and reporting lines and reporting formats.

- Culture and Identity. For example, developing, for each service, a shared service brand and addressing succession planning, recruitment, and retention.

- Customer Focus. For example, developing proactive communications and customer feedback mechanisms to measure satisfaction.

9.2 A further detailed report will be shared with Shared Services Joint Committee following finalisation and internal review.

10. Next Steps

7.1 The next steps of the review are to:

- Finalise the Transactional Services Report

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- Finalise the phase 3 report
- Complete the cross-cutting themes report
- Review the response to the specification for the ICT assurance work.

It is expected that this work will be completed in the next few weeks.

11. Implications of the Recommendations

11.1 Legal Implications

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

11.2 Finance Implications

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

The costs associated to further detail on the recommended model for ICT Services is £98,000.

11.3 Policy Implications

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

11.4 Equality Implications

There are no direct Equality implications at this stage.

11.5 Human Resources Implications

Implications for Human Resources are dependent on the recommendations arising as a result of the review and any revised agreed operating model. Communications and engagement with staff affected and the recognised Trade Unions will continue.

11.6   Risk Management Implications

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

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

11.7   Rural Communities Implications

There are no direct implications for Rural Communities.

11.8   Implications for Children & Young People/Cared for Children

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

11.9   Public Health Implications

There are no direct implications for Public Health.

11.10   Climate Change Implications

There are no direct Climate Change implications

11.11   Ward Members Affected

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

12.   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

13.   Contact Information

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

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Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 26 November 2021

Report Title: Best4Business Update

Report of: Jane Burns, Executive Director Corporate Services, Cheshire East Council

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

1.0 Report Summary

1.1 The purpose of this report is to update Members on the latest position with regard to implementation of the replacement HR and Finance system for the Councils and their partners. The report provides an update on progress since the formal meeting of this committee in September 2021.

1.2 The report provides an update to Members of the Committee on the following key areas:

- Update on the second programme go live decision and system launch;
- Update on next steps leading to programme closure;
- Update on the financial position of the remaining programme; and
- Update on governance and oversight of the Programme.

2.0 Decisions Requested

That Members:

2.1 Note the launch of the HR and Payroll elements of the new Unit4 ERP system and the remaining steps to transfer all remaining payroll activity to the new system for December;

2.2 Note and approve the proposed next steps leading to formal closure of the Best4Business programme;

2.3 Note the reported financial position of the remaining programme; and

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

3.0 Reasons for Recommendations

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

4.0 Report Background

4.1   At the May 2016 meeting of this Committee, Members approved a programme of work to procure a new system to replace the existing Finance and HR system. Both Councils' Cabinet meetings approved a recommendation in July 2017 to award a contract to Agilisys for the implementation of the Unit4 ERP system.

4.2   In November 2019 (Cheshire West & Chester) and December 2019 (Cheshire East), each Council's Cabinet approved recommendations relating to the Best4Business programme. This Committee was provided with an update regarding the scope and phasing of the programme, the revised programme governance arrangements, the procurement of external advisors, future arrangements for Member oversight of the programme and the scope of revised commercial arrangements with Agilisys.

4.3   Delegated authority was also given to senior officers to finalise negotiations and agree variations to the contract with Agilisys, and to update the Inter-Authority Agreement.

4.4   This Committee have received reports during 2021, on 19 February, 11 June, 23 July (held as an informal Committee); and 24 September.

4.5   This report provides an update to members of this Committee on progress in the implementation of these decisions, with a particular focus on progress with the programme plan, activities relating to Change and Implementation, the programme budget, and continuing arrangements for Member oversight of the programme.

5.0 Programme Update

Key highlights

5.1   Best4Business programme highlights since the last report to this Committee include:

- User Acceptance Testing (ensuring system functionality is in place and working as expected) was successfully completed;
- Payroll Parallel Run (comparing payroll outputs between the legacy Oracle system and replacement Unit4 ERP system) was successfully completed;
- Data migration and cutover (the process of transferring activity and data from Oracle to Unit4 ERP) was completed within planned timescales;
- Final "confidence checks" on system functionality were completed satisfactorily;
- Access to existing Unit4 ERP users was reinstated following cutover; and
- Payroll activity for Pensions, Academies and External payroll customers in in November (around 33,000 out 49,000 or 66% of payroll recipients) was successfully carried out in November.

5.2   More detail is provided in the follow sections.

Programme Plan – HR and Payroll "Go Live"

5.3   At previous meetings of this Committee, members have been presented with a summary of the key programme plan dates for the remainder of the implementation of the Unit4 ERP solution, with the go-live of the new system being phased across two different dates for different "modules" of the system. Key milestone dates in the approved plan relating to the second of the two "go live" dates, and their current status, are as follows:

	Milestone Activity	Outcomes	Target Completion	Progress Update
8	Build and unit test of remaining HR functionality and all payroll functionality	• Build and first level of testing of all defects and changes for the remaining HR and Payroll functionality	August 2020	• Complete
9	Integrated System Test remaining HR functionality and all payroll functionality	• An end to end test of the functionality to ensure it works and no unintended or cross-functional issues are present	November 2020	• Complete
10	Data Migration activity to support HR and Payroll testing	• Data is extracted from the existing Oracle system, transformed and loaded into the test Unit4 ERP system, reconciled to ensure quality, and prepared for testing activity or live cutover activity as required	Multiple rounds of testing to September 2021	• Complete
11	User Acceptance Test of the remaining HR functionality and all payroll functionality across both Councils	• Testing to ensure all required processes can be completed • Go live critical tests to be completed by August with further round of lower priority testing into September	September 2021	• Complete

	Milestone Activity	Outcomes	Target Completion	Progress Update
12	Payroll Parallel Run for all payroll functionality across both Councils	• A Payroll Parallel Run is the process of comparing the results of the current Oracle payroll with the new Unit4 ERP payroll to ensure the new system is calculating payroll accurately	September 2021	• Complete
13	Training and Business Change completed for remaining HR functionality and all payroll functionality	• Alongside technical development of the new system, new business process, training and stakeholder engagement activities will be delivered to ensure users are ready to work with the new system and will adopt any new ways of working	October 2021	• Complete
14	Go-Live for remaining HR functionality and all payroll functionality	• Final snapshot of data uploaded to the system and employees / system users migrated	November 2021 with first payroll run in November	• System went live 26 October • Pensions, Academies and External payroll customers (around 66% of payroll recipients) paid from new system in November • Councils and Council-owned companies payroll will transition in December
15	"Hypercare"	• Hypercare is a period of heightened support from the programme team to ensure any go live issues are resolved at pace • The support team gradually take over the day-to-day support	December / January 2021	• Underway

	Milestone Activity	Outcomes	Target Completion	Progress Update
16	Programme Closure	• A post implementation review following the second go-live is undertaken • All programme artefacts are documents and stored securely for future use and programme team are stood down	April 2022 (was January 2022)	• Not started

5.4 Based on successful completion of User Acceptance Testing and Payroll Parallel Run activities, and following completion of planned cutover and data migration activities between 14 October and 26 October 2021, the Programme Board approved the launch of the new HR and Payroll functionality. The new solution is now live and available to approximately 6,000 users of the full capabilities of the system, including HR and Payroll. To achieve this outcome, the programme team worked significant levels of overtime including many consecutive weekends.

5.5 In respect of the launch of payroll activity using the new Unit4 ERP system, payroll payments for Pensioners, Academies and Externals were successfully processed using Unit4 ERP for November. To allow additional time for further review activity and resolution of any outstanding issues, the more complex Council payrolls (including Council staff and employees of Council-owned companies) were processed using the legacy Oracle system for November. The current programme plan allows for payroll to be processed and paid for all employees by Unit4 ERP in December, completing the transfer of live system activity from the legacy Oracle system.

Update from Finance go-live

5.6 While the programme focus has been on completion of the remaining HR and Payroll elements of the new solution, Members are reminded that the Finance elements of the solution were launched in February 2021. These elements of the solution, including procurement of goods and services, payments to suppliers, aspects of customer billing, financial management and accounting, and capital project accounting, have been operating as "business as usual" activities for much of 2021.

5.7 Key points to note in respect of the initial system launch and the operational of the live system include:

• Around 2,700 staff have logged into the Unit4 ERP system since its launch in February;
• Following an anticipated initial peak of activity, the number of support calls requiring resolution by the ICT Service Desk and/or the B4B Governance & Support team have settled to an average of around 100 per week;

- The Governance & Support team have also responded to support queries by delivering additional virtual face-to-face briefing and training sessions to different user groups, and have developed additional system reports which make use of the new system more efficient and intuitive;
- Some early challenges with the end-to-end procurement and payment process were resolved, with payments to suppliers now being made within expected timescales;
- Both Councils successfully produced their annual financial statements for 2020-21 using the new Unit4 ERP system; and
- An additional system module delivering budget forecasting and report capabilities has been developed and launched following the main Finance go-live date and in parallel to continuing programme delivery of HR and Payroll functionality.

5.8 A review of lessons arising from the first phase of the system launch was carried out, leading to improvements being made to the programme's approaches to training and communications for the most recent go-live. These are outlined in the following section.

Training and Communications

5.9 A range of training and business change activities have been undertaken, to ensure the Councils and our partners were prepared for the HR and Payroll go-live:

	Subject	Activities
1	Training	- Change Champion in place and trained in order to be able to support users in their service areas, as part of a comprehensive support package for end users - Virtual classroom training for "heavyweight" users of the new system in Transactional Services and Professional HR teams – over 120 users trained - E-Learning and virtual conferences for managers and staff in the Councils, schools, academies and Council-owned companies – over 1,600 staff engaged with training activity via these methods
2	Communications and Stakeholder Engagement	- Comprehensive communications programme in the period prior to and during system launch - Tailored messages for Council managers, staff, schools, academies, Council companies - Engagement with senior Council leadership teams to ensure support and buy-in across both organisations - Written briefings to all Members
3	Cutover	- Detailed technical cutover activities monitored as part of programme plan or in supporting detailed delivery plans - Detailed business-facing cutover activities captured in a shared plan which was accessed and reported on by a large number of staff in Council services
4	Council Companies	- Dedicated "conference" sessions for staff held - Specific communications material developed and issued

	Subject	Activities
5	Schools	• Equivalent process to Council Companies followed for schools
6	Business Processes	• Majority of revised business processes documented and shared with end users • System support processes reviewed and updated and communicated to end users • Any required interim processes at go live agreed and documented

6.0 Programme Budget

6.1 Based on the HR and Payroll go-live taking place in November (and noting the decision outlined at 5.5 to transition some payrolls in December – see paragraph 6.2 below), the current forecast expenditure is as follows:

Programme Spend	Previously forecast 20/21 and 21/22 expenditure £m	Financial Year (actual) 20/21 £m	Financial Year (estimated forecast) 21/22 £m	Total forecast £m
Retained element for asset purchase	0.25	0.00	0.25	0.25
Estimated payments to software provider	2.81	2.44	0.59	3.03
Programme Management costs	2.95	2.34	0.84	3.18
Other (including training)	0.54	0.35	0.19	0.54
Less: chargeable to COVID	(0.20)	(0.06)	(0.14)	(0.20)
Less: costs charged outside programme	(0.27)	(0.27)	0	(0.27)
Total	**6.08**	**4.80**	**1.72**	**6.52**

6.2 Additional costs associated with the decision to defer processing of the complex Council payrolls to the Unit4 ERP system to December, as described at paragraph 5.5 above, are to be confirmed. These relate to additional programme management support being provided by Ameo and additional technical resources being provided by Agilisys. A finalised budget position will be updated and reported to Members at the next meeting of this Committee.

6.3 Both Councils have made available funding sufficient to accommodate the remaining costs of the programme as outlined above. For Cheshire West & Chester, funds have been set aside in an earmarked reserve as part of the 2020-21 outturn report and approval has been sought as part of mid year reporting to draw an appropriate level of funding down. For Cheshire East, capital funding, which has already been approved to support Core ERP systems during 2021-22, has been identified and will be transferred as necessary to the main B4B programme. Both Councils will continue to fund an equal share of remaining costs. Some elements of the cost of the remaining programme relate to COVID-19 challenges and will be charged to appropriate COVID contingency funds.

6.4 There is continuing ongoing dialogue as to the cause of previously reported delays to the programme plan reported in November 2020, and the associated costs between the Councils and the provider.

6.5 Additionally, some costs are being incurred within the Councils to support the delivery of this programme. Directors in each Council have agreed to absorb the costs of Council staff within their own budgets, subject to a cost sharing mechanism between the Councils as agreed by this Committee in November 2019. These will be reported to members as part of the regular financial reporting within the Councils.

7.0 Programme closure process

7.1 As the programme draws towards its conclusion, it is anticipated that it will shortly reach a point where a technical programme closure is achieved, with formal full closure following at a later point.

7.2 The key outcomes which will be delivered in order to achieve technical programme closure include:

- Finalise reconciliation and adjustment activity for December payroll;
- All staff to be paid from Unit4 ERP for December payroll;
- Support the upgraded system in "hypercare" mode until it is assessed as ready to move into "business as usual" – expected to take until into the new year, and with a formal hypercare exit decision required;
- Programme management support resources from Ameo, and software delivery resources from Agilisys, cease involvement and leave the programme team; and
- Most seconded Council employees who have formed part of the programme team return to their substantive roles within the Councils.

7.3 Having achieved technical programme closure, final activities required prior to formal programme closure include:

- Programme management records and documentation are finalised and archived;
- Formal post-implementation review carried out and reported to Programme Board and to Joint Committee and Scrutiny members;
- Any remaining seconded Council employees who have formed part of the programme team return to their substantive roles within the Councils.

7.4 Reports will be brought to members of this Committee at appropriate points during these final stages of programme delivery.

7.5 From the point of programme closure, the Unit4 ERP system will operate entirely in "business as usual" mode. Key points to note in this respect include:

- Council support activity for the system will be delivered entirely by the Governance & Support team and the ICT Service Desk;

- Most elements of the system continue to be hosted by the software provider Unit4;
- Third party support and maintenance is provided via each Council's ongoing support contract with Agilisys – this includes external helpdesk support and fixes for any faults or errors arising during live operations;
- Regular upgrades and updates to the system will be made available by Unit4 and applied to our live system as part of contractual support arrangements;
- Performance against the service contracts will be reported by Agilisys and overseen and managed by the Governance & Support team;
- Any changes to the built system required by the Councils will be delivered as a contractual change and will come at additional cost.

8.0 Member oversight of the programme

8.1 Member oversight of the programme has been and remains key to its success. The table below summarises key member engagement events which have taken place during 2021 and which are planned for 2022:

Date	Meeting
Shared Services Joint Committee	
19 February 2021	Update report
12 March 2021	Update report
11 June 2021	Update report
23 July 2021	Update report (informal)
24 September 2021	Update report
26 November 2021	Update report
21 January 2022	Update report
25 March 2022	Update report
To be scheduled for early Financial Year 2022/23	Programme closure report
Joint Scrutiny Working Group	
18 February 2021	Review Finance go-live
31 August 2021	Update report
1 November 2021	Review of HR and Payroll go-live
To be scheduled for early Financial Year 2022/23	Post implementation review
Scrutiny Committees	
Cheshire West and Chester Scrutiny – 21 January 2021	Briefing note in lieu of Committee meeting
Cheshire East Corporate Scrutiny Committee – 8 April 2021	Verbal update

Date	Meeting
Cheshire West and Chester Scrutiny Committee – 7 June 2021	Feedback on published SSJC report
Cheshire West and Chester Scrutiny Committee – 15 November 2021	Feedback from Joint Scrutiny Working Group held on 1 November 2021
Cheshire East Policy Committee – tbc	Feedback from Joint Scrutiny Working Group held on 1 November 2021
Cheshire West and Chester Scrutiny Committee – tbc 2022	Feedback from Joint Scrutiny Working Group to be held early in Financial Year 2022/23
Cheshire East Policy Committee – tbc 2022	Feedback from Joint Scrutiny Working Group to be held early in Financial Year 2022/23

8.2   In addition, regular all-Member briefings have been produced since October. An update report will be provided to the next meeting of the Shared Service Joint Committee.

9.0 Wards affected

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

10.0   Policy implications

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

11.0   Financial Implications

11.1 The budget implications of the programme are noted at section 6 to this report.

12.0   Legal Implications

12.1 Each Council entered into a contract with Agilisys for the ERP System. Cheshire East Council are responsible for managing the contract through the implementation phase for both Councils. The Councils entered into a Deed of Variation with Agilisys to reflect the reset of the programme. Under the Deed of Variation, work packages are agreed with Agilisys, setting out the services to be provided by them and the target price of the relevant resources, which are priced in accordance with the mechanism contained in the Deed of Variation provided that the Councils responsibilities and dependencies are met. The cost of current works orders has been reflected in the budget update in section 6. Any additional costs arising from the continued reconciliation activity outlined at paragraph 5.5 will be reflected in a further work order, and set out in a future report to this Committee.

12.2 A comprehensive Inter Authority Agreement (IAA) was entered into by both Councils, at the time the original contracts were agreed with Agilisys. The IAA ensures that each Council's obligations to the programme are documented and ensures that Cheshire East Council are in a position to meet their contractual obligations on behalf of both Councils during the implementation phase. The IAA was updated when the Deed of Variation was entered into to reflect the reset of the programme, and will be updated to reflect the rephasing of the remaining programme as set out in this report.

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

12.4 Cheshire East entered into a contract with programme management advisors Ameo on behalf of both Councils. The costs of the agreement with Ameo are shared equally between the Councils through the IAA. The revised proposed programme plan has resulted in additional programme management costs being forecast. In line with the revised programme plan approved by Programme Board, the related milestones in the contract with Ameo have been revised to reflect the amended deliverables and timelines. The current cost of programme management support has been reflected in the budget update at section 6. Any additional programme management costs arising from the continued reconciliation activity outlined at paragraph 5.5 will be reflected in the contract with Ameo, and set out in a future report to this Committee.

12.5 Cheshire West & Chester entered into a contract for change management support with Augere Ltd on behalf of both the Councils. The costs of the agreement with Augere are shared equally between the Councils through the IAA. Contracted costs with Augere have been included in the budget update at section 6.

13.0   Risk management

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

Risk	Severity	Mitigation	Post mitigation severity
• November pay differences for Councils and Council-owned companies require further reconciliation and resolution prior to December payroll	Red	• Close coordination and monitoring of activity with nominated Ameo lead to drive delivery	Amber
• Delaying access to some system functions to enable continued payroll reconciliation activity will mean users cannot input until later in November.	Amber	• Communications to ensure impact on processes and end users is widely understood.	Amber
• Staff wellbeing – continuing pace of programme delivery places individuals under pressure	Amber	• Close monitoring and engagement with individuals • Planning for end of programme and utilisation of outstanding leave and flexi balances	Amber
• Forecasting module support model is outside existing contractual arrangements and requires definition	Amber	• Workshops planned to work through responsibilities and relationships • Contractual amendment required	Green
• Residual programme planning – programme being managed in an agile manner to completion	Amber	• Regular programme leadership reviews of activities and deadlines	Green

14.0   Access to Information

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

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Background Documents:

   Documents are available for inspection at:

   Cheshire East Democratic Services
   Westfields
   Middlewich Road
   Sandbach
   CW11 1HZ

   or:

   Cheshire West & Chester Democratic Services
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