Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 30 June 2023

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

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

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

1. Report Summary

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

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

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

2. Recommendations

2.1 It is recommended that Members:

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

3.   Reasons for Recommendations

3.1   The Shared Services Administrative Agreement makes provision for the Joint Committee to receive reports to enable the review and monitoring of the performance of the Shared Services to take place. This report provides the 2022-23 year-end position.

4.   Background

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

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

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

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

5.   Overall Summary

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

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

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

5.2 **Budget**

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

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

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

- For ICT Services, significant progress has been made on Cyber Security. The councils have now adopted new tools to manage cyber security across the CEC/CWC estate. 34 major incidents have been dealt with during the year. The ICT Review programme has been mobilised.

- For Transactional Services, a new Key Performance Indicator Framework is in place and a comprehensive roadmap for UNIT4 ERP has been developed.

- There are three services reporting that some objectives have not been achieved. For APAS, ICT and Transactional Services, the implementation of the recommendations emerging from the recent shared service review will continue to be implemented during 23/24. Additionally, Transactional Services have not yet fully established new pay mechanisms for the councils and schools, however, this work is underway and is expected to be completed shortly.

Key Performance Indicators

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

6.   Implications of the Recommendations

6.1   Legal Implications

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

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

7.7.2   Finance Implications

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

6.2   Policy Implications

6.2.1   There are no direct Policy implications

6.3   Equality Implications

6.3.1   There are no direct Equality implications

6.4   Human Resources Implications

6.4.1   There are no direct Human Resources implications

6.5   Risk Management Implications

6.5.1   Risks are managed by the commissioning client, and service managers within each Council, as part of the operation and management of each of the services.

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

6.6   Rural Communities Implications

6.6.1   There are no direct implications for Rural Communities.

6.7   Implications for Children & Young People/Cared for Children

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

6.8   Public Health Implications

6.8.1   There are no direct implications for Public Health.

6.9   Climate Change Implications

6.9.1   There are no direct Climate Change implications.

6.10   Ward Members Affected

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

7.   Access to Information

Documents are available for inspection at:

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

8.   Contact Information

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

Name:	Peter Lloyd
Email:	peter.lloyd@cheshirewestandchester.gov.uk
Name:	Heather Grove
Email:	heather.grove@cheshireeast.gov.uk

Appendix 1

Shared Service Business Plans 2022/2023

SERVICE DETAILS

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

OVERVIEW

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

BUDGET SUMMARY

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

KEY PRIORITIES AND OBJECTIVES

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

No.	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.23	APAS continues to provide regular advice to utility companies undertaking works which are usally classified as permitted development and include repairs to existing infrastucture, new facilities, flood relief schemes. APAS is also involved in advising on the archaeological implications of proposed national infrastucture environmental management schemes such as the proposed HyNet CO_2 pipleline.	Since the mid-year review, alongside continuing minor utility works, APAS has advised on the archaeoloigcal implications of a planned programme of mantenance on the Vyrnwy Aqueduct. Works in areas of particular sensitivity, adjacent to Scheduled Monuments in both CW&C and CE will be subject to archaeoloigcal monitoring and APAS has advised on the scope of the proposed archaeoloigcal works.
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on the archaeological resource.	31.3.23	APAS continues to provide archaeological development management advice to the planning departments at CW@C and Cheshire East, covering the whole range of developments from small-scale domestic applications to major housing schemes, highways developments, and mineral proposals. In the first six months of 2021-22, APAS has provided formal written advice on a total of 115 applications. All advice was submitted within the required timescales (see Key Performance Indicator 4 below). In addition, APAS is heavily involved in a number of major national infrastructure projects. These include HS2A (where some early preparatory works have already happened) and HS2B (where the archaeological mitigation strategy for the project is still being discussed and refined). Other major projects include the HyNet carbon dioxide pipleline and the HyNet hydrogen distribution network. In both these cases APAS has been consulted on the Preliminary Environmental Impact Reports (PIER), which will define the scope of the resulting Environmental Statements and the archaeological mitigation strategies.	At year end, APAS had provided written advice on a total of 252 applications with all submissions provided within the required timescales (see Key Performance Indictor 4 below). Notable investigations in the second half of the year include the evaluation and subsequent excavation of a Roman site between Alsager and the M6 in CE and the intiation of a large-scale evaluation trenching exercise along the line of the proposed HyNet CO_2 pipeline in CW&C. APAS continues to be involved in the development and implementation of the archaeological mitigation strategies for both HS2A and 2B, despite recent developments concerning the timetabling of the scheme.

No.	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
5	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money	31.3.23	HER staff have worked with Cheshire East ICT to develop and implement a new system whereby the HER is held on a server which forms part of our corporate network. This is the first time a RemoteApp solution has been implemented in either Cheshire East or Cheshire West, and this project is perceived as a pilot to prove the efficiency and effectiveness of delivering applications in this manner as opposed to the more costly (and difficult to manage) Citrix. With the data held on the corporate network, this has reduced the risks of data loss or breaches associated with externally held systems. To date, the live system is proving to be easier to maintain and more efficient for hybrid and home workers.	The new system continued to provide a much more efficient and effective interface which has improved the user experience for all staff whether working remotely or in the office.
6	To implement the shared service review recommendations - renewal of the shared service agreement between CW@C and EC - a simplified reporting regime for APAS - consideration of corporate funding within both CW&C and CE to secure the digitisation of further elements of the HER	31.3.2023	Work is progressing to implement the recommendations and a wider meeting with Legal Services is planned for February 2023, to proritise activity. APAS now has simplified performance reporting and will only be required to produce a busienss plan at the start of the year and report at the end of each year	At year end, the situation with regard to Recommednations 1 and 2 is the same as at mid-year. Concerning Recommendation 3, there have been no developments with regard to corporate funding but APAS continues to address the HER digitisation challenge with its own resources (see Service Priority 1 above).

KEY PERFORMANCE INDICATORS (KPI)

No.	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid year Actual	End of year Actual	Comments
1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Suspended due to Covid 19	5%	4%	8%	**Mid Year:** The review of existing records, whilst not abandoned, has not been prioritised during the first six months of 2022-23 in order to allow time for the preparatory work associated with the office move and to ensure that more pressing Performance Indicators (see below) were met. Despite this, 4% of the records have been reviewed and, following the completion of the office move, the 5% target is likely to be met by the end of 2022-23. **End of Year:** Target exceded
2	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved	90%	100%	100%	
3	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100%	100%	100%	
4	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100%	100%	100%	
5	Delivery of annual APAS Report	Achieved	May 2023	N/A	Achieved	**Mid Year:** Delivery of report not due until April 2023 but statistics and data are being generated to allow the timely completion of the report at this time. **End of year:** Annual report completed

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

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

SERVICE DETAILS

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

OVERVIEW

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

The service is responsible for:

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

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

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

BUDGET SUMMARY

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

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
1	Fulfil the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care - Determine digital preservation solution for implementation in 23/24	**Mar 2023**	Options have been considered and a preferred solution identified. ICT support required – to be picked up as part of wider discussion around ICT support for relocation project.	ICT now engaged and preferred solution identified. To be further developed in 2023/24 as part of relocation project. Solution expected to be operational Autumn 2024.
2	Provide a high quality onsite service for researchers and volunteers - Re-establish volunteer programme including remote volunteering	**Mar 2023**	Volunteer programme is back to pre-pandemic levels of activity. New volunteers have been recruited. Annual volunteer survey has been carried out, with 100% of volunteers who responded stating that they enjoy the experience and 93% saying that it made them feel that they made a positive difference.	As for mid year. Volunteer programme continues at pre-pandemic levels and will be further grown and developed as part of the relocation project. Annual satisfaction survey to be carried out Spring 2023.

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	Deliver access to services through libraries - Quarterly visits to libraries to assess service/conservation needs - Library staff training	Mar 2023	2 visits have taken place and library staff training will take place in November and December.	5 visits and 4 training sessions have taken place. Working with Northwich and Crewe Libraries in particular, Northwich in response to the temporary move of the library and Crewe in preparation for the new history centre in Crewe.
4	Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people - Submit bid to National Lottery Heritage Fund - Support pre-planning consultation - Year 0 of collections conservation plan to enable future move	Aug 2022 Sep 2022 Mar 2023	Funding bid to the National Lottery Heritage Fund submitted in August. Funding was approved by the Heritage Fund in November 2023. Pre-planning consultation started in July (Crewe site) and has started in September for the Chester site. Planning applications submitted in November, with determination expected in February. Collections planning for the future move has begun, with preservation packaging of collections at Deepstore completed.	Funding secured for project, which is expected to begin in May 2023. Planning applications approved March 2023 for both sites. Collections planning ongoing.
5	Improve access to collections through digitisation - Complete Ancestry digitisation programme - Complete digitisation of sound recordings	Mar 2023 Mar 2023	Ancestry digitisation programme on track. Digitisation of sound recordings completed. Regional support for future digitisation of sound recordings now in place and funded, giving training and equipment support across the North West for the next 2 years.	Ancestry programme continues to be on track
6	Developing online services and digital means of engagement, in line with service's Digital Strategy - New service website specified	Mar 2023	Specification drafted in line with future requirements of service and relocation project.	Specification agreed and CEC web team engaged. For delivery over 2023/24.

Number	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
7	Emergency planning, Business Continuity and training - Develop and deliver staff training programme - Review emergancy plan and carry out team exercise	**Mar 2023** **Sep 2022**	Ongoing. Emergency aid training delivered. Learning disability and autism training/manual handling training identified as priorities and will be carried out by end March. Team exercise to be carried out November.	Mental health training identified as a higher priority and made available to all staff. Manual handling training confirmed for May 2023.

KEY PERFORMANCE INDICATORS (KPI)

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

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

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

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

SERVICE DETAILS

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

OVERVIEW

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

BUDGET SUMMARY

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

KEY PRIORITIES AND OBJECTIVES

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

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

KEY PERFORMANCE INDICATORS (KPI)

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

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

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

SERVICE DETAILS

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

OVERVIEW

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

The shared service provides:

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

BUDGET SUMMARY

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

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

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

KEY PRIORITIES AND OBJECTIVES

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

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

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
3	Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.	Mar 2023	Essential Replacement programme delivery going to plan ensuring ICT Services are performant and compliant. Review underway of core ICT services and infrastructure, following Covid and changes to Council Strategy, resulting in a refresh of ICT high level business cases.

Ongoing strategic partnerships to exploit ICT investment and support transformation. Working with Customers, Clients, ICT Strategy, Social Care, Public Health and Health partner colleagues to assess implications of latest Health and Social Care integration legislation (ICS/ICP) and proposed Cheshire & Merseyside Digital Strategy.

Focus on Cyber Security and the mobilisation of Security and Compliance programme including the adoption of Microsoft Defender improving threat dedection and reporting capability for both councils.

Ongoing technical assurance of shared service review recommendations, engagement with 3rd parties on approach and cost for O365 tenancy activity. | Delivery of Essential Replacement programme went largely to plan however there we some issues experienced with the highly complex firewall migration. This activity will be completed in the new financial year.

Significant progress made on Cyber Security. The councils have now adopted new tools to manage cyber security across the CEC/CWaC estate. This has given the security team much greater visibility of threats and automated capability to deal with them. We are now seeing a significant increase in the new of cyber threats across the estate.Further work to implement a Zero Trust Strategy across the estate will happen in the new year.

Significant progress made on technical design and implications of the new hybrid ICT model on O365 tenancies. New tooling has been idenitifed to minimise business impact of migration. |

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

| | | | Income from schools is forecast to be significantly less than budget and mitigations for this will be considered.

Business cases are being produced to change or decommission existing ICT Core services including Citrix (virtual desktop) and Appsense (application profile management). A review of Microsoft licence numbers is also underway with a view to reduce cost in ICT across support agreements, infrastructure and resource. Any benefit from these business cases will be delivered in 2023/24.

Whilst the service awaits the outcome of the shared service review, it continues to review the most appropriate route to resource skills, capability and capacity gaps. The service has reduced the number of agency staff by 11 since the start of the financial year with a focus on bringing through, training and mentoring our own staff, so far withgreat success. Targeted resourcing areas include Cyber, Hosting, Desktop and Networks as we have had limited success in recruiting to these roles due to external demand for these ICT specialist skills. | be reviewed in 23-24. This will have an impact on the BAU of each council howevere.

The budget for project income is based on 100k hours in the current business model. Actual project hours invoiced were 61k and this means that there was underachieved income of 2.457m due to lack of commissioned hours. |

No	Service Priorities/ Objectives	Date due for completion	Mid Year Review Comments	End of Year Comments
6	Implement the recommendations from the Shared Service Review for ICT	tbc	Ongoing work to finalise the recommendation report, following the due diligence exercise.	The report on the Shared Servive Review for ICT and its recommendation to implement a new hybrid operating model for ICT was taken through formal council governance processes, SSJC, CPC and Cabinet and was approved. Programme mobilisation activity is underway. External procurement for Programme Director support has commenced. Technical workshops, reference calls and soft market testing progressed for the O365 tenancy migration work. Formal mobilistation and plan available in the new finanical year.

KEY PERFORMANCE INDICATORS (KPI)

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

KEY RISKS

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

	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.				enhanced capabilities will be key to prevent these vulnerabilities being exploited.

enhanced capabilities will be key to prevent these vulnerabilities being exploited.

Further revision of service levels under Performance Management Framework

Develop user self service knowledge base and self service requests.

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. Further simplification and standardisation delivered through Essential Replacement and Security and Compliance.

Staff recruitment and retention continues to be a problem for the service and could impact on service delivery. Service working with both Councils on recruitment and retention approaches.

Shared Service review implications to staff and technical infrastructure. Technical due diligence has been undertaken with 3rd parties and local authorities who have been through a similar process. Lessons learnt have been shared.

Close monitoring through vendor management of contract costs and inflation.

2	Information management, data security (including CyberSecurity) Corporate policies, protocols, tools and technologies for the authority continue to be developed, with information management maturity and staff understanding and working practice The lack of a consistent approach to information management may result in security and safety breaches, leading to the loss of confidentiality and potential disclosure of sensitive personal information. This lack of consistency may also result in difficulties in timely access to key information. Decisions based on poor or absent data may result in a failure in service delivery. In conjunction, ineffective data security measures may lead to the inappropriate use of data, data protection issues and fraud resulting in loss of reputation and financial penalties.	16	12	12	The Councils have secured a new tier of Microsoft licences, these will give ICT greater understanding and visibility of activity within the infrastructure. This will allow the technicians to analysis inappropriate activity and also provide some level of automation to close down vulnerabilities as they occur. The Council continues to receive a large volume of targeted threats against its workforce, training and the enhanced capabilities will be key to prevent these vulnerabilities being exploited. Work has commenced on a plan to realise the benefits from the High Level Business Case for Security and Compliance. A specialised company Info-Tech has been procured to direct the council so any planning is in line with best practice and is directed at the most vulnerable technology domains. There is ongoing activity around security governance and a security focussed operations group to strengthen the council's position on cyber security. The work will also encompass strengthening links with corporate and information governance. Work continues to define the work plan and activities under the Security & Compliance Programme. Risk workshops have been held with managers in ICT Services to embed a risk approach to project and business activities. New tools to monitor and capture phishing exploits are being deployed with additional training for staff to raise awareness being made available. Enhanced security features secured from Microsoft are being rolled out to further protect the estate.

					Proposals for additional capcity in the Security operations team have been pulled together and business cases will be presented to both councils.

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Gareth Pawlett	Chief Information Officer/ Head of ICT Services	
Client Manager CEC	Valda Williams	ICT Business Planning and Compliance Manager	
Client Manager CW&C	Peter Lloyd	Head of Transformation and Technology	
Head of Service/Director	Alex Thompson	Director of Finance and Customer Services	

Shared Service Business Plan 2022 to 2023

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

OVERVIEW

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

BUDGET SUMMARY

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

End of Year outturn £	Total overspend £1.085m

The overspend is predominately due to a continued increase in staffing costs, software, and telephony costs alongside an impact from loss of schools' income although this is more historical than recent. All additional staffing/software and telephony costs have been agreed by Cheshire East and Cheshire West Councils and incurred due to the significant pressures on the team arising from UNIT4 implementation. The service has, where possible, mitigated the overspend by reviewing vacancies but as the UNIT4 system is bedding in additional support has been a necessity.

Cost Centre	Revised budget	Outturn	Variance	Explanation of variance
Other Shared Costs	£319,174	£402,155	£82,981	Increase in QA team time spent on shared work necessitated team cost split to reflect actuals
TSC Income	-£4,796,391	-£4,317,586	£478,805	Buy back service reduction
Payments and Income	£1,857,985	£1,879,386	£21,401	Overspend reduced on previous years and due to staffing/agency costs
Recruitment and Pay	£2,263,639	£2,397,971	£134,332	overtime requirement still high and postage costs higher than forecast
Governance & Support Team	£578,041	£942,100	£364,059	Overspend due to additional staff, agency, overtime, and software costs
Total	£222,448	£1,304,026	£1,081,578	
CE reported position	£0	£540,789	£540,789	
CW&C reported position	£222,448	£763,237	£540,789	difference due to higher pension costs for CW&C

KEY PRIORITIES AND OBJECTIVES

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

KEY PERFORMANCE INDICATORS (KPI)

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

CHESHIRE EAST

Transactional Service KPI dashboard														

Payment & Income														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Payment to Supplier within terms	96	95	95	98	92	96	96	96	98	95	95	97	90%	95.85%
Timely and accurate resolution of unallocated income	99	82	81	66	89	88	84	83	92	89	96	100	85%	87.42%
Timely and accurate Direct Debits Collected	100	100	100	100	100	100	100	100	100	100	100	100	90%	100.00%
Resolving issues at first point of contact schools	86	82	90	80	91	94	100	100	100	100	100	93	90%	93.00%
Resolving issues at first point of contact Services	100	67	67	100	100	100	100	100	80	100	93	92	90%	91.58%
volume of invoices	4896	5004	6183	8624	3487	4008	7219	5530	6472	5072	4725	8051		69271

Recruitment & Pay														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)										72.00%	71.40%	78.70%	95%	74.00%
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received										68.00%	85.70%	69.80%	90%	74.50%
Percentage of pay made accurately and on time (EXC Schools/Users)	99.40%	99.60%	99.20%	99.00%	98.30%	99.70%	98.20%	99.10%	94.50%	98.70%	99.48%	99.50%	99%	98.72%
Percentage of pay made accurately and on time	98.70%	98.70%	99.10%	98.70%	98.90%	99.00%	97.80%	98.90%	93.20%	98.50%	99.10%	99.40%	98%	98.33%
Issues Resolved at first point of contact													90%	

Governance & Support														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Percentage of INCIDENT halo tickets received within 5 working days of receipt	63.50%	62.40%	69.00%	63.10%	69.40%	54.50%	72.50%	75.60%	74.60%	67.86%	79.00%	77.40%	90%	69.07%
Percentage of INTERNAL SERVICE request halo tickets closed within 5 working days	47.30%	45.20%	62.90%	61.10%	72.10%	74.10%	71.00%	79.70%	69.90%	63.37%	67.22%	73.30%	85%	65.60%
Percentage of fully completed POSITION ADMINISTRATION FORMS actioned within 5 working days					74.00%	100.00%	100.00%	92.00%	92.00%	97.00%	99.00%	99.00%	90%	93.67%
Percentage of HELPDESK calls answered	78.00%	88.00%	90.00%	86.00%	81.00%	80.00%	93.00%	95.00%	98.00%	98.00%	95.00%	98.00%	95%	90%

CHESHIRE WEST AND CHESTER

Payment & Income														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Payment to Supplier within terms	94.63%	92.86%	93.56%	92.46%	88.38%	91.99%	93.27%	93.58%	91.60%	92.98%	90.29%	94.00%	90%	92.47%
Timely and accurate resolution of unallocated income	88.00%	90.00%	90.00%	67.00%	96.00%	94.00%	94.00%	82.00%	92.00%	96.00%	94.00%	100.00%	85%	90.25%
Timely and accurate Direct Debits Collected	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	90%	100.00%
Resolving issues at first point of contact schools	100.00%	100.00%	100.00%	82.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	90%	100.00%
Resolving issues at first point of contact Services	83.00%	90.00%	100.00%	93.00%	100.00%	100.00%	100.00%	100.00%	100.00%	88.00%	100.00%	100.00%	90%	96.17%
volume of invoices	4874	5699	5080	5428	4345	4387	4877	4901	4400	5012	4698	6285		59986

Recruitment & Pay														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)										84.60%	86.00%	46.90%	95%	72.50%
Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received										78.70%	52.00%	67.20%	90%	65.97%
Percentage of pay made accurately and on time (EXC Schools/Users)	99.40%	99.60%	99.20%	99.00%	98.30%	99.70%	99.50%	99.50%	90.90%	99.70%	99.40%	99.60%	99%	98.65%
Percentage of pay made accurately and on time	99.40%	99.30%	99.00%	99.10%	98.80%	98.80%	99.10%	99.40%	93.90%	96.70%	99.40%	99.60%	98%	98.54%
Issues Resolved at first point of contact													90%	

Governance & Support														
KPI	**April**	**May**	**June**	**July**	**August**	**Sept**	**Oct**	**Nov**	**Dec**	**January**	**February**	**March**	**TARGET**	**OUTTURN**
Percentage of INCIDENT halo tickets received within 5 working days of receipt	63.50%	62.40%	69.00%	63.10%	69.40%	54.50%	72.50%	75.60%	74.60%	67.86%	79.00%	77.40%	90%	69.07%
Percentage of INTERNAL SERVICE request halo tickets closed within 5 working days	47.30%	45.20%	62.90%	61.10%	72.10%	74.10%	71.00%	79.70%	69.90%	63.37%	67.22%	73.30%	85%	65.60%
Percentage of fully completed POSITION ADMINISTRATION FORMS actioned within 5 working days					74.00%	100.00%	100.00%	92.00%	92.00%	97.00%	99.00%	99.00%	90%	93.67%
Percentage of HELPDESK calls answered	78.00%	88.00%	90.00%	86.00%	81.00%	80.00%	93.00%	95.00%	98.00%	98.00%	95.00%	98.00%	95%	90%

KEY RISKS

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

ISSUES SUMMARY

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

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

APPROVAL

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