Shared Service Business Plan 2023 to 2024

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

BUDGET SUMMARY

2023/2024 Planned Budget £	Gross Expenditure £16.62m Gross income £16.62m Net Outturn Nil
Comments	Planned Budget - 23/24 Budget is based on 100,000 hours to be commissioned by both Councils for the Shared Service. A 5 % inflationary pay rise for staff is included.
Mid-Year Forecast £	-£0.845m
Comments	Overall pressure of £845k, this latest position assumes 70,000 hours to be commissioned in year leading to an underperformance of income, other income pressures include reduced buyback from schools. To mitigate pressures, staffing levels are below budget and we have lower contract costs, mainly due to lower costs of the Cheshire Next Generation WAN. Contracts continue to be reviewed and forecasts revised. Further work is being undertaken to confirm savings in respect of the Citrix and Appsense for future years. BAU figures includes growth to reflect the current pay offer. Actual impact of pay award will not be known until NJC nationally agreed. Income from schools is forecast to be significantly less than current budget. As this is unlikely to improve the two councils need to consider realigning BAU to take account of this loss of income stream.

Forecast as at 19.09.23

| | Budget position | | | 70,000 Hours |
| | | | | Forecast 10.10.23 |
		Pay Award Growth Assumption 5%		*Includes 5% pay award growth assumption*
Employees	9,307,736	465,387	9,773,123	7,370,167
Agency	2,224,204	111,210	2,335,414	2,895,310
Bloom				234,934
Other	40,400		40,400	25,250
Finance & procurement recharges	121,263	6,063	127,326	127,326
	11,693,603	582,660	12,276,263	10,652,987
Premises	633,230		633,230	639,843
Transport	31,000		31,000	30,673
Third Party Contracts/Other	3,680,514		3,680,514	3,354,930
	4,344,744	-	4,344,744	4,025,446
Total Expenditure	16,038,347	582,660	16,621,007	14,678,433
BAU CEC	(3,827,726)	(291,330)	(4,119,056)	(4,119,056)
BAU CEC -ASDVs	(103,750)		(103,750)	(103,750)
BAU CWAC	(3,827,726)	(291,330)	(4,119,056)	(4,119,056)
Schools	(1,780,000)		(1,780,000)	(930,718)
Project Income	(6,300,000)		(6,300,000)	(4,410,000)
Misc - TSC	(153,610)		(153,610)	(113,500)
Misc -Warrington, CCSports, Macc Tow	(45,535)		(45,535)	(36,591)
	(16,038,347)	(582,660)	(16,621,007)	(13,832,671)

End of Year outturn £	**Please put the outturn figure in this box**
	Explain any overspends and how they have been dealt with. Explain any underspends and how this will be apportioned.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
1	Implement the recommendations from the Shared Service Review for ICT	April 2025	Please see separate report on Gemini Programme.	
2	Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, new metrics (security and compliance), User experience, Process improvement and Operational Strategy; with an associated Performance Management Framework (PMF).	March 2024	Significant progress has been made in encouraging users to move away from the telephony channel to logging issues and requests on the portal. We have seen a 20-30% increase over the last two years. The portal is now the main vehicle being used for all contact with the Service Desk. Resources have been reallocated accordingly with good provision against SLA targets across the board. We will continue to take feedback and make improvements to the portal experience including developments in self-service and automation where possible. Another key element of the last Customer Satisfaction Survey (User Experience) related to devices (laptops, tablets etc.) and their suitability. In line with our lifecycle management, an evaluation of potential replacement devices is underway aligned to the concept of worker styles or personas to ensure we can better match devices to need and new ways of working going forward. This will also align to the WorkplaCE Programme which will address office provision of monitors and equipment in meeting rooms etc. The latter part of the year will focus on further improvements to reporting out of our service management systems to ensure we can act upon the data and target resources and activity to the right areas and improve our queue management for reactive incidents across the ICT Service.	

| 3 | Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support, and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the cultural standards, values and behaviours which will be beneficial to our shared service partners. | March 2024 | Extended the Q&A sessions to include colleagues from HR (CEC and CWaC) as we neared the decision on the hybrid ICT model.

Targeted 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 separation.

Use of extended peer networks to support soft market testing or technical change activity. Specific engagement around end user computing and application delivery to inform Shared Service recommendations.

Manager Share and Support sessions run within CEC, wide cross section of the service actively taking part in awareness and education sessions including Teams and Cyber.

Shared Service shares content for adoption and change management with CWaC which is shared through their Digital Hub. Further sessions are being arranged on Microsoft Teams. | |
| 4 | 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. | March 2024 | Delivery of Essential Replacement programme for 23/24 has been mobilised and is delivery technical change with hosting and networks. Workshops held to review forward plan of change to ensure it aligns with Gemini programme and Councils future state.

Highly complex firewall migration was completed early in the financial year. | |

| | | | | Continued emphasis 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. Improved capability of reporting and managing where people are logging in from. We continue to monitor the significant increase in the new cyber threats across the estate. A number of security and compliance projects have been commissioned to deliver incremental change to enable both Councils to implement a Zero Trust Strategy across the estate.

Gemini mobilised and technical workstream in place to deliver designs and implementation of a new tenancy for CWaC. Build work is underway and a technical partner, Phoenix, has been engaged to assist with user migration.

Review of end user computing and application delivery has been completed. Project has been mobilised to move away from the existing server-based model which should lead to a reduction of 3rd party costs (hosting and supplier), the project is planned to complete in 23/24.

Working with regional partners on collaborative arrangements for network connectivity for staff across our estates, this service is GovRoam. Some issues across the North West have been escalated to JISC, the supplier of the GovRoam service, as we are aware that some issues we have experienced aren't being experienced nationally. | |

			The migration of the SharePoint estate for both Council's from on-premise to SharePoint online was completed within a significantly accelerated timeframe. The decommission of the legacy SharePoint platform released significant volumes of storage back into the estate.	
5	Governance - To provide a framework of governance to ensure the provision of robust information, intelligence, and business cases to support effective decision-making.	March 2024	Gemini Programme Board established. Finance, Technical and HR Workstreams mobilised with operational reporting in place. Design Authority established and meeting monthly to review Gemini design but also review and understand impact on BAU and ensure any programme activity outside of Gemini is supporting the future state vision. Further detail in the Gemini update report. Joint Strategic Board reports have been issued monthly detailing financial management, staffing and business change commissioning and delivery. Additional financial meetings have been put in place to provide assurance and share more detail on the activity underway to manage the forecast and outturn position.	
6	Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.	**March 2024**	Overall pressure of £845k, this latest position assumes 70,000 hours to be commissioned in year leading to an underperformance of income, other income pressures include reduced buyback from schools. To mitigate pressures, staffing levels are below budget and we have lower contract costs, mainly due to lower costs of the Cheshire Next Generation WAN.	

| | | Contracts continue to be reviewed and forecasts revised. Further work is being undertaken to confirm savings in respect of the Citrix and Appsense for future years.

BAU figures includes growth to reflect the current pay offer. Actual impact of pay award will not be known until NJC nationally agreed.

Income from schools is forecast to be significantly less than current budget. As this is unlikely to improve the two councils need to consider realigning BAU to take account of this loss of income stream.

Additional financial meetings have been put in place to provide assurance and share more detail on the activity underway to manage the forecast and outturn position. | |

You can add further lines as required

KEY PERFORMANCE INDICATORS (KPI)

Number	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%	75%	75%		Mid-Year Review – The customer satisfaction survey was run in March 2023. Discussions ongoing with regards to the timing and content of the next survey for later in the year.
2	Delivery of projects to time, cost and quality milestones	87.2%	75%	58.3%		Mid-Year review – 21 of 36 met the KPI. The first three months of the year were green with indicator over 80%. From July to September, traditionally quiet months for project closure and low volumes, we have been trying to close down a legacy tail of projects, a number of which have been red in the past. The way this indicator works is once failed always failed even if change requests have been submitted and the project closes on revised time and budget. Once the tail has been resolved the indicator will return to green.
3	Availability of basket of critical systems and services	99.6%	99.0%	99.9%		Mid-Year Review – We have had 8 major incidents since the start of the year, compared to 18 over the same period in 22/23.

You can add further lines as required

KEY RISKS

Please enter risks scoring 9 or over

Number	Key Risk Description	Initial Risk Rating	Mid-year Rating	End of year Rating	Comments
1	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		Mid-Year Review - The Councils are making use of new Microsoft security and compliance capabilities, which are starting to give ICT a 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. 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. 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. Security Operations options are being considered to bring in a partner (SOC service) to monitor and analyse security logs, including out of hours, to improve our awareness of threats to the estate.

ISSUES SUMMARY

Issues are where risk have happened. You need to enter any issues that have arisen and are still live.

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	The original budget is based on the business model of 100,000 commissioned hours. Any reduction in commissioned hours will reduce income and put pressure on the outturn position.	01/04/2023	31/03/2024	All parties are reviewing the demand plan with Initial estimates that there will be 70,000 hrs commissioned demand for 2023/24.

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.

The funding model is no longer fit for purpose and will be replaced as part of the delivery of Gemini Programme. |

APPROVAL

The business plan MUST be agreed by the client managers and your line manager prior to any reporting deadlines.

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