

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL SHARED SERVICES JOINT COMMITTEE

Date of Meeting: 24th November 2023

Report Title: Transactional Shared Service Business Plan – 23/24 Mid-Year Review

Senior Officer: Mel Fitzpatrick, Head of Transactional Shared Services

1. Report Summary

- 1.1 The report sets out the 23/24 mid-year Business Plan position for Transactional Shared Services which encompasses Recruitment and Pay, Payments and Income and Governance and Support Services.

2. Recommendations

- 2.1 It is recommended that Members note the Transactional Shared Service 23/24 Business Plan Mid-Year Update.

3. Reasons for Recommendations

- 3.1 The Shared Service Joint Committee Administrative Agreement sets out (in Schedule 2 – Joint Committee Terms of Reference (page 31)) that the Joint Committee is responsible for approving business plans for shared services including targets, service quality, performance, and efficiency.

4. Background

- 4.1 The Transactional Shared Service Business Plan for 23/24 follows the agreed simplified and risk-stratified approach to business planning implemented 2022/23 following the Shared Services Review.
- 4.2 The report provides a high-level overview of the budget position, priorities, performance against the agreed key performance indicators and associated risks. Further details are outlined in the Transactional Shared Service Business Plan 23/24 mid-year update attached at Appendix 1.

5. Performance Overview

5.1 Budget

5.1.1 Transactional Shared Services are currently forecasting an overspend of £276,000. The forecast overspend is predominantly due to a planned staffing overspend in Governance and Support to support UNIT4 developments and improved functionality.

5.1.2 A review of additional income projected for 23/24 is currently underway which could potentially impact the level of projected overspend. A separate report regarding income and mitigations will be presented at the March SSJC meeting.

5.2 Priorities & KPIs

5.2.1 Transactional Shared Services have one priority action behind schedule relating to the development and refresh of the pay mechanism which was due by July 2023. As outlined in Section 3 of the Transactional Shared Service Business plan attached at Appendix 1, significant work has been undertaken in relation to review of the Pay Mechanism and key financial and volumetric activity data has been refreshed. It is proposed that 2023/24 be the baseline year to allow further work to be progressed to solidify the accuracy of the data and provide sufficient time to improve associated business processes with a view to mobilising the new pay mechanism with effect from the 24/25 financial year.

5.2.2 A summary of the Key Performance Indicator (KPI) RAG status compared to 23/24 target pertaining to the suite of 13 Transactional Shared Service KPIs is set out below:

KPI RAG Status	No of KPIs
Green	7
Yellow	3
Red	3

5.2.3 A performance overview with supporting mitigating actions for each of the red/amber KPIs is set out in Section 4 to the Transactional Shared Service Business Plan.

5.2.4 The KPIs with a red RAG status are Recruitment and Pay indicators which primarily relate to the delays incurred with issuing final Contractual Documents of Employment to new employees within 5 working days.

- 5.2.5 In line with historic trends, contract requests increase over the Summer-period for September new starters and position changes. Vacancies in the new structure whilst recruitment is still ongoing has resulted in reduced resource availability and consequently, reduced knowledge base in the team. Additional resources from across Transactional Services have been transferred to provide support to the contracting function during this peak demand period. Additional permanent resources were recruited mid-October 2023 which will further support the Teams capacity to effectively manage service demand.
- 5.2.6 Whilst the performance position on the contractual documentation KPIs remains below target, the direction of travel is positive with performance significantly improving in September when compared to August 2023. Performance Clinics will shortly be introduced to facilitate deep dives into performance exception areas with a view to undertaking root cause analysis and supporting solution-focussed performance improvements.

5.3 Risks and Issues

- 5.3.1 The Transactional Shared Service Business Plan for 23/24 outlines two amber rated risks.
- 5.3.2 The continued loss of income from schools and academies remains an amber-rated risk at the mid-year review period. A separate report will come to the March SSJC which will set out further detail including mitigating actions.
- 5.3.3 Capacity within service to continue to progress and embed UNIT4 developments remains an amber-rated risk at the mid-year review period. The service is continuing recruitment efforts in relation to approved additional temporary resources to enhance the capacity of the Governance and Support Team to implement UNIT4 developments and improve functionality. A further review will be undertaken to align with the future roadmap for UNIT4.

6. Implications of the Recommendations

6.1 Legal Implications

- 6.1.2 The business planning process is compliant with the Administrative Agreement requirement for SSJC to oversee business planning (Schedule 2 page 31).

6.2 Finance Implications

- 6.2.1 The financial implications are set out in Section 5.1 to the report.

6.3 Policy Implications

- 6.3.1 There are no direct Policy implications.

6.4 Equality Implications

6.4.1 There are no direct Equality implications.

6.5 Human Resources Implications

6.5.1 There are no direct Human Resources implications.

6.6 Risk Management Implications

6.6.1 The risks highlighted at Section 5.3 are managed through service/organisational risk management approaches. Where appropriate, risks appear in the corporate risk registers.

6.7 Rural Communities Implications

6.7.1 There are no direct implications for rural communities.

6.8 Implications for Children & Young People/Cared for Children

6.8.1 There are no direct implications for children and young people.

6.9 Public Health Implications

6.9.1 There are no direct implications for public health.

6.10 Climate Change Implications

6.10.1 There are no direct Climate Change implications.

7. Ward Members Affected

7.1 This report relates to Shared Services that operate across both CE and CWAC councils, therefore all wards are affected in both Councils. There are no direct implications arising from this report.

8. Access to Information

8.1 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 officer:

Name: Heather Grove

Job Title: Senior Manager: Business Development, Assurance, and
Collaboration

Email: heather.grove@cheshireeast.gov.uk

Appendices

Appendix 1 – 23/24 Transactional Shared Services Business Plan