

PRESENT: Councillor David Armstrong

Councillors David Armstrong, David Brown, Paul Dolan,
Paul Findlow and Louise Gittins

Apologies for absence were received from Councillors Paul Donovan and Groves

Officers in attendance:	Mark Wynn	– Director of Corporate Services
	Samantha Brousas	– Director of Professional Services
	Peter Bates	– Chief Operating Officer
	Dominic Oakeshott	– Senior Manager, Finance
	Ian Kirby	– Senior Manager, Audit and Compliance
	Simone Thomas	– Senior Manager, ICT Solutions
	Gareth Pawlett	– Senior Manager ICT
	Suzanne Antrobus	– Senior Lawyer
	Heloise MacAndrew	– Corporate Solicitor
	Tracey Brown	– Democracy and Elections Officer

1 DECLARATIONS OF INTEREST

No Declarations of Interest were made.

2 MINUTES

DECIDED: That

the Minutes of the meeting held on 27 January 2017 be approved as a correct record and signed by the Chairman.

3 PUBLIC QUESTION TIME/OPEN SESSION

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

4 TRANSACTIONAL SERVICE CENTRE - PROGRESS REPORT

The report provided a progress update in relation to the development of the Transactional Service Centre (TSC) following the decision of the Committee to extend the initial period of transition to 31 March 2017. The report also provided the information that the shared service was required to provide Committee and/or Joint Officer Board (JOB) under the Shared Services Agreement.

Members noted that the Target Operation Model was defined as an overarching approach to the delivery of the TSC that would encompass the strategic business plan, the service catalogue and payment mechanism (pay mech), the structure (the initial management restructure with a clear project plan and timescales for the wider service restructure), and transformation plan under the governance of the Transition Board.

Following the Management Restructure the existing, six, management roles had been deleted and four new roles implemented through an alignment of 'on-boarded' and existing Transactional Services.

The Strategic Business Plan, agreed at the 23 September, Joint Committee, had been updated to reflect the requested 'transformation' phase and set out the clear direction of the service. The Plan outlined core vision, goals and objectives; a draft Performance Management Framework (PMF); overall and operational governance; risks and opportunities; Financial Information and a high-level Exit strategy.

Members noted the report and the summary of the next steps as outlined in the report.

DECIDED: That

- (1) the progress made by the service in delivering its key objectives, as outlined in the Business Plan agreed at Committee on 23 September 2016 be endorsed.
- (2) the TSC, a 'transformation' phase to 31 March 2019 and aligned to the procurement and implementation of the replacement ERP system be agreed .
- (3) the Head of Legal and Democratic Services (Cheshire East) and the Director of Governance (Cheshire West) be authorised following consultation with the Section 151 Officers for each authority to finalise the detailed terms and conditions for, and enter into, all necessary legal documentation required to give effect to recommendation (2 above).

5 ICT SERVICE - TRANSITION UPDATE

The report notified members of a jointly commissioned independent review of ICT across both Councils which would assure and underpin the model for ICT into the future.

Members noted that the ICT had been a challenging area for both Councils and had undergone multiple reviews and transitions over the last 5 years. Both Councils wished to ensure that ICT was aligned to their strategic directions and was supported to deliver leading edge, value for money ICT in the future. To this end the Chief Executives of both Councils had agreed a collaboration statement and a shared ICT service vision which asked that an independent review was jointly commissioned to ensure that both Councils understood where the future priorities (those that would be enabled by IT) and digital approaches were aligned and to determine the optimum IT delivery model.

An independent and holistic review supported by both Councils would provide both assurance on existing proposals and ensure that ICT in its entirety enabled both Councils to achieve their strategic objectives.

DECIDED: That

the contents of the report be noted.

6 JOINT COUNCIL ICT REVIEW

Cheshire East Council and Cheshire West and Chester Council were in the process of commissioning a joint independent review of ICT across both Councils.

The output of the review would be an evaluation of the proposed Target Operating Model for ICT Services it would include what's going well, what could be better challenges and

opportunities arising against a view of best practice, and a business case for change that enabled both Councils' future directions.

In line with the wider ambition to continue and develop shared arrangements across both Councils wherever appropriate, it had been agreed by the Chief Executives of Cheshire East and Cheshire West and Chester Councils to continue with a collaborative approach towards ICT. As opportunities provided by new technologies become available and the need of our residents change, the role and methods of delivery of the ICT Services could also change. Therefore, the Council had agreed to jointly commission an independent end to end review into how the Councils ensured that they had access to leading edge, value for money ICT in the future. The Councils wished to procure external support to provide independence to the review and to provide expertise in the operation of ICT services.

DECIDED: That

the contents of the report be noted.

7 BUSINESS SOLUTIONS PROGRAMME

The report updated Members on the progress made in the delivery of the Business Solutions programme and to recommend the programme transitions into delivery as part of the wider transformation of IT services.

A joint external review had been commissioned by both Councils to assess wider opportunities for sharing and collaboration and would build on the work done to date and shape.

It was noted that agreement and commitment had been made from the business change leads and ICT Strategy team in CEC and the Business Technology Solutions team in CW&C to collaborate in forward procurement planning, in line with the principles of the Business Solutions Programme.

A joint design authority had now been established across both Councils to govern the joint business process work required to streamline processes and advise on implications of IT solutions' design. This was a key component to the programme of collaboration and sharing across the two Councils.

The report also provided an update to Members on the key themes and issues from the Business Solutions Programme work to date, and an indication of the direction of travel for each area of review.

DECIDED: That

- (1) the progress to date with the series of reviews, and the opportunities identified for collaboration and sharing across both Councils be noted
- (2) the commitment from both Councils with regards collaboration in planning future ICT procurements and the introduction of a Joint Design Authority with both business and technical expertise to govern collaboration and sharing decisions be noted.
- (3) the formal closure of this phase of the Programme be approved and agree the proposal for moving forward.

8 FINANCE & HR SYSTEM REPLACEMENT ("BEST4BUSINESS") PROGRAMME

Members were updated on the progress made in carrying out a formal procurement exercise for the future HR and Finance systems and processes for both Councils and partners. The report also provided an update on the business case for the programme.

The formal procurement exercise had recently been launched, and the evaluation team were in the process of reviewing the first submissions from interested bidders.

Fourteen submissions had been received at the initial Selection Questionnaire stage, and following evaluation, a shortlist of four bidders were taken forward and invited to submit outline solutions.

Members noted that during the initial outline solution phase, two of the four bidders chose to withdraw from the process. Outline solution proposals had been received from each of the two remaining bidders. These had been evaluated and scored. Both bidders had been invited to participate in the final phase of procurement dialogue.

At the outset of the detailed dialogue phase, one of the two remaining bidders chose to withdraw from the process. The programme team had taken procurement and legal advice as a result of the development. A number of options were considered. A recommendation was made to the Senior Responsible Owner to proceed with the competitive dialogue process with the remaining bidder. The importance to demonstrate that the final tendered solution offered best value to the Councils remained as important in this context as it was in the situation where multiple bidders remained in the dialogue process.

The governance timeline for the procurement decision and approval was set out in Appendix A to the report. The programme team would be reviewing the timeline as a consequence of one of the two remaining bidders withdrawing from the process, and an update would be brought to the next Committee and briefed through the programme Steering Group.

DECIDED: That

- (1) the work of the Finance & HR System Replacement Programme ("Best4Business") since the previous report to this Committee in November 2016 be noted and endorsed
- (2) the governance timeline set out in section 5 of the report be noted and endorsed
- (3) the updated business case position set out in section 6 of the report be noted and endorsed.

9 ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT THAT MAY BE DEALT WITH IN THE PUBLIC PART OF THE MEETING

There was one item of business brought forward by the Chairman, which related to future meetings of the Committee being webcast.

It was agreed that members and officer would consider the implications at a future meeting of the Committee.

Chairman

Date

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