

**BUSINESS PLAN FOR ICT SHARED SERVICE
2019/20**

Service Leads			
Interim Head of 3C ICT Shared Service	David Edwards		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director of Shared Service	Fiona Bryant	Oliver Morley	Bob Palmer
Lead Councillor	Cllr Herbert	Cllr Tysoe	Cllr Hart

APPROVED BY	Status	Date
Management Board	Draft	14/12/18
Shared Services Partnership Board	Draft	21/1/19
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly 3C Management Board meetings and then submitted every quarter to the 3C Chief Executives’ Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners’ decision-making bodies in March 2019 as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version	Date
V1.3 DRAFT	30 JANUARY 2019

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2019/20. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced management costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Summary of Performance Indicators

The focus of this document is on planning for the future. However, 2018/19 has been a challenging year for the 3C ICT service. The Head of Service departed mid-way through the year and several incidents have impacted on the reputation of the service, this included a couple of one off situations that have affected most users through to slower progress on some of the key priorities.

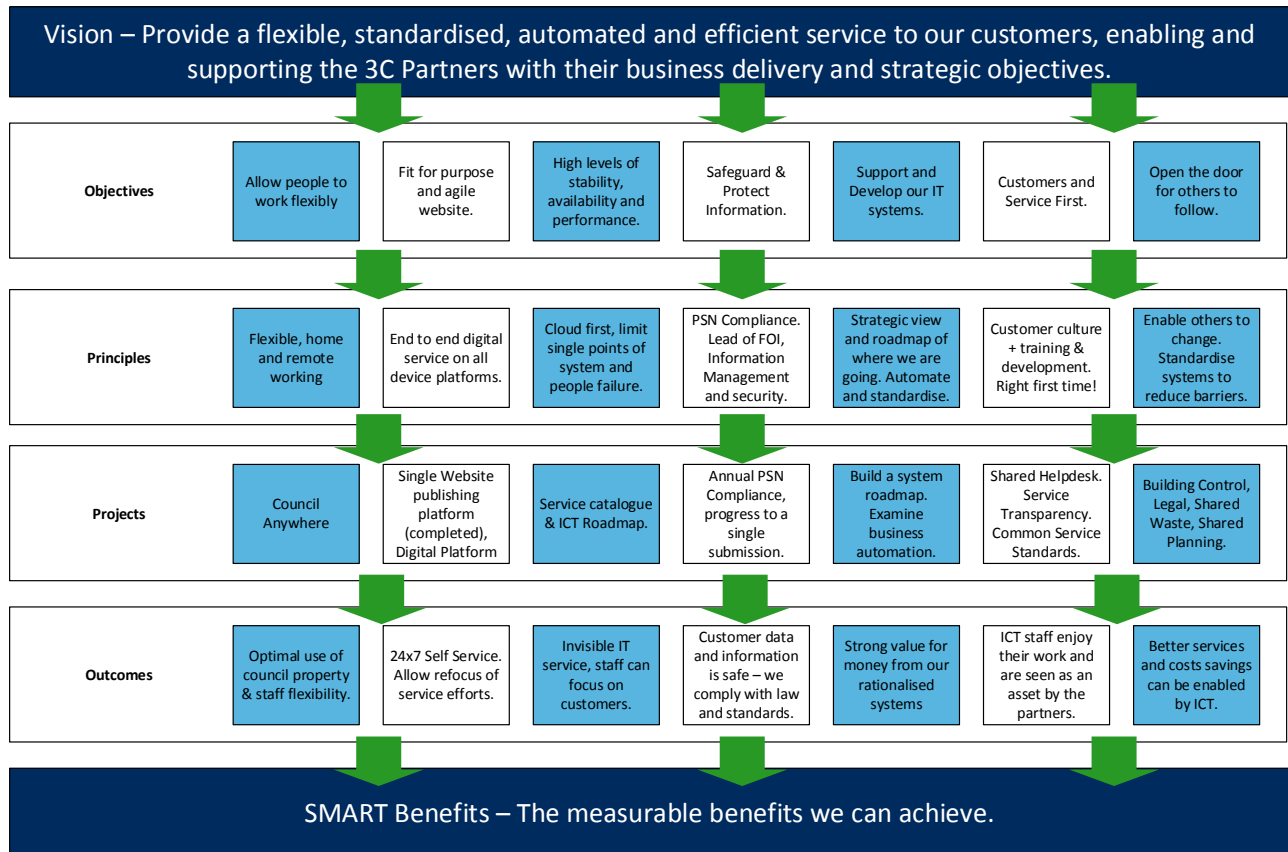
This has affected our customers, including members, officers and the public and the delivery standards have fallen below what was anticipated at the start of the year. Whilst in certain instances there have been mitigating factors, this does not detract from the fact that the service needs to improve.

Some of these challenges were recognised during the year and as well as seeking a permanent replacement to head up the service, interim arrangements were put in place to bring in additional support whilst remaining in budget. There is still further work to do, particularly to ensure the ICT systems and services are reliable and up to date as well as supporting and influencing the transformation work across the authorities.

B. DESCRIPTION OF THE SERVICE

Vision & Objectives

The following diagram summarises the vision and high level objectives for the 3C ICT Shared Service:



In essence, the drivers for the ICT Shared Service are:

- **Savings to the 3 councils:** a single shared service increases efficiency and reduces the unit cost of service delivery.
- **Service resilience:** fewer single points of failure, and increased scale enables increased investment in more robust infrastructure, thus reducing probability and impact of service outages.
- **Collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will contribute to the evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own.

The partners are increasingly aligning their strategic direction for the service and have signed up to a 5 year Roadmap encompassing the strategic direction for IT and Digital services. There is recognition that 3C ICT is an enabling service that will allow the respective partners to transform the way that Council services are delivered and that IT is no longer just a service cost. This alignment has been achieved through active engagement from 3C ICT with the strategic leads in each authority, intelligent clients and service leads across the partnership. This common approach will allow the partners to derive maximum benefit from the service. It is recognised that each of the councils are at a different stage of development and in certain

instances there are known issues but also a range unknown issues that cannot be anticipated.

The **Digital and ICT Strategy, ICT Roadmap** together with the **Service Catalogue** (currently being updated) are the primary documents outlining the strategic intent for the service and describe the current service offerings provided by the ICT Shared Service. These important documents are managed under the approval of the 3C Management Board, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services detailed in the Service Catalogue:

- Service Desk and End User Support.
- Network and Infrastructure Support.
- Communications Support.
- ICT and Digital Strategy Formulation.
- Technical / Solutions Architecture.
- ICT Project, Procurement, Contract and Supplier Management.
- ICT Bespoke Service Delivery.
- Data Centre Management.
- Telephony Management.
- Data and System Backup and Recovery.
- Local Area Network (LAN) & Wide Area Network (WAN) Management.
- ICT Security Management.
- Email Support & Web Filtering.
- Desktop Provision / Replacement.
- Office Computer Provision.
- Flexible / Homeworking Service.
- Mobile ICT Provision (incl. smartphones & tablets).
- Print Facilities.
- Audio Visual Facilities (provision & support).
- Database administration and management.
- Application Maintenance and Support.
- Release Management (Infrastructure and Applications).
- GIS Management.
- Address Management.
- Information Governance/Management.
- Website and intranet Support (incl. web apps and web forms).
- Website development.
- SharePoint / Office 365 Support and Development.
- System Integration Support and Development.
- Training.
- Compliance (inc PSN / PCI).
- Licence Management / SAM.
- Test Plan Development.
- Client Service Management.
- Finance and Billing.
- System packaging (AppV / SCCM etc).
- Unix / Linux Physical Windows support
- Business analysis & Business support.

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery as well as identifying the financial opportunities to leverage the economies of scale needed to fulfil the anticipated savings desired from the service. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service. The Team structure has been designed to deliver on this programme of work, an overview of the current service structure is provided in Section D.

A new Head of Service (Sam Smith) was also appointed in December 2018 and will take up her post in March 2019. This will provide a further opportunity for review and any updating of these documents as required.

Aims & Priorities

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner.

Regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils will take place with the view to further refine and improve the delivery. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

All three councils approved the proposal to create the service, and 5 year plan, hence the ICT Shared Service has a mandate to operate for the next 3 years (assuming it meets the required cost & service parameters).

In addition to the work with the 3 Councils the 3C ICT Service will continue to support the Cambridgeshire and Peterborough Combined Authority for which a separate arrangement and SLA exists. Any further business opportunities to support external organisations will be shared with the strategic leads in each authority once an initial assessment of the request has been undertaken.

Benefits Realisation

The largest financial savings will be achieved through the standardisation of the existing 3 environments. As line of business systems are standardised it is very likely that there will be additional service specific operational savings realised by each discrete partner service through the introduction of more efficient digital platforms. The operational savings will be realised and reported by the relevant service areas. 3C ICT are working on engagement models to help the services realise and be responsible to account for these benefits moving forward. This supports the fact that 3C ICT is an enabling service and not a cost centre.

C. FINANCIAL OVERVIEW

The financial profile of the Business Plan was remodelled in 2018/19 to show a pragmatic stepped approach to savings recognising the (a) significant dependence on hired resources during the first year of the service and also (b) recognising the procurement practicalities of rationalising several key “line of business” systems across partners when there was at the time, little or no correlation of vendors.

The goal remains to deliver the service on fair usage model and as such the following approach to the apportionment of cost is outlined below:

- (1) **Staff Costs** – The contribution of the partners to the staff element of the budget is used to calculate the percentage of the service the partner should expect. The proportion of time committed to business as usual and project support will be reported through routine monthly service management reports. Recognising that business as usual involves a significant amount of updating and upgrading systems and services.
- (2) **Project Costs** – The contribution to new projects will be based on the utilisation of the live system. In essence, the cost of each shared project will be split amongst the number of expected users in the proposed system from each partner. Partners may have specific implementation requirements due to a variety of reasons. In such cases where there is no perceived benefit for the other partners this will be funded directly from the partner requesting any additional/enhanced features.
- (3) **Shared Costs** – Those projects resulting in the realisation of truly shared service systems will usually involve ongoing running/support costs. These running costs for shared systems will be based on the number of users from each partner.
- (4) **Legacy Costs** – These include systems/services and ongoing procurement commitments the partner is directly liable for. These costs will be charged directly back to the originating partner. This will serve to further incentivise partners to support and work with 3C ICT to develop opportunities to adopt a shared approach. This in turn will help the service unlock and realise the economies of scale by moving as many services as practical into the shared approach.
- (5) **Charges** – Partner invoicing based on the approach above will be charged on a quarterly basis including any overspend to avoid the hosting council carrying the liability of the other partners.

This approach prevents the subsidy of respective partners in the event of overspend, will continue to focus partners on supporting the Shared Service “Buy once and use three times” principle and provide fairness and transparency in relation to partner contributions.

3C ICT Revenue Budget for 2019/20

The 3C ICT Budget has been updated to reflect some changes to be made within the 2018/19 Financial Year, this includes changes to the structure of the service, some of which will be in place by the start of the financial year

Budget category	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Baseline Staff	£3,481,047	£3,550,668	£3,621,681	£3,681,498
Baseline Other	£3,951,795	£4,022,411	£4,101,759	£4,182,695
Baseline Total ICT	£7,432,842	£7,573,079	£7,723,440	£7,864,193
Budgetary Staff Costs	£3,019,288	£3,080,554	£3,143,045	£3,206,786
Budgetary Other Costs	£3,420,959	£3,371,419	£3,438,847	£3,507,626
Budget	£6,440,247	£6,451,972	£6,581,892	£6,714,411
Forecast Staff Savings vs baseline	£461,759	£470,114	£478,636	£474,712
Forecast Other Savings vs baseline	£530,836	£650,992	£662,912	£675,069
Total Savings vs baseline	£992,595	£1,121,106	£1,141,549	£1,149,782
Savings Percentage vs Baseline	13%	15%	15%	15%

To better reflect fairness between contributions the distinction is made between what comprises the service element of the Shared Service and the ongoing running costs of the partners. Any partner overspend against budget for legacy costs will be charged directly back to the originating council based on actuals to ensure that the integrity of the original baseline can be accurately monitored (in essence anything not transferred as part of the original budget will be charged back direct to the partners).

The savings represented within the tables above are planned changes to rationalise existing partner support arrangements and leverage the benefits of scale. Benefits realisation from activities detailed within the **Roadmap** and **Digital & ICT Strategy** will be evaluated separately.

FY19/20 and FY20/21 – Modest assumptions have been made surrounding savings due to the procurement of shared systems. (£100k in year) and further contract consolidation for 2020/21. The proposed figures for 2019/20 represent a £50,191 staff saving and £107,997 other savings. There is the potential for further modest savings upon **Roadmap** activities, although these have not yet been clarified.

Approach to Funding CCC/SCDC Digital Programmes

Both CCC and SCDC have emerging Digital and Web projects. To ensure that the financial business case detail is able to reflect the original baseline costs of the respective partners funding requests will be made as part of the 2019/20 budget process in each authority. Whether this is one off funding or built into the base budget will affect the ability to recruit to support these emerging projects. Funding will be directly from the partners and shown outside of the nominal operating costs for the service to avoid confusion.

The funding arrangements will be further reviewed by the Head of Service during 2019/20.

Proposed Service (Staff Element) Apportionment

Apportionment of Costs	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council ¹	43.8%	43.8%	43.8%	43.6%
Huntingdonshire District Council	32.1%	32.1%	32.1%	32.2%
South Cambridgeshire DC	24.2%	24.2%	24.2%	24.2%
Grand Totals	100%	100%	100%	100%

Cost of 3C ICT Shared Service by Partner

ICT Shared Service per partner	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council	£2,987,772	£2,991,556	£3,052,222	£3,046,606
Huntingdonshire DC	£2,081,813	£2,084,951	£2,127,233	£2,130,981
South Cambridgeshire DC	£1,370,663	£1,375,465	£1,402,437	£1,404,304
Grand Totals	£6,508,725	£6,489,619	£6,512,972	£6,644,111

Figures show above based on the original proportional contribution. Actual charge backs to the partners will be based on actuals As detailed previously, the avoidance of the sharing approach for actuals avoids any potential cross-subsidy issues.

Savings from 3C ICT Shared Service by Partner

The following table details the estimated split of savings per partner.

ICT Shared Service savings per partner	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council	£460,663	£523,047	£532,673	£597,370
Huntingdonshire District Council	£320,874	£362,589	£369,258	£415,440
South Cambridgeshire DC	£211,058	£235,471	£239,617	£269,492
Grand Totals	£992,595	£1,121,106	£1,141,549	£1,282,302
Cumulative Total Saving	£2,065,878	£3,186,984	£4,328,533	£5,610,835

¹Savings from previous years excluded from this business base but shown cumulatively above in the forecast.

Key Financial Risks/Observations.

1. Some of the Roadmap activities could see operating costs increase where authorities currently don't have a system or made previous capital investment that may need to be identified again or use additional revenue contributions to fund systems in the future. As the projects are dependent on procurement and it has been assumed that there is no uplift against operational costs, all such projects will have a separate business case and justification which will include the impact on revenue budgets.
2. Regional staff salaries for key skills become difficult to recruit/replace resulting in significant overspend due to hired staff.
3. Exchange rate variances pose a genuine risk to the ICT budget forecast due to a large number of non-UK software suppliers.
4. There is currently no consistent way to reflect operational savings derived from ICT project benefit against the 3C ICT service. Currently this would just be seen as an operational ICT cost uplift even though there are clear benefits for the operational teams for doing so. Significant time and effort has gone into working with the Transformation and Change functions at the 3 Councils to better align success criteria, operational objectives and processes/ways of working to ensure that operational objectives are clear and 3C ICT projects deliver to these. Shared use of Business Analyst resource has demonstrated this, however agreed and clear direction from the 3 Councils is still not consistently in existence, which jeopardises full benefits realisation.

C. FINANCIAL OVERVIEW (ROADMAP: HIGH LEVEL CAPITAL INVESTMENT FORECAST)

The table below represents the proposed capital investment profile based on the ICT Roadmap for major applications. All investment will undergo formal scrutiny through existing partner budgeting processes. All systems will be procured in line within ICT Strategy principles.

Council	Roadmap Activity	2019-20		2020-21		2021-22		2022-23	
		CapEx	OpEx	CapEx	OpEx	CapEx	OpEx	CapEx	OpEx
CCC	Council Anywhere (Initial investment and rolling desktop upgrade)					£98k		£98k	
	Waste System		£38k		£38k		£38k		£38k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					118k	31k		
	Revs & Bens System			£500k					
HDC	Council Anywhere (Initial investment and rolling desktop upgrade)					£160k		£160k	
	Waste System		£33k		£33k		£33k		£33k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					105k	27k		
	Revs & Bens System			£500k					
SCDC	Council Anywhere (Initial investment and rolling desktop upgrade)					£66k		£66k	
	Waste System		£16k		£16k		£16k		£16k
	Housing Management System								
	Shared Planning System								
	Environmental Health System	£40k	£47k						
	HR/Payroll system					92k	24k		
	Revs & Bens System			£500k					

Assumptions:

Any capital costs for replacement systems will need to be taken through the budget decision making process at each Council. The costs in the table above are only indicative. Final costs would be dependent on procurement and the number of Councils implementing a shared system.

- There are also indicative costs for a new HR system included in the table – assuming all 3 councils move to a single system, discussions are underway between the three authorities and it is anticipated the new system would be in place during 2021/22
- The 2019/20 costs are based on soft market testing prices and have been submitted via partner bid process. Cost may vary during procurement process.
- It is anticipated that any efficiency savings needed due to an uplift of revenue budgets will be met by the relevant service.

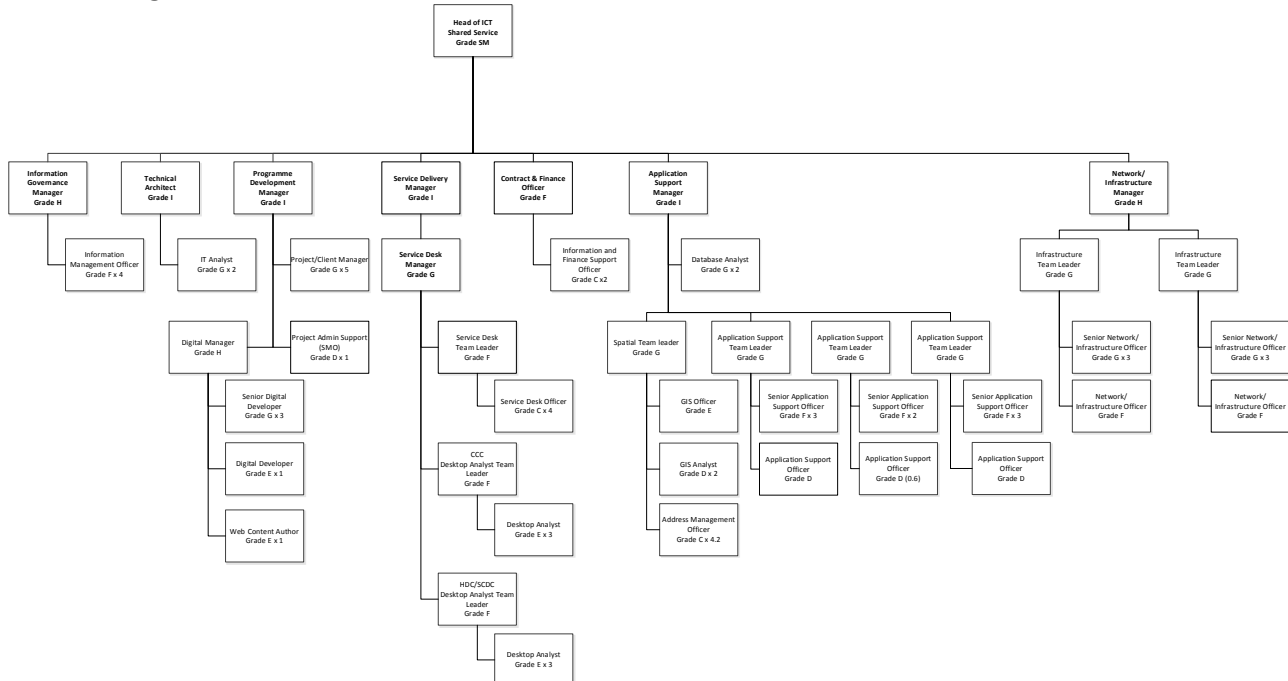
D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The staffing structure is shaped by the following Key Principles:

1. The structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue.
2. An ongoing drive to ensure the ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world.
3. No more than 7x direct reports for any role within the structure.
4. Minimize the number of management layers between the Head of Service and all roles within the ICT Shared Service.
5. Move towards stronger alignment with the ITIL management model.
6. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to silo teams serving each council).
7. Wherever possible to minimise the use of external contractors, recognizing that in certain situations buying in knowledge and skills will provide the best value for money.

2019 ICT Organisational Structure



- **Interim arrangements** - During 2018/19 there were several secondments within the Team arising from maternity leave cover. These will continue into the 2019/20 financial year and will be reviewed by the new Head of Service. In addition there has been temporary cover for the Head of Service post. A new permanent Head of Service will begin on the 1st March 2019. Transition arrangements are currently being confirmed.
- **Contracts and Finance Management:** This role is critical to providing management of 3C ICT financial performance and identification of potential savings from existing partner council commitments, and ensuring best use of the new Financial Management system.
- **Network / Infrastructure:** Restructuring the team has allowed the service to attract some key skillsets needed to manage a large and complex infrastructure, however, having the required level of resources in this team remains and challenge.

- **Service desk:** Attracting and retaining staff in this key area also remains a priority, both in terms of developing the required skills to deal with more enquiries at the first point of contact and also recognising that once people have expanded their knowledge, skills and experience they may also look to further their careers within the Councils or in the wider market. Significant work has also been undertaken to track and reduce the number of walk-ins and encourage people to call or raise a request on Hornbill wherever possible. This enables the issue to be captured more effectively and also improves productivity in the Team - as frequent disruptions can severely affect the time to resolve issues. However, there is still in excess of 100 calls raised a day on average and although steps are being taken to encourage self-service, on for example, resetting passwords, there is still some way to go to get this number down.

E. LOOKING BACK

Achievements (2018/19)

A number of discrete projects are either in flight or will be completed by the end of the financial year. The table below sets out the current priorities for the Team as at January 2019. Significant work is required to maintain and update the 222 applications and support over 2,000 users, hence this appears at the top of the list. There are also a high proportion of projects that involve all three councils. This list will be regularly reviewed with the strategic leads and intelligent clients, however, at this stage it is anticipated that this will be the core work programme. This list is entirely in line with the previous Business Plan, and the IT roadmap and strategy, with those projects nearest the top contributing most significantly to reliable business as usual.

Number	CCC	HDC	SCDC
1	Business as Usual / reliable ICT systems, project and programme support to enable delivery Service desk support, spatial and GIS support, policies and procedures, daily checks, GDPR and Information Governance		
2	Server room consolidation	Server room consolidation	Server room consolidation
3	PSN Compliance & Cyber security	PSN Compliance & Cyber security	PSN Compliance & Cyber security *
4	GDPR compliance *	GDPR compliance *	GDPR compliance *
5	Council Anywhere	Council Anywhere	Council Anywhere
6	Global Protect	Global Protect	Global Protect
7	Cambridge Live		
8	Office 365 (members)	Office 365 (members)	Office 365 (members)
9	Digital Portal	Digital Portal	Digital Portal
10	Disaster Recovery *	Disaster Recovery *	Disaster Recovery *
11	EastNet	EastNet	EastNet
12	Yotta	Yotta	Yotta
13	Environmental Health system	Environmental Health system	Environmental Health system
14	PCI-DSS compliance*	PCI-DSS compliance*	PCI-DSS compliance
15	Housing system (2019)		Housing system (2019)
16	Shared Planning system		Shared Planning system

17	CCTV	CCTV	
18	HR/Payroll system	HR/Payroll system	HR/ Payroll system
19	Information Governance changes*	Information Governance changes*	Information Governance changes*
20	Service desk support		
21		One Leisure website	
22			AV provision

Emerging requests

A	Revenues and Benefits (2021)	Revenues and Benefits (2021)	Revenues and Benefits (2021)
B	Replacement for Capita AIM#	Replacement for Capita AIM#	Replacement for Capita AIM#
C	Property Management database		
D			PCI compliance - wider scope*
E	Telephony		
F		Telephony	
G		Automation and Robotics #	

Project bids that have been rejected for 2019/20

A			Telephony
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Items in bold have been highlighted in particular as a priority by that authority

* Items are those that have been identified as critical from a statutory perspective

Items are part of 2019/20 budget bids in each of the authorities

Dates in brackets are when the system is expected to be 'live' there will be a significant lead in time

Updates on the main projects have been provided in 1:1 discussions with the strategic leads and/or intelligent clients in each authority. Written updates have been included in the quarterly reports, regular highlight reports have also been produced on the project work. The past year has also presented significant number of challenges to the service, particularly in moving towards a single desktop and transforming the way that people work. Some of the issues that occurred were known, however, other issues and problems have emerged that were not known. It is hoped that now the server rooms have been consolidated on to two sites and Council Anywhere is being implemented the issues that have been impacting on productivity will reduce.

A few specific items that warrant further commentary are as follows:-

Server Room Consolidation Project

This project was commenced in 2016 with the purpose of rationalising all of the 3 partner server room infrastructures into a single solution that will standardise the hardware environment, improve business continuity and improve stability/performance. The project will provide a server platform that will meet future requirements for the 3 partners whilst leveraging significant savings. The migration to this platform

will see HDC, CCC and SCDC migrate to this platform over the forthcoming months and is planned to be completed by the end of 2017. This single project should unlock almost £200,000 per annum of savings (2018 business year) through the consolidation of these services.

However, there have been significant delays to the project in 2018/19; the aim is to complete the project by the end of February. The service is a senior supplier and also providing project management support to the project sponsor. The delays in delivery have been due to several factors, this has included external provider issues, such as the time to install high speed fibre links, limitations of their specification, availability of contractors, the lead provider being off for two months and issues within the councils including 3C ICT making use of three different project managers during the project, the condition of the previous server environment and particularly the information that was available on how systems had previously been installed. Despite the delays £180,000 of the planned savings for 2018/19 have already been achieved and a lessons learnt report will be produced at the close of the project

The resilience of the server environment has improved significantly and although the main provider Phoenix has stated that the failover arrangements are now functioning correctly following the issues in November 2018, this has yet to be fully tested. The plan is to test this on 9 February 2019.

Council Anywhere

This is a major change programme that is being undertaken across all three authorities. Whilst several councils are using different elements of the desktop offer the variation in operational arrangements and versions is currently significant. This is also aligned with the roll out of standard hardware across all three authorities. The opportunity is around new and different ways of working, embracing change and equipping the organisations to work in a more agile and effective manner allowing greater mobile working and collaboration between teams and across sites. The roll out commenced in December 2018 and will run through into 2019, local service champions will be trained to assist with the implementation in early 2019. This will reduce and simplify Helpdesk demand.

PSN

Compliance with the Cabinet Office public service network requirements enables each of the authorities to access central government systems and share data with a variety of public service organisations. Whilst this might be seen as business as usual in that by applying patches and having secure and up to date systems requires a significant amount of work with over 222 packages in use across the three authorities. All three authorities had action plans in place in 2018/19 to address a variety of high, medium and low priorities, there were no critical priorities. Older systems present the greatest challenge as the PSN bar is constantly rising, collaborating on new systems will assist, however, quite often there are dependencies on other systems that also need to be addressed. This should be a consideration for the 3C's as they plan their internal change strategies. In particular whether any legacy systems need to be maintained to enable access to historic data. This is a priority and additional contractor resources were brought in for the final quarter of the year to address the action plan items and work will continue into 2019/20 to get compliance for all 3 authorities.

Service Resilience

All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months service availability has fallen below what the ICT service aspires to achieve. The completion of the server room consolidation will significantly improve the situation; however, there are several lessons that have been learnt. Some of these service outages have been down to external factors whilst others have been down to changes made by the internal Team. The Team is working hard to increase the accountability of external providers, plan and deliver internal changes more effectively, improve the clarity of the communication that is provided to our customers and planning.

ITIL

A project commenced to look at the IT service management and alignment with business needs. The Information Technology Infrastructure Library is a set of recommended procedures and guidelines that underpin the IT systems and services. This is vital to document how the systems operate and can be recovered for example. This project is systematically reviewing arrangements around all local and supplier based information and filling any gaps as a matter of urgency. This is a foundation step toward independent accreditation of the service.

IT Roadmap – Waste and Environmental Health Systems

3C ICT have worked with the Waste and Open Spaces teams to implement the Yotta system, this work will continue into 2019 with more services coming online in a phased manner. This modern system integrates with the Digital Platform allowing services to be delivered to the customer easily and with real time information underpinning the online forms. Shared Waste are already benefitting from the new setup and work continues on the roll out for the Open Spaces services to enable Officers to complete more of their day to day work in the field. Budget is already in place or working through the budget process at all 3 Councils.

The Environmental Health Teams will also benefit from replacing their old systems with modern mobile enabled services that will integrate with the Digital Platform. The current systems require a lot of manual rekeying of data, and administration to enable cases to be logged and kept up to date. A new system would automate many of these functions and allow Officers and customers via online forms to view and update their cases. This project will procure and implement a new system for all 3 Partner Authorities.

CPSN Replacement

All the Council's in the area have their internet, network and WiFi provided by Virgin Media, this contract comes to an end in Dec 2019. 3C ICT have been part of a joint procurement led by Cambridgeshire County Council to replace the service, the winning supplier was MLL which will provide access to all the Public Service Network sites with the EastNet network once the transition has been completed. Agreement in principle across the three authorities to proceed with MLL was achieved in January 2019, internally a new project will be established to engage with County Council on the migration from Virgin Media to the new supplier during 2019, this will be a substantial piece of work.

Consolidation of Web Publishing Platforms

During 2018 3C Digital worked with respective digital teams at Cambridge City Council and South Cambridgeshire District Council to deliver a replacement web publishing platform (Umbraco CMS). All three council websites are now managed and hosted via the same open Source software developed and supported in house. Savings have been reinvested in additional support and development staff in the 3C Digital Team accelerating our website development capacity and enabling the bandwidth required to deliver the Digital Portal (below). The 2 projects for CCC and SCDC were delivered with required quality, on budget and on time. A new joint Steering group has also been established to govern the 3C Digital Team resources and priorities. This group has been well received by partners and its operating model has now been proposed as a model for other initiatives.

Digital Portal

3C ICT worked to align partner plans for a Digital Portal, replacement CRM and forms packages over the past year. 3C ICT sourced and procured a solution for this Digital platform. The solution was enabled in summer 2018 at which point the project to implement the solution was handed to partners to run at their own pace through their own governance structure. PM's are based in partner organisations and each has its own project board. These partner projects have made a gradual start and intend on starting to deliver

benefits to customers and the organisations in Q4 2018/19. 3C ICT is providing technical advice and guidance as part of these projects. Much of the change these projects introduce is cultural and in back offices so this model was the suggested governance approach from the 3C Digital Board.

F. LOOKING FORWARD

Short to medium term:

The plan is to standardise the desktop and infrastructure into a single logical environment so that support can be offered, delivered, monitored and tuned in a standard way. This is a key deliverable of the 3C Digital and ICT Strategy and is reflected by “Council Anywhere” which the brand name given to the 3C ICT Desktop Transformation and Standardisation initiative. A standard support environment will create the support space needed to deliver further improvements from the service whilst delivering one of the key strategic drivers which is to allow all of our staff to work flexibly. By consolidating the three separate ICT systems of the partner councils and bringing them to the same high standard, the ICT Shared Service will create a more cost-effective operation than any of the individual partners could provide.

The “Council Anywhere” and the “Server Room Consolidation” projects will reduce the cost of supporting the entire environment, improve reliability and facilitate automation opportunities and improve service delivery, whilst providing more robust disaster recovery and business continuity processes.

We also intend to look at the strategic alignment of some of the services that were transferred across to 3C ICT at creation. Some of these were transferred due to them being done within the IT structure, rather than being specifically ICT tasks. An example would be HR reporting, where the team doing the reporting do not understand the underlying data. We intend to engage with the 3 Councils to discuss the transfer back of any tasks, and associated budget, where the benefit of the task sitting in 3C ICT is not clear.

Medium term:

With the **Technology Roadmap** established 3C will engage with Partners to continuously identify and review 3-way opportunities to rationalise the application environment, potentially unlocking further cost savings. This activity is already happening but will continue to be an ongoing theme as there are a wide variety of applications to rationalise across the three partners. Each review point is also the opportunity to assess the Digital capabilities of the respective service vertical and ensure that newly procured line of business systems can support fully digital end to end transactions.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolve, steps will be specified, prioritised, controlled and managed.

Risks & threats: The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
The Shared Service is not able to adequately protect the partner ICT environment from Cyber Crime threats and maintain PSN compliance.	An extensive programme of external audit activities has been established to review the Service’s approach to the management of these critical areas of ICT operations. This programme also includes the ongoing compliance plan for PSN compliance. Audit activities focus on procedural, organisational and operational approaches to ICT security. The service has already deployed a significant number of counter measures to combat the overall threat posed by security. A budget bid to enhance security provision and detection has been submitted as part of the 2019/20 budget cycle.

Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (including financial)	Business cases have been developed and presented to each council's committee cycle for consideration and approval. Benefits have been identified and quantified wherever possible and quarterly performance reporting agreed.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Active governance arrangements exist to ensure that service standards can be appropriately developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery. A single Service Catalogue will be reviewed by the partners on a frequent basis.
Overall financial savings targets are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings
No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.	Regular communications from project boards and PBSS. Full communications plan has been developed & is being implemented by communications, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.
The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.	ICT shared service priority is to deliver "Council Anywhere". The ICT strategy & implementation plan captures the short, medium and long-term actions needed to facilitate flexible, multi-site working and standardisation.
Shared Services do not deliver the expected good quality services to internal and external customers	Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery

G. COMMUNICATION AND ENGAGEMENT

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **3C ICT and Digital Strategy** sets out the intent and vision of the ICT Shared Service. This is shared and disseminated to all partners via the 3C Management Board. The document, as well as outlining short to longer term objectives, also outlines the principles to which partners engage with 3C ICT and each other to ensure that the service is able to meet the objectives of the original business case.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsibility for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Major System Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies and details how Application rationalisation opportunities will be identified. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure their technical solutions are built into the roadmap.

The **Delivery Programme** is the forward plan for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed; the roadmap is the responsibility of the ICT Head of Service who will lead on consultation with the partner Intelligent Clients in the first instance to ensure the programme of work is aligned with strategic partner objectives. Additional discussions will then take place with the strategic leads and be reported formally through the meetings with Chief Executives and leading politicians representing each of the authorities. New requests for support at a strategic level will be managed through the Project Management Office after discussion with the intelligent clients locally, operational matters through the Service Desk. The intelligent clients are also the first point of contact if individuals have any concerns around delivery – for discussion with the Service Delivery Manager, which can then be escalated to the strategic leads to discuss with the Head of 3C ICT if required. Delivery of major projects will be governed by Project Boards with representation from all relevant Councils and chaired by a Sponsor representative from the Councils. It is the Council's Board representatives who will ultimately make decisions, on the basis of the status of the project and their organisational objectives, on allocating resource, prioritisation and timescales that will govern delivery, advised by the technical and project management team from 3C ICT.

The **Art of the Possible** output from the recent engagement across all Councils, combined with regular engagement with Members, Senior Officers and the Intelligent Clients in combination provides a clear 'ask' of the business to 3C ICT. This will form the basis for the development of future functionality and review of solutions.

Member updates – we are proposing creating a regular performance update meeting for members in each of the Councils. Presenting an update on current operational performance, and demonstrating accountability. Details of this will be discussed with Chief Executives.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Deliver high standard of system availability	ICT and Digital Strategy, Service Catalogue.	Develop a list of services provided with customer service standards Develop the Technology roadmap to outline forward plan of work.	Service Catalogue. Technology Roadmap.	Services across the Partner Authorities understand and have confidence in the functions being delivered Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers.
2	Support and develop our IT systems	ICT and Digital Strategy	Build a technology roadmap. Examine business processes and enable automation wherever possible. Proactive management of vendors/contracts.	Have a clear understanding of the technological direction for the future. Clearer simpler processes that involve less human interaction and that can be replicated elsewhere. A single set of invoices and contracts to administer.	The Partner Authorities are confident that we are getting value for money from the ICT investment



3	Open the door for others to follow	ICT and Digital Strategy	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance. Council Anywhere Business Case and Project.	Standard applications. Ability to access, use or administer systems centrally Enable the services to change	These shared services deliver a more efficient function and better value for money.
4	Allow people to work flexibly	ICT and Digital Strategy	Council Anywhere Business Case and Project.	Flexible Working Home working Remote Working Office Space Rationalisation.	Allow flexible working, staff are able to have a better work life balance with home or remote working. Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc.)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
KPI-1	Customer Satisfaction	ICT	Three logical environments are still in place across the shared services plus the work to support the Combined Authority. Although there has been some alignment of systems within 3Cs this still presents a challenge to providing an effective service, this coupled with some further reductions in staff during 2019/20 which may place the service under stress. Plans to standardise the support environment are in place to create capacity within the service and reduce the duplication of effort. Managing the demand is also a key risk for which support from the intelligent clients and strategic leads is vital.
KPI-2	Service Availability	ICT	
KPI-3	Incident Performance	ICT	
KPI-4	Service Desk Response	ICT	
KPI-5	Service/Work Order Request Performance	ICT	
KPI-6	Project Delivery Performance	ICT	
KPI-7	Staff Budget Savings	ICT, Finance	HDC salaries are still not competitive in some areas for key ICT skilled staff, especially considering the external market for this skillset. Mitigated via the recent restructuring to provide competitive salary and career progression, apprenticeships and also opportunities to work across the wider area.
KPI-8	Software and Services Savings	ICT, Partners, Finance	Partners do not engage fully with Roadmap objectives adopting to retain legacy systems in favour of non-rationalisation. Mitigated through sign off against principles within the 3C ICT and Digital Strategy.

SECTION 3: KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

The follow table details the planned measures, reporting frequency for each measure and the business plan target for next year. Each measure is detailed in the 3C ICT Service Catalogue. Measures reported quarterly will be provided to the 3C ICT Management Board in line with routine reporting and service governance.

KPI Reference and Description		Reporting frequency	2019/20 Target
Key Service PIs (to be selected from the action plan at section 2B)			
KPI-1	Customer Satisfaction (Partial) ¹	Quarterly	85%
KPI-2	Service Availability	Quarterly	95%
KPI-3a	Overall performance on the incident response for Priority 1,2,3,4 calls	Quarterly	85%
KPI-3b	Overall performance on incident resolution for Priority 1,2,3,4 calls	Quarterly	70%
KPI-4a	Overall Service Desk response for priority 1,2,3,4 calls	Quarterly	85%
KPI-4b	Service Desk resolution for priority 1,2,3,4 calls	Quarterly	75%
KPI-5a	Service/Work Order Request Performance on response	Quarterly	90%
KPI-5b	Service/Work Order Request Performance on resolution	Quarterly	85%
KPI-6	Project Delivery Performance	Quarterly	80%
KPI-7	Staff Budget Savings	Annual	£50k
KPI-8	Software and Services Savings	Annual	£108k
Business Plan KPIs (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)			
Customer Satisfaction (Full) ¹		Bi-Annual	80%
Deliver high standard of system availability		Quarterly	95%
Allow people to work flexibly		Quarterly	Business Case

¹ Customer satisfaction surveys will be conducted through service desk feedback on a quarterly basis, in full adopting a full questionnaire approach bi-annually.