

Item

**SHARED SERVICES – 2019/20 Business Plans for
3C Legal, 3C ICT and Greater Cambridge Internal Audit
Services**

To:

Councillor Richard Robertson, Executive Councillor for Finance and Resources

Strategy & Resources Scrutiny Committee 25 March 2019

Report by:

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Wards affected:

ALL

Non Key Decision

1. Executive Summary

- 1.1 The Shared Services Business Plans 2019/20 demonstrate that continued progress has been made over the last year against the Shared Services objectives. Shared Services continue to explore new ways of working. They are an important feature of the transformation agenda, particularly through the use of technology.
- 1.2 The Business Plans have been considered by the Shared service Management Board, and the Cexs and Leaders/Portfolio holders for each Council. They are now presented for scrutiny in all partner authorities. Consequently, it is recommended that the Shared Services Management Board is authorised to consider any final amendments to the Business Plans in line with the Exec Cllr approval following scrutiny by committee.

2. Recommendations

The Executive Councillor is recommended:

- 1) Approve the Business Plans for each of the Shared Services attached as Appendices hereto; and
- 2) Authorise the Shared Services Management Board to approve final amendments to the Business Plans in line with comments received from all three partner councils.

3. Background

- 3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils (3Cs) or South Cambs and Cambridge City as appropriate (Greater Cambridge Shared Services) each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service.
- 3.2 The partner councils agreed the following shared services objectives:
 - 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 managements 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, and sharing of specialist roles which individually, are not viable in the long-term.
- 3.3 For those services much of the work to develop staffing structures, working practices and service parameters has been completed, allowing the development of business plans using a consistent format containing key priorities, objectives, activities and measures of success.
- 3.4 The format of the Business Plans continues to evolve, with a template format provided for consistency, although there is some variation that reflects the requirements of different services.
- 3.5 The Business Plans contain performance information to the point in the year that they were produced. The Shared Services Management Board monitors performance on a quarterly basis. The Annual Report will contain a comprehensive appraisal of performance and will be submitted for scrutiny in June / July.

- 3.6 A particular feature of the Business Plans for 2019/20 is their emphasis on financial performance compared with the baselines. The Business Plans for consolidated services demonstrate significant levels of savings.
- 3.7 The Business Plans will be implemented within each Shared Service during the year 2019/20. The Head of each Shared Service will be responsible for the overall operation of their service, the delivery of the Business Plan and the achievement of performance and financial targets. These will be monitored by the Shared Services Management Board.
- 3.8 Lead Members at each of the partner councils have been consulted on these plans, Their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plans and the aligned budget report provisions. Equally, each of the Shared Services has consulted with the partner councils' management teams and with their customers. Details are contained within each of the Business Plans attached.
- 3.9 The Shared Services Agreement requires business plans to be approved every year. The Business Plans ensure the services adhere to the original objectives and contribute towards the partner councils' strategic objectives.

4. Implications

(a) Financial Implications

Financial implications have been included in the budgets at the partner Councils.

(b) Staffing Implications

There are no staffing implications.

(c) Environmental Implications

Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(d) Procurement

There are no procurement implications.

(d) Community Safety

There are no community safety implications.

(e) Equality and Poverty Implications

An EqlA is not required for this stage as no change from previous.

(f) Consultation and communication

This will be conducted in accordance with the Council's agreed policy.

5. Background papers

- 5.1 The background papers used in the preparation of this report are listed in the appendices below.

6. Appendices

1. 3C ICT 2019/20 Business Plan
2. 3C Legal 2019/20 Business Plan
3. Shared Internal Audit 2019/20 Business Plan

7. Inspection of papers

To inspect the background papers or if you have a query on the report, please contact:

Fiona Bryant, Strategic Director

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APPENDIX 1

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

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.

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.

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 managements 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 outage situations that have affected most users through to slower progress on some of the key priorities (for further information, please see pages 19/20).

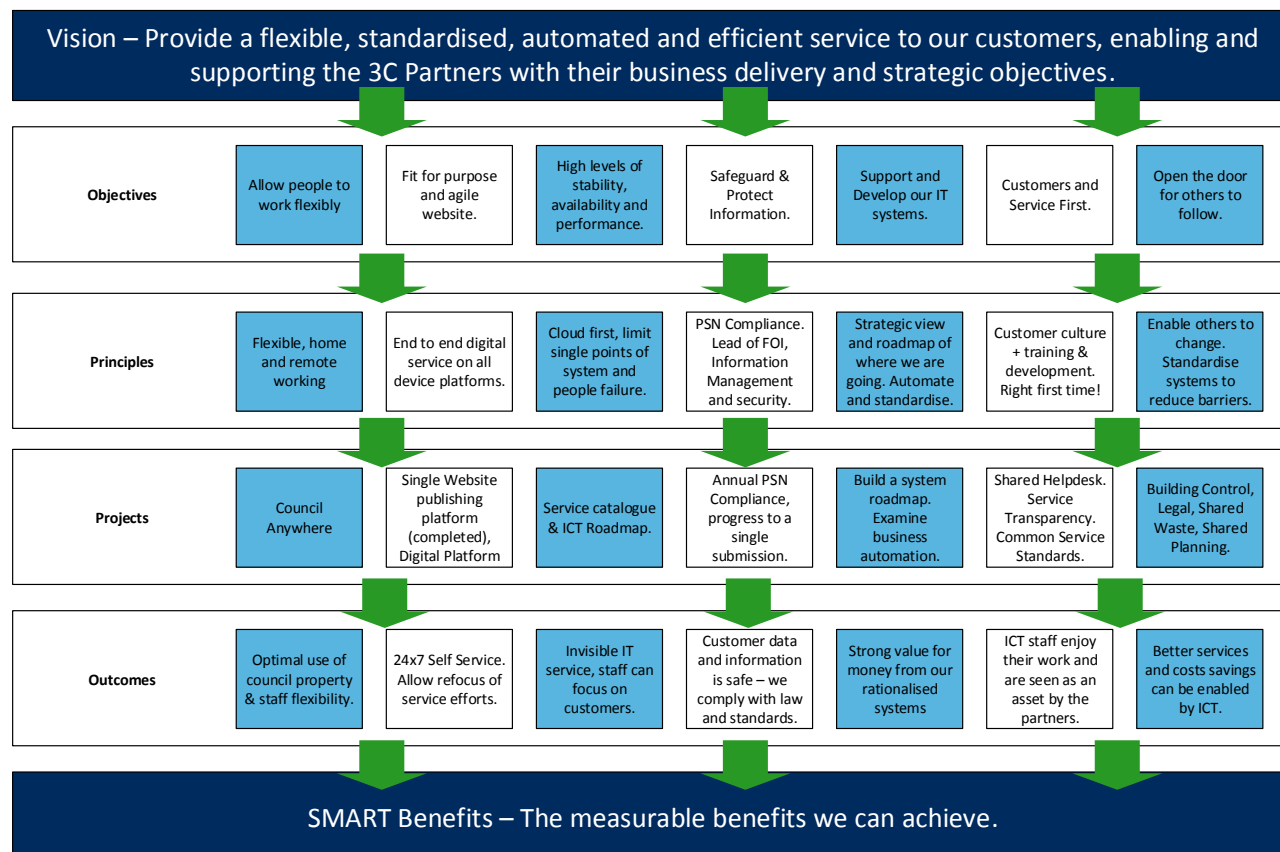
This has affected our customers, including members, officers and the public and the delivery standards have fallen below what was anticipated at the start of the year. Whilst in certain instances there have been mitigating factors, this does not detract from the fact that the service needs to improve.

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 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%

3C ICT 2017/18 Outturn to Estimated Forecast Outturn 2018/19

	Cambus City Council £	HDC £	SCDC £	Net 3C ICT outturn £
2017/2018 Actual Outturn (Underspend)/overspend	(59,492)	13,744	110,731	64,983
2017/18 % Over/Under spend to Budget	-1.92%	0.80%	8.26%	
* 2018/2019 Estimated Forecast Outturn (Underspend)/overspend	(841)	(155,868) (a)	30,223 (b)	(126,486)
2018/19 % Over/Under spend to Budget	-0.03%	-7.35%	2.28%	

***Please note that these are estimate figures. These figures will change by the end of the year. It is not anticipated the figures will vary significantly.**

Overall savings for the shared service are currently 13% compared to the baseline budget

The budget for 2018/19 already included the following savings for each authority

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 based 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

	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Apportionment of Costs				
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

	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
ICT Shared Service per partner				
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 3 2018/19	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council		£382,845	£460,663	£523,047	£532,673	£597,370
Huntingdon shire District Council		£261,041	£320,874	£362,589	£369,258	£415,440
South Cambridgeshire DC		£167,520	£211,058	£235,471	£239,617	£269,492
Grand Totals		£811,406	£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.

HDC

(a)The underspend against HDC reflects the uplift in the budget for MS licence but has NOT been purchased for HDC. Unlike City and SCDC This underspend will decrease depending on how many MS licences have been issued to HDC staff before 31st March 2019.

SCDC

(b)The mobile telephony savings for SCDC of £12,000 are not shown against this forecast as SCDC retained all their phone budgets, but were able to benefit from the work and preferential rates the project undertaken by 3CICIT was able to procure.

Whilst the overspend in South Cambridgeshire has reduced significantly further work is being carried out to identify what was not included in the budgets that transferred and other savings that SCDC has benefited from following the ICT projects and changes.

These figures do not include capital projects that are underway which will deliver further efficiencies and opportunities for savings in the future.

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.

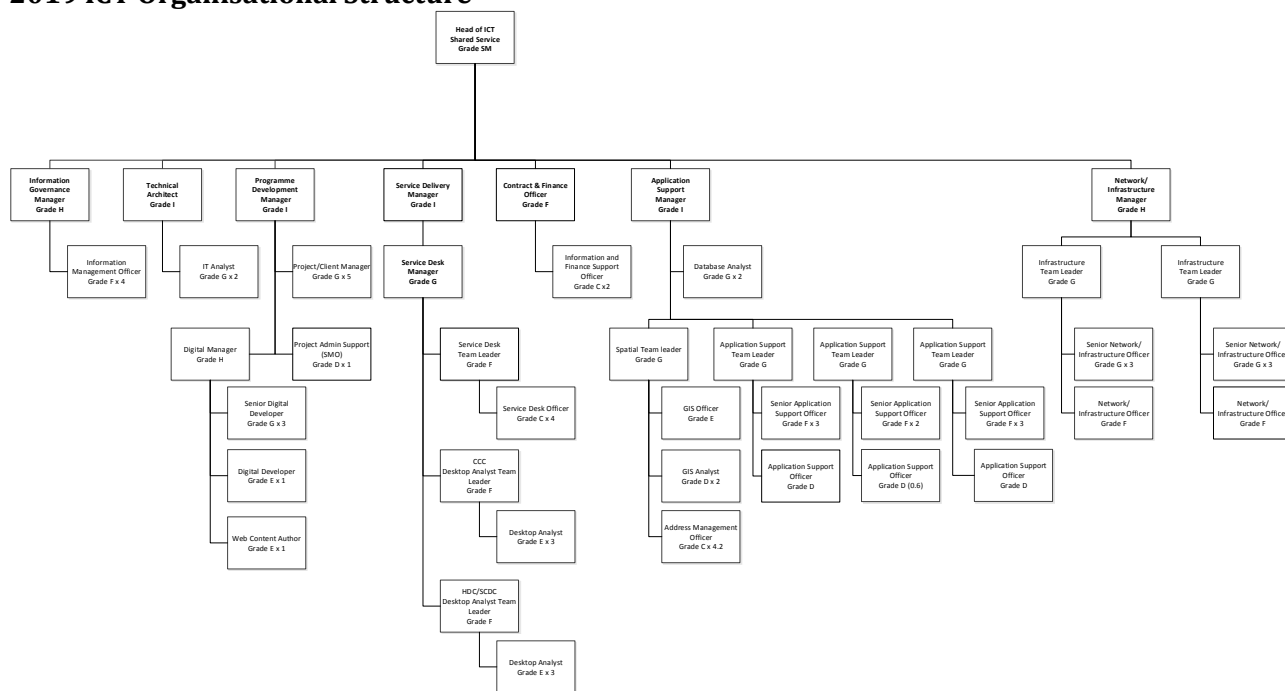
D. STAFFING OVERVIEW

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 commenced 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. This single project should unlock almost £200,000 per annum of savings 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 2019. 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 has been successfully tested.

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 ensure 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.

Key issues arising as a result of the slower progress of the server consolidation project alongside an exceptional external supplier incident with a severed cable meant that, although the cable was repaired quickly, errors were detected with impacted on the automatic failover between the new data centres and the speed of server restoration. The subsequent issue with overheating in one data centre occurred before remedial work could be completed. No data was lost and emergency command procedures were established quickly and service restored manually. A lessons learned report was prepared which identified some key issues impacting on the event. These included issues around maintenance errors, temperature control and power backup, which Hunts DC have addressed through installing monitors, and use of a portable generator at Pathfinder House (Shire Hall has a backup generator). The failover issues have been fixed and tested successfully.

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.

<p>The Technology Roadmap (mentioned above) will be the means whereby these service evolve, steps will be specified, prioritised, controlled and managed.</p>	
<p>Risks & threats: The following table describes the key risks, and associated mitigation actions:</p>	
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 they 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>(i.e. Corporate plans, ICT strategy)</i>	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 (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc.)	Key risks to delivery (include how these will be mitigated)
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 <i>(to be selected from the action plan at section 2B)</i>			
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 <i>(all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)</i>			
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.

APPENDIX 2

APPENDIX 2

BUSINESS PLAN FOR LEGAL SHARED SERVICE 2019/20

Service Leads			
Head of Practice	Tom Lewis		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director of Shared Service	Fiona Bryant	Oliver Morley	Mike Hill
Lead Councillor	Cllr Robertson	Cllr Tysoe	Cllr Hart

APPROVED BY	Status	Date
Steering Group		
Management Board		
Joint Leaders and CEX Group		
Cambridge City Council <i>[Executive Councillor and Scrutiny Committee]</i>		
Huntingdonshire District Council Cabinet		
South Cambridgeshire District Council Cabinet		

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Member Steering Groups and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version	Date

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Legal 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 managements 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.

B. DESCRIPTION OF THE SERVICE

The Legal Shared Service known as the Practice went live in October 2015.

The Practice is an internal facing service (unlike Building Control for example) providing advice to the 3 partner authorities. The Practice does not provide a service directly to the public.

The first full financial year of the Practice was extremely challenging with the need to claw back a substantial overspend. Last year the Practice delivered a surplus (£39k) in relation to its budget and is on track to deliver the 176k savings target identified in the original business case by the end of this plan.

The figures for this financial year show the Practice to be in a much better position and on track to deliver a budget surplus of approximately £120k. This represents a real achievement.

The Practice has sought to develop the role of the intelligent client across the partner authorities. By working closely with clients to understand their needs and make the best use of their knowledge and expertise the Practice has been better able to deliver effective legal services and add value. The intelligent client role has seen processes for the Practice refined and has sought to involve legal at the earliest possible stage in projects to allow potential problems/pitfalls to be identified and where possible pragmatic solutions delivered. In areas such as procurement where collaborative exercises have been run across the partnership the Practice has been to support that process and work closely with relevant teams.

Where it has been necessary to procure external expertise to provide legal support to particular matters the intelligent client role is one where the Practice will work with the client to understand that need and source the most appropriate and cost effective solutions from the market place. The support offered by the Practice would continue as needed working alongside those external colleagues and the client.

C. FINANCIAL OVERVIEW

	2017/18 Budget £	2017/18 Outturn £	2018/19 Budget £	2018/19 Forecast Outturn £	2019/20 Budget £
Gross Spend	1,343,690	1,357,013	1,389,660	1,325,267	1,390,760
Less Income*	-194,550	-247,011	-198,440	-259,064	-280,759
Shared Services Contribution	1,149,140	1,110,002	1,191,220	1,066,203	1,110,001

*The Income line is primarily made up of specific costed activity e.g. Property, planning and civil/criminal litigation, contracts and court costs

	BASELINE 2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £	TOTAL SAVINGS ACHIEVED £
Baseline Budget	1,193,360					
Savings Target	-179,000					
Savings Target %	15%					
Original Budget		1,193,360	1,120,490	1,149,370	1,191,220	
Add - Inflationary adjustments including pay award		46,130	28,880	41,850	37,880	
Budget plus inflation		1,239,490	1,149,370	1,191,220	1,229,100	
Savings Achieved on Inflated Budget		-119,000	0	0	-119,100	-238,100
Revised Budget (Net of savings and inflation)		1,120,490	1,149,370	1,191,220	1,110,000	

Forecast Budgets - including savings (note: adjusted for one-off savings in 2019/20) and assumes inflation at 2% pa from 2020/21

	2018/19 £	2019/20 £	Adjust for one-off saving	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Gross Budget	1,389,660	1,390,760	40,750	1,460,140	1,489,340	1,519,130	1,549,510
Less Income	198,440	280,759	78,350	206,460	210,590	214,800	219,100
Shared Services Contribution	1,191,220	1,110,001	119,100	1,253,680	1,278,750	1,304,330	1,330,410

Budget contribution by each Partner

	54.22%	18.54%	27.24%	100.00%
	CCC	HDC	SCDC	TOTAL
	£	£	£	£
2017/18	623,230	213,060	313,080	1,149,370
2018/19	645,813	220,862	324,545	1,191,220
2019/20	601,843	205,794	302,364	1,110,001

The tables show positive results for the Practice.

In the original business case for the Practice the target was to achieve a saving of 176k on the baseline budget of £1,193,360. The forecast outturn for 2018/19 of £1,066 million represents an 11% saving on the £1,193,360 baseline budget in 2015/16, despite £116,860 of salary inflation which has been absorbed. This has been delivered through driving greater efficiency. There has been a contraction in locums, and the service is more stable, but recruitment remains a challenge.

The Practice has exceeded its income target for the current financial year (this is included in the forecast £125k surplus) and at the end of January had generated income of £232k (against a target of £198k for the financial year). It is therefore well on track to match or even exceed the extremely positive income figure generated for the last financial year of £247k and this is reflected in the forecast in the first table above.

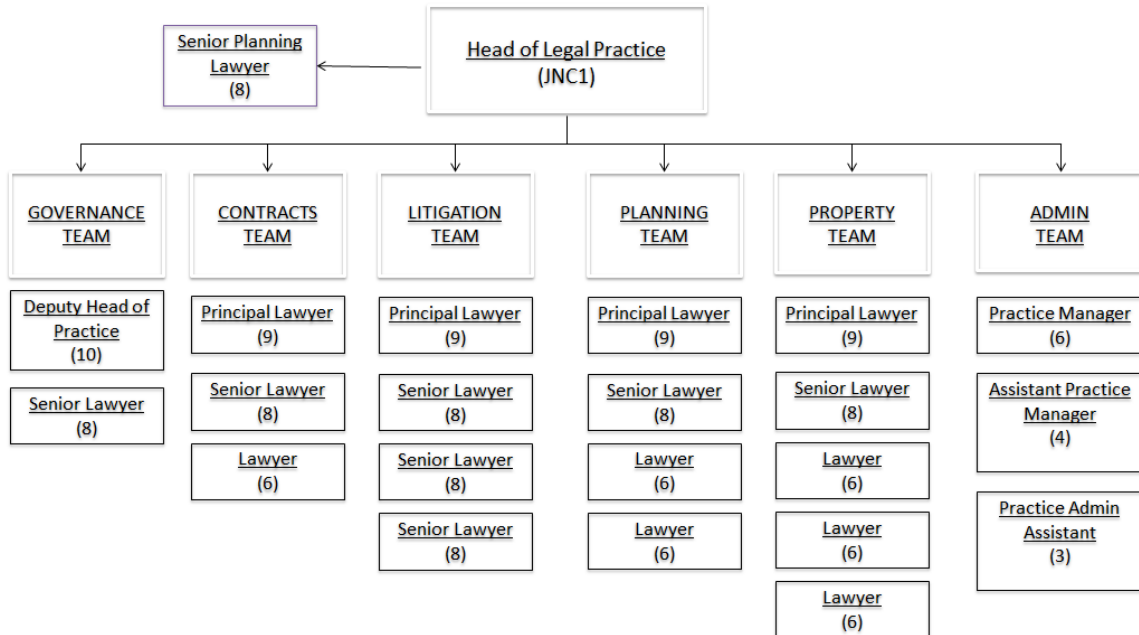
D. STAFFING OVERVIEW

Organisational Structure

The Practice currently has 23 posts in its structure and follows the Cambridge City Council policies and procedures in relation to recruitment/handling of existing staff.

For ease of reference an up to date organisational structure is produced overleaf showing the composition of the team:

Legal Practice Structure Chart (Pay Bands in brackets)



Looking at staff sickness levels across the Practice for the reporting year to date there has been 72 days sickness since 1 April 2018.

Based on current staffing levels this works out at 4.5 per full time employee, the corporate target for Cambridge City Council is 7.7. This is a positive performance for the Practice and will be considered for the whole year in the end of year report for the Practice.

Equality :

All recruitment adheres to the Cambridge City Council policy to ensure all applicants are treated fairly. Recruitment and selection meets the requirements of Equal Opportunities Employment Policy, the Equality Act 2010 and all other relevant employment legislation. The Practice adheres to all other relevant Cambridge City Council policies in relation to Equality.

E. LOOKING BACK

The year has seen a marked improvement in the level of hours recorded by fee earners. It was not ultimately possible to submit to Lexcel accreditation but the drive to improve processes and more effective utilisation of fee earner time occasioned by preparatory work for potential inspection has delivered a lasting benefit to the Practice.

In terms of Lexcel accreditation the decision by the Law Society not to consider the application by the Practice was disappointing given the positive indications provided in the build up to the submission. The reason provided was that the Practice was not a legal entity in its own right. It would be possible for each of the constituent Council's to be separately accredited. This would require completely separate applications for each Council. This would be possible but the cost of doing so would be considerable and would throw up practical difficulties (for example the need for separate accountancy) but could be explored further in the future. It would also be the case that Lexcel accreditation would be possible in the event the Practice were set up as a stand-alone company. This is an option which will be considered further in a future paper to be brought before members.

The last 2 reporting quarters have seen a continuation of the positive performance shown by the Practice towards the end of the last reporting year. That positive progression allowed the Practice to achieve a figure for recorded hours within 1% of the annual target with those last 2 quarters in excess of the target at greater than 100%. For this year the first 2 quarters have shown delivery continue in excess of target despite IT downtime a trend which is continuing into the third reporting quarter:

Performance – 1 April 2018 to 31 December 2018

Target Hours	Actual Hours	Variance
12,470	11,335	-1,135
KPT Target		95%
Actual		91%

Note:-

c330 hours were lost as a result of some ICT issues, including the Iken Upgrade

The achievement of a 91% return in relation to target hours does narrowly fall short of the 95% KPI target. The improvements represented by Council Anywhere will certainly assist in hitting the target for the next reporting year. Improved processes and efficiency across the Practice, including the enhancements to the IKEN practice management software will also assist in this regard.

Positive performance has been mirrored in relation to successful litigation outcomes where performance has exceeded the KPI target of 75% with figures in excess of 90%. This is extremely positive:

Successful Litigation Cases – 1 April 2018 to 31 December 2018

Council	Cases Closed	Cases Marked as Successful	Success Rate (%)
CCC	182	153	84.07%
HDC	361	325	90.03%
SCDC	28	22	78.57%
KPI Target			75%
Overall Success Rate			87.57%

In terms of the high number of cases comparatively for HDC this is explained by the work undertaken by the Practice in relation to debt recovery and parking prosecutions. In terms of complexity such matters are more

straightforward. Work is underway with the client to seek to enable the client to process more routine paperwork /activity on these matters which is a more effective mechanism for interfacing with court/public. However, the figures remain extremely encouraging and it is certainly the case that the work currently underway with the client (developing that intelligent client role) will seek to enhance the success rate.

In overall terms it is worth reflecting on the current split of cases open across the Practice.

	<i>Cases Open as at today</i>	
CCC	338	53.65%
HDC	177	28.10%
SCDC	115	18.25%

Here the split across the Practice reflects comparative budgetary contributions when the 56 parking prosecutions currently underway for HDC are taken into account.

Customer satisfaction levels (as reported quarterly to the management board) have also exceeded the 90% KPI target set last year.

3C Legal Practice – Client Satisfaction

April 2018 to date

Surveys Sent during this period	391
Returned	144 (63%)
Clients expressing dissatisfaction	7
Satisfaction achieved	95%

Working with clients through regular liaison meetings encourages feedback and interaction in addition to the client satisfaction surveys. These are available to clients at every level of the Practice and regular meetings are something which have been increasingly developed across the Practice over the last 12 months. By listening to clients concerns and feeding back any areas where they can assist the Practice (through improved instructions/processes for example) the work of the Practice has become much more client focused.

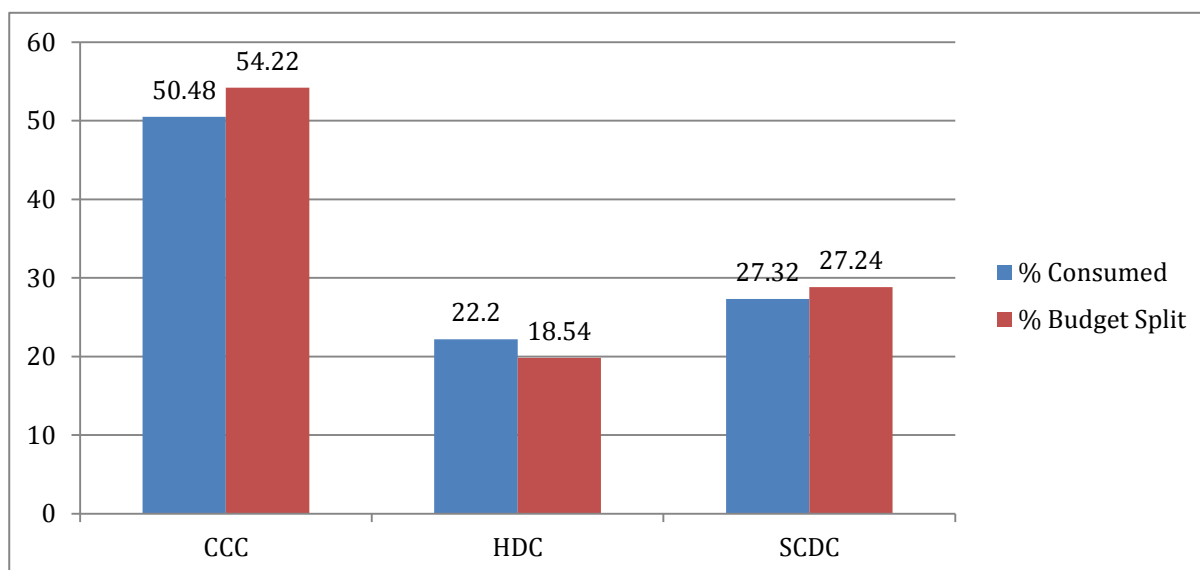
The Practice has settled into its principal hub office at Cambourne but has generally seen staff integrate into the shared structure with far greater staff movement between offices at Cambridge, Cambourne and Huntingdon. This is to the benefit of the Practice and clients in enabling greater resilience/client interface.

Performance on income generation has remained positive as against target while increased efficiency on spend in relation to agency staff has enabled the Practice to remain on track to deliver a budgetary surplus of approximately £120k.

Several welcome additions have been made to the staffing structure and there are currently 2 live recruitments with a view to enabling further full time appointments. The market remains a difficult one and it is a challenge to attract high quality staff. Flexible working is an extremely valuable selling point in attracting staff to the Practice.

Consumption – 1 April 2018 to 31 December 2018

Council	Hours Consumed	
CCC	5,876.90	50.48%
HDC	2,585.09	22.20%
SCDC	3,180.03	27.32%



Budgetary contributions by the respective Councils' remain in line with consumption as demonstrated by the final table above.

F. LOOKING FORWARD

The roll out of Council Anywhere should greatly benefit the Practice.

There have been a number of difficulties with the IT platform across the last 12 months. In simple terms loss of network connection for fee earners has meant that they are unable to log on to the practice management system (IKEN) to work: given that all files, templates, time recording facilities are via this system. As well as issues with simply accessing the network there have been difficulties with IKEN and its interface with current systems and software. This is a problem which would not be resolved by using another practice management package. Essentially any such package would be set up to interface with more up to date software packages than currently in use by the Practice. For a small additional fee (approximately £5k) the Practice has upgraded its IKEN package (following liaison with ICT). This has practical benefits in terms of allowing greater analysis of work in progress but should also assist the software to interface with the ICT platform.

In addition ICT have made a single point of contact available to the Practice to co-ordinate and deal with service specific issues which has helped. Council anywhere should improve matters considerably with the update in software assisting both in accessibility and cohesion with the IKEN system. The benefits in productivity and therefore efficiency are perhaps obvious. However, what is crucial to enable the Practice to progress is the ability to attract and retain staff. Efficient flexible working arrangements are a huge plus point in selling the Practice as a good environment in which to work. Better access to IKEN and improved ICT systems will enhance flexible working and therefore the attractiveness of the Practice to staff.

The business continuity plan for the Practice has been developed to reflect the importance of continuous liaison with ICT and the specific expertise now carried by ICT in relation to the IKEN system. This should enhance resilience for the Practice considerably. On the ground a text and what's app group have also been established for internal communication amongst the Practice.

It is vital that the good work of the past 12 months in developing the effective, cohesive relationship between client and lawyer continues. Efficient working practices can continue to be developed with this relationship to encourage the best use of time for both parties.

Positive engagement with (as just one example) the Director of the 2c Shared Planning Service is seeking to reduce external spend on Counsel (involved in the Local Plan). Given the ability of the Practice to seek

to negotiate preferential rates with Counsel and identify appropriate seniority there is a great deal the Practice can do to assist matters. If it is the case that external legal spend is not been directed through the Practice the role out of FMS will allow this to be effectively captured.

Now that the FMS system has been introduced across all 3 partner Councils there is a better opportunity to work to reduce external spend. It is proposed that CCC accounts working with SCDC and HDC counterparts can identify any legal spend where the Practice have not had the opportunity to assist in bringing that spend down. For any teams where such spend is identified additional liaison meetings can be set up to either better utilise framework agreements to reduce the amount spent or consider provision of in-house advice.

Working closely with clients allows the Practice to make the partner Councils' more effective by identifying potential risks/challenges early in any project and working to either find a solution or mitigate risk. An example of such assistance can be seen with Cambridge City Council's Quality Assurance Group where legal are one of a number of participants to input into new projects at the earliest possible stage.

Risk is an area where next year the Practice will welcome the opportunity to participate in a group to challenge the current risk appetite across the partner Councils'. There could be developed a group to consider how risk is approached (with involvement from audit and accounts) with a regular meeting to challenge/adapt the current approach.

The Commercial growth of the practice will be considered in a future paper to be brought before members in July. The current position for income generation is positive. This year's target has already been achieved as outlined in the financial overview.

Risks and Threats:

Risk Description	Risk Mitigations
IT - continued disruption to the service caused by systems failures, outages, inability of staff to log on/access practice management (IKEN) system.	Roll out of Council Anywhere and continued work with ICT to alleviate current issues. Development of IKEN specific expertise in ICT and improvements to the IKEN package. Roll out of What's App internal group.
Loss of staff – salaries in the relation to private practice are not on the same level and the cost of living in the surrounding area is high. This together with any number of other circumstances could lead to the loss of staff.	The IKEN management system allows for work to be picked up by alternate fee earners. The role out of Council Anywhere should assist in boosting ability of current staff to work from further afield whilst aiding recruitment. Access to locum/temporary cover via framework agreements assists in relation to any recruitment gaps.

G. COMMUNICATION AND ENGAGEMENT

On-going dialogue will continue with Client departments and the Practice has set up an Intelligent Client role to liaise with individual partner's authority's needs, consumption rates and issues.

The Client Care brochure is available via the following link - <http://intranet.3csharedservices.org/media/1317/client-care-brochure.pdf>

A number of regular client meetings are in place across the Practice for litigation, planning, property and procurement teams seeking feedback on the performance of the Practice, to discuss and agree changing and new priorities, and identify opportunities for improvement and service development to meet colleagues' needs and increase external income generation. These meetings are extremely helpful in identifying any areas where performance can be improved and equally in allowing areas where the client can assist in improving performance through for example the provision of better instructions or in assisting with assembly of information.

In addition the Head of Practice has had useful discussions with various heads of service/Directors in order to drive through improved performance and enforce good practice in terms of instructions to legal as

well as considering how best to procure future external legal advice. To foster the best possible working relationships such dialogue at fee earner/Head of Service level is encouraged and available at any time. In the last 12 months an example of the efficiencies that can be generated through such cooperation has been the increased client role in readying information to submit to the court service in relation to housing matters.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

	Priorities for the service	State where these priorities are outlined (<i>Corporate plans, strategies</i>)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
	Embed the use of consumption recharging model	3C Management Board Business Case	Use of coding with Iken time recording system	Quarterly consumption report for partner authorities	Ability for partner authorities to identify areas for reduction in legal spend

Reduce external spend across partner Councils by improving 3C Legal commissioning role and reviewing what legal work is outsourced by Councils at the moment outside the 3C Legal framework and review if it could be carried out in-house where possible	Initial business case agreed at July 2015 S&R Committee	Analysis of external spends across each Council. Review of direct delivery and commissioning capability and capacity within the Practice. This will be assisted by use of FMS across Partner authorities.	Reduce the external legal spend of each Council and the Practice Improve commissioning of external legal advice to deliver quality, value-for-money support. 3C Legal has an accurate and timely oversight of all externally commissioned legal work and future need.	A reduction in the cost of out-sourced work More work being carried out in-house Improved value-for-money for partner Councils
Improve performance management of the Practice through the use of the new IKEN Analysis and Reporting Module.			Detailed management information on the caseload, resource consumption and performance of the Service	Partner Councils are satisfied with the Practice's performance. Partner Councils can better influence work priorities to meet their needs

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

K PI	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>
K PI -1	Staff productivity - 20 fee-earning staff to record 1,200 hours per annum	ICT, accommodation, Human Resources, Practice Management	ICT has proved a difficulty in terms of staff productivity. By necessity the Practice operates using a paperless practice management system (IKEN). When ICT downtime is experienced fee earners are severely limited in terms of work that can be done. Work is underway in direct liaison with the interim Head of ICT to tackle the Practice specific problems in addition to work being undertaken by ICT to tackle network issues.
K PI -2	Case Disputes Resolves in favour of the Practice - Measure of percentage of disputes awarding in favour of the Practice		Quality of instructions , ability to recruit and retain staff
K PI -3	Customer Satisfaction Levels	ICT, accommodation, Human Resources, Practice Management	ICT – where delays to output are as result of downtime. See mitigation against KPI 1

SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE

Development objective	Participation in Local Government Association (“Local Government Association”) Framework for provision of legal services to other public authorities.	Describe the desired outcome – what will it look like when it has been achieved?	Increase in external income	Lead officer	TL
Is this a Project? <i>(Yes/ No) and description</i>	Not a Council led project. The LGA has identified a gap for Councils’ nationwide.				
Business Benefits			How will it be measured?		
1. Increased income generation without the pitfalls of establishing an arm’s length trading arm. There are a number of instances where such models for legal services have encountered difficulties			Income generated		
2.					
3.					
Outputs & products	Resources	Responsible Officer		Target delivery date	

A flexibility ability to utilise spare capacity to generate income. This perfectly fits the needs of the Practice without complications of insurance, marketing, fluctuations in capacity etc.	Minimal at development stage. LGA currently seeking expressions of interest	Tom Lewis	<i>TBC</i>
Key risks	LGA fail to take forward the project.		

SECTION 4: 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.

KPI Reference and Description		Reportin g frequenc y	2019/20 Target
Key Service PIs <i>(to be selected from the action plan at section 2B)</i>			
KPI-1	Staff productivity	Quarterly	1,200 hours per annum per fee earner pro-rata
KPI-2	Case Disputes Resolves in favour of the Practice	Quarterly	80% success
KPI-3	Customer Satisfaction	Quarterly	90% success
Business Plan KPIs <i>(all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)</i>			
Customer Satisfaction		Quarterly	90%
Litigation Case Success		Quarterly	80%
Staff Productivity		Quarterly	90%

APPENDIX 3

INTERNAL AUDIT BUSINESS PLAN FOR SHARED SERVICE 2019/20

Service Leads		
Head of Shared Service	Jonathan Tully	
	Cambridge City Council	South Cambridgeshire District Council
Director of Shared Service	Fiona Bryant	Bob Palmer
Lead Councillor	Cllr Robertson	Cllr Williams

APPROVED BY	Status	Date
Steering Group		
Management Board		
Joint Leaders and CEX Group		
Cambridge City Council <i>[Executive Councillor and Scrutiny Committee]</i>		
Huntingdonshire District Council Cabinet		
South Cambridgeshire District Council Cabinet		

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Member Steering Groups and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version	Date
Draft 0.7	20/02/19

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Internal Audit Service, part of Greater Cambridge Shared Services, for 2019/20. It describes how the shared service arrangement 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 managements 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.

B. DESCRIPTION OF THE SERVICE

Description & Functions of the Shared Internal Audit Service (SIAS)

The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.

The detailed role of Internal Audit is set out in the Internal Audit Charter which is [approved annually](#) by each partners relevant Audit Committee. To successfully act as a key business partner, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage.

The key service objective is to provide assurance on each Council's control environment, and will include the following functions:

- preparation and delivery of audit plans to each Council that are reflective of their strategic plans, objectives, and the risks to their achievement;
- providing an annual opinion on the adequacy and effectiveness of the Council's control environment and which may be used as a key assurance source when drafting the Annual Governance Statement;
- communicating with stakeholders, in a timely and appropriate manner, the results of work undertaken;
- considering whether operational and management arrangements are delivering the most economical, effective and efficient use of resources; and
- providing support and advice on new developments, policy initiatives, programmes, projects and emerging risks

Additional functions of the SIAS are to :

- facilitate, and provide evidence, for the Annual Governance Statement, which is a summary of how the Council complies with its Local Code of Governance;

- working with the external auditors, where appropriate, to provide assurance over core financial systems;
- lead on aspects of the Councils approach to anti-fraud and corruption, such as strategy, policy update, reporting and completing data analytics. The SIAS is the key contact for the National Fraud Initiative, an annual exercise to proactively detect potential fraud and error. This was not included in the original business case for SIAS, and is an additional piece of work.

Service Model

The team currently operates from the two main sites (Cambridge City Guildhall and South Cambridgeshire Hall), although they may work from any Council site where a review is relevant.

Historically the service model was based around two separate teams, with a shared management. Whilst this enabled an amount of shared knowledge, it was not integrated. Consequently there are different processes within each site. Establishing a centralised team, which operates from both sites, will enable economies of scale and smarter ways of working.

A risk based plan is completed annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Councils relevant audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council.

Adequately resourcing the team, and having an established brand, are both important factors for delivering the service model. Recruitment, and marketing the team, has been documented in Section 2 – Operational Plan, and Section 3 – Service Development Objectives.

The original vision for the service is included in Appendix A.

C. FINANCIAL OVERVIEW

The Shared Internal Audit Service is a support service, with costs recharged to both Councils. The risk based audit plan identifies the resource requirements for both Councils. The budget for the team is predominantly spent on resourcing, which is 88% of annual costs.

The current budget for the service can be analysed as:

Activity	Budget 17/18	Outturn 17/18	Budget 18/19	Forecast 18/19	Forecast 19/20	Forecast 20/21	Forecast 21/22
Staff costs ¹	278,520	270,229	289,080	270,971	298,556	308,242	318,169
Other operational costs ²	7,990	2,434	9,220	11,268	9,230	9,240	9,250
Corporate Support costs and recharges ³	29,690	29,820	30,800	30,865	31,779	32,780	33,807
Total costs	316,200	302,483	329,100	313,104	339,565	350,262	361,225

1. Staff costs are predominantly the salary, NIC and pension costs of the team. With current vacancies in the team these costs will include agency workers.
2. Other operational costs include transport costs, professional costs, training and development, and IT costs.
3. Corporate Support costs and recharges include overheads for buildings and administrative costs.

The resource requirements for the combined audit plan are budgeted to be the same over the medium term. If the audit plan changes, this will potentially impact the budget, but it should not be material. The budget will be annually reviewed, with the audit plan, and adjusted for inflation and other costs.

Analysis of previous years plans (before shared services) illustrated that the total volume of work (number of days delivered) has been split approximately 75% CCC and 25% SCDC. This formed the basis for the 2018/19 and future audit plans and is also reflected financially in the budget allocation for both Councils. Based on the demand of work at SCDC in 2018/19 there is potential to increase their audit plan. For example, there has been additional demand to support activities such as the National Fraud Initiative and ISO accreditation, which were not included in the original Business Case. The audit plan includes a contingency for unplanned work, and is also revised throughout the year. If however, there is a significant demand for extra work this would need to be recharged accordingly, and budgets would be revised.

Over the longer term the team aims to market services externally to generate additional income. Market analysis will be completed, along with brand development, in years 1 – 2, which will enable income projections to be built into the financial overview. Costs will potentially increase with income generation, as the resource need will also increase. This will still provide improved resilience and efficiencies for the two Councils, as the team develops, and help to deliver the vision.

D. STAFFING OVERVIEW

Cambridge City Council is the employing authority. The SIAS is a relatively small team, and consequently changes to the establishment can have a significant impact on both the budget and resources of the team. The current establishment, as reflected in the 2019/20 budget, comprises:

Role	Number of staff	FTE	Comment
Head of Shared Internal Audit	1	1.00	
Principal Auditor	1	1.00	Vacant
Senior Internal Auditor	4	3.52	Currently a mixture of substantive staff and two agency workers
Assistant Auditor	1	0.76	

There is no professional standard for calculating how to resource Internal Audit Teams. There are various factors to consider, and it should reflect the risk environment of the organisation, which in turn informs the annual plan. The risk appetite, and subsequent resource need, will change over time according to the risk profile of the Councils. For example undertaking new alternative delivery models can increase the risk profile, and would require more assurance, whereas implementing smarter controls may reduce risk and consequently the need for an independent review. It is therefore appropriate to consider whether the team is adequately resourced when compiling the annual plan. As highlighted above, the significant costs are staff resourcing, and both Councils have made significant savings by sharing the Head of Internal Audit role.

The resource calculation for the short to medium term is the same as previous years, and recruitment is in progress for two of the vacant Senior Internal Auditor posts. The service has successfully recruited into the team during 2018/19. It is evident, however, that it is challenging to recruit to the remaining vacant posts, and the resources have been provided by agency workers. On a positive note this has enabled us to source people with relevant expertise for targeted pieces of work (e.g. risk, housing) whereas a substantive employee may have a more general skill set. The residual challenge, however, is to manage the increased cost of agency workers, versus the resilience of having a fully resourced team. The vacant Principal Auditor post has helped the service to stay within budget, within the short term. The recent PSIAS assessment highlighted the importance of recruiting to the Principal Auditor role, to provide resilience and to develop the team over the longer term, and also recommended exploring the use of apprenticeships once the new Institute of Internal Auditors scheme is established.

All members of the team can work at both sites, with their skills and capabilities being used where it is most effective. The current aim is to have a team with a variety of complementary skills and capabilities, and also to offer opportunities for continuous professional development.

As a small team sickness absence can easily impact the delivery of the team's objectives. Consequently this is actively monitored and good attendance is encouraged. If an agency worker is sick, this does not have a financial impact to the Council. There have been no long term absences in the year, for substantive employees, and the number of absences has not had a significant impact on the delivery of our plan.

We are continually reviewing our working arrangements to ensure that practices in place are the most appropriate for the new SIAS. These will include a look at remote and flexible working arrangements, and utilisation of technology. This is anticipated to be carried out from 2019/20 with the implementation of Council Anywhere.

Over the longer term the team aims to become commercial and provide services beyond the two Councils, and additional resource may be required in the team to achieve this.

E. LOOKING BACK

There were two main drivers behind the decision to consider setting up the SIAS:

- CCC and SCDC desire to have a strong business focussed leadership model, in line with other shared services, to lead the shared Internal Audit Service across the two Councils.
- Bringing together the professional discipline of internal audit into one team, provides the opportunity to deliver a more resilient and responsive service that would allow internal audit work to be carried out seamlessly and without boundaries across the two Councils.

The SIAS has had a positive year, with both successes and continuing challenges. Our main challenges include:

- difficulties recruiting into vacant posts;
- planned roll-out of new ICT equipment and tools have been delayed;

These challenges were recognised as potential risks in the business case, and have been managed.

There have also had a number of positive achievements over the last 12 months and we have:

- recruited a Senior Auditor into the team, who is working at both Council's;
- started to deliver joint audit work at both sites, enabling economies of scale, plus shared learning and development for both our customers;
- reviewed and changed a significant number of internal working practices, to improve the quality and efficiency of the team;
- successfully achieved accreditation with the Public Sector Internal Audit Standards, and Local Government Application Note, which is a rigorous assessment to demonstrate our compliance with professional standards;
- chaired the CAMSAG away day, which is an annual training and networking event for public sector internal auditors, and this has helped to promote our brand;
- completed data quality assurance and managed data collection for the Cabinet Office's National Fraud Initiative, which was not included in the original business plan; and
- continued to deliver the core work, audit plan, Annual Governance Statement and providing supporting and assurance on key projects.

F. LOOKING FORWARD

This Business Plan focusses on year two of our five year plan. Looking forward, to develop the SIAS, we have both an immediate short term plan (looking at years 1 – 2), and also a longer term plan (years 2 – 5), which forms our strategy. This enables us to align our objectives to the organisation, and have a road map based on the CCC/SCDC overall strategy, stakeholder expectations, regulatory requirements and the role of the other risk functions. The outcome of this approach, and key activities, is detailed below. This strategy provides a focus for the team, and the Shared Services Board. Years 3 – 5 will need to be adaptable, to ensure the strategy remains relevant, and will be updated in future business plans.

Short term plan

2019/20 will be an important year for the team, as there are a number of immediate challenges ahead.

Resources	Recruitment of staff, to substantively fill vacant positions, will help establish the team as an adequately resourced shared service, with team members working across both sites.
Brand awareness	It will be important to continue marketing the new team, so that our customers understand that the SIAS has been set up, and can be utilised to support projects and add value. Both CCC and SCDC have internal intranet pages. A detailed review will be completed to promote the SIAS.
Quality Assurance and Improvement Program	Internal Audit teams have to follow Public Sector Internal Audit Standards (PSIAS), and also the sectorial Local Government Application Note. We successfully passed an external assessment in 2018/19. Being able to demonstrate compliance with the standards is a fundamental requirement when marketing the service externally. The PSIAS action plan will be implemented throughout 2019/20, and we will complete an internal annual health check to the PSIAS.
Performance management	Historically there were limited systems for managing the internal audit processes, and a reasonable amount of paper based files. The team has reviewed a number of processes and developed a framework for monitoring performance in 2018/19. The team will explore opportunities to use technology in smarter ways, which will help our productivity.

Longer term strategy

2019/20 to 2023/24 will be an opportunity for the team to build upon the short term plan, and develop the activities of the SIAS, which can help to achieve resilience and generate potential revenue.

Commercial activities	The SIAS will complete market analysis to identify potential customers, for income generation.
Brand awareness	It is important to promote the brand externally, and marketing material under the “Greater Cambridge” brand will be developed, such as an external web presence, to reach new customers.
Resources	The resources of the team will need to be continually reviewed, with potential investment to compete commercially. This could include additional recruitment, training and development.
Performance management	As the team develops there may be a business case for purchasing a supported Internal Audit Management system. This will be dependent upon potential economies of scale, value for money, and we will look at what is available in the marketplace. One system has been appraised and was not considered to represent value for money. We will continue appraise other potential systems in 2019/20.

Develop real time risk assessments	<p>An annual risk assessment is no longer enough if internal audit wants to remain relevant to its customers. To ensure that the audit plans are adding value we will develop a real time based risk analysis which supports a dynamic and agile audit plan. This will enable us to provide a customer focussed approach, whilst ensuring that our resources continue to be allocated effectively.</p> <p>In addition the team will develop a data analytics program that can be embedded into the entire audit life cycle. Using analytics can produce more focused risk assessments, more efficient execution, increased risk coverage and more effective reporting.</p>
Governance	<p>The team will work with key officers and stakeholders to ensure that the SIAS is providing relevant assurance for the AGS, by mapping assurance sources. In addition the team will help to facilitate workshops to review the format of the AGS to ensure it is effective for its customers.</p>
Other assurance activities	<p>One of the benefits of providing services to more than one customer is that the SIAS can share good practice. We will consider other assurance activities where the SIAS can objectively add value, such as participation in project and governance groups, and promote this as further good practice.</p>

RISKS AND THREATS		
Risk Description		Risk Mitigations
1	<p>Not maintaining the skills and experience to undertake audits on increasingly complex areas. This could result in:</p> <ol style="list-style-type: none"> 1. Failure to identify a significant issue 2. Inability to provide assurance 3. Reliance on consultants who do not have the Authority's best interests at heart 	<p>Attending Briefings for staff and Managers.</p> <p>Building relations with other local authorities / networking.</p> <p>Cascade of knowledge and skills to minimise key person dependency.</p> <p>Close relationships with Heads of Service.</p> <p>Institute publications / forums reviewed.</p> <p>Internet research</p> <p>Performance review process.</p>
2	<p>Exceptional demand for unplanned work (special investigations / consultancy) and / or resource issues (inability to recruit) could result in:</p> <ol style="list-style-type: none"> 1. Not providing the agreed level of assurance to the Authority 2. A fraud goes undetected 3. Control failings are not picked up 4. Reputational risk 	<p>Performance management framework and regular 121s</p> <p>Protocol for updates and re-profiling the plan with the relevant Audit Committee.</p> <p>Regular monitoring of the audit plan.</p> <p>Time recording system</p> <p>Performance management system</p>
3	<p>Audit Plan is not aligned with the Council's Risks. If the Council does not engage with internal audit, and does not keep its risks register up to date, this could result in:</p> <ol style="list-style-type: none"> 1. Not providing assurance in the right areas 2. Significant control failures not picked up 3. Audit are not perceived to be adding value to the Authority 	<p>In year 'Radar'' reporting and horizon scanning by audit team.</p> <p>Linking the Audit Plan to the Risk Register.</p> <p>Maintaining good relations with Heads of Service.</p> <p>Regular review of customers Risk Registers (Corporate / Service and Project).</p>
4	<p>Compromise to Internal Audit's independence.</p> <p>Over involvement in non-audit work could result in an ethical compromise. Conversely, not being involved in key projects could reduce the quality of our assurance work.</p>	<p>It is important to maintain the right ethical balance, and this is achieved by:</p> <p>Declaration of Interests.</p> <p>Having clarity in what our role is. Regular review of the Internal Audit Charter.</p> <p>Having knowledge of the escalation process if Internal Audit advice not taken. Training</p>

RISKS AND THREATS		
Risk Description		Risk Mitigations
5	<p>Ineffective working relationship with External Audit.</p> <p>This could result in:</p> <ol style="list-style-type: none"> 1. Impact on work load and audit plan 2. Poor working relations 3. Duplication of audit work 	<p>Consultation over internal audit plan</p> <p>Regular meetings with External Audit</p> <p>Using the External Audit portal to provide timely evidence</p>
6	<p>Inappropriate assurance is provided, which could result in:</p> <ol style="list-style-type: none"> 1. Damage to Internal Audit and the Council's reputation. 2. Inadequate assurance provided for the Annual Governance Statement 3. Customer's scarce resources are not allocated effectively 4. Required improvements are not delivered 	<p>This is managed by PSIAS based procedures including:</p> <p>Audit Manual and protocol for peer reviews.</p> <p>Consultation with the right people at the right time.</p> <p>Ensuring the scope is appropriate.</p> <p>Sharing of information within the team.</p> <p>Timely peer review process.</p> <p>Use of industry standard sampling methods.</p>
7	<p>It is important that we achieved and maintain accreditation and compliance with audit standards (PSIAS and LGAN). If we don't this could result in:</p> <ol style="list-style-type: none"> 1. Not meeting sector specific requirements 2. Exception reporting in the Annual Governance Statement 2. Poor quality brand and reduced ability to get new customers 	<p>We achieved accreditation in 2018/19. This is further mitigated by:</p> <ol style="list-style-type: none"> 1. A 5 Year external accreditation is completed by qualified inspector (next due in FY 2022/23). 2. Regular annual self-assessment reported to S151 and relevant Audit Committee, as part of the annual audit opinion. 3. Continuous Quality Assurance and Improvement Programme, plus customer feedback, used to inform action plan.
8	<p>Failure to develop quality internal audit services, could result in:</p> <ol style="list-style-type: none"> 1. Resilience not achieved 2. Inefficiencies not achieved 3. Growth not achieved 4. Competing priorities dilute quality of service 	<p>This is mitigated by:</p> <ol style="list-style-type: none"> 1. Robust business case approved by Councils 2. Regular reporting to Shared Service Board and relevant customer committees 3. Audit committee roles codified in constitutions (and reflect professional good practice guidance e.g. CIPFA).

G. COMMUNICATION AND ENGAGEMENT

As the SIAS is new, we are currently developing its brand awareness with our customers.

The SIAS presents Internal Audit plans to their audit committees, (known as “Civic Affairs” in CCC and “Audit and Corporate Governance” in SCDC) and also consults with Management to identify the main risks and opportunities for both Councils. The plans are being considered jointly, and this will provide a further opportunity to promote the brand, and understand our customer’s needs.

Internal Audit work is consistent with Council policies and requirements to maintain compliance with equalities legislation. We regularly engage with our customers, through delivery of the audit plan, and proactively seek feedback which could help us to improve the service.

As part of the PSIAS assessment we consulted with management to understand what they need and value from the SIAS, and this has helped to inform the business plan. Overall this was positive feedback, and opportunities for improvement were fed into our continuous Quality Assurance and Improvement Programme, which is reported to the audit committees. We regularly have meetings with the S151 Officer at each Council, which provides an opportunity to provide feedback on services. We have also developed post-audit surveys, which are issued to customers following an audit or consultancy work. This provides an opportunity to learn what works well, and how we can improve.

The SIAS will participate in professional networks, which will provide an opportunity to promote the brand with peers.

The team has intranet pages, which provide useful resources for employees. These will be reviewed and updated, which will also help to promote the brand.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

	Priorities for the service	State where these priorities are outlined (Corporate plans, strategies)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Complete a resource assessment of the team and recruit employees into vacant posts.	Internal Audit Plan	Recruitment	New members of the team recruited.	An adequately resourced team which can work smarter across multiple sites and provide effective assurance to customers.
2	Maintain PSIAS accreditation.	Internal Audit Plan	5 year External Quality Assessment followed by annual Internal Quality Assessment	Compliance report	Assurance that team complies with PSIAS and Local Government Application Note.
3	Deliver a joint risk based plan for CCC / SCDC	Internal Audit Plan	Assurance and advice	Action plan for further improvement.	Assurance for the Annual Governance Statement.
4	Key contact for NFI	Internal Audit Plan	Data upload and investigation	Reports and assurance statements	Opportunities for continuous improvement
5	Annual Governance Statement	Internal Audit Plan	Assurance mapping	Assurance of controls and recovery of fraud and error	Assurance and control improvement

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
KPI-1	Legality: Compliance with PSIAS and LGAN. The SIAS will demonstrate that it is professionally competent.	Internal Audit Charter, Internal Audit Manual, and key documents and procedures. Availability and support of key personnel including HIAS, S151, Monitoring Officer, and Committee Chair.	Working processes are non-compliant, which could lead to reputational risk. A continuous review will be completed to ensure compliance, which will be reported to relevant audit committees.
KPI-2	Effectiveness: Timely assurance provided to key stakeholders. Key information, such as performance updates, annual outturn and AGS, will be reported promptly.	Availability of key officers, systems and access to records.	Insufficient resources within the team to complete sufficient work for an audit opinion for the AGS. Customers unreceptive to audits because of competing priorities such as new system / project delivery. Manage by recruitment and project plan management.
KPI-3	Efficiency: Productive use of resources The team will demonstrate that time and resources are used effectively.	Project planning and resource management.	Resources are not utilised effectively. This will be managed by risk appraising, prioritising and monitoring work.
KPI-4	Business success: Customer satisfaction Whilst it is important that SIAS can be objective, we also aim to add value to our customers and will actively ask for feedback.	Customers completing satisfaction questionnaires and providing feedback for continuous improvement of service.	Insufficient resources within the team to respond promptly to customer demand. Manage by recruitment and development plans. Action plans from feedback.

SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE

Development objective	Managing Resources: The team needs to recruit into current vacancies, where team members have left to progress their career in other organisations. The risk, that employees may leave, was recognised as a risk in the original business case, so it is important to offer continuous professional development and career opportunities where possible.	Describe the desired outcome – what will it look like when it has been achieved?	A fully resourced team with a complimentary mix of skills and capabilities. Development opportunities.	Lead officer	Jonathan Tully
Is this a Project? <i>(Yes/ No) and description</i>	<i>No – Resourcing the team to the planned establishment is ‘Business as Usual’, although the establishment will be continually reviewed according to the needs of the Council and the risk based audit plans .</i>				
Business Benefits			How will it be measured?		
1. Improved service to clients			Customer satisfaction		
2. Increased resilience			Reduced turnover and reduced requirement for contract and consultancy staff		
3. Building a strong foundation for potential growth			Reduced turnover and reduced requirement for contract and consultancy staff		
Outputs & products		Resources	Responsible Officer		Target delivery date
Reflect PSIAS review and customers audit plan resource needs.		2019/20 budget approved	Jonathan Tully		March 2020
Key risks		Unable to recruit from current market, lack of available quality candidates			

DEVELOPMENT OBJECTIVE

Development objective	<u>Efficient and effective processes:</u> Integrate processes between the two sites to leverage efficiencies. Aim to have one consistent reporting format and working papers. Adopt digital working where possible for efficiencies. Implement management tools.	Describe the desired outcome – what will it look like when it has been achieved?	Utilise digital working Simpler and more efficient processes.	Lead officer	Jonathan Tully
Is this a Project? <i>(Yes/ No) and description</i>	<i>Yes. The team has a continuous Quality Assurance and Improvement Programme, which is reported to Audit Committees annually. Continuous improvement is also a standing item at team meetings. The team processes were significantly paper based and we have been reviewing our processes during 2018/19. Internal Audit work involves reviewing other systems, so there will be some dependencies on other projects, such as 'Council anywhere'. We have agreed to establish peer group with other shared services, so that we can share ideas and good practice.</i>				
Business Benefits			How will it be measured?		
1. Improved flexibility for team members – ability to work digitally and from various locations			Review of working papers.		
2. Increased efficiency – completing work quicker and smarter, improving the service for our customers.			Reduction in working days for specific pieces of work / increased output across the audit plan.		
3. Increased resilience – ability for team members to support each other and collaborate.			Staff multi-site working		
Outputs & products	Resources	Responsible Officer		Target delivery date	
Digital file and working papers Time saved and deployed more effectively.	Council Anywhere MS Office applications	Jonathan Tully		March 2020	
Key risks	Lack of buy in to procedural change, from existing team members. Infrastructure doesn't support new procedures. Reliance upon ICT being available.				

DEVELOPMENT OBJECTIVE

Development objective	<u>Develop brand awareness and culture for the SIAS.</u> It is important that both Councils recognise that we are a shared service. Also a strong brand will help us to promote our services externally.	Describe the desired outcome – what will it look like when it has been achieved?	Our customers recognise the SIAS as a strong and distinctive brand.	Lead officer	Jonathan Tully
Is this a Project? (Yes/ No) and description	<i>No –This activity will require immediate resource to set-up certain activities such as intranet refresh, updated report formats, but should then become business as usual. We have already established a peer group with other shared services to help us on the journey. Internally this is also about building the right culture within our team, so that sharing information and working collaboratively becomes standard practice. We have already commenced a number of joint pieces of work, and promoted the service externally. We will develop this further in 2019/20.</i>				
Business Benefits			How will it be measured?		
1. Improved service to clients – both Councils benefit from joined up working.			Customer satisfaction		
2. Increased efficiency			Self-service and customer feedback		
3. Consistency of our product for customers – also more efficient for the team.			Customer satisfaction		
Outputs & products	Resources	Responsible Officer		Target delivery date	
Branding adopted into working papers and reports	Greater Cambridge branding guidelines	Jonathan Tully		March 2020	
Key risks	Not having sufficient resources (time and marketing skills) to promote the brand.				

DEVELOPMENT OBJECTIVE

Development objective	<u>Quality Management System.</u> Quality Management System for the SIAS. A continuous quality assessment helps the team to manage and prioritise their workload, plus analyse completed work to help inform future work plans.	Describe the desired outcome – what will it look like when it has been achieved?	Management information to help strategic planning	Lead officer	Jonathan Tully
Is this a Project? (Yes/ No) and description	<i>No. The team did not have a Quality Management System in operation. In 2018/19 we have developed an in-house system which has enabled us to record core performance information. This will be developed and refined in 2019/20, as there are a number of dependencies on the functionality of Office 365 being rolled out through Council Anywhere. We have also explored externally supplied system, but these have not been considered cost effective. The view of the PSIAS assessment was that an in-house system would be sufficient, although we may wish to procure a managed system if the team grows / expands. We will therefore also maintain knowledge of other systems in the market place.</i>				
Business Benefits			How will it be measured?		
1. Improved performance management information			Customer satisfaction		
2. Increased efficiency – modern ways of working			Team satisfaction and feedback through team meetings.		
3. Increased resilience – better knowledge of our work programme progress			Audit plan delivery		
Outputs & products		Resources	Responsible Officer		Target delivery date
Data management system		Development of in house systems. Dependency on Council Anywhere rollout.	Jonathan Tully		March 2020
Key risks		Dependency on Council Anywhere rollout Dependency on time to invest in development of the system, and team training.			

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans (<i>i.e. what do we want to achieve and why are we doing it?</i>)	Lead Officer(s)
1	Managing resources. <i>The team needs to recruit into current vacancies, and develop its own team potential. It is important to offer continuous professional development and career opportunities where possible.</i>	Jonathan Tully
2	Integrate processes between the two sites to leverage efficiencies. <i>Having a consistent produce will help to promote our brand, and release potential efficiencies within the team. Standardisation across two Councils will help to provide resilience and continuity.</i>	Jonathan Tully
3	Develop brand awareness for the SIAS <i>A good brand will help the service maximise its chances of seeking additional work in the future outside its core Councils.</i>	Jonathan Tully
4	Quality Management System for the SIAS. <i>A continuous quality assessment helps the team to manage and prioritise their workload, plus analyse completed work to help inform future work plans.</i>	Jonathan Tully

SECTION 4: 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.

We have included performance information from Quarter 3 2018/19 to provide a comparison where applicable. Full information, up to the end of the year will be included in the annual report.

KPI Reference and Description		Reporting frequency	2018/19 Q3 Actual	2019/20 Target
Key Service PIs (to be selected from the action plan at section 2B)				
KPI-1	Legality: Compliance with PSIAS and LGAN	Annually	Compliant	Compliant
KPI-2	Effectiveness: Timely assurance provided to key stakeholders (including audit update reports and opinion for the Annual Governance Statement).	Quarterly	Full	Full
KPI-3	Efficiency: Productive use of resources	Quarterly	New measure	80%
KPI-4	Business success: Customer satisfaction	Annually	New measure	80%
Business Plan KPIs (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)				
Complete a resource assessment of the team and recruit employees into vacant posts.		Annually	New measure	Complete
Maintain PSIAS accreditation.		Annually	New measure	Compliant
Deliver a joint risk based plan for CCC / SCDC		Annually	New measure	Complete
Key contact for NFI		Annually	Complete	Complete
Annual Governance Statement		Annually	Complete	Complete



1. APPENDIX A - THE VISION FOR SIAS

Our mission: To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.

	commercial internal audit service across the 2 councils	assurance on risk management, control and governance processes	future-focused and innovative	clear, easy to understand and timely way	work
Principles	<p>One team.</p> <p>Alignment of audit plans & processes.</p> <p>Clear performance targets.</p>	<p>Audit plans aligned with the strategies, objectives, and risks of the authority.</p>	<p>Audit plans responsive to speed of developments.</p> <p>Increase in collaboration and systems development.</p> <p>Be trusted advisors.</p>	<p>Encourage customer input prior to, during and after work undertaken.</p> <p>Report in the most appropriate manner.</p>	<p>Develop people's contributions for the benefit of the team and the individual.</p> <p>Flexible, home and remote working</p>
Activity	<p>Review of structure.</p> <p>One audit plan across the 3Cs.</p> <p>Auditors work at any of the 3Cs.</p> <p>New audit manual & audit software.</p>	<p>Regular meetings with senior management to develop client relationships.</p> <p>Identify assurance gaps.</p>	<p>Undertake audits focused on specific & immediate risks.</p> <p>Promote best practice and new ideas (e.g. continuous auditing).</p> <p>Marketing the benefits that can be gained.</p>	<p>Report actions aligned to risk appetite.</p> <p>Redesign audit report format.</p> <p>Interim reporting to drive change.</p>	<p>Focused staff development and training.</p> <p>Agile working – to meet the clients' needs.</p>
Outcome	<p>Standard and consistent processes. PSIAS compliance.</p> <p>Auditors work to same goals & targets.</p> <p>Knowledge sharing amongst auditors and</p>	<p>Annual opinion report.</p> <p>Suggest ways to add value to service outcomes across 3Cs.</p>	<p>Real and immediate contribution to Council developments and initiatives.</p> <p>Provide timely advice when requested.</p>	<p>Influence and bring about meaningful change.</p> <p>Full and quick response to reports from managers.</p> <p>Educated client.</p>	<p>Motivated and engaged staff.</p> <p>Increased productivity.</p>



with managers.

