Shared Services Joint Committee Agenda

Date:	**Friday 2nd August 2019**
Time:	**10.30 am**
Venue:	**Committee Room 1 - Wyvern House, The Drumber, Winsford, CW7 1AH**

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Appointment of Chairman**

   To appoint a Chairman for the 2019-20 Municipal Year.

2. **Appointment of Vice Chairman**

   To appoint a Vice Chairman for the 2019-20 Municipal Year.

3. **Apologies for Absence**

   To note attendances, substitutes, and any apologies for absence.

4. **Declarations of Interest**

   To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

5. **Public Speaking Time/Open Session**

   Members of the public are entitled to address the Joint Committee on reports contained within the agenda. One person can speak in support of each item, and one against, with a limit of three minutes each. It would be helpful if any person wishing to speak would give prior notice to the Democratic Services Officer named below.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public
Contact: Rachel Graves
Tel: 01270 686473
E-Mail: rachel.graves@cheshireeast.gov.uk

6.   **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 25 January 2019.

7.   **Background and Overview of Shared Services** (Pages 7 - 24)

To receive a report on the background to, and an overview of, the Shared Services that currently exist between Cheshire East Council and Cheshire West and Chester Council.

8.   **Shared Services Performance Outturn 2018-19** (Pages 25 - 54)

To consider a report on the outturn position for the Shared Services arrangements between Cheshire East Council and Cheshire West and Chester Council.

9.   **ICT Services Update Report** (Pages 55 - 62)

To receive a progress update in relation to ICT Shared Services, focussing on Evolution (Infrastructure Investment programme) and implementation of a Target Operating Model.

10.   **B4B Programme Update**

To receive an update on the implementation of a replacement HR and Finance system for the Councils and their partners. *REPORT TO FOLLOW*

11.   **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

12.   **B4B Programme Update**

To consider the confidential appendix relating to this report.

SHARED SERVICES JOINT COMMITTEE   **25 JANUARY 2019**
                                                    (2.00 pm - 2.27 pm)

PRESENT: **Cheshire West and Chester Council**

Councillors David Armstrong, Paul Donovan, Louise Gittins, Paul Findlow and Bates

Cheshire East Council

Councillors Paul Findlow and Paul Bates

Apologies for absence were received from Councillor Don Stockton (Cheshire East Council)

Officers in attendance: **Cheshire West and Chester Council**
                        Mark Wynn   Chief Operating Officer
                        Heloise MacAndrew   Corporate Solicitor
                        Laurence Ainsworth   Director of Public Services Reform
                        Peter Lloyd   Change and Technology Senior Manager
                        Cheshire East Council
                        Mark Taylor   Interim Executive Director Corporate Services
                        Gareth Pawlett   Chief Information Officer
                        Suzanne Antrobus   Senior Lawyer

                        Cheshire Shared Services
                        Paul Newman   Archives and Heritage Manager

13   DECLARATIONS OF INTEREST

No Declarations of Interest were made.

14   MINUTES

It was noted the minutes incorrectly referred to Councillor Peter Bates when this should have read Councillor Paul Bates.

DECIDED: That

The Minutes of the meeting held on 13 July 2018, as amended, be approved as a correct record and signed by the Chairman.

15   PUBLIC QUESTION TIME/OPEN SESSION

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

16   EVOLUTION UPDATE

Gareth Pawlett provided an update on the recent ICT failure, setting out the reasons and the actions taken to rectify.

With reference to the future development of the Evolution Programme it was noted that the ICT failure validated that having a single data strategy was not sustainable. Alternative were options were being investigated and this included cloud technology.

Laurence Ainsworth emphasised the importance of the good working relationship between the two Councils. He also stated that there were too many systems being operated across the two Councils and work was ongoing to streamline this.

In response to a question from Councillor Paul Findlow, Mark Wynn confirmed that both Councils had committed to the necessary budget implications.

DECIDED: That

1)   the progress to date and upcoming planned activity be noted.

2)   the benefits of the ICT Investment programme (Evolution), the mobilisation of the programme, progress to date and summary of the management case October 2018 be noted.

17   SHARED SERVICE AGREEMENT UPDATE

Peter Lloyd introduced the report which provided an update on the progress of the revised Shared Services Agreement for ICT Services. The report also provided an overview of the agreement between Cheshire West and Chester Council (CWaC) and Cheshire East Council (CEC) and reflected the planned transformational activities that ICT Shared Services were delivering.

It was noted that in addition to the updated main agreement there were a number of key schedules that had been collaboratively written and agreed, these were key schedules which set out outcomes during the two years 2018-2020 and progress accountability for delivery.

Peter Lloyd confirmed that the agreement would run for two years from date of signature.

DECIDED: That

1) that Section 151 Officers be provided with delegated authority to approve a Shared Service Agreement between the Councils for a 2 year period from date of signature.

2) the key changes to the ICT Shared Service agreement outlined in the report be noted.

3) that the amendments including revised term to the ICT Shared Services agreement be reflected in the Transactional Services Agreement

4) that Section 151 Officers be provided with delegated authority to approve revisions to the Transactions Services Agreement

18   ARCHIVES SERVICE UPDATE

Paul Newman provided an update on the Heritage Lottery Bid and subsequent actions. The funding bid to the Heritage Lottery Fund (HLF) for £4.9 million was submitted in June 2018. The HLF's regional team, who assess bids and forward decisions relating to grant requests of over £1 million to the HLF national board, rated the project has having a high priority and recommended that it should be funded. The September national board had a UK-wide budget of £9.4m with 28 applications submitted at this funding round and the Cheshire bid was unfortunately turned down.

In October 2018 the Project Board met the Regional Director of HLF North West, to receive feedback. "Cheshire's Archives: a story shared" was assessed as a strong application and that it was also rated highly by the North West Committee. Decisions for bids at this level are made at HLF's national board. Unfortunately the intensely competitive batch at the September board meant that even highly rated applications were not all able to be funded. The advice received had been to wait for the issuing of new guidance which was due to be available shortly. In the meantime the contents of the Bid were being reviewed to ensure it was in the best possible position for any future funding.

DECIDED: That

the current status of the project be noted.

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

There was no other business which the Chairman considered urgent.

Chairman ....

Date ....

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Shared Services Joint Committee

Date of Meeting: 02 August 2019

Report Title: Background and Overview of Shared Services

Senior Officer: Alex Thompson: Director of Finance and Customer Services

1. **Report Summary**

1.1   This report sets out the background to, and an overview of, the Shared Services that currently exist between Cheshire East Council and Cheshire West and Chester Council, to give shared service committee members an understanding of the current shared services and how they operate.

1.2   There are currently 8 shared services:

1. Archaeology Planning and Advisory Service
2. Archives and Local Studies
3. Cheshire Farms Service
4. Civil Protection and Emergency Planning
5. ICT Shared Services
6. Libraries Specialist Support Service
7. Rural Touring Arts Service
8. Transactional Services (Recruitment &Pay and Payments & Income)

1.3   The Shared Services Joint Committee (SSJC) takes an overview of all of the shared services, with a particular interest in ICT and Transactional Services, the two largest shared services. Oversight is also taken of other shared projects, which at present, include:

- The Archives Project
- Evolution Project (ICT)
- The Best4Business programme

1.4   The SSJC meets 2 to 3 times per year and is supported by the Joint Officer Board (JOB), which comprises of officers from across both councils, who develop reports for the SSJC.

2.   **Recommendation/s**

2.1   It is recommended that Elected Members note the overview of the shared service arrangements.

3. Reasons for Recommendation/s

3.1 To help elected members, appointed to SSJC Shared Services Joint Committee, following the May 2019 elections, to become familiar with the work of the SSJC and how it operates.

4. Other Options Considered

4.1 Not applicable

5. Background

5.1 Shared Service arrangements were originally put in place between Cheshire East Council (CE) and Cheshire West and Chester Council (CWaC), as a result of the Local Government Reorganisation in April 2009, to ensure business continuity across a range of service areas where there was a strategic benefit and/or limited/or insufficient time for effective disaggregation. At this time there were 32 shared arrangements in place, which has now reduced to eight.

5.2 There are now eight remaining shared services, as set out below.

REF	SERVICE	SS MANAGER & CLIENT MANAGERS	SUMMARY POSITION
A03	Cheshire Farms Service	SS Manager - David Job CE Client – Andy Kehoe CWAC – Graham Pink	Only the "management" of the CE and CWaC Farms Estates is shared. The Service is hosted by CE under a Secondment Agreement
Each estate A04	Civil Protection and Emergency Planning	SS Manager – Chris Samuel CE Client – Paul Bayley CWAC Client – Vanessa Whiting	This service is under the Shared Service governance arrangements but has an additional layer of informal governance via the Joint Emergency Planning Liaison Board JEPLB). The JEPLB is not formally constituted and therefore has no powers as a governing body. The Service is hosted by CWaC under a Secondment Agreement
A06	Archives and Local Studies	SS Manager – Paul Newman CE Client – Helen Paton CWAC Client – Lisa Harris	This is a Shared Service with all staff employed by CWaC. A project is underway to provide alternative premises that meet the needs of both authorities

A08	Libraries Specialist Support	SS Manager – Rachael Foster CE Client – Joanne Shannon CWAC Client – Rachael Foster	This is a Shared Service operates under a renewable three year agreement between CWaC (the provider) and CEC (the Client).
A14	Rural Touring Arts Network	SS Manager – Jan Henry CE Client – Helen Paton CWAC Client – Lisa Harris	This is a Shared Service hosted by CWaC with all staff employed by CWaC and is funded by grants received by both councils.
B14	Archaeology Planning and Advisory Service	SS Manager – Mark Leah CE Client – Ian Dale CWAC Client – Ian Hesketh	This service operates under an annual service agreement whereby CWaC provides Archaeological planning advice and management of the Heritage Environment Records (HERs).
N/A	ICT Shared Service	SS Manager – Gareth Pawlett CE Client – Valda Williams CWAC Client – Pete Lloyd	Shared Service hosted by CEC.
N/A	Transactional Shared Services	SS Manager – Jude Green CE Client – Sara Barker CWAC Client – Debbie Hall	Shared Service hosted by CWaC

5.3 All of the shared services have Business Plans for 2016-2020, signed off by the client manager, and refreshed on an annual basis. The SSJC have agreed to receive annual Shared Service Performance Reports (financial and non-financial) outturn. When the financial and non financial performance data is brought together a judgement is required on the overall performance of the shared service which is then RAG Rated to provide an overall indication of performance.

5.4   Legal Arrangements

5.4.1 The sharing arrangements were underpinned by a range of formal (signed) legal agreements that have been revised, as and when required. However, previous SSJC approved updates to the Service Agreements for Transactional Services and ICT have not currently been implemented and are pending the implementation of the B4B Business World system, as this will require further revisions.

5.4.2 The sharing arrangements include :

- **The Administrative Agreement** - This Agreement sets out the overall formal governance arrangements for the operation of shared services including the Joint Committee and Joint Officer Board.

- **The Service Agreement** – one for each of the Shared Service setting out how client / provider will operate and performance requirements.

- **The Secondment Agreement** – originally one for each service many of these have since been replaced as employees have formally transferred to the hosting authority. These are currently in place for the Cheshire Farms Service and the Civil Protection and Emergency Planning Shared Service.

- **Time Bound Service Agreements** – these have been put in place where there has been a requirement for a more flexible service arrangement and / or there has been a requirement to introduce an annual charge. These are currently in place for Libraries Support Services, the Archaeology Planning and Advisory Service.

5.4.3 It should be noted that the SSJC previous approved updates to the Shared Service Agreement for Transactional Services and ICT have not yet been implemented as the implementation of the B4B system will require further revisions to the agreements.

5.5. Governance Arrangements

5.5.1 The governance arrangements for the Shared Services are set out in the SS Admin Agreement which includes the terms of reference for both the SSJC and JOB. The Consitution, SSJC Terms of Reference, and Financial Memorandum were reviewed and approved in July 2018. The documents are appended.

5.5.2 **Shared Service Joint Committe**

- SSJC is a formally constituted member body consisting of three councillors from each authority. The chairmanship of the committee rotates each municipal year following the annual council meetings. The current membership is:

CE MEMBERS	CWaC MEMBERS
Councillor Moran	Councillor Donovan
Councillor Rhodes	Councillor Gahan
Councillor Stott	Councillor Shore

- Democratic Services support the Shared Service Joint Committee and this rotates with the change of chairman. The key contact in Democratic Services, for this municipal year is Rachel Graves.

- The number of SSJC meetings was formally reduced in July last year, to two meetings per year with an option for a third to be held in a workshop style if needed.

- The dates of the SSJC for this municipal year are:
  - 2nd August 2019
  - 29th November 2019
  - 27th March 2019

5.5.3 Joint Office Board

- The JOB is formally constituted via the Shared Service Administrative Agreement and reponsibility for the JOB sits with each council's Section 151 Officers for, and on behalf of, the Director of Governance (CWaC) and Executive Director of Corporate Services (CEC).

- The JOB meets prior to the SSJC and officers develop and clear reports and papers for the SSJC meetings.

- Members of JOB are listed below

Chairs and administrative support

Name	Job Role	Authority
Laurence Ainsworth	Director of Public Sector Reform (JOB Chair)	CWaC
Alex Thompson	Director of Finance and Customer Services (S.151 Officer) (JOB Deputy Chair)	CEC
Heather Grove	Senior Manager: Business Development Assurance and Collaboration (JOB Administrative Support)	CEC

Other JOB members

Name	Role	Authority
Suzanne Antrobus	Legal Services	CEC
Sara Barker	Head of HR, Transactional Services Client Manager	CEC
Jude Green	Senior Manager: Transactional Shared Service	CWaC
Debbie Hall	Director of Finance	CWaC
Claire Jones	Senior Manager: Financal Management	CWaC
Pete Lloyd	Head of PMO, Transformation & ICT	CWaC
Heloise MacAndrew	Legal Services	CWaC
Gareth Pawlett	CIO/ Head of ICT Services	CEC
Aaron Thomas	B4B Programme Representative	CWaC

6.   Implications of the Recommendations

6.1   Legal Implications

There are no direct legal implications of this report. Agreements will be reviewed as required.

6.2   Finance Implications

Finance is within budgets. Budgets will be reviewed/re-profiled as required.

6.3   Policy Implications

There are no direct policy implications of this report.

6.4   Equality Implications

There are no direct equality implications.

6.5   Human Resources Implications

There are no direct human resource implications.

6.6   Risk Management Implications

There are no direct implications for public health.

6.7   Rural Communities Implications

There are no direct implications for rural communities.

6.8   Implications for Children & Young People/Cared for Children

There are no direct implications for children and young people.

6.9   Public Health Implications

There are no direct implications for public health.

6.10   Climate Change

There are no direct implications for climate change

7. **Ward Members Affected**

n/a

8. **Access to Information**

Previous SSJC papers are publically available through modern.gov or each council's intranet.

9. **Contact Information**

   Any questions relating to this report should be directed to the following officer:
   Name: Heather Grove
   Job Title: Senior Manager: Business Development, Assurance, and Collaboration
   Email: heather.grove@cheshireeast.gov.uk

SCHEDULE 1

Constitution of the Joint Committee

1. Each of the Councils shall appoint three Members (being elected members of that Council) as its nominated Members of the Joint Committee. The Members appointed shall have full voting rights.

2. Each Council may nominate one or more substitute Members to attend any meeting in place of an appointed Member from that Council, subject to notification being given to the Lawyer and Secretary to the Joint Committee before the start of the meeting. The Member appointed as a substitute shall have full voting rights where the member for whom they are substituting does not attend. If a Council's nominated Members attend a meeting of the Joint Committee, any named substitute may also attend as an observer but shall not be entitled to vote.

3. Each Member of the Joint Committee shall comply with the Code of Conduct of their Council when acting as a Member of the Joint Committee.

4. Each of the Councils may remove any of its nominated Members or substitute Members of the Joint Committee and appoint a different Member or substitute to the Joint Committee by giving written notice to the lawyer and Secretary to the Joint Committee.

5. Each Council shall have three votes. These shall be exercised by the nominated Members who are elected members of the Council. In the absence of a Council's nominated Member, a vote may be exercised by the named substitute who is an elected member of the Council.

6. Each Member of the Joint Committee shall serve upon the Joint Committee for as long as he or she is appointed to the Joint Committee by the relevant Council but a Member shall cease to be a member of the Joint Committee if he or she ceases to be a Member of the Council appointing him or her or if the relevant Council removes him or her as a Member of the Joint Committee.

7. Any vacancies arising will be filed by the council from where the vacancy arises

8. Meetings of the Joint Committee shall be held at Wyvern House in Winsford, unless otherwise agreed by Joint Committee.

9. The Council hosting the first meeting shall appoint one of its nominated members as Chair and that member shall remain Chair until the first meeting taking place after the elapse of one year from the time of his or her appointment unless he or she ceases to be a Member of the .Joint Committee. This will be aligned with the councils' calendars and will take place in May each year. On the expiry of the first Chair's term of office as Chair, the Council which did not appoint the first Chair shall appoint one of its nominated members as Chair for a period of one year from the time of his or her appointment. The same procedure shall be followed for the appointment of Chair in subsequent years.

10. The Council which has not appointed the Chair of the Joint Committee in any year shall appoint one of its nominated members as Vice Chair.

11.   The Joint Committee shall meet three times per year consisting of two formal Shared Service Joint Committee meetings taking place in May and November and one informal workshop unless otherwise determined by the Joint Committee.

12.   The Shared Services currently operating in a stable fashion (Libraries Specialist Support, Civil Contingencies and Emergency Planning, Farms Estate, Archaeology Planning Advisory and Cheshire Rural Touring Arts Network) will only produce a short annual update outlining the year's performance, achievements and any planned significant changes in the future for the committee.

13.   The Chair to the Joint Committee may call additional meetings by providing at least five clear days' notice to Members of the Joint Committee, for the purposes of resolving urgent matters arising between the two meetings and one informal workshop of the Joint Committee. The Chair to the Joint Committee must call a meeting of the Joint Committee if at least one Member of the Joint Committee from each Council requests it or the Head of Paid Service of both Councils requests it.

14.   Meetings shall be notified to Members of the Joint Committee by the Secretary to the Joint Committee.

15.   The Secretary to the Joint Committee shall send to all Members of the Joint Committee, to the Political Group Leaders of each Council and relevant officers of each Council copies of the agenda and papers for each meeting of the Joint Committee no later than five clear Business Days before the date of the relevant meeting.

16.   The Secretary to the Joint Committee shall arrange for minutes to be taken of each meeting of the Joint Committee and shall present them to the Joint Committee at its next meeting for approval as a correct record. If the Joint Committee confirms that the minutes contain an accurate record of the previous meeting, those minutes shall be signed as agreed by the Chair or Vice-Chair.

17.   Meetings of the Joint Committee will be held as agreed by the Joint Committee.

18.   A meeting of the Joint Committee shall require a quorum of two Members of each Council who are entitled to attend and vote. If there is a quorum of members present but neither the Chair nor the Vice-Chair Is present, the Members present shall designate one Member to preside as Chair for that meeting.

19.   Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee shall be decided by a majority of the Council Members of the Joint Committee immediately present and voting thereon. In the case of an equality of votes the matter will be deferred to the next meeting of the Joint Committee.

20.   Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.

21.   A Member when speaking shall address the Chair. If two or more Members wish to speak, the Chair shall call on one to speak. While a Member is speaking other Members shall remain silent.

22. A Member shall direct his/her speech to the question under discussion or to a personal explanation or to a point of order.

23. Only one amendment to a proposal may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of, providing that the Chair may permit two or more amendments to be discussed (but not voted on) together if circumstances suggest that this course would facilitate the proper conduct of the Joint Committee's business.

24. If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any further amendment may be moved.

25. The order of business shall be indicated in the agenda for the meeting.

26. When a motion is under debate by the Joint Committee no other motion shall be moved except the following:

    25.1 to amend the motion;
    25.2 to adjourn the meeting;
    25.3 to adjourn the debate;
    25.4 to proceed to the next business;
    25.5 that the question be now put;
    25.6 that a Member be not further heard;
    25.7 by the Chairman that a Member does leave the meeting;
    25.8 a motion under Section 100(A)(4) of the Local Government Act 1972 to exclude the public;
    25.9 to postpone consideration of the item.

27. A Member may move without comment at the conclusion of a speech of another Member, "That the Committee proceed to the next business", "That the question be now put", That the debate be now adjourned", or "That the Committee do now adjourn", on the seconding of which the Chair shall proceed as follows:

    27.1 on a motion to proceed to next business; unless In his opinion the matter before the meeting has been insufficiently discussed put to the vote the motion to proceed to the next business
    27.2 on a motion that the question be now put; unless in his opinion the matter before the meeting has been insufficiently discussed he shall first put to the vote the motion that the question be now put

    27.3 on a motion to adjourn the debate or the meeting if in his opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed on that occasion put the adjournment motion to the vote.

    27.4 The ruling of the Chairman shall not be open for discussion.

28. Any member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote, shall not take part in the consideration or discussion of any business, save by leave of the Chair and comments will be recorded only on the direction of the Chair.

29. The following elected representatives are entitled to attend the Joint Committee but they shall not be entitled to vote, shall not take part In the consideration or discussion of any business, save by leave of the Chair and comments will be recorded only on the direction of the Chair:

    28.1 Members of parish councils within the areas of the Councils;

    28.2 Members of Parliament for the residents of the areas of the Councils;

    28.3 Members of the European Parliament for the residents of the areas of the Councils.

30. Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph 31.

31. Members of the public wishing to address the Joint Committee (or a sub- committee of the Joint Committee) on reports contained within the agenda for the meeting shall be given the opportunity to do so subject to:

    30.1 the opportunity being extended to one person to speak in support of each agenda Item and one person to speak against each agenda item when called to do so by the Chairman;

    31.2 an indication of the desire to speak on the agenda Item being made by the person just prior to the meeting and the name supplied to the Committee Manager in attendance (by means of the register), the first person registering to have precedence in the event of more than one person wishing to speak either for or against the agenda item;

    31.3 each person addressing the Joint Committee or sub-committee of the Joint Committee being limited to three minutes' speech;

    31.4 an opportunity being provided for an expression of a contrary view, even though no prior notice has been given, when a member of the public has spoken for or against the Item;

    31.5 in the event of the person having registered to speak on an agenda item not wishing to take up their right to speak on the agenda item because it was deferred, that person will automatically be given the right to speak on the agenda item at the next meeting of the Joint Committee or sub-committee of the Joint committee;

    31.6 the Chair of the meeting having discretion to rule that a person wishing to address the meeting shall not be heard if, in his/her opinion, that issue or the organisation or the person wishing to make representation on that issue has received an adequate hearing.

32. The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A(3) of the Local Government Act 1972 or exempt information as defined in section 1001 of the Local Government Act 1972 would be disclosed to them.

33.   Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee shall take no action to implement that decision unless the call in process upholds the decision.

34.   The Joint Committee may delegate a function to an officer.

35.   Any contractual arrangements that relate to a Specified Function will be undertaken by one of the Councils and that Council will apply its own financial regulations and contract procedure rules to those arrangements

36.   Where the contractual arrangements relate to functions other than Specified Functions the Council making those arrangements will use its own financial regulations and contract procedure rules apply.

37.   The Lawyer and Secretary to the Joint Committee shall provide governance and secretarial support services and legal advice and support to the Joint Committee on such terms as may be agreed from time to time between the Councils.

38.   The Finance Officer to the Joint Committee shall provide financial support services to the Joint Committee on such terms as may be agreed from time to time between the Councils.

Schedule 2

Terms of Reference of the Joint Committee

1. The Joint Committee's role is to oversee the management of these services which are provided on a Cheshire wide basis on behalf of Cheshire West and Chester Borough Council and Cheshire East Borough Council, to ensure effective delivery of such services and to provide strategic direction.

2. The Joint Committee is specifically responsible for:

    2.1   Ensuring that service strategies and the resources and budgets required to deliver the service strategies are in place and overseeing the implementation of the service strategies.
    2.2   Ensuring that adequate risk management and audit processes are in place for each shared service.
    2.3   Overseeing changes and projects and changes to shared services.
    2.4   Report on the performance of the five service areas (Civil Contingencies and Emergency Planning, Farms Estate, Archaeology Planning Advisory and Cheshire Rural Touring Arts Network)
    2.5   Overseeing and developing ICT, TSC and Archives.
    2.6   Agreeing the basis for apportioning cost between the two councils and the amount to be apportioned.
    2.7   Resolving issues that have been referred to the joint Committee.
    2.8   Reviewing the Shared Services Outturn and Performance Report, which will take a back wards look and a forward look, on an annual basis and by exception as appropriate, and initiating additional or remedial action as appropriate.
    2.9   Agreeing business cases for proposed changes and overseeing the progress of the subsequent work.
    2.10   Ensuring that there are robust plans for any disaggregation of services and that there is a smooth transition into the separate arrangements.

3. The following matters are reserved to the councils:

    3.1   Approving the budget for the specified functions.
    3.2   The delivery of service business plans via client and service managers via each council's business and Budget planning processes.

(1)   CHESHIRE EAST BOROUGH COUNCIL

(2)   CHESHIRE WEST AND CHESTER BOROUGH COUNCIL

FINANCIAL MEMORANDUM

The attached document is the Financial Memorandum referred to in the Administrative Agreement made between Cheshire East Borough Council and Cheshire West and Chester Borough Council dated **1** April 2009 and updated on 13 July 2018.

Signed by

Jan Willis
duly authorised orand on behalf of Cheshire East Borough Council

Signed by

Mark Wynn
duly authorised for and on behalf of Cheshire West and Chester Borough Council in the presence of

CHESHIRE SHARED SERVICES-FINANCIAL MEMORANDUM

1. **Introduction and Purpose of the document**

1.1 This Memorandum sets out the financial arrangements for the operation of Cheshire Shared Services and is made pursuant to the Administrative Agreement between Cheshire East Council and Cheshire West and Chester Council.

2. **Preparation, Agreement and Review of Business Plans and Budgets**

2.1 Service Managers of each shared service are responsible for producing business plans and budgets in line with the discharging council's procedures.

2.2 The business plans and budgets should be agreed with the client managers of each council. A first draft of the plan should be available by 31 January. The Business Plan will set out:

   a. the total budgetary requirements for the service (revenue and capital),
   b. the Cheshire East and Cheshire West and Chester contributions to these budgets
   c. an associated expenditure profile
   d. the arrangements for sharing actual costs

2.3 The Service Managers will be responsible for agreeing service budgets with Client Managers. Where agreement cannot be reached, the service and budget plans will be referred to the Shared Services Joint Committee.

2.4 The Service Manager and Client Manager will carry out reivews of performance throughout the year. An outurn and performance report will be presented to Shared Service Joint Committee at its annual meeting to review performance of the shared services. Exception reports will be presented if required at other times during the year.

3. **Accounting Requirements**

3.1 The Discharging Council will maintain a Service Account for each service delivered.

3.2 These Accounts will record the budgetary contributions from each council and all income and expenditure associated with the particular service. Where possible, such expenditure will be identified within the Accounts as being attributed to Cheshire East Council and Cheshire West and Chester Council.

3.3 As staff on secondment to the Discharging Council will remain employees of the Arranging Council, all salary and other payroll related costs of the Secondees (including employer NI, pension and staff expenses) will be met by the Arranging

Council. However, an equivalent amount will be recorded in the respective Service Account.

3.4   The respective Service Manager will be responsible for monitoring the Service Account and will provide monthly reports to both councils and as required, to the Joint Officer Board.

3.5   By the 30 April the Discharging Council will produce an end of year Service Account for each service. This Account will apportion actual income and expenditure between the two councils in accordance with the arrangements set out at below and will reconcile the results with the budgetary contributions. The Account will identify any resulting over / underpayments.

3.6   The Joint Officer Board will agree the end of year outturn and performance reports and will refer to the Joint Committee for formal approval at its annual meeting to review performance

3.7   Any over / underpayment will be settled by the respective Council by 31 May each year

3.8   Where the sharing of a particular service terminates before 31 March, the Discharging Council will produce a final Outturn and performance report in accordance with the above arrangements. Any over / underpayment will be settled within 2 months of the termination date.

4.   **Definition of Income and Expenditure**

4.1   For the purposes of the accounting arrangements outlined in this Memorandum, income and expenditure are defined as follows:

   -   Income:- any income derived from a third party pertaining to the delivery of the service and / or the exclusive use of the service. This includes Government Grants provided for the direct use of the service.

   -   Expenditure – any direct expenditure relating to the delivery of the service plus the agreed relevant service overheads / central recharges such as accommodation related costs. A list of eligible expenditure for each service will also be set out in the respective Service Agreement.

5.   **Capital Expenditure**

5.1   The need for any capital expenditure will be set out in the Business Plan, which will be prepared annually but will cover the subsequent 3 year period. The capital contributions from each council, and the period over which such contributions will be provided will be set out in the Business Plan and agreed by the Joint Committee. All capital expenditure will be accounted for by the council providing that contribution.

5.2   A Project Board (or an alternative governance arrangement) will be established to oversee the work associated with the capital expenditure.

6.   **Assets**

6.1   Where appropriate, an inventory of all material assets used shall be set out in the Business Plan and kept up to date by each service. The arrangements for disposal of any assets or the treatment of assets on termination of any shared service, shall be as set out in the Service Agreements.

7.   **Capital Receipts**

7.1   Any capital receipts will be accounted for by the council where the associated asset is recorded on the balance sheet

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Agenda Item 8

SHARED SERVICE JOINT COMMITTEE

Date of Meeting: 2 August 2019

Report of: Cheshire East – Director of Financial and Customer Services
Cheshire West and Chester – Chief Operating Officer

Subject/Title: Shared Services Performance Outturn 2018-19

1.0   Report Summary

1.1   This report provides a summary of the outturn position for the Shared Service arrangements between Cheshire East Council (CE) and Cheshire West and Chester Council (CWaC), including ICT and Transactional Shared Services.   As such it includes financial and non-financial performance information over the period 2018-19.

1.2   The report indicates a continuing good level of performance, with all of Shared Services being rated as "Green" in terms of their overall performance.   Any key issues identified with financial or non financial performance are included as part of the overview for each service, attached at Appendix 1.

2.0   Decision Requested

2.1   Recommended that

   i)   The Shared Services outturn performance for 2018-19 be noted.

3.0   Reasons for Recommendations

3.1   The Shared Services Administrative Agreement makes provision for the Joint Committee to receive outturn reports at the end of each financial year in order to review and monitor the performance of the Shared Services.

4.0   Wards Affected

4.1   This report relates to Shared Services that operate across both CE and CWAC so all wards are affected in both Councils.

5.0   Local Ward Members

5.1   Not applicable.

6.0   Policy Implications

6.1   None.

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7.0   Financial Implications

7.1   The table below summarises the 2018-19 outturn position for the Shared Services. Further information is reported in paragraphs 12 to 17 and attached in Appendix 1.

Service	Total Budget £	Total Outturn £	Total Variance £
Archaeology Planning Advisory Service	203,231	200,708	(2,523)
Archives	419,728	420,152	424
Libraries Shared Services	673,601	616,370	(57,231)
Emergency Planning	284,352	194,228	(90,124)
Farms	213,473	154,008	(59,465)
Cheshire Rural Touring Arts	24,960	24,960	0
ICT	0	(481,000)	(481,000)
Transactional Services	132,170	519,534	387,364
Total	**1,951,515**	**1,648,960**	**(302,555)**

7.2   Due to the steady state of a number of shared services and the level of budgets for these services, the Joint Committee has previously agreed that financial and non financial performance is now reported at outturn, or by exception at other times during the year. Those services that are undergoing significant transformation, such as ICT, Transactional Services and Archives, will report to Joint Committee on a more frequent basis.

8.0   Legal Implications

8.1   The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together. This Agreement was refreshed April 2016 in light of new sharing arrangements being introduced for ICT and Transactional services.

8.2   Individual Shared Service Agreements require that Business Plans are regularly refreshed to ensure that they continue to meet the needs of both authorities going forward and that performance is reported on a regular basis. This is managed by commissioning, client and service managers within each Council as part of the operation and management of each of the services.

9.0   Risk Management

9.1   Fundamentally there is a risk that the plans for each service do not deliver the required outcome for each Council with regard to meeting the operational and financial expectations of both authorities. This is managed by commissioning, client and service managers within each Council as part of the operation and management of each of the services.

10.0   Background and Options

10.1   All Shared Services arrangements are underpinned by formal legal agreements and business plans providing details of the Shared Service operation, objectives and investment. These require a degree of flexibility to enable an appropriate response to the changing needs of each council.

10.2   Business Plans and performance management frameworks for the new ICT and Transactional Shared Service arrangements have been developed and integrated into Shared Service performance reporting.

10.3   This report provides a summary of the Shared Services outturn performance for 2018-19. Appendix 1 provides a more detailed overview of performance and business activity.

11.0   Performance Outturn 2018-19

11.1   This report summarises the outturn position for 2018-19 for the current formal Shared Services arrangements between CE and CWaC Councils.

11.2   Currently there are eight Shared Services (six CWAC-hosted and two CE-hosted).   Five are shared services where total costs are split against an agreed % cost share agreement as set out in formative Legal Agreements:

- Farms Estate (Management)
- Archives and Local Studies
- Civil Protection – Emergency Planning
- ICT
- Transactional Services

The remaining three of the services are subject to revised joint arrangement services where CE pay a fixed contribution to CWAC:

- Cheshire Rural Touring Arts (Grant funded)
- Archaeological Planning and Advisory Services (Transfer Agreement)
- Libraries (Transfer Agreement)

11.3   The table below provides headline indicator for overall performance for each of the above.   This is based on progress against service objectives, performance against budget, and national and local indicators as set out in Shared Service Business Plans. Current performance is set against historic performance to provide an indication of direction of travel for each shared service.

Service	Overall Performance 2017-18	Overall Performance 2018-19
Archaeology Planning Advisory Service	Green	Green
Archives	Green	Green
Libraries Shared Services	Green	Green
Emergency Planning	Green	Green
Farms	Green	Green
Cheshire Rural Touring Arts	Green	Green
ICT	Amber	Amber
Transactional Services	Green	Green

11.4   As far as possible each service has provided comparative performance against annual targets and the previous year's performance.

11.5   A detailed summary of current performance for each of the above services is contained in Appendix 1 with a brief summary of each shared service provided below.

12.0   Farms Estate (Management)   Outturn Position: £59k underspend

12.1   The underspend is as a result of vacancies within the service. This is currently being used to fund consultancy costs as and when required. Performance is in line with the Estates strategies of each Council.

13.0   Emergency Planning   Outturn Position: £90k underspend

13.1   The overall financial position, based on the 50:50 split of costs for East and West, is an underspend spend of £90k. The main reasons for this are as a result of a number of vacancies during the year, and a member of staff on maternity leave.   There was also an increase in income generation. Cheshire East accommodation costs of £10k have been charged directly to the service and are included in this position.

13.2   The Service has performed well throughout 2018-19, responding to number of major incidents. Although operating below capacity for a significant part of the year, the team has continued to perform strongly in delivering increased preparedness and resilience levels across both Authorities, whilst also ensuring that statutory obligations and income targets have been met.

14.0   Archives and Local Studies   Outturn Position: balanced

14.1   The service has achieved a balanced financial position for the year.

14.2   Performance has been generally maintained although the service saw a reduction in the number of people engaging with the service in 2018-19. However, more family history information has been made available on line and, as a result of a volunteer project, over 45,000 more records have also

been made available on line. Archives Accreditation has been retained through a 3-year review by The National Archives, with positive feedback about direction of service. The overall performance of the service has therefore been rated green.

15.0	**ICT**	**Outturn Position: £481k underspend**

15.1 ICT Shared Service are reporting an underspend of £481k at year end, primarily as a result of higher than anticipated income from commissioned project work. Costs have also been closely managed throughout the year. There has also been lower than expected costs for staffing due to a number of factors, including a delay in recruitment ahead of the implementation of a new staffing structure. Although the net budget is nil due to the recovery of costs through income and contributions, the gross budget for the service is £11.4m. The variance therefore represents 4% of the gross expenditure.

15.2 The impact of the delayed recruitment has meant that the shared service has failed to meet its performance targets for Business As Usual (BAU) as set out in the Service Level Agreement, and whilst commissioned business change has been sufficiently delivered to realise the budgeted income target at 100k hours, this has been insufficient to meet required delivery schedules.

16.0	**Transactional Services**	**Outturn Position: £387k overspend**

16.1 Transactional Services (TSC) are reporting an overspend of £387k at year end. This is as a result of one off redundancy costs and an overspend against print costs. Whilst the net budget for the service is £132k, the gross expenditure is £4.9m, and therefore the overspend represents just 7% of total expenditure, the majority of which relates to one off redundancy costs.

16.2 The service has performed well throughout the year with overall performance rated green. Although the indicator relating to "timely and accurate creation of income related transactions" is slightly below target (98.85% against a target of 99%), as this is within the tolerance levels, performance is still rated green.

17.0 **Joint Arrangement services**

17.1 The Libraries Shared Service is underspent by £57k as a result of vacancies in year which were held in advance of the implementation of new staffing structures. Underspends on non pay costs were also achieved through management of contracts. Income generation has improved in the current year despite net loss of 10 schools due to some buybacks at higher rates from larger schools.

17.2 The Rural Touring Arts Network is reporting a balanced position, and performance has been on target.

17.3 The Archaeology Planning Advisory Service is reporting a £3k underspend and no financial issues. At year end, all Performance Indicators were on target.

18   Conclusion

18.1   The overall outturn position for Shared Services for 2018-19 is an underspend of £303k. All services are reporting a balanced or underspent position, with the exception of TSC. The overspend reported is primarily as a result of a one off issue.

18.2   The overall approach to performance management is embedded and, as it currently stands, is sufficiently robust for the level of shared activity. Increased levels of scrutiny will be implemented where any service is undergoing major transformational change, and reported to Joint Officer Board and Joint Committee.

19   Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Officer: Alex Thompson, Director of Financial and Customer Services – Cheshire East Council
        Mark Wynn, Chief Operating Officer – Cheshire West & Chester Council
Tel No: 01270 685876 / 01244 977830
Email: alex.thompson@cheshireeast.gov.uk / mark.wynn@cheshirewestandchester.gov.uk

Documents are available for inspection at:
Cheshire East Democratic Services
Westfields
Middlewich Road
Sandbach
CW11 1HZ
or:
Cheshire West & Chester Democratic Services
HQ Building,
Nicholas Street,
Chester,
CH1 2NP

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Archaeology Planning Advisory Service
SERVICE MANAGER	Ian Hesketh
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £203,231	Outturn £200,708	Variance £2,523 under
Summary of key variances		
No major issues to report as a balanced budget was achieved		

Non Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Percentage of records in the Cheshire Historic Environment record reviewed per annum (Code ARC H001)	10%	5%	10%	This equates to a total of 6164 records edited	Green
Percentage of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days (Code ARC H002)	99%	90%	99%	This equates to a total of 149 inquiries	Green
Percentage of Countryside Stewardship inquiries to the Cheshire Historic Environment record responded to within the nationally agreed service standard of 20 days (Code ARC H003)	100%	100%	100%	This equates to a total of 161 inquiries	Green
Percentage of archaeological development control advice provided within 15 working days (Code ARC H004)	100%	100%	100%	This equates to a total of 412 responses	Green

KEY ACHIEVEMENTS 2018-19

In addition to the key Performance Indicators noted above, during 2018-19 the Archaeology Planning Advisory Service has:

- Assessed 1091 planning applications for archaeological implications and provided archaeological advice on 412 applications.
- Monitored 53 schemes of archaeological fieldwork.
- Provided access to HER records to 3382 users of Revealing Cheshire's Past, the public access version of the Cheshire Historic Environment Record.
- Secured the publication in the *Journal of the Chester Archaeological Society* of the results of excavations at the Chester Storyhouse (Roman), Saighton Camp (medieval) and the North gate, City walls, Chester (Roman).
- Also published in the latest edition of the *Journal* was an article by Dr Rob Philpott considering the results of c 30 supervised metal detecting projects carried out on development-led projects in Cheshire. This work was commissioned by the Archaeology Planning Advisory Service.
- A further milestone was the publication of excavations carried out in the 1980s on two moated sites in Warrington in the monograph Archaeopress series. This work was commissioned by the Archaeology Planning Advisory Service.
- Reports on excavations at Backford Hall and Puddington, together with a consideration of the results of excavation works on the sites of buildings depicted on the tithe maps have all been accepted for publication and should appear in the next edition of the *Journal of the Chester Archaeological Society.*
- Secured a further five-year agreement with Halton Borough Council for the provision of archaeological development management advice and maintenance of the Halton element of the Historic Environment Record.

KEY DELIVERABLES 2019-20

- Continue to deliver the service within the agreed budget.
- Continue to deliver the service in accordance with the Key Non-Financial Performance Indicators noted above.
- Continue to monitor ongoing post-excavation work on the results of fieldwork at Saighton Camp (Roman evidence), the A556 upgrade, and Chester leadworks.
- Secure the publication of a popular publication concerning the results of investigations on various industrial sites across Cheshire by Dr Mike Nevell of Salford University

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Archives and Local Studies
SERVICE MANAGER	Paul Newman
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £419,728	Outturn £420,152	Variance £424
Summary of key issues		
No financial issues reported, and balanced position achieved.		

Non Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Customer satisfaction	9.0	9.0	9.5	Rating out of 10 from national survey	Green
Volunteer hours committed	3,241	3,000	3,100	Online project finished, resulting in small drop in number of hours from 17/18	Green
Accredited Archive status	Retained	Retained	Retained	Interim review took place Nov 2018 with positive feedback about future direction of service	Green
Number of people who engage with service	2,821,828	1,649,617	1,603,650	Includes onsite and online engagement. NB The way in which online visitors to our commercial partner's website was measured temporarily changed in 17/18.	Amber
%age of new accessions of archives made available to public within one month of receipt	80	80	82		Green

KEY ACHIEVEMENTS 2017-18

- Submission of Round 1 Heritage Lottery Fund bid for 'Cheshire's archives: a story shared' relocation project. Bid unsuccessful in very competitive funding round but with very positive feedback and encouragement to resubmit.
- Archives Accreditation retained through 3-year review by The National Archives, with positive feedback about direction of service.
- Made more family history material available online via commercial partner, Find My Past
- Launched new online historic mapping system (http://maps.cheshireeast.gov.uk/tithemaps)
- Online volunteer projects have resulted in over 45,000 records being made available online.
- Customer Survey: average score of 9.5/10 in national survey of visitors to British archives, when people were asked how they rated the Archives Service, above the national average.

KEY DELIVERABLES 2018-19

- Re-submission of funding bid for relocation project; if successful, deliver first three months of activity plan.
- Further family history material available online.
- Introduce new online payments system to make customer journey more user-friendly.
- Review and implement new disaster recovery procedures.
- Agree and implement plan to extend volunteer family history provision in libraries, in partnership with Family History Society of Cheshire.
- Work with volunteers to trial new online volunteering system and agree future plan for it.

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Libraries Shared Services including Education Library Service and Booktrust
SERVICE MANAGER	Rachel Foster – Senior Manager Libraries
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £673,601	Outturn £616,370	Variance £57,231 under
Summary of key variances		

Underspend due to a reduction in non-pay cost through managing contracts and in year vacancies within the service to accommodate service changes. Adjusted Libraries Shared Service Structure to add capacity to Systems Team and implemented revised Education Library Service Structure at mid-year after holding vacancies pending implementation.

Improved income at ELS despite a net loss of 10 schools due to some buybacks at higher rates from larger schools.

Non-Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
M3	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	Stock orders submitted in 1.5 days and new stock supplied to services within 3 days	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	This is affected by seasonal ordering and year end, however throughout year it averages out to exceed target. Some exclusions for Large Print and Spoken Word where stock selection processes differ and more staff intervention is required.	Green
M7	5500 titles, 10934 borrowers and 14 issues per title	4750 titles, 4000 borrowers and average of 8 issues per title	5922 titles, 9422 borrowers and 17 issues per title	9422 borrowers is the combined figure for e-books, e-audio and e-magazines. This figure may include duplication as many borrowers may use more than one service. In addition total number of issues for all three resources is 100,089. No of titles available: e-books (3703) e-audio (2167) e-magazines (52) but does not include the fact that we have many editions of the e-magazines available.	Green

M8	Existing contract in place and extended	Ensure included in Library Management System (LMS) procurement discussion/ decision 2018/19.	Realigned to 2019/20 to tie in with LMS decision	Shared meeting with Cheshire East and Cheshire West to review wider ICT implications and potential in service procurements to replace Peoples Network led to agreement to defer to 2019/20.	N/A
M12	Reduction of 1 to 23 schools	Number of Halton schools subscribing is maintained or increased	Reduction of 2 to 21 schools	Updated subscription documentation and all authorities now have same subscription offer. Attended range of meetings including Heads, Governors and Literacy Halton. Value service but budget reductions led to non-renewal for 1 primary school.	Amber
M13	298	298	288	Net loss of 10 schools: Halton -2 Cheshire East -6 Cheshire West +3 Warrington – 3 Stockport – 1 Manchester no change Liverpool – 1 Main reduction in primary. Improved income at ELS despite net losses of 10 due to some buybacks at higher rates from larger schools.	Amber
M14	Captured costs and proposed structure review.	Changes implemented	Complete	Worked with eCWIP and CW&C finance to revise pricing structure to reflect costs of service delivery and streamline subscription process. New charges agreed and implemented for 19/20 subscriptions onwards.	Green
M15	CE 55% CW&C 80% Overall 69%	Support and engage with Children's Centres to achieve 100% subscription to Bookstart Corner in CW&C (15) and CE (11)	CE 100% CW&C 53% Overall 73%	All engaged with. Working with Starting Well Team to improve CW&C number. New structure in CE Early Years team and Children's Centres has made a significant difference with named Bookstart lead in centres in 2018/19.	Amber

				New centralised ordering system in 2019/20 will allow easier sign up so should achieve 100%.	Orange
M16	133 children in CW&C and 18 in CE – 6 packs sent to all 151 children 100%	100%	148 children in CW&C and 82 children in CE – 230 received 6 parcels plus extra funded festive parcel 100%	2019/20 – CE haven't signed up to Letterbox for 2019. Efforts made to highlight benefits but chosen to go with Dolly Parton Imagination Library, via Head of Virtual School. Will need to adjust future measure.	Green
M17	25 packs	35 packs	30 packs including universal baby packs, targeted Corner packs and additional needs packs.	Although we do gift baby and corner packs to Homestart, the prime work with them is via outreach work supporting their lottery funded CIRCLE project.	Amber
M18	CE 117 (65%) CW&C 173 (96%) Overall 80%	85%	CE - 325 books gifted (allocation 188) 172% CWC - 337 books gifted (allocation 174) 193%. 182% overall	2019/20 – in recognition of our excellent figures BookTrust have raised our allocations to 600 overall.	Green
M19	CE – 780 (8% decrease) CW&C – 552 (26% decrease)	2% increase	CE – 823, 5.5% increase CWC 587, 6.3% increase Overall – 1410, 5.9% increase	2019/20 – continue to support libraries to run this scheme. Review of Rhymetimes occurring in both authorities to support this further.	Green
M20	Met	Met	Met	Regular meetings scheduled with representatives from Cheshire East and Cheshire West to ensure effective feedback and review takes place.	Green
M21	Met	Met	Met	Reporting reviewed annually to reflect any service changes.	Green
M22	Achieved	Specifications met and on	Specifications met, income	Balanced through non-pay and new structure. Reviewed	Amber

		budget	balanced	charging scales for 2019/20.	

KEY ACHIEVEMENTS 2018-19

Libraries Shared Services;
- Rationalisation and streamlining of data held on LMS to ensure efficiency of current operation and will also enable a smoother transition of data if change in system were to happen.

- System development prioritised to improve outcomes for customers, added resource to Systems team through reduction and reallocation of cataloguing tasks.

- E-resources procurement prepared and pending procurement sign off.

- Library Management System procurement prepared and soft market testing pending.

- There have been significant staffing pressures owing to vacancies and illness. During 2018/19 we have been addressing these pressures and have implemented a temporary readjustment of staffing to meet service demands. We ended 2018/19 with a much more robust team structure for supporting business continuity especially in the increased demand for system support in East and West.

- We continued to support both East and West Cheshire libraries in their developments, including the rollout of new self-service kiosks, upgrades, till drawer automation, and library moves.
- We introduced a new issue and charging structure for the inter-lending music service which has ensured parity for users of the service

Education Library Service;
- Increased stock issues to 278,789 from 267k previous year.

- Revised pricing structure and issued new 3 year subscription offer

- Library Management System procurement prepared and soft market testing pending.

- Visited more than 65 schools to advise and assist in developing their library space.

- More than 30o young people attended Cheshire School Book Awards.

- Delivered training to 90 school librarians at ELS.

- Completed and implemented new staffing structure.

Booktrust;
- Improved presence amongst childminders including packs now regularly being distributed, sessions attended to meet face to face as well as an increase in direct enquiries from this target group.

- National Bookstart Week celebrations took place in the community in partnership with children's centres or in new and exciting places. For example, storywalk in Sandbach, Party in the Park in Ellesmere Port, Lache, Winsford and Northwich.

- BookTrust Coordinator ran a workshop at the annual Foster Carers Conference (CWC) for the first time in March 2019. The workshop for carers on 'Reading with your children' was a great success with lots of positive feedback about the new ideas generated. In September 2018, Coordinator was also invited back to BookTrust in London to help select titles for the Letterbox parcels for Foundation Stage and Key Stage 1 children.

- Using our good links with the Family Nurse Partnership team (CWC), BookTrust is piloting a scheme in Cheshire to invite FNP teams to use their targeted Corner packs more widely. The trial began in January 2019 with hopes that the team can enrol on the scheme officially in September 2019. Early signs show that the initiative complements their PIPE framework.

- A new 'Book of the Month' article in the Early Years and Childcare e-bulletin (CE) started in CE in June 2018 and is continuing successfully.

KEY DELIVERABLES 2019-20

Completion of LMS procurement for Libraries Shared Services and Education Library Service and implementation of outcome. Deliver y of associated communications and training to staff and customers.

Completion of procurement for e-lending resources. This will bring our contracts in to line and enable us to test the market as products have developed significantly over the past couple of years since the last procurement exercise. Target date for awarding contracts is August 2019.

Support Public Library Services in CE and CW&C as they review services and adjust to changing demands.

Begin review of Service Level Agreement with CE for Libraries Shared Services.

Review impact of new charging scales for Education Library Service to ensure cost recovery.

Increase visibility and attendance at school forums, conferences and meetings to maintain profile of ELS. Develop a retention and acquisition marketing video/ social media to highlight impact and outcomes of ELS subscriptions.

Book trust;
CWC – Support the continued engagement of libraries and children's centres as they work in partnership to promote and highlight each other's work and work jointly on new projects to raise their profiles with families. Working with the Early Years team to raise the profile of the Bookstart team with early years setting who take advantage of our universal offers but less so our targeted resources. Continue to work with Health Visiting teams to improve the reach of the universal baby packs as well as completing an overhaul on all promotional materials and order forms to ensure they are fit for purpose.

CE – Support the Parenting Journey in Children's Centres and encourage strong links to the library service. Raising the profile of the team within the new Early Start team structure particularly contact and awareness training for Family Service Workers. Continuing to support the Children's Centre library project as it increases its bases from Macclesfield into Sandbach and Congleton.

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Emergency Planning
SERVICE MANAGER	Chris Samuel
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £284,352	Outturn £194,228	Variance £90,124 (underspend)

Summary of key variances

The service has had a number of vacancies during the year and also a member of staff on maternity, which was not backfilled. *(Pay related underspend - £58k)*

The service also achieved more income than budgeted and underspent in some areas of non-pay *(combined underspend £32k)*.

Non-Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	100%	Continued excellent feedback received on training courses.	Green
All CEC Senior Managers (M4 and above) have attended an EM Workshop within the last 24 months.	100%	100%	100%	90% - All CE Managers (M4 & above) are reminded annually of the mandatory requirement to attend EM training.	Green
All CWAC Senior Managers (Tiers 1 to 4) have attended an EM Workshop within the last 24 months.	100%	100%	100%	90% - All CWAC Managers (Tier 1-4) are reminded annually of the mandatory requirement to attend EM training.	Green
Statutory plans and exercises delivered within agreed timescale	100%	100%	100%	All COMAH, REPPIR and PSR plans are currently within agreed ONR and HSE timescales.	Green
Four new Community Emergency Plans in place/ development.	100%	100%	75%	Currently there are 20 Community Emergency Plans in place across the two LAs. Work is also ongoing re: development of a targeted approach to future plans. Work was put on hold in Q3 due to capacity issues.	Green
Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	The Service responded to 12 incidents (2 in CE and 10 in CWAC) in 2018-19 including 2 Major Incidents and 5 Major Incident Standbys.	Green

KEY ACHIEVEMENTS 2018-19

In a year in which the team operated at 60% capacity for over half the year, the following key achievements were delivered:

1. **Responding to incidents** - Incidents that the Duty Officer/ Team responded to in 2018-19 included a chemical release at Vauxhall Motors; major fires at Chester Zoo, a recycling plant (Ellesmere Port), Stanlow Oil Refinery, and Tata Chemicals (Northwich); suspect device (Chester); heatwave and water shortages; a Police drugs operation and an illegal traveller encampment in Frodsham. The team also (a) co-ordinated the short notice implementation of additional security arrangements at CWAC buildings following a specific threat to staff, and (b) is co-ordinating EU Exit contingency planning in both authorities.

2. **Training** – The Service implemented a series of 3 Emergency Management (EM) Workshops/ EM Refresher Sessions (5 in CWAC and 4 in CE) with a total of 50 managers attending from both authorities and ASDVs/ Companies. The team has also run a number of bespoke training events for individual Services in both Authorities. All of these training sessions received excellent feedback from delegates.

3. **Industrial Hazard Planning** - The team is currently responsible for 17 top-tier COMAH sites, 1 REPPIR facility and over 600kms of Major Accident Hazard Pipeline. Over the course of 2018-19 the team has undertaken (a) 5 plan revisions including the Off-Site Plans for Avanti Gas, Coates, Ecolab, Veolia and Warehouse One, (b) the co-ordination of 6 multi-agency off-site plan exercises: Argent, Uniper, Coates, Ecolab, Veolia and Warehouse One, and (c) the review and distribution of the REPPIR Public Information Plan.

4. **Emergency Preparedness** - Increased levels of emergency preparedness across both authorities generally through ensuring all generic and subject specific plans are fit for purpose, Senior Manager Emergency Response Duty Rotas are in place, implementing live testing of Main and Standby Emergency Control Centres, and ensuring regular liaison and awareness raising with key stakeholders and partners.

5. **Significant Partnerships** - Continued to participate in and co-ordinate a number of Cheshire Resilience Forum (CRF) projects, planning, and training as well as acting as Capability Leads on a range of subjects including Warning & Informing, Animal Diseases, Community Resilience, Transport - Water and Coastal Pollution. A key project delivered, under the team's leadership, was Exercise 'Checkmate 2' (Recovery Phase) in autumn 2018 with over 100 multi-agency representatives attending.

6. **Counter Terrorism** – The Service has co-ordinated implementation of additional security measures at short notice to counter specific threat to CWAC staff in November 2018. The aim is to progress CT related arrangements further in 2019-20. Both LAs have 'Go to Critical' procedures in place for a CT incident with security options included. The Team Manager is currently leading a multi-agency project implementing CT control measures in the CWAC area.

KEY DELIVERABLES 2019-20

1. Continue implementation of the Emergency Management Training & Exercise Programme.
2. Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPIR, PSR, and Flood & Water Management legislation.
3. Develop and implement exercises for Generic and Trentabank/ Ridgegate Reservoir Off-Site Plans.
4. Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.
5. Increase levels of emergency preparedness across both authorities generally.
6. Continue to implement recommendations from CEC Bosley Major Incident Structured Debrief Report and all other Incident Debrief Reports (Poynton Floods, Macon House Fire, and Bossons Mill).
7. Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.
8. Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Cheshire Farms
SERVICE MANAGER	David Job
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £213,473	Outturn £154,008	Variance £59,465
Summary of key variances		

Underspend arising from retained vacant post (offset within service budgets through use of external consultants as required).

Non Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Cheshire West & Chester BC					
Value of property identified and marketed for disposal reported through disposals group.	£4.15m sales completed	£4.03m	£7.96m sales completed	Disposals ahead of profile but will impact on future years and revenue budget	Green
Review planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	Significant gains in value achieved from activity although regulation reportedly tightening.	Green
Cheshire East BC					
Report Progress of estate reorganisation	1	1	1	CIPFA annual report identifies progress on number of tenancies and average size	Green
Value of property identified and marketed for disposal reported through disposals group.	£0.338m	£2.78m	£6.0m marketed £2.99m completed	Monthly disposals meetings feeding into corporate programme	Green
Explore Planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	Significant gains in value achieved from activity although regulation reportedly tightening as above.	Green

KEY ACHIEVEMENTS 2018-19

All objectives delivered within management budget and delivering an underspend at service level for CEBC and including the following:

Cheshire West –
- Managing the end of seven longer term tenancies
- Delivering value enhancing planning consents secured on two disposals and;
- Total in year and year on year capital receipts ahead of original profiles including 7 farms and 17 transactions.
- Contributed to audit and changes implemented to address identified governance issues.

Cheshire East –
- Managing the end of nine longer term tenancies and letting three longer term farm business tenancies, including two new entrants and one promotion within the estate positively contributing to achieving the objective target structure;
- Bringing 6 property transactions forward through marketing post planning investigations, through to completion delivering capital receipts.
- Overseeing £354,144 capital investment in the holdings modernising the farms and delivering increased revenue.

KEY DELIVERABLES 2019-20

Cheshire West –
- Focus remains on the delivery of the capital receipts with business plan target for receipts in year identified as £8.71m and £3.27m to be identified and brought forward for disposal in 2020/21.
- Against that approx. £0.9m sales have been completed to date, £6.24m sales agreed in year to date and an additional £2.6m are identified for potential delivery in 2019/20 involving 7 properties and 18 transactions. A further £2.85m have been identified for potential disposal in 2020/21 thus far with relevant planning investigations ongoing.

Cheshire East –
- With a continuing emphasis on progressing to restructure the estate and modernising the service 2019/20 has already delivered one new entrant letting with one further dairy farm tenancy due to end and be re-let on the farms estate and investment in modernisation schemes ongoing.
- One large non farms estate farm letting is envisaged within 2019/20.
- Target capital receipts £2.78 million and identifying £2.78 million for disposal in 2020/21. Plans thus far encompass nine properties, 10 transactions and a total potential receipts in year of £4.8m.
- Capital Investment to continue and budget to be re-profiled. One major infrastructure scheme and one listed building refurbishment ongoing alongside tenant managed farm investments.

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Cheshire Rural Touring Arts
SERVICE MANAGER	Jen Henry/Anne Crabtree – CRTA managers (under Arts team manager Carmel Clapson)
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £24,960	Outturn £24,960	Variance £0
Summary of key variances No issues - a balanced position was achieved		

Non Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Maintain quarterly meetings with Client Managers	4	4	4	We have had a new relationship manager from Arts Council England this year, Holly Clarke. ACE have requested that we (and other tier 1 organisations) move to meetings only once or twice a year from 2019 onwards.	Green
Maintain quarterly meetings with Cheshire Lancashire Partnership	2	2	2	CRTA manage and chair these meetings between CRTA, CWAC manager, C.East manager, Spot On Lancashire, Lancashire County Council culture manager and ACE. The last meeting took place in May 19 and the next is scheduled for October 19.	Green
% of audience rating performance as good or excellent	95%	93%	95%		Green
Number of youth venues identified and supported	2	2	2	We work with Action Transport Theatre in Ellesmere port and Crewe Lyceum Theatre to deliver work specifically for young people.	Green
Number of venues maintained	29	29	29	We have around 24 core community venues (village halls, community centres, schools who each host a min of 2 performances per year). To this we also have a number of venues	Green

				to take work occasionally form us (perhaps once a year rather than 2). These venues include some library and museum venues and some venues who are trying out rural touring before committing to taking part longer term.	Green
Number of Promoter meetings held p.a.	5	5	5	Volunteer promoters are invited to attend 4 menu meetings per year (one held in each authority per touring season) and are also invited to attend an annual rural touring promoters day each September.	Green
Liaison with PANDA maintained CRTA are involved in the planning and delivery of a northern regional artist mentoring and development project	A successful finding bid was made in 2018 to deliver a new version of the mentoring project. PANDA now dissolved	n/a	n/a	The artists pitching day was held in Darlington in May 19. CRTA were part of the day and have taken a theatre company from that day to mentor for the next year. The northern consortium of rural touring schemes meet quarterly to work on joint projects and share programming. The future of any further bids to expand this mentoring project will be discussed at the next consortium meeting at the ned of June 19.	N/A
Increase Facebook and Twitter activity and usage to promote events	444 facebook likes and 1200 Twitter followers as of June 18		471 facebook likes and 1179 Twitter followers as of June 19	Social media presence is steady. We are using the Facebook platform more than before, as we do find it is reaching some new demographics for us. We occasionally pay for marketing boosts for specific events, which we have found to be effective. We do not use Twitter as much now, which is mostly due to the capacity of staff to work on this.	Green
Audience Feedback collated to inform future programmes	90% of events surveyed	90%	90%	Survey collation is done by Maria Owen – CWAC creative industries assistant.	Green
Annual Report issued	Report completed in May 18		Annual report has been sent to ACE June 19		Green

KEY ACHIEVEMENTS 2018-19

CRTA are part of a collective of north west arts organisations for Children's Theatre called Big Imaginations consortium of North West Theatre venues. This led to a number of very high quality and culturally diverse pieces of work being toured into our rural spaces and we are involved in a digital festival in October 2019.

CRTA have maintained and supported our rural venues to maintain their audiences and in some cases increase their numbers. Our volunteer promoters have grown in confidence and skills, and many are taking artistic risks and trying new things. We are reaching a younger audience demographic (30-50 year olds) through our programming and marketing.

CRTA have delivered a number of successful international tours from Canada to our rural spaces this year.

CRTA have maintained a rich and diverse programme of performances, which are well received by audience's and promoters. Arts Council were positive about CRTA in their annual report, acknowledged the range and quality of programming and projects we undertake (on a relatively small amount of funding!).

An increased amount of reporting and data gathering has been requested by ACE this year for all its funded organisations. CRTA have 1 full time member of staff (split into part time staff members) to deliver the service. The increased amount of time spent gathering data and reporting has had a detrimental effect on the time and resources available to staff to deliver the work of CRTA in a way we would like to. It is also not always possible for CRTA to deliver some of these data requests due to its position in a local authority and under our GDPR regulations. We have been working with ACE and our partner organisation Spot On Lancashire, to help find solutions to these issues. We have made some strides so far in reducing the amount of financial reporting required.

KEY DELIVERABLES 2019-20

In partnership with Spot On Lancashire we are a joint National Portfolio organisation of Arts Council England. The partnership is working with reduced funding due to standstill funding from ACE for 7 years. We will be talking to our partners and relationship managers at ACE about ways in which we can help source other funding streams for areas of our work , and for our plans for future applications.

We would like to deliver a greater digital presence, through our website and social media and other platforms to be able to reach new and wider audiences . We have created a digital development plan, where we can look at how the scheme can develop digitally over the next few years. We continue to seek funding to help support this work.

We will continue to work closely in partnership projects such as Big Imaginations and the norther consortium of rural touring schemes in order to be able to deliver quality work to rural audiences and to have a support programme for new and emerging artists.

CRTA are developing a project to engage with young people in Chester and Crewe through a young promoters opportunity. This project will enable us to support a young person (or group of young people) to gain experience of programming and working in the arts. We are working with Crewe Lyceum theatre and Storyhouse young leaders along with the support of the arts teams in CWAC and C.East to develop a funding bid to enable this project to happen in 2019/20.

SERVICE	ICT Services Delivery
SERVICE MANAGER	Gareth Pawlett, CIO and Head of ICT Services
OVERALL PERFORMANCE RATING	**Amber**

Financial Performance

Budget £ Net Nil	Outturn £0.481m	Variance £0.481m underspend
Summary of key variances The outturn underspend for ICT Services Delivery has been achieved through: • close financial management of costs • higher than expected delivery of commissioned project work leading to higher than expected income • Lower than expected spend on staffing. This has been the result of a combination of things including; a delay in recruitment ahead of the introduction of a new structure, difficulty in sourcing suitable quality of resource, a recruitment freeze and two major incidents. The impact of the reduced recruitment leading to a shortfall in the required level of staffing resource has meant the shared service has failed to meet its performance targets for Business As Usual (BAU) as set out in the Service Level Agreement and whilst commissioned business change has been sufficiently delivered to realise the budgeted income target at 100k hours, this has been insufficient to meet required delivery schedules. This inevitably has wider implications for both Councils within their respective organisations.			

Non Financial Performance – Key Measures

Method of calculating KPIs and PIs below

All figures are based on combining the individual monthly reported values, across both CE and CWaC, to give a single combined value for the whole year.

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
PI Ref 6.14: Service availability for a defined suite of ICT services and applications	99.8%	99.5%	99.8%	The performance was within SLA in 10 out of the 12 months.	Green
PI Ref 6.12: High level estimates produced within five working days	49.2%	75.0%	73.1%	174 out of 238. The upward trend continues and is now just outside SLA.	Amber
PI Ref 6.13: Projects delivered to the agreed milestones (time and cost)	37.1%	75.0%	48.2%	172 out of 357. The upward trend continues, although still Red.	Red

Non Financial Performance – Other Measures

P1 (Major) Incidents – Issues with those systems, applications or services rated as Mission Critical to business areas. These include Network, Email, Internet access and major Line of Business systems. Such incidents have a special process dedicated to urgent resolution by ICT Services.

P2 (VIP) Incidents – Issues raised by VIPs (Members, senior managers and key business teams) plus issues relating to systems, applications or services rated as Business Critical.

P3 Incidents – Issues raised by standard (non-VIP) users that require a faster response than P4 (e.g. affecting a group or team of users), plus issues with those systems, applications or services rated as Business Operational.

P4 Incidents – Issues raised by a standard (non-VIP) user, plus issues with those systems, applications or services rated as Business Administrative.

All assessments of the priority are based on Impact and Urgency, with P4 being the default level.

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Call Responsiveness (telephone) – incoming calls answered by the ICT Service Desk	74.6%	80.0% within 90 secs	48.1%	29,840 out of 62,010. The performance was outside SLA every month. There are a number of contributory issues including unfilled posts and staff illness. A number of initiatives are underway within the Service Desk to improve this performance.	Red
% resolution of P1 (Major) incidents within ICT Services control	95.8%	90.0% within 4 hours	92.3%	The performance was within SLA in 9 of the 12 months. NB It was agreed that for low volumes in a given month (below 10), one failure is permitted within the SLA framework. In 18/19, there were 26 major incidents within ICT Services control. Of these 24 passed SLA (including five failing but allowable within the "one failure per month" criterion) and only two being further outside.	Green
% resolution of P2 (VIP) incidents within ICT Services	69.4%	90.0% within 8 hours	73.9%	Performance has improved marginally but is still below the SLA target. 1,271 / 1,721 incidents were within SLA. These incidents tend to be more difficult to resolve as they tend to be passed across to more technical ICT teams to resolve and tend to take longer. Initiatives are	Red

			underway to bring as much into First and Second line support, to achieve speedier resolution for customers.		█████

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
% resolution of P3 incidents within ICT Services	74.5%	90.0% within 2 days	70.3%	Performance is slightly worse than the previous year and is still well outside the SLA target. 1,910 / 2,716 incidents within SLA. These incidents tend to be more difficult to resolve as they tend to be passed across to more technical ICT teams to resolve and tend to take longer. Initiatives are underway to bring as much into First and Second line support, to achieve speedier resolution for customers.	Red
% resolution of P4 incidents within ICT Services	87.5%	90.0% within 5 days	88.1%	Performance is slightly better than the previous year but remains just below the overall SLA target. 25,301 / 28,705 incidents were within SLA.	Amber
% resolution of S2 service requests within ICT Services	97.1%	95.0% within 2 days	97.2%	Performance remains strong and within SLA once again. 11,459 / 11,792 requests were within SLA.	Green
% resolution of S3 service requests within ICT Services	98.4%	95.0% within 3 days	99.0%	Performance remains strong and within SLA. 10,458 / 10,567 requests were within SLA.	Green

KEY ACHIEVEMENTS 2018-19

- Over the last three years significant reduction in Major Incidents from 146 in 16/17 to 60 in 17/18 to 35 in 18/19.
- 18/19 Major Incidents = 35

Root Cause	Number of Incidents
Network Hardware	11
Infrastructure Hardware	10
Infrastructure Software	7
Business Applications	3
Network Software	0
Telephony Hardware	2
Mobile Software	2

- Restoration activity following Kelly House Data Centre outage in January 2019
- Restoration activity following Goldsmith House flood. Minimised service impact whilst building maintenance completed.
- Governance improved following external Ernst Young review, established Joint Strategic Board supported by Joint Business Design Authority and Joint Service Improvement Board.
- Next Generation Wide Area Network – Cabinet paper complete and approved by Joint Strategic Board. Cabinet approval to be sought in July 2019. Procurement will support operational delivery of WAN plus strategic requirements from both Councils around Digital/Smart Cities/5G.
- Infrastructure simplifications underway, targeting legacy infrastructure decommissioning. Hybrid cloud server infrastructure (Azure cloud and on premise Hyper Converged) replacing aging Citrix and VMWare hardware, a significant step in addressing issues affecting service availability, whilst enabling both Councils to become cloud ready organisations
- Successful implementation of VMWare Cloud in AWS.
- Backup Strategy complete, backup and storage improvements identified – procurement complete.
- Key Line of Business (KLOB) Application Decommissioning – 45 applications decommissioned to date, with a further 66 applications in the pipeline, equating to 22% of Key Line of Business systems.
- PSN certification achieved for both councils
- Business Continuity and Disaster Recovery Plans updated.
- O365 - Exchange Online targeted migration resumed in preparation for an organisation wide rollout
- Agreement of a new ICT shared service Agreement

KEY DELIVERABLES 2019-20

- Implementation of a new structure in ICT Services
- Windows 10 and Office 365 deployed and adopted by both councils, supported by an adoption and change management programme
- 50% of the current application estate, simplified, rationalised or decommissioned over the next 2 years
- Procurement and implementation of a new WAN solution, building on the foundations of our current PSN investment, removing the reliance on our data centre to provide LAN and WAN services
- Continue to progress along the Security Roadmap ensuring that both Councils are equipped to manage future cyber security threats
- Continue to support both Council's in maintaining PSN certification
- Improved service overall, by delivering improvements to the management of change programmes. Improvement to the end user experience overall
- ICT Product Catalogue 2020-2021

- Cultural change
- Implement recommendations from EY with regard to portfolio/programme/project management and resource planning

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Transactional Service Centre
SERVICE MANAGER	Jude Green
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £132,170	Outturn £519,534	Variance 387,364 (overspend)
Summary of key variances The main reasons for the overspend are: 1)　　Redundancy costs 2)　　Printing costs overspend		

Non Financial Performance – Key Measures

Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	Comments	Rating
Delivery of efficient and effective recruitment processes **(CE)**	92.37%	85%	94.93%		Green
Provision of a responsive HR transaction service desk that efficiently deals with service requests and resolves any issues to the satisfaction of customers **(CE)**	96.2%	80%	99.68%		Green
Delivery of effective payroll system and service **(CE)**	99.96%	99%	99.81%		Green
Payments to suppliers within terms **(CE)**	97.5%	90%	98%		Green
Provision of a responsive transactional finance service desk that efficiently deals with service requests and resolves any issues within its contract to the satisfaction of customers **(CE)**	94.27%	80%	97.75%		Green
Timely and accurate creation of income related transactions based on client request **(CE)**	99.9%	99%	98.85%	During September staffing issues caused a dip in performance which affected the outturn	Green

Delivery of efficient and effective recruitment processes **(CWAC)**	81.96%	85%	90.55%	.	Green
Provision of a responsive HR transaction service desk that efficiently deals with service requests and resolves any issues to the satisfaction of customers **(CWAC)**	98.16%	80%	99.81%		Green
Delivery of effective payroll system and service **(CWAC)**	99.72%	99%	100%		Green
Payments to suppliers within terms **(CWAC)**	98.1%	90%	97.55%		Green
Provision of a responsive transactional finance service desk that efficiently deals with service requests and resolves any issues within its contract to the satisfaction of customers **(CWAC)**	97.04%	80%	98.13%		Green
Timely and accurate creation of income related transactions based on client request **(CWAC)**	100%	99%	98.85%		Green

KEY ACHIEVEMENTS 2018-19
The service has continued to reduce demand
Significant increase in number of people signed up to e-payslips
Officers supporting Business World project
Improvement in some KPI performance

KEY DELIVERABLES 2019-20
Review targets necessary
Identify areas to reduce expenditure
Change to business processes through Business World
Agreement of shared service agreement

Shared Services Joint Committee

Date of Meeting: 2nd August 2019

Report of: Gareth Pawlett – Chief Information Officer (Cheshire East)
Laurence Ainsworth – Director of Public Service Reform
(Cheshire West and Chester)

Subject/Title: Joint Council ICT Services Update Report

Portfolio Holder: Councillor Amanda Stott – Cheshire East Council,
Councillor Carol Gahan – Cheshire West and Chester
Council

1. Report Summary

1.1.   The purpose of this report is to provide a progress update in relation to
ICT Shared Services, focussing on Evolution (Infrastructure Investment
programme) and implementation of a Target Operating Model (TOM).

2. Recommendations

2.1.   Note the progress to date and upcoming planned activity.

2.2   Note the benefits of the ICT Investment programme (Evolution), the
mobilisation of the programme and progress to date.

3. Background

3.1.   At SSJC on the 24th March 2017 the Committee noted that an
independent and holistic ICT review, supported by both Councils, was
required to ensure ICT in its entirety, enabled both Councils to achieve
their objectives.

3.2.   At SSJC on the 19th May 2017 the Committee noted that Ernst &
Young LLP (EY) were to conduct an independent review to provide
assurance and to determine the optimum alignment of the IT delivery
model to meet both councils' future requirements. It was agreed that
the outputs from the phases of work would be brought to SSJC.

3.3.   At SSJC on the 22nd November 2017 the Committee supported the EY
recommendations made through the jointly commissioned review of
ICT. These are now actively being implemented.

4. Evolution Programme Update

4.1.   The Evolution Programme is a transformational investment programme which will enable both Councils to modernise, ensure compliance and deliver a flexible environment to underpin delivery. It will contribute to achieving the strategic objectives of both Councils in their mission to deliver high quality services to the residents and people of Cheshire. A key delivery principle is that both councils will fully engage with the Programme whilst adhering to the Programme core principles of standardise, simplify and share.

4.2.   Moving all our users of ICT to a more modern experience is a key output for the programme, putting in place Windows 10 and Office 365 will be some of the more noticeable changes and will form a strong secure foundation to support new digital ways of working. These will include increased and simplified flexible working for all staff and in particular social care, collaboration opportunities with wider services and with partners through Microsoft Teams and a general improvement in performance for everyone.

4.3.   Evolution will modernise how both councils use ICT as every single user will see some significant changes, with a large change management and adoption approach being adopted across both Councils joining up with other major change programmes.

4.4.   The Evolution Programme will modernise all of the aged and end of life infrastructure (i.e. servers and network) on which all of the Councils supporting systems sit.

4.5.   The programme will look to follow best practice and move both councils to a mixture of Cloud storage for the majority of the Councils needs and updating our Data Centre to a more modern environment for the rest.

4.6.   Benefits and aims of the programme are:
1)   Enable significant financial benefits for both Councils and ICT Services,
2)   Engage strategic cloud enablement partners as required,
3)   Provide a stable technology platform and meet the essential replacement needs of both Councils, ensuring compliance and security,
4)   Update the remaining data centre / on premise components,
5)   Create a modern and performing environment, through a hybrid cloud model,
6)   Assess each application and inform it is hosted in the most cost effective manner with the aim to migrate viable applications or products to the cloud,
7)   Support both Councils through this change:

- With planning for application decommissioning and rationalisation (elements such as data migration are not in scope of this programme),
- reducing impacts of change and helping councils to make best use of new capabilities,

8) Introduce an improved level of resilience and disaster recovery capability,

9) Deliver the necessary tools and processes to enable ICT to be more efficient and effective,

10) Deliver a new updated Product Catalogue that outlines services and associated capabilities for both Councils,

11) Enable both Councils to work in more agile and flexible ways in line with their existing ambitions for Flexible Mobile Working.

4.7. The programme has delivered the following:

1) An agreed Single Desktop Strategy for CEC and CWAC

2) The design and roll out of standardised desktop solution in CWAC which started in November 2018.

3) A reduction in Major Incidents from 146 in 2016/17, 60 in 2017/18 and 35 in 18/19.

4) Engagement of Microsoft as a strategic partner for Desktop/End User Computing.

5) New, more secure Remote Access service in place enabling the removal of legacy non-compliant remote access solutions and providing essential hybrid cloud security and management capability.

6) Implementation of a secure, compliant evergreen mobile device management solution, removing the need for frequent costly upgrades, exploiting the benefits of cloud, reducing on premise infrastructure and providing significant improvements in management and reporting. For the first time our mobile estate is now up to date and compliant.

7) Implementation of hybrid cloud server infrastructure (Azure cloud, Amazon VMC and on premise Hyper Converged) technically available, replacing aging Citrix and VMWare hardware, a significant step in addressing issues affecting service availability, whilst enabling both Councils to become cloud ready organisations.

8) Key Line of Business (KLOB) App Decommissioning – 45 applications decommissioned to date, with a further 66 applications in the pipeline, equating to 22% of KLOBs.

9) Backup and storage – procurement complete.

10) Next Generation Wan – Jointly developed cabinet paper. Approved at Cheshire East Cabinet in July 2019. Procurement

will support operational delivery of WAN plus strategic requirements from both Councils around Digital/Smart Cities/5G.

11) Quarterly IT Health Checks underway (moved from annual), significantly reducing the risk of cyber-attack and other emerging cyber security threats, enabling ICT Services to become more proactive and less reactive in managing security threats and issues.

12) McAfee security suite end client upgrades providing enhanced protection against zero day threats e.g. ransomware attacks.

13) PSN certification achieved for both councils.

14) Migration from Exchange Server 2007 to Exchange Server 2013, ensuring compliance. Legacy Exchange 2007 servers powered down as part of decommissioning activity.

15) O365 - Exchange Online targeted migration resumed in preparation for an organisation wide rollout in 2019/20.

16) An agreed rationalisation, simplification and decommissioning process.

17) Improved cyber security intelligence (migrated from Google to Central Government service).

18) Reduced the threat of security vulnerabilities by the removal of old and non-compliant server software.

4.8. Finance

1) The financial case for Evolution outlines £19.8m investment is needed over 3 years between both Councils with a large proportion of the investment (£9.8m) to support essential replacement to ensure we are compliant and stable for our needs now. This investment was agreed through both Council's budget setting process with decisions made at Full Council meetings on 23 February 2017 for Cheshire East Council and 2 March 2017 for Cheshire West and Chester Council. The Business Case for this was supported in principle by both Councils Section 151 officers and will be monitored tightly through robust programme governance.

2) Expenditure for the programme in 2017/18 was £4.8m and in 2018/19 was £7.1m. The current spend for 2019/20 is £1.4m.

3) The programme is within budget and the spend profile is being managed by the Joint Strategic Board.

4.9. Challenges

The scale and pace of this programme is not without its challenges which through joint working and the support of strategic partners we are managing, below is an overview of our key challenges:

Challenge	What we are doing
Complexity of the estate	Landscape Simplification is a core programme within Evolution which will provide information on our existing estate. The Councils have adopted the principles of standard, simple and shared which will be applied when considering any new requirements
Affordability	Robust financial management within the budget envelope. Programme governance will consider options and prioritisation. Review of Cost Model for ICT including and analysis of the impact of moving from capex to opex for service/utility based provision rather than traditional hardware/software procurement.
Introducing new ways of working to both Councils	Established an agreed approach to Adoption and Change Management ensuring alignment with the Councils wider change programmes.

5. Target Operating Model (TOM) Update

5.1. The TOM will define the components required to deliver the ICT outcomes for both councils and the ICT service. It will provide a high level representation of how the ICT Service can be best organised to more efficiently and effectively deliver its objectives. Importantly, the TOM will enable stakeholders to visualise the end state and also to understand the impact that changes will have on the councils, the ICT Service and other affected parties (e.g. Partner organisations).

5.2. The TOM is not radically different from the way the organisations are structured and operate at present, but does implement necessary improvements to capability, governance, medium term planning, trust and ways of working where these are required.

5.3. The benefits of implementing the changes for the Councils are :
1) Financial transparency,
2) Effective programme and project delivery,
3) Application and infrastructure consolidation,
4) More effective vendor and contract management, and
5) Improved staff capability and staffing mix (including reductions in contract staff).

5.4. A Joint Strategic ICT Board has been established with responsibility for oversight, direction setting and decision making to ensure all elements of ICT change and Business As Usual (BAU) services are understood and fit in with both Councils needs and direction.

5.5. Work is continuing on the definition and delivery of the Target Operating Model (TOM) through 2 governance groups supporting the Joint Strategic Board:
- Joint Business Design Authority, and
- Joint Service Improvement Board

5.6. The key areas that the TOM will help evolve include clear roles and responsibilities, embedding a Brighter Future culture, career development opportunities, apprenticeships, brokerage models and commodity ICT.

6. Next Steps

6.1. Review Evolution deliverables, refresh Evolution business case and undertake a prioritisation/acceleration plan where appropriate – August 2019.

6.2. Pilot Office 365 and Windows 10 with small group of users – August 2019

6.3. Procurement of Next Generation WAN – July to October 2019

6.4. Extend Pilot phase with additional users – September 2019

6.5. Early Adopter rollout of Win10/O365 – October 2019

6.6. Main deployment commences of Win10/O365 – October/November 2019

6.7. Next Generation WAN delivery – December 2019 to February 2021

7. Wards Affected and Local Ward Members

7.1. All wards

8. Implications of Recommendations

8.1 Policy Implications

Strategic policy implications are limited and likely to be more pronounced at an operational level.

8.2 Legal Implications

Legal will be fully involved in developing the revised agreements, governance approach and any subsequent appointments of specialist teams or third party contracts required for the transformational programme.

8.3   Financial Implications

The programme is within budget and the spend profile is being managed by the Joint Strategic Board.

8.4   Equality Implications
There are no equality implications

8.5   Rural Community Implications

There are no impacts on the rural community

8.6   Human Resources Implications

Implicaions on Human Resources are not know at this time and will be fully set out once a full business case is produced.

8.7   Health and Wellbeing Implications

There are no known impications on Health and Wellbeing at this time

8.8   Implications for Children and Young People
There are no implications of Children and Young People

8.9   Overview and Scrutiny Committee Implications
There are no known specific impacts at this time.

8.10   Other Implications (Please Specify)

None

9   Risk Management

9.1   The Programme actively maintains a risk log which is reviewed and acted upon through governance.

10   Access to Information

10.1   Previous ICT update reports which set out the background are available publically.

11   Contact Information

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