

SHARED SERVICE OUTTURN PERFORMANCE REPORT 2014-15: SUMMARY

Appendix 1

This summary of performance considers both qualitative and quantitative performance in terms of the shared services achievements and performance against national and local indicators as outlined in the Business Plans 2014-15. The RAG rating (Red / Amber / Green) is a judgement based on the combined performance of both elements.

SERVICE		SUMMARY OF PERFORMANCE	Overall Rating 2012-13	Overall Rating 2013-14	Mid Year Rating 2014-15	Overall Rating 2014-15
A03	Farms Estate	The main areas of activity outside of day to day estate management and the associated budgets are restructuring the CEBC Estate and disposals for both authorities. Progress on restructuring the CEBC Estate has been slow up to 2014/15 impacting on the rate of disposals from the CEBC estate but it has gathered momentum in year and is now generally on target with enhanced levels of receipts expected over the totality of the strategy. Disposals activity on the CW&CBC Estate in year was significant and ahead of profile / business plan targets. Budget for the shared service management costs was £54k underspent at outturn recognising underspend on the employee budget in lieu of bought in consultancy in the short to medium term.	G	A	G	G
A04	Emergency Planning	This Service has co-ordinated the response to 20 incidents in 2014-15 including 2 Major Incidents and 6 Major Incident Standbys. It has performed well in delivering the service in line with planned targets, has led both authorities' response to the Ebola crisis, and set-up flood grant schemes for residents and businesses impacted by flooding in 2013-14. The end of year budget showed an under spend of £?K. In summary, the team has performed strongly during 2014-15 increasing preparedness and resilience levels across both authorities.	A	G	A	G
A05	Occupational Health	Staffing issues continue to impact on the performance of the Unit although there has been some intermittent improvement when waiting times have been reduced resulting increased customer satisfaction. Requests for appointments declined and consequently client demand has been more manageable. Given this situation proposals to find a supply partner were temporarily suspended. The financial outturn (£30k u) has improved on the overspend forecast at mid-year as several schools (particularly in CWaC) returned to buying back services but this level of income cannot be guaranteed in future years. Whilst the overall performance of the OHU has improved the vagaries of the staffing situation mean that this may not be sustainable and therefore the resilience of the OHU remains questionable and therefore the exploration of alternative delivery models has been reinstated.	A	A	A	A

SERVICE		SUMMARY OF PERFORMANCE	Overall Rating 2012-13	Overall Rating 2013-14	Mid Year Rating 2014-15	Overall Rating 2014-15
A06	Archives	In 2014-15 the key focus for the Service was progressing the Archives Accommodation Project and saw the completion of a feasibility study, a comprehensive public consultation exercise and a Member workshop to explore their ambitions for future service delivery. Several other initiatives were undertaken to improve access to the Archive through improved outreach activity and digitisation of schools and asylum records. Over 2,300 people participated in these events and there were almost 1.5 million visits to the services website. The Cheshire Archive continues to be highly rated by its customers realising a score of 9.3 out of 10 on a national scheme. The financial outturn is favourable (£56k U) but this can largely be attributed to an imbalance of budgets between CE and CWAC which will be addressed in 2015-16.	A	G	G	G
A08	Libraries Specialist Support	The Libraries Shared Service is demonstrating increased efficiency by delivering to plan against a backdrop of further staff reductions and restructuring within CWaC. The key focus for 2014-15 was the procurement and installation of a new library management system to support front line delivery in CE and CWAC in the anticipation of savings being delivered in 2015-16. Buy Back from the Education Library Service has improved in CWaC and this accounts for the £52k underspend against budget.	A	G	G	G
A14	Rural Touring Network	The Rural Touring Arts Network is delivering to plan with audience ratings and efforts to increase promotional activity via social media already above target. The financial position is balanced.	G	G	G	G
B14	Archaeology Planning Advisory Service	Services continued to be provided effectively during 2014/15 whilst a review and appraisal of future service delivery options was completed. The outcomes of the review process and recommendations were reported to and approved by the Joint Officer Board during February 2015. APAS will be incorporated within the CWAC Total Environment Service area and where appropriate, aligned with its broader business planning and Service development objectives. Delivery via a Shared Service model will continue for 2015/16 subject to an ongoing review of alternative delivery mechanisms. The financial outturn position for 2014/15 is balanced.	A	G	G	G

RAG Rating

R	Poor Performance - Targets unlikely to be met, significant budget issues
A	Mixed Performance - varying performance against targets, some budget issues to be addressed
G	Performing Well – performance predominantly on target, no major budget issues

A03 Farms Estate Outturn Performance 2014-15

Overall Rating:

G

Service Manager: David Job

Cheshire Farms shared service was established to provide the management function for the Farms Estates of each authority, a rural property portfolio that provides opportunities for those wishing to take up farming on their own account. To include the rural based specialism's required in the acquisition, management and disposal of this and other rural property held by each authority. The team comprises two Land Agents and 1.3 FTE support staff specialising in the acquisition, management and disposal of rural property and it is the costs associated with replacing or replicating the required skills sets that remain the fundamental reason for the formation and continuation of this shared service. Management of the estates follow individual strategies approved by each authority in late 2011 / early 2012:

- CW&CBC policy is designed to manage the cessation of service provision over an unstated period of years, focussing on disposals activity whilst managing the estate through this exit strategy.
- CEBC policy is designed around a retention model but aims to improve the operational and financial performance of its Estate over a 5 year period concluding in 2017/18. The key features of this Strategy are:
 - A physical restructuring of the Estate to provide a range of farming opportunities suited to the modern needs of the agricultural industry.
 - The realisation of capital receipts and improvement of the long term financial viability through the rationalisation of the Estate.
 - The reinvestment of a proportion of the capital receipts in measures to a) improve the quality and efficiency of the retained Estate and b) finance the costs of disposal.

The service is provided on a pan-Cheshire basis to achieve maximum benefit from efficiencies and economies of scale in using specialist services and expertise.

Key Achievements 2014-15

- Capital receipts of £7.5m achieved across both estates

Outturn Budget Position 2014-15

Farms	Total -£282k under	CE -£245k under	CWAC £37k under
Within CE, lower maintenance costs have resulted in the underspend of £245k and within CWaC, a strategic decision has been taken to dispose of the Farms Estates with capital receipts being reinvested back into CWaC asset base. In 2014-15 the Farms Service delivered additional income linked to the Single Farm Payments scheme.			

A03 Farms Estate Outturn Performance 2014-15

CHESHIRE FARMS SHARED SERVICE - SERVICE MANAGEMENT COSTS ANALYSIS as at 31/3/2015								
	CHESHIRE EAST				CHESHIRE WEST			
	Budget	Forecast	Actual	Variance Actual to Budget	Budget	Forecast	Actual	Variance Actual to Budget
Total Service Management Costs (Employees/Training/Expenses/Supplies & Services)	£ 120,543	£ 64,312	£ 64,312	£ 56,231	£ 84,957	£ 83,353	£ 83,353	£ 1,604
	Non Geographically Specific Costs £				TOTAL			
	Budget	Forecast	Actual	Variance Actual to Budget	Budget	Forecast	Actual	Variance Actual to Budget
Total Service Management Costs (Employees/Training/Expenses/Supplies & Services)	£ 2,842	£ 6,187	£ 6,187	-£ 3,345	£ 208,342	£ 153,852	£153,852	£ 54,490
	CEBC	CW&CBC	Total					
No of Properties	69	52	121					
Division of forecast management costs based upon number of properties.	£ 87,733.79	£ 66,118	£ 153,852					
	Indicative Breakdown Of Management Costs By Activity				Total			
	CEBC		CW&CBC		Forecast		Actual	
Disposals Activity	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
Capital Receipts	£ 2,680,000	£ 1,128,500	£ 5,070,000	£ 6,415,654	£ 7,750,000	£ 7,544,154		
Management Cost Allocated To Disposals Activity (Capital Receipts x 0.50%)	£ 13,400	£ 5,643	£ 25,350	£ 32,078	£ 38,750	£ 37,721		
Interim Managed & Non Farms SFP income								
Interim Managed & Non Farms SFP income	£ 98,650	£ 98,650	£ 32,091	£ 32,091	£ 130,741	£ 130,741		
Management Cost Allocated To Interim Managed & Non Farms SFP Activity @ 10% of income	£ 9,865	£ 9,865	£ 3,209.10	£ 3,209.10	£ 13,074	£ 13,074		
Farms Management Activity								
Cost Of Farms Management Activity (Total Management Costs Less Disposals & Interim / Non Farms Management Costs)	£ 64,468.79	£ 72,226.29	£ 37,559.11	£ 30,830.84	£ 102,028	£ 103,057		
Cost Of Farms Management Activity Expressed as a % of Total Farms Estate Income	9.76%	10.94%	5.87%	4.82%	8.55%	7.93%		
Total Service Costs								
Total Service Management Costs By Authority	£ 87,734	£ 87,734	£ 66,118	£ 66,118	£ 153,852	£ 153,852		
Total Cost Expressed as % of Total Generated Income (Excluding Capital re	11.56%	13.28%	11.71%	9.85%	13%	10.75%		

Delivery Plan 2015-16

To continue delivery of client strategies for Farms Estates

A04 Emergency Planning Outturn Performance 2014-15

Overall Rating:

G

Service Manager Chris Samuel

The overarching aim of the Shared Emergency Planning Service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council, have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response.

The service has 7 staff (3 CWaC and 4 CE) with six officers based in Chester and one in Sandbach. The service had a budget of £341K this year, which included £23K income generated through cost recovery for work performed under COMAH, REPIR and PSR legislation, and a temporary CWaC £11K carry forward for the potential procurement of incident management systems software. The budget for 2014-15 reflected a 24% efficiency saving made in 2012-13. The Service is currently responsible for the preparation and testing of the off-site emergency plans for 18 top-tier COMAH (Control of Major Accident Hazard) sites, 1 nuclear facility and 600kms of Major Accident Hazard Pipelines.

Key Achievements 2014-15

The team continues to perform well and has responded to 20 incidents since April 2014 – these have included 2 Major Incidents and 6 Major Incident Standbys including fires in Crewe, several closures of the M56 and M6, potentially toxic chemical drums in Macclesfield, a chlorine release in Winsford and heavy snow across both authorities. The Service has also provided both authorities' ongoing support to the multi-agency planning for the current Ebola crisis, as well as taken the lead in regards to communications and preparedness for the ongoing industrial action by the Fire Brigades Union.

The Joint Emergency Planning Liaison Board (JEPLB) continues to meet twice per year providing strategic guidance, direction and advice to the Shared Service as well as monitoring and reviewing operational and financial performance. Plans to transfer Shared Service governance arrangements to the JEPLB did not come to fruition due to its not being a formally constituted body.

The Team also led on the delivery of three large, multi-agency events focusing on Passenger Vessel Emergencies, Disruption to Water Supplies, and Multi-Agency Emergency Response & Recovery.

Outturn Budget Position 2014-15

Civil Protection – Emergency Planning	Total -£27k under	CE -£6k under	CWAC -£21k under
The Emergency Planning service shares all costs with Cheshire East on a 50:50 basis. There is a variance in budgets which is mainly due to the CWAC budget including a carry forward of £11k from 2013-14. This was to be used for a new computer software system for the management of emergency responses but alternative systems were found so the additional budget was not required. The remaining underspend was achieved through other minor underspends and grant monies received.			

A04 Emergency Planning Outturn Performance 2014-15

Measure		Responsible Officer	Split	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Target	2014-15 Actual	Comments on 2014-15 Performance
EPM1	Overall delegate satisfaction with training events (i.e. very good, good, satisfactory)	Suzanne Pritchard				100%	100%	100%↑	<p>The Service has completed 8 Emergency Management Workshops (5 in CWaC, 3 in CE) and 7 Introduction to Emergency Planning Workshops in 2014-15.</p> <p>The team also ran bespoke training events for Services in CE, Member training events in CE and CWaC, an Emergency Rest Centre Workshop and Incident Support Staff events.</p> <p>All events have been well received. We are also looking at ways of increasing attendance at the officer training events.</p>
EPM2	Statutory plans delivered within agreed timescale	Chris Samuel	Overall	100%	95%	100%	100%	100%↑	<p>All COMAH, REPIR and PSR plans are currently within agreed ONR and HSE timescales.</p> <p>The Service co-ordinated delivery of the REPIR Level 2 Exercise 'Cypress', which took place on the 9th April 2014 to test the Off-Site Plan for Urenco Capenhurst and involved over 200 multi-agency personnel.</p> <p>7 COMAH Off-Site Plans were reviewed including GrowHow (Ince) and Storengy (Middlewich) and 2 new Off-Site Plans prepared: HW Coates (Byley) and Warehouse One (Winsford).</p> <p>6 COMAH exercises have also been delivered including for the sites at Innospec (Ellesmere Port) and EDF (Warrington).</p>
EPM3	Awareness of civil Protection arrangements in local areas	Chris Samuel	Overall	16.1%					<p>Overall, scores from both authorities most recent surveys (CE - August 2013, CWaC – 2011) have shown an upward trend which compares favourably at a national level. The future regards this PI is as follows:</p> <ul style="list-style-type: none"> CE – results from the next Citizens Panel
			CE	14.0%	N/A	22%	25%	N/A	
			CWAC	18.2%			-		

									<p>should be available by year end.</p> <ul style="list-style-type: none"> CWaC – there are no current plans to run another Community Survey as public views are sought by the authority in different ways now. The Service will look for new methods on how we can measure this area moving forward. <p>The Service continues to work with partners to implement the Cheshire Resilience Forum Public Awareness Raising Strategy (2014-17). A key strand of this year's Action Plan was to make Emergency Pocket Leaflets available to the public at CFRS Fire Station Open Days across the CRF area as well as at a number of larger events including the Cheshire Show. This strategy saw approximately 1500 leaflets being snapped up by the public across 9 events.</p>
EPM4	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	Chris Samuel	Overall	100%	100%	100%	100%	100%	20 incidents responded to in 2014-15 (see above).
EPM5	Partner agencies overall satisfaction with councils support of LRF activities and projects	Chris Samuel		Not completed	Not completed	Not completed	-	-	This survey has not taken place at this stage due to competing business plan priorities.

Delivery Plan 2015-16

The focus will remain on delivery of the Services key objectives:

- (1) Continued statutory off-site planning and exercising of industrial hazard plans,
- (2) Continued activities designed to increase general emergency preparedness levels across both authorities,
- (3) Continued emergency management training for Senior Managers, staff and Members,
- (4) Continue implementation of medium to long-term projects, which increase community resilience and emergency preparedness levels,
- (5) Design, consult on and implement an appropriate public information campaign for Trentabank/ Ridgeway Reservoir Off-Site Plan (Langley),
- (6) Lead on design and testing of a Multi-Agency Coastal Pollution Response & Recovery Plan for Cheshire Resilience Forum area, and
- (7) Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.

In April 2015 co-ordination of Business Continuity Management activities at Cheshire East Council have transferred to the Authority's Risk Management Team. This change in approach follows the 2014 audit and internal discussions on where best to sit service delivery of this function moving forward.

A05 Occupational Health Unit Outturn Performance 2014-15

Overall Rating:

A

Service Manager: Eric Burt

The Occupational Health Unit (OHU) continues to supply occupational health services to Cheshire East (CE), Cheshire West and Chester (CWaC) and a number of external customers in both the public and private sector. The income from these contracts subsidises the contribution from both councils.

The Unit is hosted by Cheshire West and Chester Council and strategically managed by the Health and Safety Manager. Day to day management of the Unit is carried out by the OHU Manager with support from an admin team led by an Admin Team Leader. The Unit has two main clinics; Goldsmith House in Chester and Westfields in Sandbach.

Key Achievements 2014-15

During the first half of 2014, the Unit was under pressure due to the loss of a number of medical and admin staff at the end of 2013 / start of 2014. This led to service delivery problems and damage to the reputation of the Unit, particularly in Cheshire East where agency medical staff were used to run the patient clinics. However, a new OHU Manager was appointed in April 2014 and new medical staff have been appointed on a permanent basis. This has led to an improvement in the service and increased customer satisfaction levels. The OHU Manager has also instigated improvements which have resulted in a reduction in patient waiting times. However it remains questionable if these can be sustained in the longer term given the ongoing staffing situation

Following the challenges faced at the start of the year, a proposal to engage with a partner organisation was agreed by the Joint Committee and a tender was subsequently issued. However, the costs of engaging a partner at this time would cause the Unit to go into a sizeable overspend so with the staffing changes implemented since April, there is not the degree of urgency that there was in January. The resilience of the Unit has been improved with the appointment of a medical OHU manager who is able to step in and run clinics in the absence of one of the Occupational Health Advisers. There has also been a reduction in the demand for appointments with the loss of some customers and increased efficiency of appointments. However, the Unit has very little resilience to either increases in service demand or loss of staff as it is too small to have staff who can cover for colleagues at short notice. The reality is that when a member of staff is absent through sickness, if the OHU Manager is unable to run the clinic then the clinic will be cancelled at short notice leading to disruption for patients, managers and HR staff. This also reflects badly on the reputation of the Unit so in 2015 / 16 Joint Committee Members will need to consider the future of the Unit and explore a number of options for future service delivery.

Outturn Budget Position 2014-15

Occupational Health Unit (OHU)	Total -£30k under	CE -£20k under	CWAC -£10k under
Overall the service is underspend by £30k due to savings made on counselling fees and medical fees. A number of the schools thought not to be buying back the service bought back after the deadline, increasing the forecast income. All costs are split 50:50 and the variances between each authority is due to an imbalance in budgets which will be addressed in 2015-16.			

05 Occupational Health Unit Shared Service Outturn Performance 2014-15

Measure		Responsible Officer	2013-14 Actual	2014-15 Target	2014-15 Mid year	2014-15 Actual	Comments on 2014-15 Performance
1.2	Customer liaison either face to face, e-mail or telephone is maintained.	Eric Burt	95% of customers re-signed their contracts	All customers to re-sign their contracts	85% of external customers re-signed their contracts	85% of external customers re-signed their contracts	8% reduction in income from schools, 27% reduction in income from external customers
2.1	The OHU Admin Team is restructured and achieves a budget reduction	Eric Burt	Achieved		Achieved	Achieved	
3.1	EOPAS is available to external customers	Eric Burt / ICT Project Officer	Project preparation work outlined	Use EOPAS for customer data	Data from EOPAS is available but the system cannot be directly accessed by external customers.	Put on hold as customer base has reduced	EOPAS statistics are available to external customers however the additional investment required to make this facility available is not available due to budget cuts and is not viable
4.1	Operate clinics at Sandbach and Chester as well as customer clinics as required	Eric Burt	On target	9 clinics per week in Sandbach and Chester	On target	On target	
5.1	Continual review of OHU policies and procedures to drive good practice and respond to national guidance	Eric Burt	On target		On target	All policies and procedure have been reviewed	OHU is registered for SEQOHS national accreditation. OHU has also applied to join COPHA (Commercial Occupational Health Providers Association)

Measure		Responsible Officer	2013-14 Actual	2014-15 Target	2014-15 Mid year	2014-15 Actual	Comments on 2014-15 Performance
7.1	Reduce waiting times – % of appointments confirmed within 5 Working days	Eric Burt	100%	100%	100%	100%	All appointments are triaged with an appointment given within 5 days (maximum)
	Number of working days from referral to appointment		100%	100%	On target	On target	A new text messaging service is being trialled to get appointment information to patients quicker
	Improve turn-around of reports to managers.		100%	100%	On target	On target	All reports to managers are sent usually within 1 day but within 2 days if there are complications
7.2	Maintain regular meetings with HR clients in each Council – quarterly meetings	Eric Burt	On hold during 2013 but resumed in 2014	Reinstate formal meetings with both clients	On target	On target	Formal meetings with East and informal meetings with West have been initiated and are on-going on the basis that these will be formalised before year end
7.3	Support clients to improve HR policies and procedures regarding management of absence, grievance, discipline etc	Eric Burt	Achieved		Achieved	Achieved	Regular liaison with HR in East and West

Delivery Plan 2015-16

- Completion of OHU review activity to establish a resilient and appropriate delivery model for services to both Councils by September 2015
- Implement Phase 2 of EOPUS roll out to enable client access to appointments data

A06 - Archives and Local Studies Outturn Performance 2014-15

Overall Rating:

G

Service Manager - Paul Newman

Cheshire Archives and Local Studies (CALs) shared service is part of nation-wide network of statutory archive provision that fulfils the statutory requirement for all Councils under the 1972 Local Government Act to make proper provision for the archives in their care.

The service is responsible for:

- Acting as the corporate memory for its parent bodies and their predecessors
- Collecting and providing access to a comprehensive range of original records and archives to reflect the development of the County of Cheshire and its communities
- Maintaining a comprehensive collection of local studies materials and ensuring the supply of appropriate materials to libraries across the County
- Promoting and developing interest in all aspects of the history of the County
- Providing advice and guidance on all aspects of record-keeping and local and family history

The service also provides core archive provision to Halton and Warrington Borough Councils under a single Service Level Agreement (SLA) that has been in place since Local Government re-organisation in 1998.

Key Achievements 2014-15

- A major project to identify more suitable accommodation for the Cheshire Archive commenced. A feasibility study into potential sites was completed and a public consultation exercise undertaken to inform further discussion about the future location of the Archive. Three potential locations were identified prior to the purdah period being imposed prior to the local elections.
- Digitisation of school and asylum archives to enhance access to archive collections; digitisation of 'absent voters' lists and photographs as part of contribution to First World War commemoration programme.
- Began review of Local Studies provision in Cheshire East libraries, as part of the Library Service's Sustainable Libraries programme, to ensure that local provision of service within libraries is fit for purpose and serving needs of its customers in libraries
- 57 outreach activities delivered across Cheshire West, Cheshire East, Warrington and Halton. 2348 people participated in these workshops, talks, open days, etc, which brings the service to a more local audience across all the boroughs which fund it.
- Almost 1.5 million visits to service's website or to collections made available through commercial partner's website.
- Service highly rated by its customers in national Survey of Visitors to British Archives, with an overall score of 9.3/10.

Outturn Budget Position 2014-15

Archives	Total -£56k under	CE -£48k under	CWAC -£8k under
Overall the service is underspent by £56k but the variances between CE & CWaC are due to an imbalance of budgets which will be addressed in 2015-16. All costs are split 50:50.			

A06 - Archives and Local Studies Outturn Performance 2014-15

Measure		Responsible Officer	2012-13 Actual	2013-14 Actual	2014-15 Target	2014-15 Mid Year	2014-15 Actual	Comments on 2014-2015 Performance
ALS-003	Level of customer satisfaction as measured in PSQG survey	Paul Newman	100%	98%	98%	-	9.3	Method of 'scoring' service overall changed. This is an average of customers' scores out of 10. UK average 9.2
ALS-004	Net expenditure per '000 population in CIPFA Archive service statistics (b)	Paul Newman	Lowest quartile	Lowest quartile	Lowest quartile	Lowest quartile	Lowest quartile	40th out of 42 local authority archives services (£0.32 per capita)
ALS-005	SLA with Halton and Warrington Borough Councils	Paul Newman	As is	As is	As is	As is	Maintained	
ALS - 006	Increase in use of online resources as measured in website visits	Paul Newman	200,000	1.4 million	1.5 million	826,277	1,434,139	Web statistics tools have changed in 2015 and therefore these statistics may not be directly comparable. Fall seems most likely to be down to 12% drop in visits to commercial partner's website.
NEW ALS-007	Archives Accreditation Scheme - achieve accredited status (Replaces ALS 001 and 002)	Paul Newman	-	-	-	-	Application in progress	National Archives' accreditation panel meeting Autumn 2015. Application being submitted to meet panel's timetable
NEW ALS-008	Percentage of new accessions of archives made available to customers within one month/3 months of receipt	Lisa Greenhalgh	N/A	-	50%/90%	86%/96%	83%/99%	Exceeding anticipated targets. New measure for 14/15 following review of collections management processes with aim of speeding up time taken to make new accessions available to customers.

Delivery Plan 2015-16

- Continuing the Archives Accommodation Project to establish a shared vision to inform bids to secure internal and external funding;
- Consolidation of off-site storage and revised Disaster Recovery Plan in place
- Further digitisation of records and
- Delivery of "History Day" to raise awareness and increase usage of Archive services

A08 Libraries Shared Service Outturn Perform 2014-15

Overall Rating:

G

Service Manager Sue Eddison / Rachel Foster

Libraries Shared Services provides support and specialist services to libraries and customers in Cheshire East and Cheshire West and Chester Libraries. It also provides resources and expertise to support the curriculum needs of schools and pupils, which subscribe to the Education Library Service (ELS). Its aim is to provide a cost-effective and efficient service for the clients and drive and support innovations in the service.

There are a total of 35.32 FTE members of staff and a budget of £755,766, with two premises at Hartford Way, Chester and ELS at Browning Way, Winsford, two delivery vans at Hartford Way and one mobile and two delivery vans at ELS. .

The main focus for 2014-15 was the procurement and introduction of new library management systems for both clients and the ELS and it is anticipated that these will be fully embedded early in the new financial year.

ELS has increased buyback and income by marketing their services to Stockport as well as continuing to work with schools in Cheshire, Halton and Warrington.

Restructuring in CWAC provided an opportunity to review the LSS management structure which resulted in efficiency savings evident in the new financial year

Outturn Budget position 2014-15

Libraries Shared Service	Total -£52k under	CE balanced	CWAC -£52k under
Cheshire East pays a fixed contribution to the LSS and do not incur any additional costs. CWaCs underspend position is due to increased buyback from schools for the Education Library Service.			

Delivery Plan 2015-16

The budget for 2015-16 will be £698,765. The main focus will be to complete the implementation of the library management system for CE and CWAC libraries and work on the enhancements so as to ensure that the system is working effectively for library users and staff. The library management system at ELS will be implemented, leading to more efficient processes within the unit. The implementation of the public LMS should deliver revenue savings in 2015-16 which form part of the policy options for 2014-17. There will be a review of the LSS staff structure following the CWAC Places Restructure.

A08 Libraries Shared Service Outturn Performance 2014-15

Measure		Responsible Officer	Split	2012-13 Actual	2013-14 Actual	2014-15 Target	2014-15 Mid Year	2014-15 Actual	Comments on 2014-15 Performance
LSS 001	Linked to delivery of Early Years Foundation Stage – gifting of Bookstart packs as a percentage of the target group	Sandra Evans	Overall	98%	91.9% of target group. 14,090 packs gifted	95%		96.85%	Target exceeded
			CE	98.35	89.33%		96.1%		
			CWAC	97.65	94.63%		97.6%		
LSS 002	Staffing Levels	Sue Eddison	Overall	38.5 FTE	36.28 FTE	No change in FTE	35.64 FTE	35.32 FTE	Slight reduction in staff due to a team member transferring to CWAC Libraries and post not being filled.
LSS 003	ELS Growth of client base	Sue Eddison	Overall	2% decrease in primary and special schools. 2% increase in secondary schools	3.75% decrease in primary and secondary schools. 0.23% increase in secondary schools	2% increase in income. Target £844,560	1.5% increase in the number of subscribing schools	3.7% increase in income £858,584 from schools	Target exceeded.
LSS 004	Delivery of new stock – time from new stock arriving from supplier to being despatched to libraries	Lexa Farthing	Overall		3.25 days	3 days	3 days	3 days	Target met
LSS 005	Stock orders from libraries submitted to supplier	Lexa Farthing	Overall		3 days	3 days	3 days	3 days	Target met
LSS 006	Interlending response times – item request placed and response sent to library	Lexa Farthing	Overall		53.4% within 3 days 31.8% 4 to 5 days 14.8% over 5days	85% of requests placed within 5 days	49.23% within 3 days. 31.49% 4 to 5 days 19.28% over 5 days	47.19% within 3 days. 29.45% 4 to 5 days. 23.35% over 5 days.	76.64% of requests placed with 5 days. Target not met, but more skills sharing within the unit should improve this figure for 2015-16.
LSS 007	Local ENQUIRE service – number of questions answered	Sue Eddison	Overall	6.9%	8.65% – 3213 questions answered	2% increase 3277 questions answered	1493 questions answered	3489 questions answered	Target exceeded. Systems Team working on the promotion of this service, particularly with the implementation of the new library management system

A14 Rural Touring Arts Network Outturn Performance 2014-15

Overall Rating:

G

The purpose of Cheshire's Rural Touring Arts Service (CRTA) is to provide a programme of high quality professional arts activities and events for rural areas in Cheshire in partnership with the communities of the villages involved.

CRTA is run by 1.5 posts, 2 part time scheme managers and a part time administrator. The CRTA is funded by the 2 local authorities and Arts Council Engalnd (ACE) as a National Portfolio Organisation.. The CRTA is hosted by CWAC. CRTA sits within the Arts and Festivals team in West and within the Arts, Heritage and Cultural Services on the East and contributes to the ongoing service plans of both teams.

Outturn Budget Position

Rural Touring Arts	Total Balanced forecast	CE balanced	CWAC balanced
CE pay a fixed contribution to CWaC for this service			

Delivery Plan 2015-16

Key areas of Focus for the CRTA in 15/16 will be to:

- 1: Maintain our levels of audience attendance and satisfaction through the work and activity we programme.
- 2: Train and enable more volunteer promoters to use the online ticketing service.
- 3: Train and enable more volunteer promoters to explore and/or use social media in their promotions.
- 4: Increase the CRTA use of social media to reach new audiences.

A14 Rural Touring Arts Network Outturn Performance 2014-15

Measure		Responsible Officer	2012-13 Actual	2013-14 Actual	2014-15 Target	2014-15 Mid year	2014-15 Actual	Comments on 2014-2015 Performance
RTA 1	Maintain quarterly meetings with Client Managers	Jen Henry / Claire smith	N/A	8	4	2	4	Meeting target achieved and mins of meetings available. The management meetings continue to provide important benchmarking and review opportunities for the scheme.
RTA 2	Maintain quarterly meetings with Cheshire Lancashire Partnership	Jen Henry / Claire smith	N/A	4	4	2	4	Meeting target achieved .Our close working partnership with Lancashire rural touring scheme has increased our shared programming and sharing of skills between the organisations.
RTA 3	% of audience rating performance as good or excellent	Jen Henry / Claire smith	97%	94%	90%	93%		We continue to exceed our targets in this area. Final figures for 14/15 spring season are still to be collated as the season only ended on 17 th May.
RTA 4	Number of youth venues identified and supported	Jen Henry / Claire smith	N/A	7	2	1	2	2 youth venues have taken a number of performances and workshops this year.
RTA 5	Number of venues maintained	Jen Henry / Claire smith	N/A	26	27	27	27	We have been able to maintain our core number of venues, and continue to also include other venues wishing to take work on a less permanent or trial basis
RTA 6	Number of Promoter meetings held p.a.	Jen Henry / Claire smith	N/A	Achieved	5	2	5	2 menu meetings have taken place each season (2 in autumn , 2 in spring) plus 1 annual promoters meeting in feb 15
RTA 7	Liaison with PANDA maintained	Jen Henry / Claire smith	N/A	Achieved	1 pitching event takes place Min of 2 Companies mentored Min of 2 companies	1 event took place Lingua franca booked 3 dates Little Pixie booked for 3	Pitching event took place. 2 companies booked onto scheme and 3 companies mentored	ACE council attendance at event and numbers of companies and stakeholders taking part increased by 20% Two mentored artists pitched work at the annual promoters day

					booked from past mentoring	dates Autumn of Han and Peter Kalu mentored		
RTA 8	Increase Facebook and Twitter activity and usage to promote events	Jen Henry / Claire smith	N/A	280 Facebook (+162=137%) 201 Twitter (+ 89 = 79%)	280 face book 200 twitter	296 friends 219 twitter	304 Facebook friends 293 twitter followers	Exceeded targets with a slight increase – planned social media training in 15/16 will hopefully increase this by a further 10 %
RTA 9	Build a new RTA Website to promote events	Jen Henry / Claire smith	N/A	Not Achieved	Build a new website	On target for website to go live in Nov 14	Website built and live for spring 15 season	Official launch of the website will be part of the autumn 14 season
RTA 10	Audience Feedback collated to inform future programmes	Jen Henry / Claire smith	N/A	90% of events surveyed	90% of events Surveyed	90% events surveyed	90% events surveyed	New summary form developed which we hope is more user friendly
RTA 11	Annual Report issued	Jen Henry / Claire smith	N/A	Not Achieved	Write report	Not needed until end of year	End of year report is part of the Arts Council Annual reporting process to be completed by 5 th June	Report is on track to be completed by mid June

B14- Archaeology Planning Advisory Service Performance 2014-15

Overall Rating at Outturn:

G

Service Manager: Jill Collens / Ian Hesketh

The Archaeology Planning Advisory Service (APAS) is a sub-regional service which provides advice on the archaeological implications of development for Cheshire West and Chester (CWAC) Cheshire East (CE), Warrington and Halton Borough Councils. The service operates as a shared service between CWAC and CE, and provides services to Halton and Warrington via service level agreements. The service to Halton also includes the provision of advice on the implications of development on the built historic environment. The service is hosted by CWAC.

Achievements 2014-15

During 2014-15 APAS has:

- Assessed 6925 planning applications for archaeological implications and provided archaeological advice on 218 applications.
- Provided built historic environment advice on 10 pre-application consultations and 36 planning applications in Halton.
- Monitored 64 schemes of archaeological fieldwork.
- Reviewed and/or amended 8% of the records in the Cheshire Historic Environment Record.
- Provided information from the Cheshire Historic Environment Record for 260 consultations.
- Received 54,480 search requests to Revealing Cheshire's Past, the public access version of the Cheshire Historic Environment Record

Service Review

The service was reviewed in 2014 to consider the ongoing viability of the current service provision, the potential for future service delivery and the opportunities for increased efficiency through growth or retraction of service delivery.

The review process consisted of staff consultation, key stakeholder consultation with services users and national bodies such as English Heritage, public consultation and soft market testing.

Key findings

Key findings from the consultation were:

- High levels of satisfaction with APAS and the advice provided across the four authorities served.
- Successful sub-regional working already in place – a good base on which to build for future service delivery.

- Good performance with a track record for budget efficiency and securing external funding.
- Limited market for externalisation and potential for conflict of interest.

Recommendations

Following approval of the review recommendations by the Cheshire West and Cheshire East Shared Service Committee on 27 February 2015, the Archaeology Planning Advisory Service will:

1. Be retained in-house in an enhanced form of the current sub-regional service, through closer partnership working with other heritage agencies.
2. Remain within the Total Environment Service.
3. Explore closer partnership working with Chester University, English Heritage and neighbouring authorities and income generation through project working.
4. Explore opportunities for income generation through introduction of charges for selected archaeological development management services.

Future staffing structure

The Service Manager post was deleted at the end of March 2015, with service management being transferred to the Total Environment Manager. The archaeological professional lead will devolve to the current Principal Development Management Archaeologist, who will still lead on development management. Other staff members will be: one development management archaeologist and two historic environment record officers. This new staffing structure was implemented from 1 April 2015.

Outturn Budget Position 2014-15

Archaeological Planning and Advisory Services	Total Balanced	CE balanced	CWAC balanced
Cheshire East pay a fixed contribution to CWaC for this Service			

B14- Archaeology Planning Advisory Service

Measure		Responsible Officer	2012-13 Actual	2013-14 Actual	2014-15 Target	2014-15 Mid Year	2014-15 Actual	Comments on 2014-15 Performance
ARC H001	% of number of records reviewed in the Cheshire Historic Environment Record per annum	Jill Collens / Ian Hesketh	30%	24%	5%	8.5%	8%	The actual figures in previous years have been influenced by the work carried out by 2 externally-funded project officers working on the Chester Urban Archaeological Database project. This project is now complete and so the 2014-15 mid year figures are a more accurate reflection of work levels
ARC H002	% of general enquiries to the Cheshire Historic Environment Record responded to within 15 working days	Jill Collens / Ian Hesketh	96%	98% ↑	90%	100%	99%	255 enquiries have been received and all have been processed within the target date
ARC H003	% of Farm Environment plan enquiries to the Cheshire Historic Environment Record responded to within 20 working days, according to agreed national service standard	Jill Collens / Ian Hesketh	96%	100%	100%	100%	100%	The number of enquiries relating to Farm Environment Plans has significantly reduced as this is the final year of the present scheme, prior to the introduction of the new scheme (NELMS) New agreements are scheduled to start in January 2016
ARC H004	% of archaeological development control advice provided within 21 working days.	Jill Collens / Ian Hesketh	100%	100%	100%	100%	99.5%	Advice on 218 development proposals has been provided to CWAC (88); CE (96), Halton (6) & Warrington (28).

Delivery Plan 2015-16

The main focus will be to implement the recommendations arising from the Service Review and to have a new arrangement in place between the two authorities by 1 April 2015 whilst maintaining service delivery to both Councils.