Overall Shared Services Dashboard

Service	Overall Rating	Forecast Outturn	Priorities and Objectives					KPIS					Number of risks	Number of issues
			Total	Green	Amber	Red	Blue	Total	Green	Amber	Red	Blue		
APAS	Green	Balanced	5	5	0	0	0	5	4	0	0	1	0	0
Archives & LS	Green	Balanced	6	6	0	0	0	6	4	1	0	1	0	0
CRTA	Green	Balanced	3	3	0	0	0	3	0	0	0	0	0	0
Emergency Plan	Amber	£1,697	8	7	0	0	1	5	4	0	0	1	3	3
Farms Estate Man	Green	(£69,342)	2	2	0	0	0	10	10	0	0	0	1	0
ICT	Amber	£1.61m	23	17	5	1	0	3	3	0	0	0	1	1
Libraries SS	Green	Balanced	9	9	0	0	0	11	10	0	0	1	0	0
Transactional Serv	Amber	£585k	7	4	3	0	0	3	3	0	0	0	3	0

INDVIDUAL SERVICE

BUSINESS PLANS

QUARTER 3 REVIEW

SERVICE DETAILS

Service Name	Archaeology Planning Advisory Service
Service Manager	Mark Leah
Client Managers	Ian Hesketh (CWAC), Ian Dale (CE)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	158,817 (annual)					158,817 (annual)			
Comments						A balanced budget is forecast for the year			

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	4.3	0	4.3		
Total	4.3	0	4.3		

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To develop, maintain and manage a comprehensive public information resource – the Cheshire Historic Environment Record (HER) in accordance with national standards and benchmarks, to inform all policy and development planning decisions and for the better understanding and enjoyment of the historic environment by all.	31.3.22 and recurring at end of financial year	🟩	🟩	🟩		In 2020-21 the HER was subject to external audit to ensure compliance with national standards. The formal report was received from Historic England and no major issues identified. In order to maintain and enhance the utility of the Record, APAS continues to digitise discrete elements. The 'grey literature' library (reports generated by fieldwork) has now been completed and the hard copy reports dispatched to Deep Store in Winsford for storage. In the first three qurters of the current year, other discrete elements have been tackled (Longley archive, North West Wetlands archive, North Cheshire Stone Heads archive,etc). However, total digitisation is beyond our current resources and capacity and will require corporate support (a report has been complied documenting and quantifying the issue).
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record	31.3.22 and recurring at end of financial year	🟩	🟩	🟩		See below PM2.1 and 3.1

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.22 and recurring at end of financial year	🟩	🟩	🟩		APAS continues to be heavily involved in HS2A and HS2B and continues to attend briefings on the progress of the project, most recently (December) a sector-wide update on the progress of heritage issues on section 2A. APAS also receives mothly updates from the HS2A heritage lead. Fieldwork on some of the early stage services diversion work began in December and has involved the investigation of a number of sites.
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on the archaeological resource.	31.3.22 and recurring at end of financial year	🟩	🟩	🟩		APAS continues to advise on the implications of the whole range of developments in the partner authorities. In CWAC, the Northgate scheme has continued to be the major scheme with the focus moving to post-excavation assessment in 2021-22. In CEC, the preparation, implementation, and reporting with regard to programmes of archaeological mitigation on road schemes continues to be a major theme. In addition, work in Middlewich on new water supply infrastucture works was completed in September and uncovered further important evidence relating to the Roman period and the salt production industry. This is likely to lead to the production of an important report.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	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	31.3.22 and recurring at end of financial year	🟩	🟩	🟩		APAS continues to push for the prompt publication of important archaeological work in the area. A report on excavations in Chester was published in December in the Archaeopress series and the report on the Seven Lows barrow excavation will appear in early January in the journal of the Chester Archaeoloigcal Society. A number of other projects continue to work their way through the post-excavation and publication process (Bunbury, Saighton Camp, Chester Leadworks).

KEY PERFORMANCE INDICATORS (KPI)

N0	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Suspended due to Covid 19	5%					This continues to be on hold at present in view of the Covid 19 epidemic and the requirement for home working which means that records contained in the HER cannot be reviewed on a regular basis. Work will resume when circumstances allow.

NO	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved (despite being technically suspended due to Covid 19)	90% response within 15 days target					A message has been placed on the APAS website advising that this target has been suspended during the Covid 19 in order to allow the team greater flexibility to deal with core planning work whilst home working (with consequent reduced IT functionality). In fact the team has maintained the standard with a response rate within15 working days but this approach provides valuable and necessary flexibility in the current circumstances.
3.1	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100% response within 15 days target					Outcome was fully achieved in the first quarter (April to June) and this project is now complete for the current financial year.

N0	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4.1	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100% response within 15 days target					This outcome has been fully achieved in this third quarter.
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of April 2022					Performance statistics continue to be recorded in order to allow the timely compilation of the annual report at year end.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	none					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	Development Management Archaeologist and Team Leader (APAS)	14.12.21
Client Manager CEC	Ian Dale	Manager, Heritage and Design	23.12.21
Client Manager CW&C	Ian Hesketh	Manager, Total Environment	14.12.21
Head of Service/Director	Gemma Davies	Director – Economy, Housing & Planning (CW&C)	

ANNUAL PLANNED BUDGET DETAIL (2021-24)

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	CW&C Clerical	182,895	**0%**
	Travel Budgets	4,570	**0%**
	Office Equipment, Public, Printing, Telephones	2,930	**0%**
	Hired and Contracted Services	7,500	**0%**
	Computer Equipment and Software	12,028	**0%**
	Professional Fees	62,293	**0%**
INCOME	ITEM	£	% change from previous year
	Shared Service re-charge	-93,140	**0%**
	Joint Arrangements-Warrington	-12,250	**0%**
	Joint Arrangements-Halton	-8,309	**0%**
NET BUDGET		£	
		158,817	0%

Staffing Structure

ARCHAEOLOGY PLANNING ADVISORY SERVICE (APAS)

Total Environment Manager
0.3 FTE Grade 12

Total Environment Team Leader
(Archaeology Planning Advisory Service)

1 x FTE Grade 10

Development Planning Archaeology Officer	**Historic Environment Record Officer**	**Historic Environment Record Officer**	**Historic Environment Record officer**
1 x FTE Grade 8	*1 x FTE Grade 8*	*0.6 x FTE Grade 8*	*0.4 x FTE Grade 8*

SERVICE DETAILS

Service Name	Archives and Local Studies
Service Manager	Paul Newman
Client Managers	Rachel Foster (CWaC)/Helen Paton (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	461,602	461,602	0	461,602	0	461,602	0		
Comments									

See appendix A for the budget detail.

STAFFING

. Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Total	16.04	0	16.04	602,946	

NB. This is for the current year (21/22) and will be updated annually

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Fulfill the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care • Continue to receive Council records which are required to be preserved permanently • Finalise solution with resources requirements for long term digital storage of and access to corporate memory • Successfully re-accredited by The National Archives	Ongoing					Re-application to Archives Accreditation Scheme 30 Nov 2021. Will hear outcome by end March 2022.
2	Meet the needs of residents and businesses and deliver services at a local level: provide a high quality onsite service for researchers and volunteers; support community history projects and activities and deliver services through libraries; ensure collections are made easily accessible • Training programme for library staff in CEC and CWaC • Reopen searchroom service as Covid pandemic allows • Provide remote research, enquiry and digitisation service • Develop remote volunteer programme and restart onsite volunteer programme	Ongoing					Onsite volunteer programme restarted July 2021. Online training embedded within library staff training programme Collections improvement plan in place to direct collections management/conservation priorities (photographs, railway records, ensuring new accessions made avaialable within one month of receipt). See KPI 5 for comment on processing new collections.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people • Mid point review of National Lottery Heritage Fund project due Dec 2021 • Funding bid to be submitted Aug 2022 (decision due December 2022)	Spring 2027	█	█	█		Delivery of project contingent on securing delivery phase funding. This would enable the delivery phase of the project to begin in Q1 2023, with proposed new centres open end 2024, with externally-funded outreach programme continuing until Mar 2027. Recent discussions with NLHF have pushed back the submission date. Mid point review passed Dec 2021.
4	Work with partners to secure income for the service and improve access to collections through digitisation • Begin new digitisation programme with commercial partner, for phased launch Autumn 2022-Spring 2023 • Renew contract with existing commercial partner Oct 2021	Oct 2021, Spring 2023	█	█	█		New digitisation programme underway. Contract renewed with existing partner May 2021
5	Ensuring excellence in service delivery through securing the Archives Accreditation standard • Re-application by Nov 2021	Nov 2021	█	█	█		Confirmation of accreditation expected March 2022

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
6	Continue to be innovative in extending and improving access to its services, in consultation with communities: developing online services and digital means of engagement; new events piloted and evaluated • Complete digital strategy for service to identify priorities and resources/skills requirements • Community engagement programme undertaken	Ongoing					New events piloted Summer/Autumn 2021 Extensive community engagement undertaken Spring-Autumn 2021. Feedback from NLHF has been very positive about the extent and nature of this.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Quality of service: rating of 9.5/10 or above in survey of visitors	9.5 (2019/20)	9.5	🟩	🟩	🟦		National survey of visitors to archives now unlikely to be held in 21/22.
2	Pass NLHF Mid Point Review	N/A	Pass	🟩	🟩	🟩		Review passed Dec 2021 – awaiting feedback from NLHF
3	Reaccreditation achieved	Maintained	Pass	🟩	🟩	🟩		Due March 2022
4	Levels of engagement with service	2.384 million	2 million	0.606 million	1.076 milion	1.564 million		Includes digital engagement, enquiry count, onsite visitors
5	Percentage of new collections of archives made accessible to service users within 1 month of receipt	95%	85%	100%	92%	71%		Number of accessions received in 2021/22 are higher than in an average year, following a low number of accessions in 2020/21. Plan in place to process this backlog by end March 2022.
Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
6	Percentage of volunteers who would recommend volunteering with service to a friend	NEW	80% To be measured annually	🟩	🟩	🟩		A survey of volunteers in spring 2021 established baseline that 81% would 'strongly recommend' volunteering with the service.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	none					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	none			

APPROVAL

Approval	Name		Job title	Date Agreed
Service Manager	Paul Newman		Archives and Local Studies Manager	21/12/2021
Client Manager CEC	Helen Paton		Cultural Economy Manager	
Client Manager CW&C	Rachel Foster		Head of Communities, Culture and Libraries	
Head of Service/Director	Rachel Foster		Head of Communities, Culture and Libraries	

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Staffing	602,946	0
	Premises	61,640	0
	Transport	2,050	0
	Supplies and services	40,349	0
	GROSS COSTS	706,985	0
INCOME	ITEM	£	% change from previous year
	Joint arrangements - SLA (Warrington BC and Halton BC)	155,181	0
	Royalties - via agreement with commercial partner, Find My Past	56,202	0
	Fees and charges - e.g. for research, conservation work, certification	19,500	0
	Sales - copies from collection	14,500	0
	INCOME	245,383	0
NET BUDGET		£	% change from previous year
		461,602	0

Staffing Structure

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                    ┌──────────────────────────┐
                    │ Archives and Local Studies│
                    │         Manager           │
                    │          1 FTE            │
                    └──────────────────────────┘
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Community Engagement Officer 0.54 FTE

Senior Archivist 1 FTE

Local Studies Adviser 1 FTE

Archivists 2.7 FTE

Conservators 2 FTE

Archive Operations Officer 1 FTE

Archivist (Customer Services) 0.8 FTE

Local Studies Librarian 0.8 FTE

Archives Assistants 3.6 FTE

Digital Services Officer 1 FTE

Research and Collections Access Officer 0.6 FTE
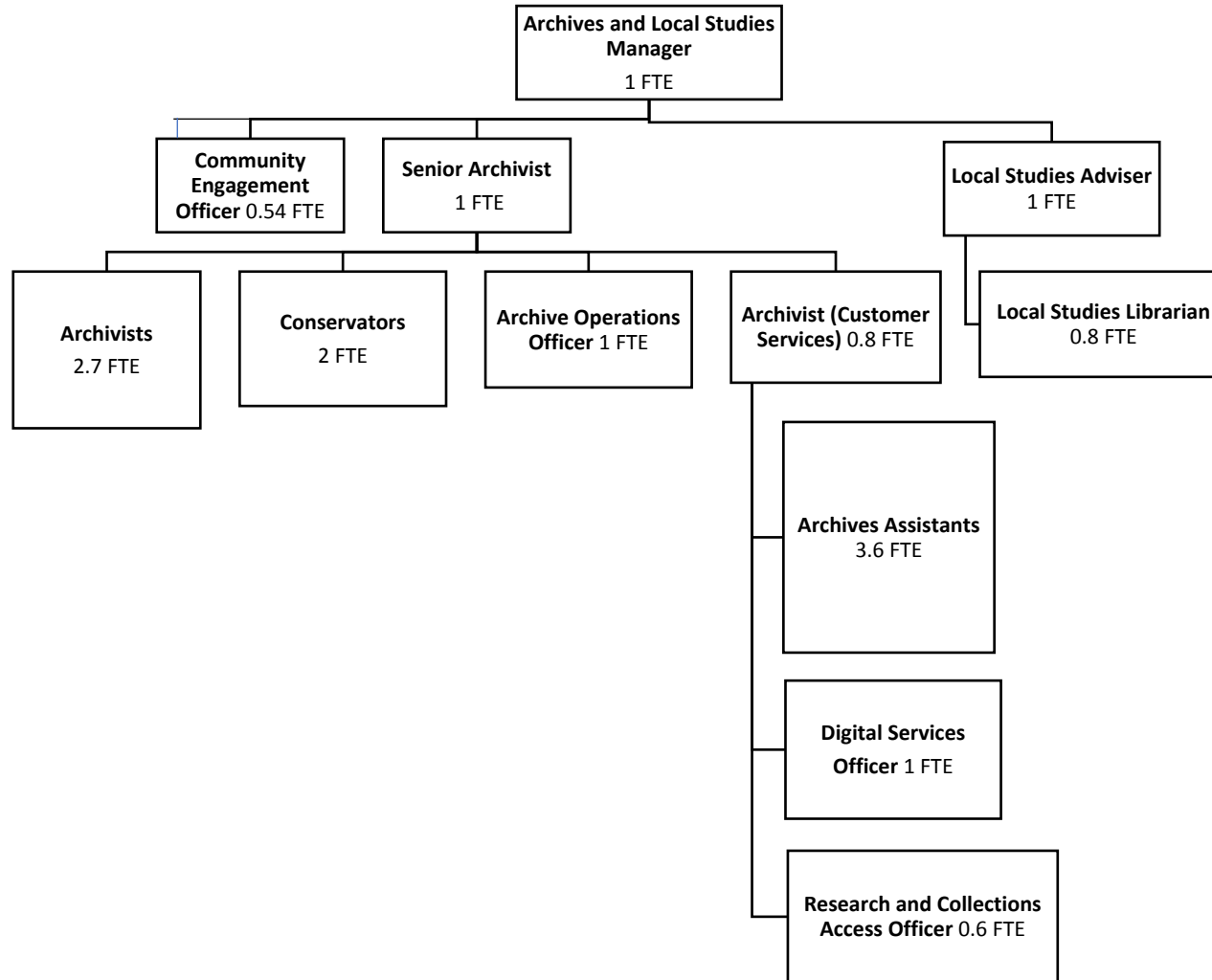
SERVICE DETAILS

Service Name	Cheshire Rural Touring Arts (CRTA)
Service Manager	Jen Henry
Client Managers	Carmel Clapson CWAC Helen Paton CE

BUDGET SUMMARY – For Year 2021/22 to be updated annualy and via qaurtely reporting

	Total Planned Budget £	Q1 Forecast £	Q1 Variance (+ or -) %	Mid Year Forecast £	Mid Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Send £	End of year Variance (+ or -) £
Service Budget	84,000	84,000	0	84,000	0	84,000	0		
Comments	All future budgets will be determined on a yearly basis. CRTA has NPO funding from Arts council until March 2022. An extension year funding bid for 22-23 is being sent to ACE in Sept 21 (result known in Jan 22) NPO funding bid and detailed planning for 23-25 will begin at the end of 2021								

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Scheme manager	0.5		0.5	21,651.50	
Scheme manager	0.5		0.5	21,651.50	
Administrator	0.4		0.4	12,897.86	
Total	1.4		1.4	56,200.86	Salary figures for 2021+ are tbc with finance (yearly increases in on costs need to be known and budgeted for)

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES 21/22

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19.	31/03/2022		4	4		Financial mangment, activty planning and community support is being ammended and actioned as we progress through this quarter and respond to the ever changing landscape. We are revising all CRTA activity in response to the new landscape of arts delivery due to the effects of C19. We will be revising our buisness planing for Arts Council England in 2021 , to implement in 21/22 and beyond. The impact of COVID on the arts will be felt for many years, in terms of funding, artists available and audience and volunteer confidence to return to live events. We will be able to plan further for 2022-2025 once we know the outcome of an ACE NPO application for core funding for the CRTA for 2022-2025, the result of which is expected in early 2022.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	The CRTA will support artists, venues and promoters communities to rebuild a programme of live events in rural communites in Cheshire.	31/03/22		4	4		Live events have been programmed and took place from August-Dec 21

As we reopen our venues to live events in 21/22, our priorities will be to help our venues and volunteers as they host live events and look to build up their audinces again. We will work with artists and companies to ensure there is confidence in touring work again into rural communties. We are programming for spring 2022, but have less venues able to take work due to volunteer avialabliity, venue closure and concern over covid 19 restrictions. We are working with all venues to help support them to plan ahead for hosting events in 2022. |
| 3 | Bid to Arts Council England for National Portfolio core funding for 2022-2025 | | | 4 | 4 | | An extension year bid has been submitted in Sept for funding for 22/23. The NPO bid , for funding 2023-2025 will go into ACE later this year or early next year (exact dates for submission tbc by ACE)

The bid was submitted in October with the result known in early-mid 2022. |

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	CRTA finances are regularly monitored and reported to our partners and ACE. Any suitable fundraising streams are explored and applied to when necessary.				4	4		Finances are monitored and reported. A review meeting with the CWAC finance officer at CWAC is due to take place in Sept. CRTA finances are monitored and reported on quarterly for Arts Council England , CWAC finance admin and for shared services. Extension year funding for 22/23 has been applied for (Sept 21) from ACE. The next round of NPO funding for 23-25 will be open for applications earyy 2022, CRTA are currently planning our bid strategy.
1.2	CRTA is able to programme quality , diverse and engaging artistic activity during the year.				4	4		Shows have taken place in the autumn season. Prformances began in September. Planning for Spring/Summer 22 is also underway We will explore a range of live programmes and work with promoters to programme and promote the work. We will continue to explore digital and alternative performance and engagment activity that we trialled and learn from during the closure of our live events in 2020/21.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	Promoters are supported and are able to continue with CRTA as they wish. If we have spare venue capacity we will also look at engaging new venues/volunteer promoters.				4	4		We have been working with our promtoters to support them to open up venues and begin showing live events. This is a gradual process with some venues needing more time before they open. Suport to promoters is bespoke depending on their needs. Some promoters may not return to CRTA in 22 after closure of their venues, lack of volunteers or lack of activity during lockdown. We may need to explore new venues and bring in new promoters in 2022 – 2025. We already have a model on how we would apporach this, having CRTA for nearly 20 years and any new venues would be in response to the volunteers interest, geographic spread of venues and funding requirements at the time of recruitment. We will also support existing promoters as they rebuild their venues audiences and seek to find new ones.

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	None	n/a	n/a	n/a		

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	None			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jen Henry	Rural Arts Officer (job share)	
Client Manager CEC	Helen Paton	Cultural Economy Manager	
Client Manager CW&C	Carmel Clapson	Cultural Strategy Development Officer	Sent for approval 13/12/21
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	

PLANNED BUDGET DETAIL 21/22

Further budgets will be added anually. A 3 year indiciative budget for 2022-25 will be available when we know the result of our NPO funding bid from ACE in 2022.

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	£56,000.00	+5.6% (due to additional on costs now accounted for in our budget as of end of 20/21 year)
	Artists fees core network (activity and development)	£15,500	No change
	Printing and distribution	£5000	+1566%
	Subscriptions (Nrtf)	£535.00	No change
	Training for staff/promoters	£1000	+100%
	Website/digital dev	£2,000.00	No change
	Promoter go and see fund	£500	+100%
	Office costs(phone/postage)	£200	+100%
	Mileage	£3000	+200%
	Total exp	**£83,735.00**	
INCOME	ITEM	£	% change from previous year
	ACE	£44,503	No change
	Local authority	£24,800	No change
	Box office income	£ 8000	+900%
	Other grants and General Contributions	£1000	-95%
	Income from partnership projects	£500	+100%
	Private donations/sponsorship/income to find	£4000	+100%
	Carry over core and cultural recovery funds for programme delivery to 21/22	£9000	n/a new line
	Total income	**£83,803**	
NET BUDGET		£68	0% change from previous year

Staffing Structure

CRTA staff – Jen Henry and Anne Crabtree (jobshare each 0.5)

Maria Owen – CRTA administrator (0.4)

All report to Carmel Clapson CWAC

SERVICE DETAILS

Service Name	Joint Cheshire Emergency Planning Team (JCEPT)
Service Manager	Chris Samuel
Client Managers	Vanessa Whiting (CWAC)/ Paul Bayley (CE)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	304,971	302,522	-1,194 0%	307,198	2,227 1%	306,668	+1,697 1%		
Comments									

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
	7	3	4	£355,901	Staffing at end of Q3 is 7 FTE.
Total	7	3	4	£355,901	

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/2022					Training continues to take place virtually for those managers who need refreshers, or are new to rota.
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.	31/03/2022					• PSR (Pipelines) area specific and generic plan reviews are outside timescales - work ongoing to resolve. • 1 COMAH exercise is overdue due to C-19 impacts; work continues to resolve and HSE are content with progress. • All other COMAH and REPPIR plans were within agreed ONR & HSE timescales as at end of Q3.
3	Ensure relevant On-Site and Off-Site Response Plans for CWAC and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/2022					Poynton Pool On Site Plan out for consultation with partners in Q3.
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/2022					Chester CT Project – ongoing post-completion issues being worked on; Community Resilience work continues post flooding (Jan 2021) and Storm Arwen (Dec 2021) – several TPCs interested in developing Community Emergency Plans.

OFFICIAL

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Increase levels of emergency preparedness across both authorities generally.	31/03/2022	🟩	🟩	🟩		Levels of generic preparedness in both Councils are at a high level with the response to, and recovery from, the ongoing C-19 pandemic increasing our resilience to future incidents. A number of work-streams are on hold due to capacity issues caused by C-19 and other priority work-streams.
6	Undertake and particpate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CWAC and CE.	31/03/2022	🟩	🟩	🟩		Continuing to take work forward linked to the multi-agency and Council (CWaC) debriefs for January 2021 floods.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/2022	🟩	🟩	🟩		CRF Management Group continues to monitor and implement work, training and exercise programmes to ensure High Risk hazards are mitigated and planned for. Recruitment of temporary staffing resources for CRF underway.
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.	31/03/2022	🟩	🟩	🟩		The main objective this year is embedding the use of Resilience Direct mapping within Service.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	99%	99%	99%		Continued excellent feedback received on training courses.
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within last 24 months.	96%	100%	96%	96%	98%		Training continues to take place virtually for those managers who need refreshers, or are new to rota.
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.	88.8%	100%	91%	91%	81%		
4	Statutory plans and exercises delivered within agreed timescales	76%	100%	88%	92%	98%		See narrative above.
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	100%	100%		Between 01/04/2021 and 13/12/2021 the Service has responded to 18 incidents (CWAC: 11; CE: 7) including 2 Major Incidents and 7 Major Incident Standbys including the Major Incident for the C-19 pandemic impacting both Council areas, as well as a bird flu outbreak, power outages casued by Storm Arwen, local responses to the CT incident in Liverpool, and implementation of enhanced CT security arrangements in Chester. The Service continues to provide a high level of support and advice to both Councils' pandemic command structures, and at the multi-agency level – this will likely continue for the remainder of 2021.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9	9		Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9	9		
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	9	9	9		• HSE (regulatory body) were updated at start of pandemic regards impacts on statutory plans and exercises, and suggested way forward. • Further update regards mitigating actions to be taken were issued to HSE during Q1 (2021-22) as an increased number of plans and exercises were out of timescales due to the pandemic. • Situation continues to improve. • Annual review meeting was held with HSE and EA on 04/10 - content with progress.

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing involvement in the C-19 pandemic has continued to have a significant impact on the team's capacity to deliver the agreed objectives in the business plan for 2021-2. This is likely to continue and the Team Manager will prioritise those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. The Team Manager has made the HSE (regulatory body) aware of our plan to bring statutory plans and exercises back within agreed timescales. Growth proposals, briefed on at Q1, have been explored with both Councils but will not be taken forward on this occasion.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	
3	Statutory requirements of COMAH, REPPIR and PSR legislation. Failure to meet those duties in line with the statutory deadlines could lead to: improvement notices or civil action, impact on the community and/ or the environment due to off-site emergency plans being unfit for purpose or untested, damage to reputation of CWaC and CE, and loss of public/partner confidence.	01 April 2020	Ongoing	See risk narrative above; improving situation.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Senior Manager – Emergency Planning	13/12/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	16/12/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	16/12/2021
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	16/12/2021

Budget Detail

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Salaries	357,156	1.5%
	Training	3,178	-32.1%
	Transport	11,884	-9.72%
	Supplies & Services	24,450	0%
	3rd party agency costs for exercises	20,000	0%
	Accomodation - Cheshire East only	6,425	0%
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPPIR Charge	-98,122	4.3%
	Reimbursements for 3rd party agency costs	-20,000	0%
NET BUDGET		£	% change from previous year
		304,971	2.9%

OFFICIAL

Staffing Structure

Cheshire West and Chester

JOINT CHESHIRE EMERGENCY PLANNING TEAM

Cheshire East Council

SENIOR MANAGER (1 FTE)

G13

LEAD EMERGENCY PLANNING OFFICER: TRAINING & EXERCISING (1 FTE)
G10

LEAD EMERGENCY PLANNING OFFICER: PLANNING & PREPAREDNESS (1 FTE)
G10

EMERGENCY PLANNING OFFICER (2 FTE)

G8

PLANNING AND EXERCISING OFFICER (2 FTE)

G6
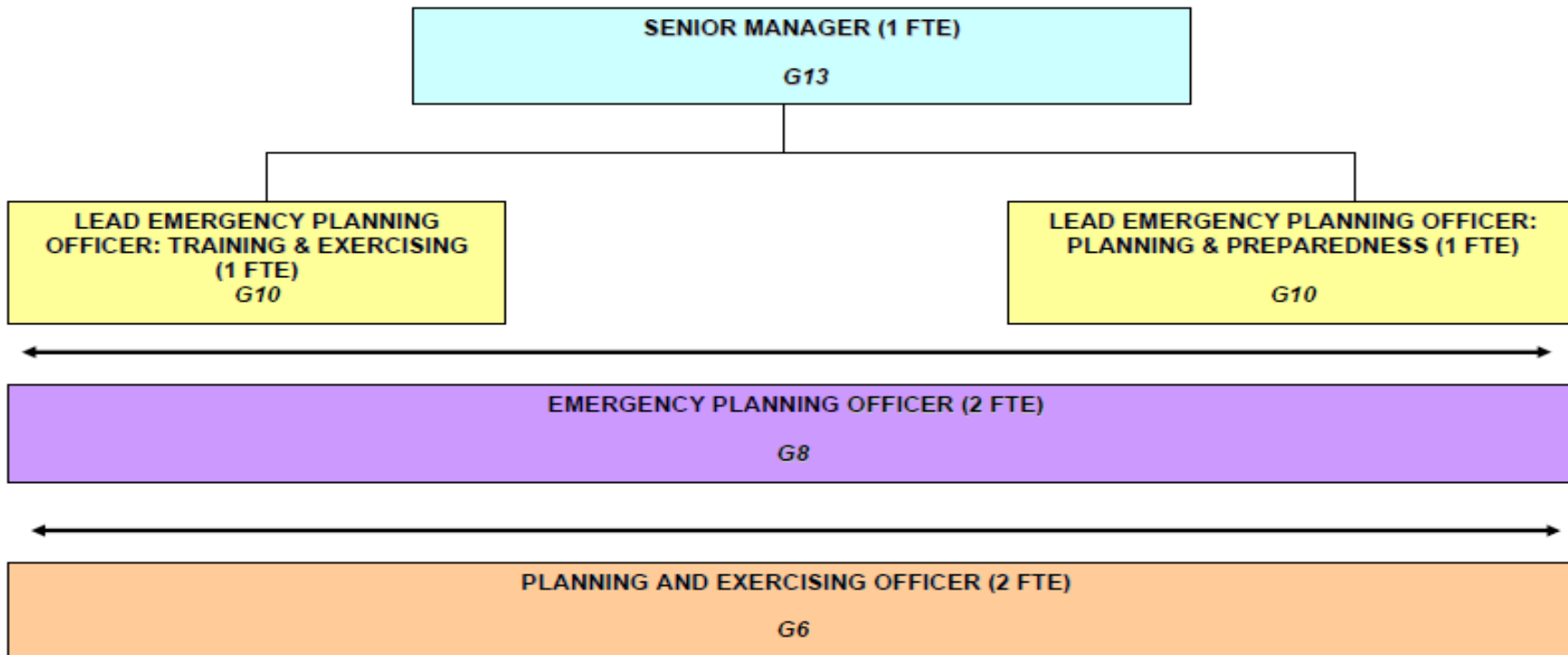
(07/09/2021)

SERVICE DETAILS

Service Name	**Cheshire Farms (Management Costs)**
Service Manager	**David Job**
Client Managers	**Andy Kehoe (CEBC) & Laura Dutton (CW&CBC)**

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	£226,674	£162,720	-£63,218	£157,063	-£68,875	£157332	-£69342		
Comments	CWAC Budget £98711 (same as 20/21) CEBC budget £127,963	Underspend linked to retained vacant post		Underspend linked to retained vacant post		Underspend linked to retained vacant post			

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	Forecast £	Notes
Permanent (Assistant Land Agent & Business Support Officer)	1.6	1.6		62,623	Total Salary Budget £211,988 East Budget £ 113,277 West Budget £ 98,711
Secondment County Land Agent & Clerical Officer)	1.7		1.7	92,242	Seconded west to east
Total	3.3	1.6	1.7	154,865	

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Both Authorities - Provide effective and efficient property management function for the farms estate and other rural property	Continuous	 	 	 		Cheshire Farms is contributing to the delivery of the wider 'climate emergency action plans' alongside the delivery of the core business of the farms services.
2	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.	Continuous	 	 	 		Efforts have been focussed on reviewing recent lettings and surveying customer experiences to ensure that prospective customers are served appropriately.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
Cheshire West & Chester BC								
1	Regular Reporting / Good Financial management		Monthly reporting					ERP reporting / forecasting system implemented
2	Completion of Management Policy Review	**New**	Completion					Review completed and signed off by Cabinet 7th December 2021.
3	Value of property identified for and/or marketed for disposal.	£1.585m	To be agreed					In excess of £7 million in disposals including completed, approved and potenital disposals identified.
4	Planning potential investigations	All disposals	All disposals					On track
Cheshire East BC								
5	Revenue & Capital Budgets - Quarterly reporting cycle	Completed	As and when required					ERP system to be implemented from Jan 2022. In the interim, reporting as requested.
6	Report progress upon estate reorganisation plan	Submitted	End Year submission to CIPFA					On track
7	Value of property identified for and/or marketed for disposal.	£1.55m identified £1.22m marketed.	£1.65m identified and marketed for sale.					£310,000 completed sales £542,750 agreed STC £725,000 identified for potential marketing in year
8	Planning potential investigations	All disposals	All disposals					On track
10	Contribution to the delivery of the Councils carbon management plan	One site identiifed	Contribute to ongoing evaluations & project adoption.					Peatland restoration project implemented and Carbon Land Use Assessment collaboration ongoing with potential woodland creation land identified.

KEY RISKS (taken from the shared services risk log and score 9 or above)

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1 (West)	Impact of reducing income as a result of disposals	9	9			

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	None			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	David Job	County Land Agent	21/12/2021
Client Manager CEC / Head Of Service	Andy Kehoe	Head of Estates	
Client Manager CW&C	Laura Dutton	Interim Head of Property	

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	R1000 – Salaries Costs	£ 211,988	+.04%
	R3400 - Vehicle Allowances	£ 2,510	0
	R4000 – Equipment & Furniture	£ 2,494	0
	R4300 – Office Expenses	£ 1,250	0
	R4520 – Communications & Computing	£ 1,000	0
	R4701 – Grants & Subscriptions	£ 4,590	0
	R4400 – Supplies & Services	£ 2,842	0
	Total Costs	£ 226,674	
INCOME	ITEM	£	0 % change from previous year
	This analysis does not detail the income generated or expenditure incurred through the management of the physical assets which is separately reported and monitored corporately.	0	0
NET BUDGET		£ 226,674	+0.04 % change from previous year

SERVICE DETAILS

Service Name	ICT SERVICES
Service Manager	GARETH PAWLETT
Client Managers	Peter Lloyd / Valda Williams

BUDGET SUMMARY

The business plan has 2 major caveats

(i)   it will need to consider the outcome of the shared services review

(ii)   there will be a need for further work to understand any changes in demand and the subsequent impact on the budget and capacity/resourcing.

	Total Planned Budget £	Q1 Actual Spend £	Q1 Variance (+ or -) %	Mid-Year Actual Spend £	Mid-Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	£17.35m – net to nil	£0.49m	£0.49m overspend	£1.61m	£1.61m	£1.61m	£1.61m		
Comments		The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects. Should this not be achieved there will be an increase in the forecasted overspend position. Further clarity is still required on the premise's		The roll over budget for 2021-22 was based on receiving 100,000 of commissioned projects. The draft outturn for 2021-22 is based on 75,000 hours of commissioned projects, a 25% reduction of demand. Should this not be achieved		The roll over budget for 2021-22 was based on receiving 100,000 of commissioned projects. The draft outturn for 2021-22 was originally based on 75,000 hours of commissioned projects			

		costs and on the expected school's income. Pay award pressures have not yet adjusted for the latest position on the 21-22 pay award. Additional pressure may come from the B4B project. Currently the two councils have allocated provision to cover the pressures in both shared services for a delayed go live 2 to October 2021. Delay beyond this has not yet been accounted for by the councils.	there will be an increase in the forecasted overspend position. The Shared Service has worked hard to mitigate the loss of income as far as possible (by reducing contractor hours etc). However, the extent of the loss of income is such that it has been difficult to offset without impacting BAU services. In addition, there has been cost pressures from contracts. Suppliers are indicating a continued increase in costs in coming months. Savings on premises costs have now been determined. However, savings offset by 2 months of GSH and charges for Nicholas House licences. Schools' income has fallen to £1.2m (vs £1.78m budget). Mitigated by fall in Updata costs.	(including 6,000 hours of unrecoverable B4B work). At this point in the year, it now appears recoverable commissioned hours will be in the region of 62,000 (excluding B4B hours). The Shared Service has worked hard to mitigate the loss of income as far as possible (by reducing contractor hours etc). However, the extent of the loss of income is such that it has been difficult to offset without impacting BAU services. In addition, there has been cost pressures from contracts. Suppliers are indicating a continued increase in costs in coming months. Savings on premises costs have now been determined. However, savings offset by 2 months of GSH and charges for Nicholas House licences.	

| | | | Pay award pressures and backpay have now been estimated in the latest position.

The service has made attempts to recruit to roles on a more permanent basis however has struggled to attract the right candidates which has meant we continue to require agency staff.

6000 hours in respect of B4B have not been included in the 75k total project hours. An adjustment of £378k has been made as this is unrecoverable income. Additional pressure may come from the B4B project. Currently the two councils have allocated provision to cover the pressures in both shared services for a delayed go live 2 to October21. Any delay beyond this has not yet been accounted for by the councils. | Schools' income has fallen to £1.2m (vs £1.78m budget). Mitigated by fall in Updata costs.

Pay award pressures and backpay have now been estimated in the latest position. Additional pressure has come from the B4B project with actual hours to date being in the region of 8,300 as opposed to the previously forecast 6,000. Budget provision to cover for B4B related costs falling within this overspend has been identified separately by the two councils. A further £167k of the overspend relates to shortfall in growth for the pay award (not yet finalised).

In addition, there has been significant hours spent on responding to the Log4J cyber threat which has diverted resources from chargeable projects. | |

			There will be additional pressures on resources for Phase 2 of Shared Services Review. The impact of this currently being estimated as it will involve multiple resources across all areas of ICT Services.		

The budget detail is in appendix 1.

STAFFING

Type	Q1 Total Number of FTE	Q1 CEC FTE	Q1 CW&C FTE	Q1 £	MYR Q2 Total Number of FTE	MYR Q2 CEC FTE	MYR Q2 CW&C FTE	MYR Q2 £	£ Change	Notes
Permanent	122.29	122.29	-	8,260,141	121.36	121.36	-	8,336,642	76,501	There has been an increase in forecast payroll costs due to planned converts from agency. This has been mitigated by a 3.0 FTE of 'employed' leavers. A 'buffer' still included for recruitment to vacancies.
Fixed Term Contract	18.40	18.40	-		17.81	17.81	-		-	
Secondment*	10.61	10.61	-		8.75	8.75	-		-	
Agency	54.00	54.00	-	3,678,824	49.00	49.00	-	2,947,559	- 731,265	Decrease in agency due to conversions to permanent forecast. Significant reduction in Bloom spend from Q1 position. 5 contractors left end of September the benefit of reduction in spend will be realised in future months.
Total	205.30	205.30	-	11,938,965	196.92	196.92	-	11,284,201	- 654,764	

*Staff who have a status of secondment are occupying roles other than their substantive but both roles are within the Shared Service i.e. there are no staff seconded in or out of the department. There are no staff seconded to the B4B programme. All work for B4B takes place within the department and is time recorded as business change. This work normally contributes towards an income target but is classed an unrecoverable in this instance.

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	**Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, New metrics (security and compliance), User experience, Process improvement and Operational Strategy; and an associated Performance Management Framework (PMF).**						
1	Service Improvement Plan (SIP) to drive continuous improvement in operations	31/03/2022	🟩	🟧	🟧		Revised SIP for 21/22 in place and agreed with both Councils. Themes listed below. 1. Produce a fully costed and prioritised SIP. 2. Self-Serve and Self-Help implementation and communications plan. 3. Renewed approach to Agile commissioning and management of projects. 4. Improved Reporting and dashboards 5. Self-service password reset facility 6. AI/Chatbot responses embedded within Halo. 7. Create a customer experience focus group 8. Customer Satisfaction Survey 9. Review effectiveness of performance reporting, produce lessons learnt and produce updated SIP for 2021-22 Some slippage of dates to be agreed with Clients due to resource availability
2	Customer Satisfaction Survey	31/10/2021	🟩	🟩	🟩		Not applicable for Q1. This will now be run in January 2022 due to competing priorities and other campaigns across both authorities, e.g. Unit 4 ERP GL2 CWaC will be run in January, CEC in March.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Implement changes to Performance Management Framework (PMF)	31/03/2022	Green	Green	Green		A new revised PMF is in place for 21/22. A review was scheduled for September for some metrics where targets had been reduced at the beginning of the year, however this review will now take place in November and feed into any wider revisions to the PMF during Q4 or for 2022-23.
4	Implementing the recommendations of the shared services strategic review	Tbd	Green	Green	Green		Further due diligence on the review recommendations.
2	**Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the Brighter Futures cultural standards, values and behaviours that employees of CEC strive to achieve which will be beneficial to our shared service partners.**						
1	Extended Leadership Programme initiatives driving cultural and operational change		Green	Green	Green		There is a current focus on the development of Product Management, Agile (to cover both business as usual and change delivery) and Value Proposition work which consolidates and supercedes the initial five initiatives we had last year.
2	Support Champion Networks in both Councils – to improve staff engagement,innovation and visibility	31/03/2022	Green	Green	Green		Continued high level of engagement across the Service – Brighter Future Champions Network, Bright Sparks, Workplace Recovery and Transformation. Content shared with Technical champions in CWaC.
3	Undertake a Skills Audit of the service to ensure the organisation has the right skills and capabilities now and for the future (including talent management)	30/09/2021	Green	Green	Green		Not applicable for Q1 Will be picked up as part of due diligence activity for ICT Review Specification

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Undertake roadshows and workshops in both Councils – to improve visibility and awareness of ICT across the Councils	31/03/2022	🟩	🟩	🟩		Regular bitesize sessions scheduled monthly and advertised on Centranet. Weekly sessions for Bright Sparks. Specific training/drop in sessions arranged and successfully delivered for major change activity, e.g. InTune, MFA, Teams PBX Telephony. Content shared with Technical champions in CWaC.
5	Develop strong relationships with both Councils their ICT Client teams and the wider business		🟩	🟩	🟩		Monthly JSIB, JBDA, JSB, service and change delivery reviews with client teams. BRMs also work closely with client team in relation to major service change and service escalations.
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2022	🟩	🟩	🟩		Monitored by ELT and SMT – 2021-22 PDR objective setting. Scheduling of mid-year conversations.
3	**Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.**						
1	Refresh of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support.	30/06/2021	🟩	🟩	🟩		Business cases drafted reflecting on the work achieved through Evolution and ongoing Essential Replacement programmes. Additional items identified for Security and Compliance (feedback from external MTI review and AON external cyber insurance work) and Technical Debt (any legacy applications or infrastructure that would benefit the shared service from being switched off but that has information management requirements for each council). Application Lifecycle Management embedded within Directorate Procurement roadmaps to reflect a consolidated commissioning model for all line of business systems.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work	30/06/2021	🟧	🟧	🟧		Technical Debt register reviewed internally and where appropriate used to inform business case development. Technical Debt Register to be shared with both clients with further work to be undertaken with both Councils to identify what can be decommissioned. Governance improvements under review to ensure that when new systems are implemented the legacy applications are appropriately decommissioned as part of the project - otherwise the estate will continue to grow.
3	Deliver Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2022	🟩	🟩	🟩		Progress as planned. Key focus on core Network and Data Centre Services.
4	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2022	🟧	🟧	🟧		Core infrastructure components for the Councils continue to be shared. No opportunity to share further than core infrastructure as Councils find it difficult to align timescales and requirements, this was highlighted in the recent Shared Services Review.
5	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2022	🟩	🟩	🟩		Working with Microsoft (M365, Azure), Capita (Networks), Gartner/Infotech (Bsuiness/Technical/Architecture Assurance) and Apptio (Cost Transparency and Business Management), further opportunities being explored. Working with ICT Strategy, Social Care, Public Health and Health partner colleagues to assess implications of latest Health and Social Care integration legislation (ICS/ICP) and proposed Cheshire & Merseyside ACE platform technical architecture.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Governance - To provide a framework of governance to ensure the provision of robust information, intelligence and business cases to support effective decision-making.						
1	Provide effective decision-making support to operational services through Joint Strategic Board, Joint Service Improvement Board, Joint Business Design Authority	31/03/2022					Governance and regular reporting in place. JSB has agreed to review governance model following Shared Service review feedback. Further review as part of due diligence work.
2	Technical Design Authority to ensure all new ICT capabilities follow appropriate design process and adhere to strategic principles of Simple, Standard, Share and Self Serve	31/03/2022					Governance and regular reporting in place for managing the design process. Adherence to strategic principles are difficult to ensure at a technical level as there is no alignment of business reuirements or business appetite to share.
3	Establish Business Management Function with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services	30/05/2021					Interim Business Management function established with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services. Regular monthly reporting to Joint Strategic Board. Reports have also been used to brief ICT Steering Group.
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2022					This is a mature process within the ICT Shared Service. The transition of Business World is being incorporated within the technical change process.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	**Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.**						
1	Development of a sustainable financial strategy (balancing customer demand and growth pressures) with the need for an affordable cost model	Tbd	🟧	🟥	🟥		Good progress made around the service information, utilisation, cost transparency, demand, contracts and resourcing. Work on the transition to a new model will continue in 2021/22 subject to the recommendations from the Shared Service Review.
2	Agree a new ICT Service Product Catalogue	Tbd	🟧	🟧	🟧		Having taken advice from Gartner and discussions with Cornwall Council we are focussing our attention on developing Value Propositions. The output of this work will be shared with both Councils in November 2021. A Value Proposition (VP) is the description of a Service and its associated Products, that are offered by ICT Services, to meet current known and future business needs in both a 'Business As Usual' and 'Change' related context. A Value Proposition also provides the following detail: • The Business Outcomes that will be supported • The Resources and Tools required to deliver the VP • The full cost of delivering the VP • Associated KPI's to confirm performance expectations Work on the new catalogue will continue in 2021/22 subject to the recommendations from the Shared Service Review/Due Diligence work.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Recruitment of/New staffing structure for ICT Services	Tbd					This objectcive was agreed before the Shared Services Review had been completed. It would make more sense to agree a new structure once the due diligence work has been completed and a decision made on the new model. In the absence of a full restructure, the service continues to review the most appropriate route to resourcing skills/capability and capacity gaps. The service has reduced the number of contractors required in the area of project management and has focussed on bringing through, training and mentoring our own staff to great success. Targetted Recruitment areas include Hosting, Server and Networks.
4	Regular Financial reporting through JSB	01/04/2021					Regular monthly reports to JSB have covered: • Annual Budgeted position • Monthly Actuals • Forecast Outturn for 2021-22 • Commissioning tracker • Staffing • 3rd Party Growth Pressures • Budget Risks & Issue

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Annual Customer Satisfaction Survey covering full range of services		75%	Not run in Q1	Not run in Q2	Not run in Q3		Due to be run in Q4 (January CWaC and March for CEC)
2	Delivery of projects to time, cost and quality milestones	78.9% (97/123)	75%	95.5%	100%	100%		21 out of 22 projects passed each of the three milestones during Q1. 10 out of 10 projects passed each of the three milestones during Q2. Note: Because of the quality element being included in this KPI, it is now reported one month in arrears, therefore only July & August are reported for Q2. (June was available when Q1 figures were requested.) 8 out of 8 projects passed each of the three milestones in Q3. (See note above. Sep and Oct are included here, Nov is not yet available.)
3	Customer Satisfaction (Project Delivery)	96.8%	70%					Not Applicable for 21/22. This is now included in 2 above as the quality element of Delivery of Projects, as of 1/4/21.
4	Availability of basket of critical systems and services	99.8%	99.0%	99.5%	99.9%	99.9%		Excellent availability this quarter, only two major incidents within ICT Services control recorded.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
2	Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility. Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either EOL and non-compliant or has a significantly greater risk of failure.	12	12			Further revision of service levels under Performance Management Framework

Develop user self-service knowledge base and self service requests.

Further development of the Product Catalogue.

Further develop monitoring processes and information flows. Refine reporting structures.

Continue to develop and monitor the compliance of the estate to ensure there are no non-compliant equipment on the infrastructure. A significant amount of remediation was achieved under the Evolution Programme.

A detailed list of projects to address and refresh technologies has been included in the latest High-Level Business Cases.

Refreshed Essential Replacement and Security/Compliance cases presented, funding to be confirmed.

First Risk Workshop was held in early November, follow up meetings rescheduled until January due to Log4J cyber response. |

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Service is forecasting an overspend position of £2.09m in Q3	01/04/2021		ICT is working with governance groups on budget mitigations actions including vacancy management, review of third party contracts and permanet recruitment to replace certain contractor roles. The draft outturn for 2021-22 was based on 100,000 hours of commissioned projects, was reduced to 75,000 hours and has subsequently been reduced to 62,000 hrs. Should this not be achieved there will be an increase in the forecasted overspend position. JSB receive monthly reports on commissioned projects and will monitor closely

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Gareth Pawlett	Chief Information Officer & Head of ICT Services	
Client Manager CEC	Valda Williams	ICT Business Planning and Compliance Manager	
Client Manager CW&C	Peter Lloyd	Head of Change and Technology	
Head of Service	Jane Burns	Executive Director of Corporate Services	

PLANNED BUDGET DETAIL

Staffing Structure

ICT Structure Oct
2020 - No Names.doc

SERVICE DETAILS

Service Name	Libraries Shared Services (LSS), Education Library Service (ELS) and Bookstart
Service Manager	Lexa Farthing and Ann Cowsill
Client Managers	Rachel Foster (CWC); Joanne Shannon (CEC)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) £ and %	End of year forecast Mid-year £	Mid -year Variance (+ or -) £ and %	End of year forecast Q3 £	Q3 Variance (+ or -) £ and %	End of Year Outturn £	End of year Variance (+ or -) £ and %
Service Budget	330,836	330,836	0	330,836	0	330,836	0		
Comments						A balanced budget is forecast			

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
ELS Permanent & LSS Permanent	15.8 & 16.5		15.8 & 16.5	1,019,422	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411		1.411	49,469.00	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31st March 2022.
Total			33.71	1,068,891	

A Staffing Structure is in appendix B

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Upgrade and enhance library management system • Lead and deliver Library Management System upgrade • Development of OPAC front end • Review communication solutions to library users • Respond to B4B impact on library systems and services	Ongoing Sept 2021 March 22 March 22					Q1. Upgrade date set for 9th/10th October. Rigorous testing has been undertaken and amendments have been made by the supplier and in house staff. Training materials are in development and will be rolled out to staff shortly. B4B has created significant issues and increased capacity demands for library operations and LSS support has worked hard to support libraries in getting these resolved. B4B challenges are impacting accurate reporting. Q2. Training and guidance released to staff and champions in advance of upgrade. Upgrade date remains 9th/10th October B4B continues to cause issues on capacity and accuracy of reporting Q3. Upgrade completed across all libraries. Issues following roll-out identified and resolved. Work now being started on new developments such as stock rotation and development of OPAC. Significant support still being given in response to impact of B4B.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Digital services: • Promote and develop e-lending services • work with ICT and library services to implement Peoples Network review • Support library service initiatives	Ongoing March 22					Q1. Take up on the new digital services has been strong. The team has provided support to the public on setting up access and using the services. Promotional materials have been provided to libraries, liaison with suppliers to undertake developments to the services. Provision and monitoring of statistics for usage and expenditure. Reliant on ICT for progression of PN review which has slowed owing to staffing changes in ICT Strategy. Q2 No progress on PN review, progressing update from ICT Strategy Q3 No progress on PN review, awaiting update from ICT strategy. Work has been completed on the development of newsletters for libraries. Liaising with libraries over promotion of e-lending services.
3	Stock: • Reprocure stock contracts for public libraries and ELS	March 2022					Meetings held with procurement team. Contact made and documentation sent out to key staff in library services for review. Q2 Discussion held with Cheshire West Commissioning Board, specification being edited. Q3 Procurement released on Chest with view to completing in January.
4	Service review: • Delivering policy options and contributing to wider Shared Services review • Ensuring service resillience	Ongoing					Liaising with HR and service representatives to refine prior to implementation. Q3 Proposal has been taken to Trade Unions, HR and grading panel for approval with view to consult in January.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Service Level Agreement: • Maintain and review	Ongoing					Quarterly meetings scheduled with CE and CWC representatives to ensure delivering effectively. Regular contact with service representatives.
6	ELS Buy back • Review and implement new 3 year subscription offer	Jan 2022					Liaising with Finance lead to review pricing and ensure offer meets service delivery costs prior to launch in Qtr 4. Qtr 2 – Academic year buybacks now complete No fall in subscription numbers. Stronger position for forward planning, contracts for this financial year are in place now giving clearer picture for forward planning for 3 year offer. Qtr 3 – 2 more subscriptions and more enquiries. Up on same period last year . Still liaising with finance for pricing review.
7	ELS library systems • Use data to demonstrate value and support advocacy • Respond to B4B impact on library systems and services	Sept 2021					Qtr 1 - Have been adding consultancy and advice information on to LMS to support value statement Data for all schools invoiced by ELS added to system and invoiced Large amount of work done to rationalise suppliers invoices. Qtr 2- Continue to respond to B4B issues. Further staff training scheduled. Qtr 3- still responding to B4B issues . HR modules on, additional staff training scheduled.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
8	ELS Virtual offer • Deliver increased training and support virtually • Further development of social media to maximise engagement with schools	Phase 1 April 2021	Green	Green	Green		Qtr 1 - 3 training sessions delivered Have given schools options for support and staff meetings , now saying prefer actual visit from ELS staff. Social media engagement increased. Qtr2- maintaining social media presence, schools opting for more a return to more physical visits to schools. Continuing to develop social media engagement. Qtr 3 – 3 training sessions for secondary schools onsite, well attended . Planning for next terms sessions.
9	BookTrust initiatives • Engage with clients to secure ongoing commitment for Booktrust initiatives • Delivery of universal early years offers to families across both authorities • Delivery of targeted resources including resources for vulnerable and cared for children. • Support library services in accessing initiatives including the new planned BookTrust library offer	Ongoing	Green	Amber	Green		Qtr 1 – service delivered and engaged with clients, reviewing new national offer. Qtr 2 – Absence of Bookstart Co-ordinator due to ill health has created pressure on service. However, delivery of resources has continued as expected, we are continuing to engage with centres and other key contacts; libraries are progressing with the new BookTrust storytime initiative through interim support from Public Library teams in CE and CWC. Qtr 3 – Bookstart Co-ordinator back in work. Continuing to deliver resources as required.

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Orders from libraries are submitted to the supplier within 3 working days	Stock orders submitted in under 1.1 days	3 days					Q1&2 KPI being exceeded at 1.1 days Q3 KPI being exceeded at 1.1 days
2	New stock arriving at LSS, processed and despatched to the correct library within 5 working days	New stock supplied to services within 3 days	3 days					Q1&2 KPI being met Q3 KPI being met
3	ILU - Search for item, place request and respond to library within 5 working days	5 days	5 days	84%	97%	88%		Q1 (correction) 84% affected by closure of services Q2 – 97% Q3 – 88% - some delays owing to staff vacancy
4	Libraries enquiries mailbox – Response and resolution to all public and staff enquiries	Respond within 1 working day Resolution or progression to third party within 1 working day	100% 95%					Q1&2 KPI being met Q3 being met

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
5	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion					Q1 Routes are flexible and are adjusted to meet the changing requirements of libraries as services have increased hours following pandemic closures Q2&Q3Continuing to provide flexibility to meet libraries' needs whilst libraries continue to reopen or work on alternative timetables. We recognise that Business continuity may be affected by national circumstances – fuel shortages, and a high demand on hire vans making access to back up vehicles at short notice difficult. Will continue to revise business continuity plan.
6	Ensure that ELS is providing level of service outlined in service specification to schools and within agreed budget	Service delivered to agreed level and on budget 274 schools subscribed	On target					Q1 - Currently 274 schools. 57500 items collated and delivered to schools in April, May and June. Advisory and consultancy in person or virtually. Teachers/librarians may visit site to select with appointment. CE primary schools and CWC primary and secondaries resubscribing via EQWIp and CHESS. Q2 - school buybacks maintained at 274. Mobile Library resumed school visits High demand from schools for actual visits from librarians for help and for consultancy. 82,911 resources collated and delivered to schools in Qtr 2. Qtr3 - number of schools standing at 277. High demand for librarian visits to

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
								schools currently. Delivered 78,000 items this quarter.
7	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children CE restarted Letterbox					Q1&Q2 on target Q3 on target
8	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 384 resources)	60 gifted	149 gifted	29 gifted		Q1 & Q2 on target – 54% gifted Q3 on target
9	Number of Dual Language resources gifted to set target	CE - 179 books gifted (allocation 300) 59% CW&C – 168 books gifted (allocation 300) 56% 20/21 figures affected by Covid-19	100%	CE 136 CW&C 158	CE 36 CW&C 30	CE 21 CW&C 72		Q1 & Q2 on target – 60% gifted Q3 on target – 75% gifted
10	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members *2019/20 figures	2% increase on previous year	CE 536 CW&C 269	CE 337 CW&C 290	TBC at end of 1/4		Q1 & Q2 owing to Covid 19 new member figures have been severely affected.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
11	Number of Universal packs gifted to BookTrust quality standards set target	CW&C Baby packs 2394 (76%) Treasure packs 4428 (100%) CE Baby packs 2488 (66%) Treasure packs 4676 (100%) *2020/21 figures	95%	CW&C Q1 Baby Packs 1103 Q1 Treasure packs 391 CE Q1 Baby Packs 488 Q1 Treasure Packs 3538	CW&C Q2 Baby Packs 909 Q2 Treasure packs 108 CE Q2 Baby Packs 627 Q2 Treasure Packs 736	CW&C Q3 Baby packs 637 Q3 Treasure packs 1485 CE Q3 Baby packs 542 Q3 Treasure packs 9		Q1 on target Q2 on target Q3 on target

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
	-					

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	-			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Lexa Farthing & Ann Cowsill	Bibliographical Services Manager & Lead Librarian ELS	23 Dec 21
Client Manager CEC	Joanne Shannon	Library Services Manager	Sent 23 Dec 21
Client Manager CW&C	Sally Starkey	Libraries Development Manager	23 Dec Oct 21
Head of Service/Director	Rachel Foster	Head of Communities, Culture & Libraries	

Budget Detail

EXPENDITURE	ITEM				Total 21/22 £	% change from previous year
		EXPENDITURE	**ITEM**	**Total 21/22 £**	**% change from previous year**	
		LSS	Direct Employee Exps	586,562	**0%**	
			Premises	65,226	**0%**	
			Transport	30,583	**0%**	
			Supplies and Services	78,505	**-19%**	
				760,876		
		ELS	Direct Employee Exps	482,329	**0%**	
			Premises	68,364	**0%**	
			Transport	30,800	**0%**	
			Supplies and Services	319,839	**-9%**	
			Indirect Employee Exps	1,500	**0%**	
				902,832		
Gross Costs						

INCOME	ITEM				£	% change from previous year
	INCOME	ITEM	£	% change from previous year		
	LSS	Book start contributions	-45,000	0%		
		General Fees + Charges	-35	0%		
		Income	-2,325	0%		
		Reimb Re Pan Ches Sh Serv	-350,454	0%		
			-397,814			
	ELS	General Fees + Charges	-100	0%		
		General Sales	-78	0%		
		Joint Arrangements	-165,250	0%		
		School Recharges	-769,630	5%		
			-935,058			

NET BUDGET					£	% change from previous year
					330,836	-11%

OFFICIAL

Staffing Structure

```
          ┌─────────────────────────┐
          │ Head of Communities,    │
          │ Culture and Libraries   │
          └─────────────────────────┘

          ┌─────────────────────────┐
          │ Lead Librarian ELS      │
          │ 1FTE – grade 10         │
          └─────────────────────────┘
           │                      │
           ▼                      ▼
┌──────────────────────┐   ┌──────────────────────┐
│ Senior Librarian ELS │   │ Supervisor ELS       │
│ Grade 8              │───│ 1FTE – grade 7       │
└──────────────────────┘   └──────────────────────┘
           │          │               │
           ▼          │               ▼
┌──────────────────┐  │   ┌──────────────────────────┐
│ Librarian Els    │  │   │ Drivers (inc mobile)      │
│ 1 FTE – grade 6  │  │   │ 2 FTE + 1 Term Time Only  │
└──────────────────┘  │   │ Grade 4                   │
                      │   └──────────────────────────┘
                      ▼
          ┌──────────────────────┐
          │ Library Assistant    │
          │ 6FTE x grade 4       │
          └──────────────────────┘
```

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                          ┌──────────────────────┐
                          │ Head of Communities, │
                          │  Culture and Libraries│
                          └──────────────────────┘
                                     │
                          ┌──────────────────────┐
                          │    Bibliographical   │
                          │   Services Manager   │
                          │         1 FTE        │
                          └──────────────────────┘
```

| Systems & Information Librarians 3 FTE | Bibliographical Services Librarians 0.5 FTE | Booktrust Co-Ordinator 0.6 FTE | Bibliographical Services Supervisor 1 FTE | Research and Admin Officer 1 FTE |

Reading Groups Assistant 0.32 FTE

Booktrust Assistant 0.8 FTE

Bibliographical Services Assistants 4.5 FTE

Packing Assistant 1 FTE

Library Support Assistants 1.98 FTE

Delivery Drivers 2 FTE

SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Heather Grove

BUDGET SUMMARY

	Total Planned Budget £	**End of year forecast Q1 £**	**Q1 Variance (+ or -) £ and %**	**End of year forecast Mid-year £**	**Mid -year Variance (+ or -) £ and %**	**End of year forecast Q3 £**	**Q3 Variance (+ or -) £ and %**	**End of Year Outturn £**	**End of year Variance (+ or -) £ and %**
Service Budget	144,789 net 5,378,967 Gross	£5,892,540 £657,962	+228,252 +£513,173 9.54% of Gross budget	5,882,235 689,701	+£544,912 10.13% of Gross budget	5,924,481 730,274	£584,501 10.87% of Gross Budget		
Comments	Net budget is pensions deficit and projects funded solely by CW&C	Restated figures – based on my workings at June 21		Overspend due to B4B costs absorbed by the shared service and a shortfall in income due to a number of academies taking their payroll inhouse from November 2021		Overspend due to increased B4B costs to support GL2 absorbed by the shared service and a shortfall in income due to a number of academies taking their payroll inhouse from November 2021			

See appendix A for the budget detail.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	113.4	2	111.4	3,983,753	This is the FTEs in the costed structure
Agency	8		7	0	- Not in costed structure No budget for these posts
Total	121.4	2	119.4	3,983,753	

A Staffing Structure is in appendix B.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To support the councils delivery of UNIT4 ERP (GL2) ensuring transactional services is change ready	Summer 2021	Amber	Green	Green		System now live on all clients
2	To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP.	June 2021	Amber	Amber	Amber		As the GL2 date has moved this will now be undertaken in Q4
3	To maintain and manage an efficient and effective shared service delivering key financial services	March 2022	Green	Green	Green		On target
4	To undertake a review of Transactional Services Service Offer in line with new functionality of UNIT4 ERP	31 January 2022	Green	Green	Green		To be picked up following GL2 and coinciding with the outcome of the shared service review
5	To analyse the reduction in demand on services following the implementation of UNIT4 ERP	December 2021	Green	Green	Amber		To be picked up following GL2 and the outcome of the shared service review
6	To lead on the implementation of a Cashless/Paperless strategy phasing out the use of cash/paper	March 2022 (phase 1)	Green	Green	Green		On target – review of requirements currently underway
7	To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP	June 2021	Amber	Amber	Amber		Full service review will be implemented following GL2

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Payment to suppliers within terms	CE – 95.34% CW&C – 97.36%	90%			TBC		Q2 position CE – 90.45% CW&C – 94.93%
3	Delivery of efficient and effective recruitment processes	CE – 98.55% CW&C – 99.25%	85%			TBC		Q2 position CE – 95.57% CW&C – 98.58%
4	Delivery of effective payroll system and service	CE – 99.84% CW&C – 99.92%	99%			TBC		Q2 position CE – 99.79% CW&C – 99.88%

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
15	Continued loss of income from schools/academies impacts income for the shared service	9	9	12		Many academies and schools have mooted they may consider sourcing different pay providers
4	Failure to be able to deliver policy option savings due to UNIT4 ERP not delivering the expected benefit realisation.	9	9	12		Initial support following go-live has been very high – this has necessitated additional resources being required.
2	Teething problems following the implementation of Business World would impact the shared service being able to deliver business.	8	8	12		Although current system issues do not stop the councils being able to deliver business – there a few defects (known at the go-live decision point) that are priority fixes

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
	none			

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Jude Green	Head of Transactional Services	22/12/21
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	04/01/2022
Client Manager CW&C	Sandra Cunliffe	Transactional Service Manager (QIT&D)	
Head of Service/Director	Debbie Hall	Director of Finance	

Budget Detail (before inflation)

EXPENDITURE	ITEM	Total 21/22 £	% change from previous year
	Employees	3973249	6.1%
	Other	3000	-50.0%
	Rent and Service Charge	359890	0.0%
	Mileage Claim	4000	-17.0%
	Office Equipment and Printing	220099	0.0%
	Corporate Services Buyback	101201	0.0%
	Oracle Lease	618319	0.0%
	Other Computer	24000	0.0%
	Telephony	12342	0.0%
	Postage	8500	0.0%
	Apprentice Levy	14000	0.0%
	DBS costs	365000	0.0%
INCOME	ITEM	£	% change from previous year
	CWAC income	-1572003	20.6%
	CEC income	-1547989	21.0%
	CEC companies income	-106107	0.0%
	Other companies	-355136	-20.9%
	Schools	-1521525	-11.9%
	Various	-43418	0.0%
	DBS income	-365000	0.0%
NET BUDGET		£	% change from previous year
	Shared service higher pension contributions	95422	-21.9%

Current Staffing Structure

Quality Improvement Development – As Is Structure

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┌─────────────────────────────┐
│  TSC Quality Improvement    │
│    Development Manager      │
│       1 x Grade 13          │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│    TSC Team Leader (QID)    │
│       1 x Grade 10          │
│                             │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│                             │
│    TSC Supervisor (QID)     │
│       1 x Grade 8           │
│  TSC Client/Solutions Officer│
│       5 x Grade 7           │
│     TSC Administrator       │
│       2 x Grade 5           │
│                             │
└─────────────────────────────┘
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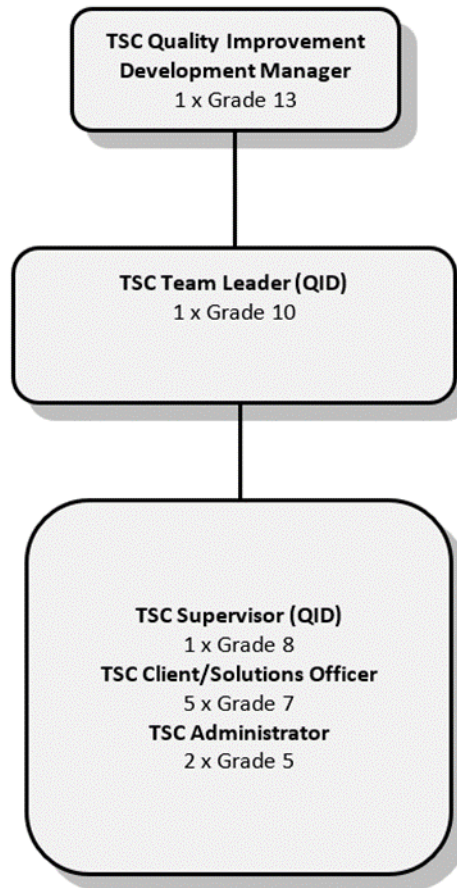
Recruitment & Pay As Is Structure

Recruitment & Pay Manager
1 x Grade 13

Team Leader
1 x Grade 10
(Officers)

Team Leader
1 x Grade 10
Schools & Academies

Team Leader
1 x Grade 10
(External & Other Services)

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8
(West)

Supervisor
1 x Grade 8
(East)

Supervisor
1 x Grade 8

Supervisor
1 x Grade 8

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

Senior Payroll Administrator
1 x Grade 7

TSC Accounting Officer (Statutory)
4 x Grade 7

Payroll Administrator
5 x Grade 5

Payroll Administrator
5 x Grade 5

Payroll Administrator
6 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Schools)

Payroll Administrator
4 x Grade 5
(Pensions)

TSC Accounting Admin -1 x Grade 4

Data Support Officer
1 x Grade 7

TSC Support
1 x Grade 3

TSC Support
1 x Grade 3

Payroll Administrator
2 x Grade 5
(Academies)

Payroll Administrator
5 x Grade 5
(Academies)

Payroll Administrator
4 x Grade 5
(Absence)

Sourcing Administrator
4 x Grade 4

Payroll Administrator
1.5 x Grade 5

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┌─────────────────────────┐
│  Finance Billing and Debt │
│          Manager          │
│        1 x Grade 13       │
└─────────────────────────┘

┌─────────────────────────┐
│   Payment and Income      │
│        Team Leader        │
│        2 x Grade 10       │
└─────────────────────────┘

┌─────────────────────────┐      ┌─────────────────────────┐
│    P & I Supervisor       │      │    P & I Supervisor       │
│       3 x Grade 8         │      │       3 x Grade 8         │
└─────────────────────────┘      └─────────────────────────┘

┌─────────────────────────┐      ┌─────────────────────────────────┐
│   Payments & Income       │      │  Payments & Income Administrator  │
│    Administrators         │      │          4 x Grade 5              │
│     18.5 Grade 5          │      │  Payments & Income General Assistant │
└─────────────────────────┘      │          20 x Grade 3             │
                                   └─────────────────────────────────┘
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                        ┌─────────────────────────┐
                        │  Governance & Support   │
                        │        Manager          │
                        │                         │
                        │          G13            │
                        └─────────────────────────┘

┌───────────────┐ ┌──────────────────┐ ┌──────────────────┐   ┌──────────────────┐ ┌──────────────────┐
│               │ │ Finance Functional│ │Finance Development│   │HRP Functional    │ │ HRP Development  │
│ ICT Technical │ │     Support      │ │     Support      │   │    Support       │ │    Support       │
│     Lead      │ │                  │ │                  │   │                  │ │                  │
│               │ │       G10        │ │       G10        │   │       G10        │ │       G10        │
└───────────────┘ └──────────────────┘ └──────────────────┘   └──────────────────┘ └──────────────────┘
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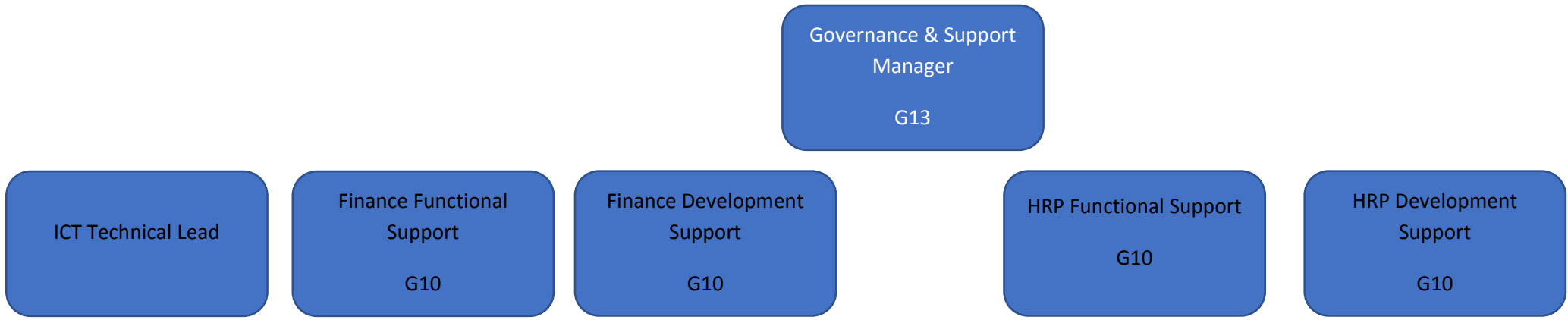
Governance Team

ICT Technical Support	Fianance Support Officer G8	Finance Support Officer G8

HRP Support Officer G8	HRP Support Officer G8