

## SHARED SERVICE PERFORMANCE REPORT 2012-13: SUMMARY

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 2012-13. The RAG rating (Red / Amber / Green) is a judgement based on the combined performance of both elements.

SERVICE		SUMMARY OF PERFORMANCE	Overall rating
A01a	HR and Finance	Overall good service delivery has been evidenced by positive performance against the majority of key indicators. More streamlined processes and restructuring has delivered staffing reductions equating to 6 FTE. The cost split between clients was revised at ¾ year to 49% East: 51% West based on actual activity. The aggregated financial position at outturn shows budget underspend for the first time.	G
A01b	ICT Shared Service	<p>Performance against targets is mixed. Performance related to Helpdesk call handling has declined and this has been attributed to resource issues. Again response to incidents has declined and discussions are underway with clients about the appropriateness of these indicators in the longer term. Availability of network and business applications remains stable whilst e mail exchange has slightly improved. Project delivery remains an issue although a significant step-change is anticipated in 2012/13 with a new supply partner now on board.</p> <p>The Service is reporting an underspend of £607k at outturn compared to ¾ review where an overspend of £439 was forecast. This represents a significant improvement of £1.046m</p>	A
A03	Farms Estate	<p>Overall good service delivery against objectives and policies for both Councils. Performance against indicators is mixed due to differences in policies. Capital receipts have exceeded targets whereas capital expenditure in CE has increased although not as much as anticipated. Overall Asset Value has declined but net income has increased. Financial outturn is positive which can be attributed to lower than anticipated maintenance expenditure and staff vacancy management.</p>	G
A04	Emergency Planning	This service has co-ordinated an effective authority response to 45 incidents and over 300 severe weather and flood warnings on behalf of both councils. Unfortunately the high volume of activity has had a negative impact on the delivery of core objectives. The budget pressure of £20K will be addressed by Cheshire East in 2013-14	A

SERVICE		SUMMARY OF PERFORMANCE	Overall rating
A05	Occupational Health	OHU is now starting to make good progress in developing and reporting its performance. This will be further improved by the introduction of the EOPAS system which is currently being implemented. Significant savings have been delivered as a result of staff restructuring. The £11k underspend has been achieved through retendering doctors contracts and vacancy management.	A
A06	Archives	The service has retained its Customer Service Excellence Award and customer satisfaction has rallied following a decline in 2011-12. Net expenditure remains in the lowest quartile and SLA with Halton and Warrington have been maintained. Online access has risen above expectation. The small budget overspend is attributed to the need to remove Archive material to temporary accommodation at Ellesmere Port market.	A
A08	Libraries Specialist Support	2012-13 finally brought the co-location of the LSS team in Chester however unanticipated expenditure on this project has contributed to the Services overspend at year end. Whilst savings have been delivered this has been off-set by reduced income being achieved by the Education Library Service. Bookstart performance shows improvement but continued uncertainty future funding remains a concern.	A
A14	Rural Touring Network	Audience ratings of performances continue to increase and attendances are being maintained although initial indications are less local to the venue. Performance data for spring 2013 is currently being collated and will be available at the end of July 13.	G
	Archaeology	Review activity on Cheshire's Historic Environment Record (HER) continues although progress has slowed a little. Performance in responding to enquiries about the Farms environments has declined due to delays from external organisations. A small overspend has been incurred in CWAC resulting from additional agency costs incurred as a result of a current vacancy.	A

The following tables provide a more detailed view of performance in each of the featured shared services. These include an indication of the general direction of travel as outlined below:

- ↑ Improved performance on previous year and / or target achieved for year
- ↔ Static Performance or baseline set for future performance
- ↓ Deteriorating performance on previous year and / or target not achieved for year

## A01a HR AND FINANCE

Overall Rating:



**Service Manager:** Vanessa Coates

The HR & Finance Shared Service provides transactional 'back office' services to Cheshire West and Chester ("CWAC") and Cheshire East ("CE") Councils (key clients) and also a range of external customers.

### Key Achievements 2012-13

- A new streamline structure has been implemented reducing senior managers from 5 to 3 and making £100k saving.
- Continued review of transactions is leading to more efficient process and reduced costs – staffing has decreased by 6 FTE
- A review of shared service and client activity has been undertaken and a fully costed charging metrics has been developed for clients
- All new and statutory legislation, particularly around pensions, has been implemented without incurring staffing increases
- A major upgrade of Oracle has been supported, outstanding data fixes have been implemented to improve financial reconciliation and OLM and OPM phase 2 has been introduced
- BACS software has been update to ensure continued compliance and an electronic Direct Debit system has been introduced to replace paper-based processes and improve audit trails
- A New Company (Oracle) setup has been developed to support Client initiatives to develop alternative delivery models including the SLE and Tatton Park Enterprises Ltd
- Terms and Conditions have been developed to cover new staff TUPEing into Client Councils (e.g Child Care Enterprises; Public Health; Patrols) and a range of staff have TUPE'd out of the Authorities e.g. Plusdane; Waste
- Several school academies have been added to our external supplier list ensuring income for future years.
- The Service is registered on a procurement framework with a view to increasing its client base

**Outturn Budget Position:** £77,657 underspent

### Key Performance Indicators

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of Travel
					Target	Actual			
HRF1	Benchmarking cost per payslip	ESC Manager	Overall	1.70	1.70	1.65	1.65	No benchmarking was carried out during 2012-13, however a saving of £220k was made across the service. Payslips equate to 8% of the service saving £17,600. Across the 320,000 payslips this relates to 5p a payslip saving. The target for 2013-14 has not been reduced as staffing numbers are falling so less payslips will be required, any savings will be absorbed in the loss of economies of scale as both authorities outsource services and business is lost or more expensive to provide to smaller outsourced "companies".	↑
			CE	1.70	1.70	1.65	1.65		
			CWAC	1.70	1.70	1.65	1.65		
HRF2	Benchmarking cost per payments invoice	Exchequer Manager	Overall	1.52	1.40	1.40	1.35	No benchmarking was carried out during 2012-13, however a saving of £220k was made across the service. Payments/invoices equate to 40% of the service saving £88k. Across the 738,000 payments/invoices this relates to 12p per process.	↑
			CE	1.52	1.40	1.40	1.35		
			CWAC	1.52	1.40	1.40	1.35		
HRF3	Benchmarking costs per receivables invoice	Income Manager	Overall	3.77	3.60	3.57	3.50	No benchmarking was carried out during 2012-13, however a saving of £220k was made across the service. Creditor invoices equate to 15% of the service saving £33k. Across the 160,000 processes for creditor invoices this relates to 20p per process.	↑
			CE	3.77	3.60	3.57	3.50		
			CWAC	3.77	3.60	3.57	3.50		
HRF4	Staff ratio of employees to Contracting staff	ESC Manager	Overall	500	500	502	500		↔
			CE	500	500	502	500		
			CWAC	500	500	502	500		
HRF5	% Invoices ready for processing in 10 working days*	Exchequer Manager	Overall	98%	98%	98%	98%		↔
			CE	98%	98%	98%	98%		
			CWAC	98%	98%	98%	98%		
HRF6	% Invoices paid within 31 working days of receipt	Exchequer Manager	Overall	93%	94%	94%	95%		↔
			CE	93%	94%	94%	95%		
			CWAC	93%	94%	94%	95%		
HRF7	% CRB's being completed electronically	Sourcing Manager	Overall	81%	85%	92%	95%		↑
			CE	81%	85%	92%	95%		
			CWAC	81%	85%	92%	95%		

## **Delivery 2013-16**

The future has been defined by Cheshire Authorities as the Shared Service will go forward joining with ICT to create a Separate Legal Entity, operating for it's share holders (CWAC & CE) ensuring cost effective delivery and services for it's officers, members and the public.

The key drivers of our service lies in accurate, timely, auditable, processes delivered in a cost effective efficient way.

It's customers expect excellent customer service and streamlined change management whether directed by the Authority or statutory change.

The service needs to embed best practice and standards to keep costs down and also be flexible to move with the directives.

A major driver will come from the "deliver differently" objectives of the organisations, ensuring that as elements of each Authority are separated from their parent Authority we can still offer, where appropriate, services to fit the formation of these new entities, not least our own.

Growing business and establishing new partnerships will also feature heavily over the next years. Again both parent organisations will expect a return on their investment and we must be ready to grow into new areas and show we can exist in a commercial environment.

### **Key Risks**

Failure to deliver the Separate Legal Entity leading to business objectives and anticipated efficiencies not being delivered

Failure to deliver electronic solutions due to security concerns leading to systems/process developments not being progressed thereby reducing opportunities for efficiencies

Failure to agree scope of service with key clients leading to inability to develop commercial relationships and resulting in potential delays in the delivery of the SLE

Failure to develop a commercial culture and to provide employees with the skills and ability to operate in a changing environment resulting in confusion and a poor customer service

Investment in the service is not forthcoming leading to an inability to respond to technical developments resulting in reduced client satisfaction

## A01b ICT SHARED SERVICE

Overall Rating:



**Service Manager:** John Callan

The main purpose of the Shared Service (CSS) is to develop, operate and progress towards delivering a cost-effective, quality and efficient service, supporting cost reduction through the introduction of lower cost technology whilst enabling each shared services customer to pursue their transformation agendas and introduce fundamental business change. This is achieved by building a strong and stable Shared Service which provides a flexible organisation through a professional, client focussed and efficient team. ICTSS exists to create customer value, innovate, make a lasting difference and be the shared service of choice. This will be achieved by; listening to and collaborating with customers and colleagues; communicating well; delivering our commitments; focusing on what matters most and being proud of our service.

### **Context:**

Financial year 2012/13 was a major year of transition for the ICT Shared Service. It launched a new Target Operation Model on 1<sup>st</sup> April following a significant re structure of the business resulting in a 30% reduction in the overall headcount. This was followed by a recruitment of new capability at all levels but specifically at the leadership level to start to reshape the services. It also included procurement to source a new supply partner to assist change delivery who were appointed in March 2013 in readiness for the new financial year. The financial under spend reflects the ongoing work to recruit the right calibre staff and vacancy management programme undertaken to eliminate the overspend.

### **Key Achievements 2012-13**

- The implementation of the New Target Operating Model to maintain levels of service, improved capability and delivered our financial budget.
- Won Kana International Award for Best Mobile Experience by being more responsive to citizens' needs as well as running service operations more effectively through the use of the Lagan CRM system.
- Fully implemented mature industry standard processes that are customer focused leading to an increased level of satisfaction and confidence with our customers.
- Established Programme and Project Services including PMO and Commissioning teams to deliver £6.6 million of change through 500+ projects.
- Development of a prioritised set of technology roadmaps to provide a baseline and inform investment planning and future state architecture.
- Maintained ISO9001 Quality, National Computing Centre ITDA and SIMS Accreditations and commenced new accreditations for the Service Desk Institute as well as achieving TOGAF - (The Open Group Architecture Framework) Accreditation.
- Improved and streamlined governance process through Portfolio Review Board, Technical Design Authority, Technical Review Group, Service Liaison Group and Strategic Oracle Board.
- Introduction of new toolsets and approaches for accelerated and assured project delivery.

**Outturn Budget Position:** £607, 030 Underspent

## Key Indicators

Measure		Responsible Officer	Split	2011 -12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of travel
					Target	Actual			
ICTSS 01	Service Desk Telephone Answer Service Level 80% in 20 seconds	Service Delivery Manager	Joint	90.4%	80/20	62.4%	80/20	Following the TOM restructure, there have been resource issues on the Service Desk which has lead to a reduction in call answer stats. Once fully populated, it is expected that the 80%/20sec target will be achieved in 13/14.	↓
ICTSS 02 **	% of priority 1 service desk calls resolved with 4 hours (for all channels and assigned by 1st line support). Incidents only	Service Delivery Manager	East And West	94%	95%/4 hours	Inc: 73.3%  Inc: 85.3%	95% (excluding those referred to third parties)	Due to the nature and relatively small number of P1 incidents (which are managed through the Major Incident process), it is difficult to achieve this target. The process for raising, investigating, resolving and closing a major incident is embedded in ICTSS, and we will be negotiating the target with Clients.	↓
ICTSS 03 **	% of priority 2 service desk calls resolved with 8 hours (for all channels and assigned by 1st line support). By Incidents and Service Requests	Service Delivery Manager	East And West	Incidents: 87% Service Reqs: 97%	Inc: 95%/1 wk day S/R: 95%/5 wk days	Inc: 75.2% S/R: 96%  Inc: 78% S/R: 96.5%	Inc: 95%  S/R: 95%	Incidents: There has been much discussion with CEC and CWaC around the appropriateness of incidents calls being logged as P2 and P3 – typically these are for VIPs irrespective of the nature of the incident. The focus will be on agreeing with CEC/CWaC how best to manage these calls.  Service Requests: within service targets.	↓
ICTSS 04 **	% of priority 3 service desk calls resolved with 5 days (for all channels and assigned by 1st line support) By Incidents and Service Requests	Service Delivery Manager	East And West	Incidents: 90% Serv Reqs: 98%	Inc: 95%/2 wk days S/R: 95%/20 wk days	Inc: 74.6% S/R: 96.1%  Inc: 73.5% S/R: 96.1%	Inc: 95%  S/R: 95%	Incidents: There has been much discussion with CEC and CWaC around the appropriateness of calls being logged as P2 and P3 – typically these are for VIPs irrespective of the nature of the incident. The focus will be on agreeing with CEC/CWaC how best to manage these calls	↓

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of travel
						Actual			
ICTSS 04a **	% of priority 4 service desk calls resolved with 5 days (for all channels and assigned by 1st line support) Incidents only	Service Delivery Manager	East And West	Incidents: 95%	75%/5 wk days	91.9% 92.8%	75%	Within service targets	↑
ICTSS 05	% availability average of corporate network edge sites (corporate non-ADSL)	Service Delivery Manager	East And West	99.2%	99.0% (corporate non-DSL)	99.0% 97.5%	99.0%	Within service targets.	↔
ICTSS 06	% availability of core business applications during working hours (Priority 1 applications as defined in the business continuity plan)	Service Delivery Manager	East And West	99.8%	99.0%	99.7% 99.8%	99.0%	Within service targets.	↔
ICTSS 07	% projects completed within agreed timescales	Programme & Project Services Manager	Joint	51%	95%	33%	75%	Implementing the TOM had a significant impact on project delivery timescales because of the 60% reduction in internal project delivery capacity. This was further exacerbated by the introduction of a new agency contract on 1 April 2012, resulting in a bedding-in period for ICT provision, together with delays in securing a project delivery partner which impacted on our ability to secure timely supply.  We are expecting a significant step change in 13/14.	↓
ICTSS 08	% projects completed within agreed budget	Programme & Project Services Manager	Joint	91%	95%	76%	75%	The impact of the TOM implementation as per S07 has also impacted this measure. There are also no tolerances or contingency budgets allocated to projects which impact on this measure.	↓
New PI 1	Availability - Exchange (Email)	Service Delivery Manager	Joint	99.5%	98%	99.8%	98.0%	Within service targets.	↑

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of travel
					Target	Actual			
New PI 2	Availability - Intranet	Service Delivery Manager	East And West	99.9%	98%	99.9%	98.0%	Within service targets.	↑
New PI 3	Availability – Internet	Service Delivery Manager	East And West	99.8%	98%	100%	98.0%	Within service targets.	↑
New PI 4	Availability – Click Into Cheshire	Service Delivery Mgr	Joint	99.91%	99.75%	100%	99.75%	Within service targets.	↑

### Delivery 2013-16

The Joint Officer Board and Joint Committee, endorsed by both Authority Cabinet and Executive committees in January and April 2013 set out a vision for Shared Services to be a Separate Legal Entity (SLE) at the heart of delivery of efficient, cost-effective public services which are responsive to the needs of citizens and business services. In order to achieve this vision the shared services has identified a series of challenges which had to be faced and set out an ongoing programme for:

- Making CSS more customer focused and open to the clients that use our services by ensuring responsibilities and processes between the SS and clients are fully understood;
- Maintain high levels of service delivery aligned to approved service level agreements through an approved service catalogue with approved SLAs.
- Reducing the size and complexity of projects, and better manage risks thus improving the outcomes and implementation of solutions through strong supply management and commissioning processes;
- Enabling reuse of existing systems and ‘off the shelf’ components, reducing duplication, over-capacity and saving money by agreed architecture roadmaps at all levels including infrastructure, applications and business process.;
- Moving towards a common infrastructure, simplified architecture and application landscape, increasing efficiency and interoperability using the roadmaps as guides;
- Continually reviewing the Operating Model for shared services which makes better use of scarce resources aligned to a new service based model and creates a skilled workforce, working with sourcing partners to improve and exploit capability.
- Reducing the cost of the Shared Service by implementing stronger spend controls including third party spend and increasing income.
- Delivering value from existing suppliers including software licensing optimisation and renegotiation.
- Provides transactional ‘back office’ services to Cheshire West and Chester (“CWAC”) and Cheshire East (“CE”) Councils and also a range of external customers.

The 2013-16 plan builds on a number of significant successes which have been delivered and learned experience applied. Progress has been strong, as noted by independent Gartner cost benchmarks; maintaining ICT quality accreditations in ISO9001 and achieving accreditation from National Computing Centre as well as formative feedback from customer satisfaction surveys.

Shared services will maintain a commitment to transparency and openness by the publication of quality of service metrics relating to performance. These will continue to be developed to provide a more consistent measure for future years, demonstrating how shared services is progressing.

### **Key Risks**

- Insufficient supply capability / capacity resulting in inability to deliver projects to time / budget / scope
- Inability to attract and retain workforce skills
- Staff do not buy into the culture of continuous improvement/new ways of working
- Income not realised from customers such as school buy back
- Cost of change recovery level insufficient to recover costs
- Inability to deliver further savings on 3rd party spend (in particular PSN)
- Inability to realise synergy savings by further consolidation within the Shared Service
- Missing or poorly-defined service level definitions
- Inability to retain customers/shareholders withholding investment
- Insufficient Investment in ICT Infrastructure and resulting risk to maintaining currency and renewal of hardware and software versions
- Shared Services commercial drivers and service offerings are not clearly defined leading to lack of business viability
- Client v Shareholder conflict of interests potentially leading to failure to standardise and simplify solutions and platforms (e.g. at TDA)
- Lack of clarity / ownership of business change management to support IT delivery (including decommissioning) resulting in reputational impact for ICT
- Roadmaps and future state architecture are not endorsed by stakeholders, leading to lack of investment agreement/different support models etc.
- Diverging client business and ICT strategies
- Rationale for technology / strategy and direction is not fully understood by the business
- Future state architecture /roadmaps compromised by regulatory / compliance changes driven by Central Government
- Technology Roadmaps and future state architecture slows down tactical solutions implementation for customers
- SLE business units not aligned with strategy and approach
- Lack of high level / up stream visibility of demand plans from customers to secure effective and timely supply channels
- Late scope / requirements / timescale changes by customer impacting on delivery performance
- Failure to adhere to the PSN CoCo, IL2 etc may lead to loss of PSN connectivity
- Out of date Service Risk Wheels aligned to Architecture Roadmaps for all critical Strategic Services leads to poor decision-making

## A03 FARMS ESTATES

**Service Manager:** David Job

Overall Rating:



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 and the rural based specialisms 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 provide a fundamental reason for the formation of the 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 undefined period of years.
- 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. 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.
  - To realise capital receipts through the rationalisation of the Estate and to improve long term financial viability.
  - The use and 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

#### Cheshire East BC

- Capital receipts of £2.837 million (4 farmsteads plus 1 range of buildings and 1 clawback settlement - Total 57.387 acres )
- Investment of £320,222 in acquisitions (1 block let bare land - Total 51.97 acres)
- Revenue Budget outturn of approx £472,000 (underspend encompassing rental growth of £10,225 pa through rent review of 18 farms across 1460 acres)
- Progress on structural modelling and targets.
- Improved decision making processes through introduction of Cabinet Review Group to governance model.
- Non Farms Estate - Over 800 acres let within 11 agreements generating approx £8,000 per annum.

#### Cheshire West & Chester BC

- Capital receipts of £2.103 million (2 farmsteads plus 4 blocks of land)
- Revenue Budget outturn of approx £370,000 (underspend encompassing rental growth of £24,988 pa through rent review of 16 farms across 1499 acres)
- Non Farms Estate - Over 350 acres let within 22 agreements generating approx £22,100 per annum.

**Outturn Budget Position:** £322,682 Underspent

## Key Indicators

INDICATOR	2010-11 Actual	2011-12 Actual	2012 -13			2013/2014 Target	COMMENTS
			Target	Actual	Variance		
<b>Revenue Income Generation</b>							
CEBC	£632,587	£629,935	£696,674	£662,987	-£33,687	£697,717	Income Budgets
CW&CBC	£559,227	£616,327	£394,629	£561,566	£166,937	£394,629	
Total income	£1,201,579	£1,246,262	£1,092,303	£1,224,553	£133,250	£1,092,346	
<b>In Year Debt</b>							
CEBC		£2,810	<£ 10,450	£5,012.69	-£5,437.31	<£10,465.75	1.5% of Income budget
CW&CBC		£8,576	<£ 5,919	£14,609.00	£8,690.00	<£5919.43	
Total In Year Debtors	£6,308	£11,386	<£ 16,369	£19,621.69	£3,252.69	<£16,385.18	
<b>% in year debt to total income</b>	0.52%	0.90%	<1.50%	CEBC 0.75% CW&CBC 2.60%	-0.65% 1.10%	<1.50% <1.50%	
<b>Total Debtors outstanding</b>	£95,821	£96,115	£96,115	£ 98, 125	£2,010.00	£96,115	Reduction from 2013 actual
<b>Capital Receipts</b>							
CEBC	£1,608,000	£548,065	£ 2.70m	£2.83 million	+£0.13 m	£2.68 million	Flat profiled average of predicted total over 5 years
CW&CBC	£854,420	0	£ 1.60m	£2.10 million	+£0.5 m	£5.07 million	
<b>Capital Expenditure</b>							
CEBC	£59,668	£94,341	£670,000	£328,269	-£341,731	£762,889	Capital Budget
CW&CBC	£5,186	0	0	£0	0	£0	
<b>Vacancy Rate</b>							
CEBC	5	6	< 6	3	-3	<7	Approx < 10%
CW&CBC	4	5	< 8	5	-3	<5	
Total	9	11	<14	8	-6	<12	
<b>Asset Value</b>							
CEBC	£ 7,499,442	£ 8,694,675		£ 7.47 million			
CW&CBC	£ 5,359,562	£ 6,910,649		£ 7.12			

				million		
<b>Total</b>	£ 12,859,004	£ 15,605,324		£ 14.59 million		
<b>Net Income</b>						
CEBC	£ 299,537	£ 386,049	£ 244,064	£ 471,803	£ 227,739	
CW&CBC	£ 281,052	£ 378,799	£ 273,570	£ 370,051	£ 96,481	
<b>Total</b>	£ 580,588.00	£ 764,848	£ 517,634	£ 841,854	£ 324,220	
<b>Net Return On Asset value</b>						
CEBC	3.99%	4.44%	4.68%	6.31%	+1.63%	4.68%
CW&CBC	5.24%	5.48%	4.68%	5.19%	+0.51%	4.68%

Delivery 2013-16

Challenges and opportunities that will shape future service delivery and inform key objectives, to include:

- **An overview of key drivers including resources reductions (budgets / staff)**

Budgets / targets for capital receipts, expenditure and structural change for both clients are profiled to approved strategies and recent challenge outcomes and therefore remain a stable and known target going forward, subject to variances that may need to be addressed reflecting greater than expected levels of activity in e.g. disposals which impact on income generation.

Staff resources are temporarily reduced having have absorbed the loss of one fte (Project Officer) and one similar post remains unfilled pending the development of the capital expenditure programme for CEBC with work load being bought in as required at this stage. This will need to be kept under review with a cost benefit analysis used to determine future plans. Plans to move office within Goldsmith are expected to be actioned this summer.

- **Meeting the needs of clients and stakeholders**

Whilst the focus of policy objectives for each client authority differs greatly, the activity and functions fulfilled by the shared service remain similar as do the needs of stakeholders and service users. Clearly relationships and linkages with client services will evolve / change as do structures and the need for clear and more distinct communications with customers (tenants) will need to be addressed.

- **Response to delivering and/or supporting new and developing delivery models**

The service has continued to adopt changes in reporting requirements to service client services needs and will need to respond to the host authorities stated preference of creating a commissioning authority model.

- **Detail on intelligence-informed key drivers including improving performance**

**Key Risks**

- Divergence of the two councils priorities / culture leading to misalignment of resources resulting in inefficiencies and breakdown of sharing arrangements.

## A04 EMERGENCY PLANNING

Overall Rating:



**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 is also responsible for the co-ordination of Business Continuity Management (BCM) function delivery across Cheshire East Council and Shared Services (the latter in conjunction with CWaC Risk & Continuity Officer). Staffing - The service has 7 staff (3 CWaC and 4 CE) with six officers based in Chester and one in Sandbach. Budget - the service has a budget of £327k pa of which £23K is income generated through cost recovery for work performed under COMAH, REPIR and PSR legislation. The budget for 2013-14 reflects a 24% efficiency saving made in 2012-13.

### Key Achievements 2012-13

- Responding to incidents - Co-ordinated an effective authority response to 45 incidents and over 300 severe weather and flood warnings on behalf of Cheshire West and Chester Council, and Cheshire East Council. The incidents have included a pan-Cheshire Major Flood Incident (24-29 September), pan Cheshire snow disruption, a major fire at the Essar Oil Refinery in Stanlow, the closure of the M56 at Hapsford for 12 hours, a large building roof collapse and evacuation in Winsford, a chemical suicide in Northwich, suspected IEDs in Macclesfield, Cuddington and Chester, numerous large fires and three separate flood incidents in Farndon. The team also led the co-ordination of both authorities' preparations for potential Fuel Tanker Driver Industrial Action in April 2012.
- Training - Designed and implemented a series of 7 Emergency Management Workshops (3 in CWaC and 4 in CE) with a total of 63 managers attending from both authorities. These sessions, which have received excellent feedback from delegates, are ensuring that managers are made aware of what is required of them whilst on either the Senior Manager Emergency Response Duty Rotas or as part of a Council Emergency Management & Response Team (CEMART) during an incident. An additional 9 events have been scheduled for the first half of 2013-14. This has been the key training focus for the team during 2012-13 and will remain so moving forward.
- Olympic Torch Relays (May 2012) - the team were heavily involved in the planning for the Torch Relay events in both authorities, culminating in the operation of local authority emergency centres in Winsford (29th) and Sandbach (31st), briefing of CEMARTs and attendance at the Joint Tactical Co-ordination Centres at Police HQ on both days. Preparations also involved the revision and multi-agency testing of the Chester City Centre Evacuation Plan.
- Public Health Transfer - The service explored the potential impact of the proposed public health changes from an emergency management perspective, ensuring that both authorities were prepared to deal with any Major Incident from the 1st April 2013. This included a full revision of the Council Major Emergency Response Plans for both authorities and ensuring awareness was raised about the Councils' new responsibilities.
- Industrial Hazard Planning - The team is currently responsible for 17 top-tier COMAH sites, 1 REPIR facility and over 600kms of Major Accident Hazard Pipeline. Over the course of 2012-13 the team has undertaken a number of plan revisions including the Off-Site Plan for Urenco

(Capenhurst) and the Cheshire Major Accident Hazard Pipelines Plan, as well as co-ordinating a number of multi-agency exercises. The team also introduced a new annual maintenance charge in an effort to recover additional costs from COMAH and REPIR operators across Cheshire.

- Significant Partnerships - Continued to participate in and co-ordinate a number of Cheshire Local Resilience Forum (LRF) projects, planning, training as well as chairing 5 multi-agency Task Groups covering subjects including Warning & Informing, Industrial Issues, Exercise Planning, Integrated Systems. The service also led the co-ordination of a multi-agency workshop on coastal pollution (December) and a major recovery phase exercise (March).
- Emergency Preparedness - Increased levels of emergency preparedness across both authorities generally through ensuring all generic and subject specific plans (including the CE and CWaC Multi-agency Flood Response Plans) were updated, implementing live testing of Main and Standby Emergency Control Centres, and ensuring regular liaison and awareness raising with key stakeholders and partners
- Business Continuity Management (BCM) - This work-stream, new to the service for 2012-13, has made good progress through at both a Cheshire East Council level and at a Cheshire Shared Service level. This work will continue into 2013-14 focusing on a Corporate BCM Plan for the authority, and ensuring robust service level plans are in place for all critical activities across the authority and the Shared Services. The latter is undertaken working in partnership with Helen Turner (Risk & Continuity Officer, CWaC).

**Outturn Budget Position:** £21,440 overspent

#### Key Indicators

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of Travel
					Target	Actual			
EP01	Public awareness of what to do in the event of a large scale emergency (to be measured as part of CWaC Community Survey and CEC Citizens Survey)	Chris Samuel	Overall	16.1%	25%	<b>N/A</b>	25%	Question was asked in Q4 survey 2012-13 - results due in 2013-14.	↔
			CE	14.0%	25%	<b>N/A</b>	25%	Bi-annual survey - next survey scheduled for Autumn 2013.	
			CWAC	18.2%	25%	<b>N/A</b>	25%		
EP02	Statutory plans delivered within agreed timescales	Chris Samuel	Overall	100%	100%	<b>95%</b>	100%	<ul style="list-style-type: none"> <li>• All REPIR and PSR plans are currently within agreed ONR and HSE timescales.</li> <li>• One COMAH Plan revision is outside current HSE timescales (Backford North PSD) – actions are underway to complete the revision asap.</li> <li>• Six COMAH Plan revisions were completed in 2012-13.</li> </ul>	↓

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2012-13	Comments on 2012-13 Performance	Direction of Travel
					Target	Target			
EP03	Statutory exercises delivered within agreed timescales	Chris Samuel	Overall	100%	100%	<b>100%</b>	100%	Three exercises took place in 2012-13. All have taken place within agreed HSE and ONR timescales.	↔
EP04	Ensure council representation at required multi-agency meetings/ events/ projects	Chris Samuel	Overall	100%	100%	<b>100%</b>	100%	Target met.	↔
EP05	Serious/ Major Incidents responded to by Duty Emergency Planning Officer within appropriate timescales	Chris Samuel	Overall	100%	100%	<b>100%</b>	100%	The service has seen a significant increase in the number of incidents responded to in 2012-13. With an annual average of 34 incidents pa, the service responded to 45 incidents in 2012-13 with 37 of those occurring in a 9 month period between April and December. The service also responded to over 300 flood and severe weather warnings. All incidents were responded to within appropriate timescales.	↔
EP06	Seek views from partner agencies, services & industry regarding service performance.	Chris Samuel	Overall	<b>Not - completed</b>	Undertake survey with 75% return	<b>0%</b>	Undertake survey with 75% return	This objective has not been completed thus far due to competing priorities taking precedence. Intention is now to implement survey in 2013-14.	↓

## Delivery 2013-16

The challenges and opportunities that will shape future service delivery and inform key objectives are as follows:

(1) Increase in incidents - the service has seen a significant increase in the number of incidents responded to in 2012-13. With an annual average of 34 incidents pa, the service responded to 45 incidents in 2012-13 with 37 of those occurring in a 9 month period between April and December,

(2) Non-incidents - the service has also seen an increase in 'non-incidents', i.e. ones that should be dealt with by other services but have been passed to us by the Customer Centres - this has an impact on agreed service work-streams as it takes time to deal with those incidents satisfactorily,

(3) COMAH - the service will see its COMAH Top-Tier Sites portfolio increase from 17 to 19 in 2013-14 with a resultant increase in workload,

(4) Reservoirs - there is the potential for an increase in the number of High Priority Reservoirs in the two authority areas with a resultant increase in workload.

(5) LRF Re-structure - there will be significant changes to the Cheshire LRF structure, which should have a positive impact on the amount of work undertaken by the service in support of that partnership.

(6) Adhoc Planning related work - the service has also seen an increase in the number of requests for Flood Emergency Plans as a condition of planning permissions - this work is on an adhoc basis, difficult to cater for in advance, and has an impact on agreed workload.

The key Objectives will be to:

- Continue implementation of the Emergency Management Training & Exercise Programme.
- 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.
- Prepare and test Trentabank/ Ridgeway Reservoir Off-Site Plan (Langley), and implement public information campaign.
- Continue implementation of medium to long-term projects, which increase community resilience and emergency preparedness levels.
- Increase levels of emergency preparedness across both authorities generally.
- Continue participation in and co-ordination of Cheshire Local Resilience Forum (LRF) projects, planning, training and exercises.
- Co-ordinate Business Continuity Management (BCM) function delivery across Cheshire East Council and Shared Services.
- Lead on design and testing of a Multi-Agency Coastal Pollution Response & Recovery Plan for Cheshire Local Resilience Forum area.
- 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.

## Key Risks

- Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
- Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.
- Failure to deliver agreed objectives as a result of team responding to significant number of non-incidents throughout year.
- Loss of permanent staff
- Loss of office premises
- Failure of LAEC IT and communications systems
- Failure of Duty EPO system
- Failure of officers to attend training events impacting on preparedness levels.
- Failure of industrial site operators to provide necessary information impacting upon team meeting statutory planning timescales.
- Town and Parish Councils choose not to participate in Community Resilience Programmes.
- Delay of revised MCA National Contingency Plan impacting on local planning schedule

## A05 OCCUPATIONAL HEALTH

Overall Rating:



**Service Manager**      **Eric Burt**

To provide a comprehensive occupational health service to customers including to:

- Assess medical suitability of potential employees
- Advise managers on a range of issues relating to employees' sickness absence including risk assessment, work based assessments and ill health retirement
- Provide advice and guidance to employees managing sickness at work
- Measure and record specific medical data relating to employees' occupation e.g. hearing tests, lung function tests, hand-arm vibration (HAV) tests;
- Promote healthy lifestyle choices and raise awareness of general health issues and provision of Healthy Living Clinics
- Establish an on-going health surveillance programme for noise-induced hearing loss, hand-arm vibration syndrome, lung function and skin surveillance

The service helps each council to deliver services by helping managers to manage absence and ill-health among its staff. It also provides statutory health surveillance as required under health and safety law and also advises managers on adjustments needed to accommodate new recruits with disabilities or additional physical or mental needs. The service also provides support and assistance to employees with physical or mental health problems and advises managers on return to work / phased return strategies.

### **Key Achievements**

The OHU has:

- Provided occupational health services to over 30,000 patients. These include the employees who work for both councils, staff in schools in East and West and the employees of a number of external organisations. (N.B. The number of employees is based on headcount and not full-time equivalent)
- Achieved £385,896 income. This is from the services to schools and academies in East and West, plus a number of external clients.
- Established health surveillance programmes for hand-arm vibration syndrome and noise at work. This ensures that the councils can comply with their statutory health and safety obligations
- Implemented the EOPAS diary management and patient record system. This will ensure the Unit can offer a more flexible service than previously with patient records being available at short notice at remote clinics.
- Worked in partnership with the Primary Care Trusts across Cheshire to deliver a seasonal flu vaccination programme
- Introduced 2 clinics in Cheshire East - Westfields and Macclesfield Town Hall

**Outturn Budget Position:** £11,394 Underspent

## Key Indicators

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of Travel
					Target	Actual			
OHU1	Pre placement questionnaires will be returned within 2 working days. (Where a follow up is needed, 3 attempts at contacting the applicant will be made within 1 week. If no contact is made the recruiting manager is informed).	Eric Burt	Overall	95%	98%	98%	98%		↑
OHU2	Upon receipt of a management referral the employee will be advised within 5 days of an appointment and have an appointment within 10 working days	Eric Burt	Overall	Not previously measured	Set baseline	Target not met	100%	The target will need to be changed to 'Upon receipt of a management referral the employee will be advised within 7 days of an appointment and have an appointment within 10 working days'. This is achievable when the additional Occupational Health Adviser is appointed	↔
OHU3	All appointments for employees will be confirmed with the manager within a 5 days	Eric Burt	Overall	Not previously measured	Set baseline	Target not met	98%	A new system of booking appointments with patients by the medical staff is underway; however the admin system needs to be changed to ensure managers get a timely notification of appointments for their staff.	↔
OHU4	Written reports to management will normally be issued within 3 working days following the consultation, subject to the need for further medical information.	Eric Burt	Overall	Not previously measured	Set baseline	100%	100%		↑

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of Travel
					Target	Actual			
OHU5	All information in medical reports will be specific in order for managers to make decisions about employees, particularly in cases of sickness absence	Eric Burt	Overall	Not previously measured	Set baseline	95%	100%	Performance is dependent on full and accurate information from managers on the management referral form.	↑
OHU6	Helpline enquiries responded to by the end of the next working day	Eric Burt	Overall	Not previously measured	Set baseline	100%	100%		↑
OHU7	Delivery of Efficiency Savings	Eric Burt	Overall	£44,347	£9,014 saving	£20 000 saving	£34,328 reduction in admin team costs		↑
OHU8	Staffing Levels	Eric Burt	Overall		1.0FTE reduction in admin team	1.0 FTE reduction in admin team	2.0FTE reduction in admin team		↑

## **Delivery 2012-13**

- Develop and improve long-term shared service arrangements through regular strategic and performance review mechanisms to ensure that service delivery is stabilised and provides the best sharing option to meets the needs of Cheshire East Council and Cheshire West and Chester Council
- Restructure the Admin Team to reduce the number of employees and realise the efficiencies of the EOPAS system
- Develop the EOPAS system (Phase 2) in order for external customers to have access to the system for patient information.
- Reduce appointment waiting times to a maximum of 10 working days
- Review all the occupational health policies and procedures
- Improve the system for statutory health surveillance by ensuring that the Unit is adequately equipped and staffed to undertake this task on behalf of the parent councils
- Assist each council with management and reduction of sickness absence
- 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.

## **Key Risks**

- Loss of medical staff
- Loss of medical records
- Budget cuts and lack of investment
- OHU policies and procedures out of date

**Service Manager Paul Newman**

Cheshire Archives and Local Studies (CALS) shared service is part of nation-wide network of statutory archive provision. 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.

The service fulfils the statutory requirement for all Councils under the 1972 Local Government Act to make proper provision for the archives in their care

**Key Achievements 2012-13**

- Customer Service Excellence standard maintained. The standard provides a framework for the way in which the service plans its services and communicates with its customers. This ensures that policies, procedures and performance measures are continually reviewed and kept relevant and meaningful.
- Relocation of archives from storage in Chester to Ellesmere Port Market. This has consolidated a large proportion of the service's off-site storage, resulting in more efficient delivery of archives and better storage conditions for these unique and irreplaceable records. It should be noted that the storage at Ellesmere Port is seen as an interim measure to service's storage crisis and has not gained approval from central government (via The National Archives) for the long term storage of public records (eg magistrates courts, hospitals)
- Disaggregation of Records Management service to CWAC ICT. This completes an objective stated at LGR in 2009 - that the management of both paper and electronic information should be carried out by the respective local authorities.
- Review of Archives service completed and reported to members of the Shared Services Joint Committee. Members acknowledged that to do nothing about the service's accommodation was not an option and subsequently funding was secured for the carrying out of an options appraisal/feasibility study, the results of which should be presented towards the end of 2013.
- Redesign of public facilities at Record Office. This was carried out in the light of changes in the pattern of demand for services, resulting in a use of space which better reflects the way in which customers now use the Record Office.

- 82 outreach activities delivered across Cheshire West, Cheshire East, Warrington and Halton. 4031 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.
- Quick and appropriate response to major flood at archives storage at Chester Town Hall, which flooded 100 boxes of records belonging to external bodies such as the Diocese of Chester and the University of Chester. Following treatment by a specialist company, almost all records are now usable again.

**Outturn Budget Position: £2,511 Overspent**

## Key Indicators

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-2013 Performance	Direction of Travel
					Target	Actual			
ALS-001	Retention of Customer Service Excellence (Charter Mark) standard	Lisa Greenhalgh	Overall	Achieved	Not measured	Achieved	Maintain standard	Maintained standard with no areas of non-compliance with standard.	↔
ALS-002	Rating achieved in the National Archives' self assessment exercise (ratings 1 to 4 stars)	Paul Newman	Overall	Scheme not yet running			Scheme timetable to be confirmed	Replaced by National Archives' Archives Accreditation scheme. Timescale for rollout of scheme not yet confirmed.	
ALS-003	Level of customer satisfaction as measured in PSQG survey rated as good or very good	Paul Newman	Overall	96%	100%	100%	95%+		↑
ALS-004	Net expenditure per '000 population in CIPFA Archive service statistics (b)	Paul Newman	Overall	Lowest quartile	Lowest quartile	Lowest quartile	Lowest quartile	35 <sup>th</sup> out of 39 non-metropolitan archive services.	↔
ALS-005	SLA with Halton and Warrington Borough Councils	Paul Newman	Overall	Agreement maintained	As is	As is	As is	Maintained, with review of funding basis of SLA being carried out in 2013-14, to provide more stable basis for funding of service.	↔
ALS - 006	Increase in use of online resources as measured in website visits	Paul Newman	Overall	150,865	175,000	200,000	200,000	Increase does not take account of visits to externally-hosted 'Cheshire Collection' genealogical website. Expect to have figures for use of this website in summer 2013.	↑
ALS-M07	Delivery of Efficiency Savings	Paul Newman	Overall	£50,000	£36,500	-£6,500	£4,000	Target not achieved due to £43,000 spent on removal of archives to, and shelving in temporary accommodation at, Ellesmere Port Market.	↓

## **Delivery 2013-16**

Key drivers for CALS are:

- A requirement to secure new premises, identified by The National Archives and the driver behind the review of the service which was finalised in 2012. An options appraisal/feasibility study will be presented early in 2014;
- The National Archives Accreditation scheme, being piloted in Spring 2013. Failure to gain accredited status would severely jeopardise the service's ability to secure external funding and damage its reputation amongst potential depositors and other stakeholders;
- a requirement to secure a more stable funding model under the SLA with Warrington (via the Livewire CIC) and Halton, and;
- Government policy on archives, which emphasises the need for archive services to develop bigger and better services in partnership, digital preservation and digital access to collections, and participation in cultural and learning partnerships which support a sense of identity and place within a community.

Service objectives are:

- Secure funding for new premises for the service to enable provision to meet the requirements of the National Archive
- Deliver high quality public services which support and enable customers to celebrate, preserve and learn about their heritage
- Collect and preserve archives and local studies material, in a variety of media, which reflect the activities and interests of the communities of Cheshire West and Chester, Cheshire East, Warrington and Halton
- Ensuring that collections and services are available to the wider community, through both online and local delivery
- 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

## **Key Risks**

- Reductions in service's core budget arising from reduced funding from Warrington and/or Halton under the SLA, leading to failure to deliver core services to all funding authorities.
- Inadequate staffing levels arising from failure of service to make business case replace staff if they leave the service, leading to failure to deliver core services to all funding authorities
- Inability to secure new premises arising from failure of funding bid to HLF, leading to funding gap and probable abandoning of plans to build new Record Office, failure of service to gain accredited status and removal of Place of Deposit status by government
- Failure to extend online access because of inadequate ICT infrastructure and support prevents service digitising archives and making information about collections available online
- Damage or destruction of collections arising from inadequate storage conditions and poor collection management
- Fall in demand for chargeable services results in drop in income to service, resulting in failure to deliver core archive services

## A08 LIBRARIES SUPPORT SERVICES

Overall Rating:



**Service Manager** Sue Eddison

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. 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 38.32 FTE members of staff and a budget of £774,528 with two premises at Hartford Way, Chester and ELS at Browning Way, Winsford, two delivery vans at Hartford Way and two mobiles and two delivery vans at ELS

### Key Achievements

- Co-location of the LSS team to Hartford Way following refurbishment of premises - 100,000 volumes moved to Hartford Way from Picow Farm Bookstore
- Implementation of the LSS Review with new ways of working, the introduction of a generic grade 3 job description for the clerical staff and a streamlined Interlending Team with a reduction of 1.5 FTE through voluntary redundancy providing the service with greater business resilience to cope with seasonal work demands.
- Reduction of LSS Transport fleet from three vehicles to two and the reduction of 1FT Grade 3 post through natural wastage and compulsory redundancy.
- Rationalisation of the Library Admin to better reflect usage of the service by CE and CWAC. Reduction of 1FT Grade 4 post through natural wastage.
- Bookstart - targeted work in Cheshire East in seven Children's Centres to support early years language development programme
- Procurement and award of stock contract of £1.1 million per annum for CE and CWAC to achieve optimum stock provision for Libraries
- Introduction of e-audiobooks in September 2012. Currently have 1500 users with 5800 issues up to the end of March 2013.

**Outturn Budget Position:** £134,489 overspent

## Key Indicators

The Libraries Shared Services performance management framework (PMF) has been radically revised to provide a smaller but more appropriate range of measures to enable increased frequency of reporting to the Joint Officer Board and Members. Owing to the review of the PMF the amount of comparative data is limited although it is anticipated that this will improve as the framework matures.

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of Travel
					Target	Actual			
N19	Use of public libraries	Sue Eddison	CE	2%				This should be removed from LSS as it is purely a CE and CWAC Libraries measure	N/A
			CWAC	-7%					
LPI	Increase issues per 1000 population	Sue Eddison	CE	+1%				This should be removed from LSS as it is purely a CE and CWAC Libraries measure	N/A
			CWAC	-2%					
NI72 & 92	Linked to delivery of Early Years Foundation Stage – gifting of Bookstart packs as a percentage of the target group	Sandra Evans	Overall	96.5%	97%	98%	97.5%		↑
			CE	97%	97%	98.35	97.5%		
			CWAC	96%	97%	97.65	97.5%		
CPA 11c	Time taken to replenish stock	Lexa Farthing	Overall	0%	0%	0%	0%	This should be removed as it is more of an issue for CE and CWAC and heavily dependent on book funds, which are not part of LSS' budgeting	N/A
NI 139	Support for older people – Books on Wheels	Sue Eddison	Overall					This should be removed from LSS as the delivery of the service is provided by front-line libraries	N/A
			CE	264					
			CWAC	209					
LSS BC	Staffing Levels	Sue Eddison	Overall	46.15	44.8 FTE	38.5 FTE	37 FTE		↑

Measure		Responsible Officer	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13	Direction of Travel
					Target	Actual			
LSS BC 3	BIS Usage	Sue Eddison	Overall	3.5% increase in enquiries and 30% decrease in income				Business Information Service was disaggregated from Libraries Shared Services in 2011-12 and finally closed in December 2012.	N/A
LSS BC4	ELS Growth of client base	Sue Eddison	Overall	8% decrease 314 287 6% decrease 50	1% increase 290 primary and special schools & 51 secondary schools	2% decrease in primary and special schools. 2% increase in secondary schools	1% increase in primary and special schools	1 secondary school closed and 1 federated so the net result was a £5,162 increase in income from secondary schools. Overall a £7,300 decrease in total income.	↓
<b>NEW</b>	Delivery of new stock – time from new stock arriving from supplier to being despatched to libraries	Lexa Farthing	Overall				5 working days		
<b>NEW</b>	Stock orders from libraries submitted to supplier	Lexa Farthing	Overall				3 working days		
<b>NEW</b>	Interlending response times – item request placed and response sent to library	Lexa Farthing	Overall				5 working days		
<b>NEW</b>	Local ENQUIRE service – number of questions answered	Sue Eddison	Overall		2% increase	6.9%	2% increase – 2957 questions answered		

## **Delivery 2013-16**

- There is an on-going issue with the resourcing of the Education Library Service if schools opt out of the service, so a key objective for 2013-16 is to market the service to non-buyers within the current geographical areas and beyond.
- Securing ICT capital funding is becoming increasingly more important as the current library management system proves unfit for purpose and not serving the needs of the client and the public.
- The introduction of a specification for the Libraries Shared Services with clear performance measures will help the clients to monitor delivery to ensure that LSS provides an efficient and cost-effective service.
- LSS will be working closely with both CE and CWAC Library Services to address their e-strategies, so that they are equipped to meet the needs of their users and provide an efficient and cost-effective service.

### **Key objectives will be:**

- Leading the procurement and implementation of a new library management system
- Supporting the e-strategy in Cheshire East and Cheshire West and Chester Libraries to enable greater electronic access to services
- Continuing the review of Education Library Service to develop marketing opportunities and deliver increased efficiencies
- Securing ongoing commitment to Bookstart - targeted work with two year olds and Cared For Children to address early language development and improve literacy levels in targeted areas
- Developing and applying initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.

### **Key Risks**

- Capital budget not available to progress ICT initiatives
- Delays with procurement of new library management system (LMS) leading to delayed transfer of data and implementation
- Failure to engage ICT in the implementation of the LMS leading to lack of support
- Reducing buy-back from schools leading to LSS exceeding its budget
- Failure to secure funding for replacement PCs leading to risk associated with ageing hardware
- Performance targets not met

## A14 RURAL TOURING NETWORK

Overall Rating:



**Service Manager;** Kathryn West

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 England (ACE) as a National Portfolio Organisation. Funding for ACE is reviewed after 3 years. ACE funding is currently in place until 2015. 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.

### Key Achievements

- The CRTA successfully bid for NPO status from ACE and created the Cheshire Lancashire Partnership with Spot on Lancashire, which helped drive efficiently savings in areas of programming and shared expertise.
- The CRTA have brought development areas of the scheme, which were external projects, under the core work of the scheme. This included setting up 2 new project Youth Live - to engage with young people in rural places and Cutting Hedge to showcase more artistically challenging work to rural venues. Cutting hedge builds a partnership with Axis Arts Centre at MMU
- CRTA has increased its digital output and use of social media as a way of engaging with audiences and artists
- The CRTA has continued to deliver on its targets set by ACE and the local authorities in regards to audience numbers, feedback from performances and range of work programmed
- The CRTA has continued to maintain and support 25 permanent community venues and continued to provide support and training for the volunteers involved in the CRTA

**Outturn Budget Position:** £1,201 underspent

## Key Indicators

Measure		Responsibility	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2011-12 Performance	Direction of Travel
					Target	Actual			
CRTA1	% of audience rating performances as good or excellent	Katherine West	Overall	93%	94%	97%	94%	Final figures for Spring 2013 are yet to be fully collated, as the spring season performances go on until the end of June. Final figures will be available end of July 13.	↑
CRTA 2	% of audience attending due to networks good reputation	Katherine West	Overall	66%	65%	66%	65%	Final figures for Spring 2013 are yet to be fully collated, as the spring season performances go on until the end of June. Final figures will be available end of July 13.	↑
CRTA 3	% of audience attending due to performances happening locally	Katherine West	Overall	77%	75%	73%	75%	Final figures for Spring 2013 are yet to be fully collated, as the spring season performances go on until the end of June. Final figures will be available end of July 13.	↓
CRTA 4	Average audience per venue, per season	Katherine West	Overall	88	70	75	70	Final figures for Spring 2013 are yet to be fully collated, as the spring season performances go on until the end of June. Final figures will be available end of July 13. Due to funding cuts this year, there are less performances taking place and smaller performances which would account for a reduction in the audience numbers from last year, but we are still reaching above our target.	↑ (above target)

## **Delivery 2013-16**

- Develop and improve long-term shared service arrangements through regular strategic and performance review mechanisms to ensure that service delivery is stabilised and provides the best sharing option to meets the needs of Cheshire East Council and Cheshire West and Chester Council
- Maintain and deliver the services and quality of the cultural events and activities delivered by the CRTA during 2013-16 (including the main network and development projects)
- Support and develop the network of promoters and partners and engage them with programming and network development
- Support professional artists and companies through CPD opportunities, mentoring scheme and the commissioning of new work
- Continue with the development of the use of digital and social media in the promotion and profile raising of the scheme
- 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.

## **Key Risks**

- Meetings do not take place and /or partners disagreed on key issues affecting the management of the scheme
- Funding to deliver the work is not maintained or funding targets met leading to insufficient funding to support the scheme and / or 25 venues
- Customer satisfaction is low and impacts on audience figures and income
- Promoters meetings don't take place resulting in them being disenfranchised with the scheme and drop out
- Resources and capacity for developing social media and digital output is limited resulting in new marketing opportunities not being exploited
- Value for money is deemed low and funding cut by LA and ACE

## ARCHAEOLOGY PLANNING ADVISORY SERVICE

Overall Rating:



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.

Service Manager: Jill Collens

### Achievements 2012-13

During 2012-13 APAS has:

- Submitted applications for additional external funding of £55,000 to carry out the final stages of projects which are currently due to end in 2014 (Chester Urban Archaeological Database, Nantwich Waterlogged Deposits Project).
- Assessed 1,096 planning applications for archaeological implications and provided archaeological advice on 226 applications.
- Provided built historic environment advice on 41 pre-application consultations and planning applications in Halton.
- Monitored 63 schemes of archaeological fieldwork.
- Reviewed 30% of the records in the Cheshire Historic Environment Record.
- Provided information from the Cheshire Historic Environment Record for 266 consultations.
- Received 67,000 search requests to Revealing Cheshire's Past, the public access version of the Cheshire Historic Environment Record
- Produced the definitive dataset of Article 4 directions for CWAC for Land Charges and the HER.
- Improved designation data to enable integration into the new CWAC and CE planning, constraints and land charges software.
- Published the Local Lists in Cheshire case study on the English Heritage HELM website.
- Agreed a metal detecting protocol for CWAC owned-land.
- Agreed a programme for the deposition of the backlog of Chester's archaeological archives with CWAC Museums.

**Outturn Budget Position:** £7,856 Overspend

## Key Indicators

Measure		Responsibility	Split	2011-12 Actual	2012-13		2013-14 Target	Comments on 2012-13 Performance	Direction of travel
					Target	Actual			
ARC H001	% of number of records reviewed in the Cheshire Historic Environment Record per annum	Jill Collens	Overall	31%	5%	30%	5%	At the start of 2012-13 the HER comprised 42,000 records. During 2012-13, 12,395 were reviewed. This high figure is largely due to the work of externally-funded project staff working on the records for Chester City, which skews the figures for normal operational work. The target for 2012-13 remains at 5%, as this project should no longer impact on this task.	↑
ARC H002	% of general enquiries to the Cheshire Historic Environment Record responded to within 15 working days	Jill Collens	Overall	98.5%	90%	96%	90%	During 2012-13, 276 consultations were received directly by the HER.	↔
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	Overall	100%	100%	96%	100%	During 2012-13, 33 consultations were received directly by the HER. The target was not met as delays were introduced awaiting responses from external organisations.	↓
	% of archaeological development control advice provided within 21 working days.	Jill Collens	Overall	100%	100%	100%	100%	During 2012-13 1,095 planning applications were checked for archaeological implications (11% of total) and comments provided on 270 (132 for CWAC; 111 for CE; 21 for Warrington and 6 for Halton). Built historic environment advice was provided on 26 applications in Halton. Pre-application archaeological advice was provided on 46 proposals (26 for CE; 16 for CWAC; 4 for Warrington) and built historic environment advice on 15 proposals in Halton.	↔

## **Priorities for 2013-14**

In addition to maintaining and improving on the achievements of 2012-13, APAS has the following priorities for 2013-14:

- Chester Urban Archaeological Database - Completion of Stage 2 Characterisation and Research Framework and if funding is approved by English Heritage, Stage 3 Strategy.
- Nantwich Waterlogged Deposits Project – Continued monitoring and recording of ground water conditions as part of agreed programme with English Heritage.
- Halton Castle maintenance programme – continue to assist in the implementation of the maintenance programme as agreed with English Heritage.
- Habitats and Hillforts Project - Continued input to ensure delivery of final publication.
- Development of the Historic Environment Record - carry out work programme as agreed as part of Data Audit with English Heritage and scope definitive dataset of designations data for Warrington & Halton.
- Local Plans – continue to input to emerging local plans.
- Heritage crime – continue to input to Heritage Crime programme in Cheshire.
- Archaeological Archives – Continued liaison with Museums Services to manage archaeological archives policies and monitoring of the deposition of the backlog of Chester's archaeological archives.
- North West Regional Research Frameworks – submit bid for funding to English Heritage for a review of the NW Regional Research Frameworks on behalf of the Association of Local Government Archaeological Officers.
- Post excavation backlog – continue to pursue options for publication of pre-PPG 16 excavations
- Archaeology website - develop new microsite
- Cheshire Archaeology Day – Stage Archaeology Day 2013 and begin preparations for Cheshire Archaeology Day 2014

## **Key Risks**

- Significant increase in the number of planning applications and pre-application enquiries would impact on the ability to achieve the key measures
- Unpredicted demands, including increased numbers of consultations both national and local, would impact on the development of the Historic Environment Record
- Unsuccessful funding bids to English Heritage will impact on the delivery of project work, including the inability to complete the final stage of the Chester UAD project and the inability to provide reliable management decisions on the future preservation of Nantwich's waterlogged archaeological deposits.