

SHARED SERVICE OUTTURN PERFORMANCE REPORT 2016 - 17: SUMMARY

Appendix 1

This summary of performance considers both qualitative and quantitative performance in terms of the shared services achievements and performance against national and local indicators as outlined in the Business Plans 2016-17. The RAG rating (Red / Amber / Green) is a judgement based on the combined performance of both elements.

SERVICE		SUMMARY OF PERFORMANCE	Overall Rating 2013-14	Overall Rating 2014-15	Outturn Rating 2015-16	Mid Year 2016-17	Outturn Rating 2016-17
A03	Farms Estate	The Service outturn indicates an overall underspend of £47k in respect of the management costs, reflecting a post being held vacant pending a predicted increase in activity on the capital programme. The underspend is currently being used to fund consultancy costs as and when required. Performance in general is in line with the Estates strategies of each Council.	A	G	G	G	G
A04	Emergency Planning	The Service has performed well throughout 2016-17, co-ordinating the response to 19 incidents including 2 Major Incidents and 8 Major Incident Standbys. Although the high number of incidents and large scale events has had an impact on full delivery of the Service's Business Plan, the team has continued to perform strongly in delivering increased preparedness and resilience levels across both Authorities, whilst also ensuring that statutory obligations and income targets have been met. The end of year budget shows an underspend of £2K.	G	G	G	G	G

A06	Archives	The service has continued to attract new users and continues to develop its online services. Access to the collections has been improved through a major rationalisation of storage. Maintaining accredited status for the Archives in November 2017 remains a focus and it is anticipated that the progress now being made on the Archives Relocation will go some way to ensuring that this objective is achieved although there are still considerable risks associated with this project. As a consequence the risk of not achieving new premises for the Archive now features on the Shared Services Strategic Risk register to ensure that it is regularly monitored by the Joint Officer Board. The financial outturn is a £12k underspend as a result of vacancy management.	G	G	G	G	G
A08	Libraries Specialist Support	The Libraries Shared Service financial position is a £112k underspend as a result of increased buyback from schools. Performance has been positive at year end. Activity to maintain income generated by the Education Library Services has been successful, which is reflected in the outturn position.	G	G	G	A	G
A14	Rural Touring Network	The RTA is reporting a balanced financial position at year end, with performance being on target.	G	G	G	G	G
B14	Archaeology Planning Advisory Service	At year end, all Performance Indicators had been met (See Table B14) and the Service had been delivered within budget. An annual report on APAS's activities in 2016-17 has been prepared, which contains detailed information on the work of the Service. This report accompanies the present document. The financial outturn position is a £28k underspend as a result of a vacancy within the service.	G	G	G	G	G

RAG Rating

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

A03

Farms Estate Management Outturn Performance 2016-17

Overall Rating:

G

Service Manager: David Job

Cheshire Farms shared service was established to provide the management function for the Farms Estates of each authority, a rural property portfolio that provides opportunities for those wishing to take up farming on their own account. This includes the rural based specialism's required for 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, and it is the additional costs associated with replacing or replicating the required skills sets that remain the fundamental reason for the formation and continuation of this shared service. Management of the estates follow individual strategies approved by each authority in late 2011 / early 2012:

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

The service is provided on a pan-Cheshire basis to achieve maximum benefit from efficiencies and economies of scale in using specialist services and expertise. However delays in the implementation of key systems (i.e. document management and GIS) are jeopardising project delivery and consequently this has been identified as a strategic risk.

Achievements against 2016-17 Delivery Plan

Cheshire East

1. 8 long term tenancies ended, 4 subsequent completed new lettings (impact on estate structure stats below)

Size Category	40 – 60 acres	60 – 95 acres	95 plus acres	Number Vacant Properties	Total No Properties	Total Area (Acres)
Starting Structure	32	23	15	3	73	5119
Structure 31/03/2016	19	23	16	5	63	5044
Structure 31/03/2017	21	18	16	5	60	5026
Target Structure		10	27	0	37	4996

2. £1.05 million capital receipts from the sale of 2 properties (4 transactions), contributing to the key objectives of service reorganisation, improvement and disposals with an estimated £3.95 million of property identified for disposal in 2017/18 thus far.

Cheshire West

1. 3 long term tenancy end changes.
2. £2.39 million capital receipts from the sale of part or all of 2 properties (13 transactions), contributing to the key objectives of service reorganisation, improvement and disposals with an estimated £6.6 million of property (up to 19 transactions) identified for disposal in 2017/18 thus far.

Business Plan 2016-20

The focus of the Business Plan in 2017-18 will remain on delivery of the Service's key objectives centred on developing the estate structure for CEBC, and bringing forward capital receipts for both authorities.

Outturn Financial Position 2016-17

Farms	Total £47k (U)	CE £22k (U)	CWAC £25k (U)
The service outturn is an overall position for management costs only. The underspend reflects a post being held vacant, pending a predicted increase in activity on the capital programme.			

A03 Farms Estate Management Outturn Performance 2016-17

CHESHIRE FARMS SHARED SERVICE - SERVICE MANAGEMENT COSTS ANALYSIS as at 31/03/2017

	CHESHIRE EAST				CHESHIRE WEST			
	Budget	Actual	Forecast	Variance Actual to Budget	Budget	Actual	Forecast	Variance Actual to Budget
Employee Costs (Salary)	£ 99,055	£ 64,269	£ 64,269	£ 34,786	£ 89,047	£ 84,475	£ 84,475	£ 4,572
Other Employee Costs (Training)		£ 270	£ 270	-£ 270	£ -	£ 45	£ 45	-£ 45
Vehicle Allowances	£ 3,000	£ 1,745	£ 1,813	£ 1,255	£ -	£ 2,570	£ 2,570	-£ 2,570
Other Management Costs (Supplies & Services)		£ -		£ -	£ -	£ 1,989	£ 1,989	-£ 1,989
Total Service Management Costs (Employees/Training/Expenses/Supplies & Services)	£ 102,055	£ 66,284	£ 66,352	£ 35,771	£ 89,047	£ 89,079	£ 89,079	-£ 32
	Non Geographically Specific Costs £				TOTAL			
	Budget	Actual	Forecast	Variance Actual to Budget	Budget	Actual	Forecast	Variance Actual to Budget
Employee Costs (Salary)					£ 188,102	£ 148,744	£ 148,744	£ 39,358
Other Employee Costs (Training)					£ -	£ 315	£ 315	-£ 315
Vehicle Allowances					£ 3,000	£ 4,315	£ 4,383	-£ 1,315
Other Management Costs (Supplies & Services)	£ 12,258	£ 1,363	£ 1,356	£ 10,895	£ 12,258	£ 3,352	£ 3,345	£ 8,906
Total Service Management Costs (Employees/Training/Expenses/Supplies & Services)	£ 12,258	£ 1,363	£ 1,356	£ 10,895	£ 203,360	£ 156,726	£ 156,787	£ 46,634
	CEBC	CW&CBC	Total					
No of Properties (as at 1/4/16)	64	44	108					
Division of forecast management costs based upon number of properties.	£ 92,910.81	£ 63,876	£ 156,787					
Indicative Breakdown Of Management Costs By Activity	CEBC		CW&CBC		Total			
Disposals Activity	Forecast	Actual	Forecast	Actual	Forecast	Actual		
Capital Receipts	£ 1,333,388	£ 1,047,875	£ 3,197,494	£ 2,393,228	£ 4,530,882	£ 3,441,103		
Cost Of Disposals Activity (Capital Receipts x 0.50%)	£ 6,667	£ 5,239	£ 15,987	£ 11,966	£ 22,654	£ 17,206		
Interim Managed & Non Farms SFP income								
Interim Managed & Non Farms SFP income	£ 102,011	£ 93,804	£ 26,462	£ 26,462	£ 128,473	£ 120,266		
Cost Of Interim Managed & Non Farms SFP Activity @ 10% of income	£ 10,201	£ 9,380	£ 2,646	£ 2,646	£ 12,847	£ 12,027		
Farms Management Activity								
Cost Of Farms Management Activity (Total Management Costs Less Disposals & Interim / Non Farms Management Costs)	£ 76,043	£ 78,255	£ 45,243	£ 49,239	£ 121,285	£ 127,494		
Cost Of Farms Management Activity Expressed as a % of Total Farms Estate Income	11.55%	11.89%	8.23%	8.96%	10.46%	10.56%		
Total Service Costs								
Total Service Management Costs By Authority	£ 92,911	£ 92,875	£ 63,876	£ 63,851	£ 156,787	£ 156,726		
Total Cost Expressed as % of Total Generated Income (Excluding Capital receipts)	12.22%	14.11%	12.10%	11.08%	13.52%	11.80%		

A04 Emergency Planning Outturn Performance 2016-17

Overall Rating **G**

Service Manager Chris Samuel

The overarching aim of the Shared Emergency Planning Service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council:

- (a) Have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response;
- (b) Perform their statutory duties under the Civil Contingencies Act, COMAH (Control of Major Accident Hazards), REPPiR (Radiation Emergency Preparedness & Public Information Regulations), PSR (Pipeline Safety Regulations), and Flood & Water Management Act legislation, and;
- (c) Participate effectively in the delivery of the multi-agency work and training programme as a member of the Cheshire Resilience Forum.

Achievements against 2016-17 Delivery Plan

The Service has had a successful year responding to 19 incidents (9 in CE and 10 in CWaC) since April 2016 including 2 Major Incidents and 8 Major Incident Standbys. These have included Storm 'Doris', flooding in both CE and CWaC including Poynton and Ellesmere Port, a dangerous structure in Congleton, and a siege in Chester. The team has also been involved in the CWaC response to Operation 'Fascinate' (industrial action, Ince), the planning for, and management of, Operation 'Punctuate' (Duke of Westminster's Memorial Service) in November 2016, and in CE the planning for, and management of, the Tour of Britain Cycle Race (September 2016). The team has also continued to be involved in the multi-agency Recovery Phase for the Bosley Wood Flour Mill Major Incident, which was stood down on the 30th November 2016. The team, alongside other teams, was (a) commended for its work in responding to several incidents at CE as part of a Motion at Full Council in July 2016, and (b) put forward for a Making a Difference Award in CE in July for its work in the Bossons Mill Major Incident Standby.

The Service has implemented a series of 7 Emergency Management Workshops (5 in CWaC and 2 in CE) with a total of 33 managers attending from both authorities. In addition a series of 6 Emergency Rest Centre Workshops were implemented with 84 attendees from CE, CWAC, the voluntary sector and neighbouring authorities. All events have produced excellent feedback.

Statutory obligations concerning Industrial Hazard Planning have been met involving 17 top-tier COMAH sites, 1 REPPiR facility and over 600kms of Major Accident Hazard Pipeline. As part of ongoing financial planning activities the Service also explored and developed a new industrial charging regime for 2017-18 onwards that will see an increase in cost recovery from £33K pa to £103K pa phased in over a two year period.

Outturn Financial Position 2016-17

Civil Protection – Emergency Planning	Total £2k (U)	CE £5k (O)	CWAC £7k (U)
The overall position based on the 50:50 split of costs with CWaC would have resulted in both authorities being underspent (CE -£6k and CWaC - £6k). However the Emergency Planning team were also charged with the accommodation costs of £10k which were CE only costs (not shared). This brought the outturn position for CE to £5k overspend. The outturn position for the service overall was a £2k underspend.			

A04 Emergency Planning Outturn Performance 2016-17

Measure		Responsible Officer	Split	2014-15 Actual	2015-16 Actual	2016-17 Target	2016-17 Mid Year Position	2016-17 Actual	Comments on 2016-17 Performance
EPM1	Overall delegate satisfaction with training events (i.e. very good, good, satisfactory)	Suzanne Pritchard		100%	100%	100%	100%	100%	<p>Implemented a series of 7 Emergency Management Workshops (5 in CWaC and 2 in CE) with a total of 33 managers attending from both authorities.</p> <p>Six Rest Centre workshops have taken place. A total of 47 attendees from CWaC/ CE/ Voluntary Agencies have attended these well received events.</p> <p>The team has also run the following bespoke training events for Services: CE Emergency Duty Team/ CE Comms Team/ CWaC Comms & Marketing Team / Brio Leisure Managers (CWaC)/ IES Team (CWaC). All of these training sessions have received excellent feedback from delegates.</p>
EPM2 and M3	Statutory plans and exercises delivered within agreed timescale	Chris Samuel	Overall	100%	98%↓	100%	100%	100%	<p>All COMAH, REPIR and PSR plans are currently within agreed ONR and HSE timescales.</p> <p>Over the course of 2016-17 the team has undertaken 6 plan revisions including the Off-Site Plans for BAE Systems (Radway Green), EON Holford (Byley), CF Fertilisers (Ince), Thor (Wincham), Innospec and Essar (Ellesmere Port).</p> <p>The team also co-ordinated 6 multi-agency off-site plan exercises: BAE Systems (Radway Green), CF Fertilisers (Ince), Storengy (Byley), Avanti, Essar and Veolia (Ellesmere Port).</p> <p>The REPIR Level 2 Exercise 'Foxglove' at Urenco Capenhurst was also successfully completed on 9th March 2017.</p> <p>Finally, a joint Major Accident Hazard Pipelines Workshop took place on the 3rd November 2016 with PSR operators and responding agencies.</p>

NEW M4	Four new Community Emergency Plans in place/ development.	Chris Samuel	Overall	-	-	100% i.e. 4 new plans in place	50%	75%	Currently there are 19 Community Emergency Plans in place across CE and CWaC. Parkgate Community Emergency Plan (CWaC), and Holmes Chapel (CE) have been completed so far this year. The team has also had interest from both Bollington and Congleton Town Councils, and early discussions are taking place with The Groves, Chester. The team also organised a multi-agency exercise on 15th November 2016 to test the Parkgate Plan.
EPM5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	Chris Samuel	Overall	100%	100%	100%	100%	100%	19 incidents responded to in 2016-17 (see above for more information).
EPM6	Partner agencies overall satisfaction with councils' support of CRF activities and projects	Chris Samuel				80%			Since the Business Plan was produced further discussions have been undertaken with the JEPLB and it has been agreed that collection of this PI will not commence until 2017-18.
EPM 7	Customers' overall satisfaction with service provided by JCEPT	Chris Samuel				80%			Since the Business Plan was produced further discussions have been undertaken with the JEPLB and it has been agreed that collection of this PI will not commence until 2017-18.

Business Plan 2016-20

The overarching aim of the Shared Emergency Planning Service is to ensure that both Cheshire West and Chester Council, and Cheshire East Council, have the capability to respond effectively and efficiently to any major emergency in support of their communities, and the multi-agency response. The service has 7 staff (3 CWaC and 4 CE), offices in Chester and Sandbach, and staff working on a flexible and mobile basis across both boroughs to meet its objectives. The service will have a budget of £277K pa in 2017-18 of which £63K will be income generated through cost recovery for work performed under COMAH, REPPiR and PSR legislation. The budget for 2017-18 reflects a £30K policy option, and national pay awards.

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

- (1) Budgetary constraints;
- (2) COMAH - Seveso III will have an impact on the number and type of top-tier COMAH sites situated in the CE and CWaC areas. Consequently, the service could see its COMAH Top-Tier Sites portfolio increase from its current 17 in coming years with a resultant increase in workload;
- (3) 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, and
- (4) Incidents - Increases in Major Incidents and/ or Standbys may lead to increased activation of Council Major Emergency Response Plans and thus an impact on future work plans.

The focus of the Business Plan in 2017-18 will remain on delivery of the Service's key objectives:

- (1) Continued emergency management training for Senior Managers, staff and Members,
- (2) Continued statutory off-site planning and exercising of industrial hazard plans,
- (3) Continued activities designed to increase general emergency preparedness levels across both authorities,
- (4) Revise Generic and Trentabank/ Ridgeway Reservoir Off-Site Plans, and develop public information campaigns as appropriate,
- (5) Implement recommendations from CEC Bosley Wood Flour Mill Major Incident Structured Debrief Reports,
- (6) Continue implementation of medium to long-term projects, which increase community resilience and emergency preparedness levels,
- (7) Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises,
- (8) Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.

The Service's Business Plan for 2017-18 links into Outcome (1) of the Cheshire East Council Corporate Plan 2016-20 - ensuring that our local communities are strong and supportive, and into Outcome (D) of the Cheshire West and Chester Council Outcomes Framework - providing the cleanest, safest and most sustainable neighbourhoods in the country.

A06 - Archives and Local Studies Outturn Performance 2016-17

Service Manager - Paul Newman

Overall Rating:



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

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

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

The Service employs 16.8 FTE staff.

Achievements against 2016-17 Delivery Plan

In 2016-17 the Service has continued to ensure that the Councils meet their statutory obligations for the archives in their care with the focus for the foreseeable future being on developing proposals to secure funding for service transformation. Funding has been secured to develop an external funding bid, with a bid to Heritage Lottery Fund anticipated late in 2017. This will predominantly focus on securing improved accommodation but will also include initiatives to improve IT provision, improve provision in local libraries and increase outreach activity to showcase collections to communities around the county in an effort to bring these closer to people. As part of beginning the process of planning for a new service, a major project was undertaken in 2016/17 to rationalise offsite storage, which will improve services to users from 2017/18 onwards.

The Service has also agreed a new set of records to be digitised and made available through its online partner, Find My Past. These will become available in the second half of 2017/18.

During the year the Service has developed two new 'remote' volunteering projects. Online portals have been created, extending access to the collections and engaging a wider range of volunteers across both Boroughs.

In the Autumn of 2016, the Service participated in the national Survey of Visitors to British Archives. The results demonstrated that the service's performance in terms of staff support and online facilities for visitors and users of the service is rated very highly and well above the national average.

Business Plan 2016-20

The focus for the service is to realise the authorities' plans for service transformation: a major grant application will be submitted to the Heritage Lottery Fund in 2017/18, which, if successful, will see the development of two new history centres in Chester and Crewe, coupled with new engagement programmes to reach a larger and wider audience across both Boroughs and to extend the range of collections made accessible by the service.

Alongside this, the focus for the service will be

- a) Developing digital services to reach more people and to make it easier for people to access the archive collections
- b) Reaching more and a wider range of people through new public activities onsite and around the county, through its use of information technology, and through new opportunities to showcase the collection.
- c) Continuing to develop opportunities and services which bring income to the service to support its development
- d) Working with regional partners to develop provision for the preservation of digital archives, both from the four councils it provides services to and from local organisations. This requires additional funding and in the first instance development costs will be sought through external grants.

Outturn Financial Position 2016-17

Archives	Total £12 (U)	CE £4 (U)	CWAC £8 (U)
The underspend is due to vacancy management within the service.			

A06 - Archives and Local Studies Outturn Performance 2016-17

Measure		Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2016-17 Mid Year Position	2016-17 Actual	Comments on 2016-17 Performance
ALS-001	Overall customer satisfaction rating (out of 10 since 2014/15 for onsite visitors)	Paul Newman	9.3/10 (onsite visitors)	98% (remote visitors)	9.5/10 (onsite visitors)		9.5/10	
ALS-002	Net expenditure per '000 population in CIPFA Archive service statistics (b)	Paul Newman	Lowest quartile	Lowest quartile	Lowest quartile	Lowest quartile	Lowest quartile	
ALS-003	SLA with Halton and Warrington Borough Councils	Paul Newman	Maintained	Maintained	Maintained	Maintained	Maintained	
ALS - 004	Increase in use of online resources as measured in website visits	Paul Newman	1,434,139	1,328,651	1,450,000	581,083	1,570,130	Significant increase in part due to changes in method for recording online use by commercial partner
ALS-005	Archives Accreditation Scheme - achieve accredited status (Replaces ALS 001 and 002)	Paul Newman	Application in progress	Accreditation achieved	N/A	N/A	N/A	Accreditation 'health check' due November 2017. Fuller review 2018.
ALS-006	Percentage of new accessions of archives made available to customers within one month/3 months of receipt	Lisa Greenhalgh	83%/99%	83%/97%	80%/95%	63%/76%	82%/88%	Rationalisation of storage during year temporarily reduced capacity to process new collections to make them accessible.
NEW ALS-007	Percentage of visitors to Record Office who are new to the service	Adam Shaw	24%	26%	25%	29%	26%	
NEW ALS-008	Percentage of attendees at events who are new to the service	Adam Shaw	-	57%	45%	69%	55%	

A08 Libraries Shared Service and Education Library Service Outturn Performance 2016-17

Overall Rating:

G

Service Manager Rachel Foster

Libraries Shared Services provides support and specialist services to Cheshire East and Cheshire West and Chester libraries and their customers. Education Library Service provides resources and expertise to support the curriculum needs of schools and pupils, which subscribe to the Education Library Service (ELS).

The aim of both is to provide a cost-effective and efficient service for the clients and drive and support innovations in Library services.

There are a total of 34.08 FTE members of staff and a budget of £728,832 with two premises at Hartford Way, Chester and ELS at Browning Way, Winsford, two delivery vans at Hartford Way and one mobile and two delivery vans at ELS.

Achievements against 2016-17 Delivery Plan

Key to this planning period has been ensuring that the service level agreement with Cheshire East Library Services is renewed in March 2017. The specification has been agreed, we are awaiting a formal contract which will be issued as soon as possible.

A key success has been the effective procurement and implementation of efficient stock contracts to supply Public Libraries and Education Library Service in a challenging book supply market.

Library Shared Services has also undertaken a staffing structure review. The structure has been realigned to better reflect business processes following the transition to a web based library management system.

Whilst there has been some improvement in stabilising subscriptions to the Education Library Service efforts continue to maintain usage. The service will continue to be actively marketed to non-buyers within the current geographic area and beyond with a view to increasing and stabilising subscriptions which in turn will enable more effective management of the service going forward.

A successful procurement exercise has resulted in the provision of a new eResource, eMagazines for Cheshire East and Cheshire West library Services.

Business Plan 2016-20

Library Shared Services continues to support activity to improve front end Library Services that meet the needs of clients and customers. This includes exploring opportunities to enhance the Library Management System to ensure that it remains a fit for purpose and effective system and supporting both Councils in developing their digital strategies for their library services. The Service will continue to provide core services and specialist knowledge relating to ICT, publishing, stock procurement, distribution and supplier selection and will ensure that contracts continue to meet the needs of users and support the priorities for both services.

We are working with colleagues in Children, Families and Young Peoples services to secure ongoing commitment to Booktrust initiatives to improve literacy levels in targeted areas, especially two year olds and cared for children to address early language development and improve literacy levels.

Education Library Services is reviewing potential impact of changes to education funding and targeting a consolidated offer to Halton, new opportunities in Liverpool and with young offenders institutions.

Outturn Budget Position 2016-17

Libraries Shared Service	Total £112 (U)	CE £-	CWAC £112 (U)
Cheshire East pay a fixed contribution for this service. The underspend is as a result of increased buyback from schools.			

A08 Libraries Shared Service Outturn Performance 2016-17

Measure		Responsible Officer	Split	2014-15 Actual	2015-16 Actual	2016-17 Target	2016-17 Mid-Year	2016-17 Actual	Comments on 2016-17 Performance
LSS 001	Linked to delivery of Early Years Foundation Stage – gifting of Bookstart packs as a percentage of the target group	Frances Lennon/ Anne Sherman	Overall	96.85% 15,111 packs gifted	92% 14,355 packs delivered	Exceed 2015-16 actual	59% 9060 packs delivered	95% 14,527 packs delivered	Mid- year - CE percentage is higher mid-year due to the delivery schedule of early year's settings. Year end - 2015/16 Actual exceeded by 3%.
			CE	96.1%	86.4%		76%	96%	
			CWAC	97.6%	98.2%		42%	94%	
LSS 003	ELS Growth of client base	Rachel Foster	Overall	0.7% increase in income £858,584 from schools	1.5% increase in income £871,723 from schools	1.0%	1.5%	Maintained £870,760 from schools	Mid-year - Currently projecting 1.5% increase in income. Final buy back and income won't be confirmed until end of 2016 due to differences in school financial years. Year end - ELS gained 2 new Cheshire secondary schools and Styal prison. Also gained 2 Liverpool primary schools, extending business into a 7 th authority. Warrington business held. Successfully moved Halton school business over to full package. Halton income up overall.
LSS 004	Delivery of new stock – time from new stock arriving from supplier to being despatched to libraries	Lexa Farthing	Overall	3 days	3 days	3 days	4.5	3 days	Mid-year - Represents usual high peak of stock coming in over summer months, expected to adjust down over full year. Year end - Varies significantly over year reflecting trends in spending.
LSS 005	Stock orders from libraries submitted to supplier	Lexa Farthing	Overall	3 days	1.5 days	1.5 days	1.5	1.2	New LMS and ways of working have reduced this significantly.

LSS 006	Interlending response times – item request placed and response sent to library	Lexa Farthing	Overall	76.64% in 5 days 47.19% within 3 days. 29.45% 4 to 5 days. 23.35% over 5 days.	80% within 5 days 56% within 3 days 24% within 4-5 days 25% over 5 days	Exceed 2015-16 performance	71.37% within 5 days 48.99% within 3 days 22.38% within 4-5 days 28.63% over 5 days	70.3% within 5 days 47.4% within 3 days 22.9% within 4-5 days 29.7% over 5 days	Restructure put in place in August 2016 will assist with response times.
LSS 007	Local ENQUIRE service – number of questions answered	Rachel Foster	Overall	3489 questions answered	3.5% increase 3611 questions answered	Exceed 2015-16 performance	1807	3459	Mid-year - On target to exceed 15/16 figures. Year end - Significant- technical issues affected the service in the autumn. In 2015 we also released a new LMS which has unbalanced the trend.
M1	Libraries New Stock Contract: Procurement process completed and contract in place.	Lexa Farthing				Supplier selected and new contracts agreed.		Suppliers now in place	Mid-year - Project meetings in progress, existing specification reviewed and procurement advice in progress for project completion by end of year. Year end - Contracts awarded for 2017-20 and suppliers in place.
	Implementation date and process agreed and staff trained.					Implementation completed.		Implementation and training completed.	
M2	ELS New Stock Contract: Procurement process completed and contract in place.	Rachel Foster				Supplier selected and new contracts agreed.		Supplier selected and contract agreed.	Mid-year - Project meetings in progress, existing specification reviewed and procurement advice in progress for project completion by end of year. Year end - Contracts awarded for 2017-20 and suppliers in place.
	Implementation date and process agreed and staff trained.					Implementation completed.		Implementation completed	

M7	Number of titles available to the public, number of individual customers, number of loans per title	Lexa Farthing				Baseline data		3668 borrowers registered. 4234 items available. Av. 8 issues per title. 35,767 issues.	Will review at Shared meeting to consider target setting for 17/18.
M9	E-audio supplier reviewed and re-procured as necessary.	Lexa Farthing				Contract in place Sept 16	Contract for 16-17 in place		Will be reviewed again 2017-18
M11	ELS Provision - Mobile specification detailed, procured and implemented	Rachel Foster				Procurement completed and implementation schedule finalised.			Mid-year - Budget allocated to Capital from 15/16. Initial discussion with transport, staff workshops now underway to define specification. Year end — Budget matched by Transport. Review of market undertaken and specification in draft pending review with transport. Procurement to begin in June 2017.
M13	ELS - Maintain subscription levels	Rachel Foster				Minimum to maintain current subscription levels		316 schools subscribed	Mid-year - Secondary maintained with 2 potential new schools pending. Primary overall projected to balance, some variation in buyback from Halton with new offer. Year end – reduction of 10 schools from 15/16. Reflected some shared buy back from partner schools and changes to offer in Halton. Minimum impact on income.
M15	To encourage all Children's Centres to subscribe to Bookstart Corner annually	Frances Lennon/ Anne Sherman				Support and engage with Children's Centres and Early years settings in CWAC (15)	CE 9 (69%) CWAC 13 (87%) Mid-year figures	CE 11 (85%) CWAC 14 (93%) Overall	Mid-year - 2015/16 figures if needed CE – 6 (38%) CWAC – 14 (78%) Overall – 59% Year end - CE Early years settings reduced to 12

						and CE (13)	overall 79%	89%	by end of year – adjusted figure for subscription 91% 1 CWAC venue manager ordered for 2 venues – adjusted figure for subscriptions 100% Adjusted overall figures – 96%
M16	Send 6 Letterbox packs to targeted children between ages of 5-13	Frances Lennon Anne Sherman				88 children in CWAC and 26 in CE	5 packs sent to 114 children	6 packs sent to 114 children	798 packs sent out, including bonus festive parcel in December. 156 children are signed up for Letterbox 2017/18 – 37% increase on 2016/17.
M17	Baseline numbers of Homestart resources to set target	Frances Lennon/ Anne Sherman				Baseline Year	45 packs	17 packs allocated in CEC/ 1 in CWAC.	Some reduction in project delivery due to staff changes in the second half of the year.
M18	Baseline numbers of Dual Language resources to set target	Frances Lennon/ Anne Sherman				Baseline Year	CE 122 (76%) CWAC 89 (55%) Mid-year figures overall 65%	CE 177 (111%) CWAC 229 (143%) Overall 127%	Allocation of dual language books is changed each year; current 2016/17 allocation is 160 per authority. Additional stock acquired in the second half of the year due to high demand.
M19	To increase number of children enrolled in Bookstart Bear Club	Frances Lennon/ Anne Sherman			Baseline CE – 681 enrolled CWAC – 703 enrolled	2% increase	CE – 474 CWAC – 341	CE - 849 (24.6% increase) CWAC – 749 (6.5% increase)	Exceeded targets in both authorities.

A14 Rural Touring Arts Network Outturn Performance 2016-17

Overall Rating:

G

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

CRTA is run by 1.5 posts, 2 part time scheme managers and a part time administrator. The CRTA is funded by the 2 local authorities and Arts Council England (ACE) as a National Portfolio Organisation (CRTA are a joint NPO organisation with Spot On Rural Touring Scheme in Lancashire).. The CRTA are hosted by CWAC and 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 through:

- Enhancing quality of life in rural areas by the provision of professional arts experience
- Boosting the rural economy by encouraging visitors to take advantage of visiting local pubs/restaurants in the vicinity of Arts events
- Encouraging volunteering and empowering “cultural community champions” in rural localities
- Animating local buildings as arts venues

Achievements against 2016-17 Delivery Plan

CRTA have delivered two seasons of work this year, reaching over 4,000 audience members. Our number of venues and volunteers continues to remain strong and dynamic. The CRTA have build on partnerships with other arts and community organisations in finding and developing artists and organisations to bring their work to Cheshire.

We have invested in our volunteer training this year, offering training opportunities in fundraising and also offering a number of opportunities for our volunteers to increase their own skills through attending conferences and festivals.

The CRTA continues its work with libraries though the 2nd year of a 3 year project , in supporting libraries and librarians to host professional arts events in their spaces.

The CRTA have been reduced in staff numbers this year due to maternity leave. The CRTA have been supported through the Cheshire West arts team, to help ensure that the delivery of work has continued during this time.

Business Plan 2016-2020

CRTA aim to deliver a vibrant Rural Arts Programme that supports new and emerging artists into the rural touring sector delivered across CE and CWaC's rural communities and to improve digital promotion of events through social media and online ticketing to increase audience numbers and improve customer satisfaction. CRTA review and update a working business plan every 6 months with our partner organisation Spot On, Lancashire, to ensure the targets of the scheme are current and being met. The plan was last updated in Jan 17. The CRTA also review and update a working environmental plan and equality and diversity plan very 6 months. Copies of these plans are available.

Outturn Budget Position 2016-17

Rural Touring Arts	Total Balanced	CE £-	CWAC £-
Cheshire East pay a fixed contribution for this Service. The Service is reporting a balanced year end position.			

A14 Rural Touring Arts Network Outturn Performance 2016-17

Measure		Responsible Officer	2014-15 Actual	2015-16 Mid-year*	2016-17 Target	2016-17 Mid-Year	2016-17 Actual	Comments on 2016-17 Performance
RTA 1	Maintain quarterly meetings with Client Managers	Jen Henry/ Anne Crabtree	4	2	4	2	4	
RTA 2	Maintain quarterly meetings with Cheshire Lancashire Partnership	Jen Henry/ Anne Crabtree	4	2	2	1	2	Meetings for 16/17 have taken place and future meetings planned in . There is a change in the contact officer we have in Lancashire Council due structural changes within the council. Our new contact officer will be known in May 17
RTA 3	% of audience rating performance as good or excellent	Jen Henry/ Anne Crabtree	97%	9% 98% (spring 15 figures only Final figures for 15/16)	93% is maintained and interviews take place aim for 10% (depending on capacity to interview audiences)?	On target	97%	We are pleased that we continue to reach our targets on these as it provides us with evidence that we are delivering the correct work to our audiences and that the relationship between the public and the CRTA and its volunteers is strong.
RTA 4	Number of youth venues identified and supported	Jen Henry/ Anne Crabtree	2	2		2	2	
RTA 5	Number of venues maintained	Jen Henry/ Anne Crabtree	27	27	24	27	27	

RTA 6	Number of Promoter meetings held p.a.	Jen Henry/ Anne Crabtree	5	3	6	3	5	
RTA 7	Liaison with PANDA maintained	Jen Henry/ Anne Crabtree	Pitching event took place. 2 companies booked onto scheme and 3 companies mentored	1 artist programmed in spring 15. 2 artists programmed for autumn 15 menu	Event takes place Min of 3 companies mentored and commission is toured	Expression of interest sent - first stage funding bid with PANDA	The new bid is being developed between PANDA and CRTA and 3 other rural touring schemes for Arts council to be submitted mid 2017	Funding issues for PANDA – so new bid being developed with number of rural touring schemes and PANDA to support wider and more systematic development of theatre/performance companies in NW
RTA 8	Increase Facebook and Twitter activity and usage to promote events	Jen Henry /Anne Crabtree	304 Facebook friends 293 twitter followers	Social media/marketing training session planned for Jan 16	Increase digital content on website and other media by 5%	369 Facebook likes and 951 Twitter followers at end September	393 Facebook likes and 1054 Twitter followers as of March 17	Through our partners at Spot On Lancashire, we have engaged the services of Jack Bond for social media support. This has enabled us to grow our online presence and see a notable increase in social media activity.
RTA 10	Audience Feedback collated to inform future programmes	Jen Henry /Anne Crabtree	90% events surveyed	90% of events in spring 15 surveyed	90% of events surveyed	90% of events for Spring 2016	90% of events surveyed	Our surveying continues at 90% of events. We are also exploring other ways of surveying (using ipads at events etc)
RTA 11	Annual Report issued	Jen Henry /Anne Crabtree	Achieved	Annual report for 14/15 sent to arts council in May 15. Next report due in May 16	Annual report for 15/16 sent to arts council	Report sent May 2016	Next annual report is expected in May 17	

**NB. Outturn performance data for 2015-16 was not collected due to staffing constraints on the RTA at that time*

B14- Archaeology Planning Advisory Service Outturn Performance 2016-17

Overall Rating at Outturn:

G

Service Manager: Ian Hesketh

The Archaeology Planning Advisory Service (APAS) is a sub-regional service that 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 is hosted by CWAC and consists of 4.33 FTE employees.

The scope of APAS includes:

- Developing and maintaining the Cheshire Historic Environment Record (CHER)
- Advising on policies, strategy and guidance relating to archaeological resources and historic landscape
- Advising on the archaeological implications of development in line with national guidance
- Advising on the application and interpretation of archaeological legislation to ensure compliance with statutory requirements
- Advising on land use changes and development and regeneration initiatives
- Advising on the management of archaeological sites
- Promotion, education and outreach activity to enhance community engagement

Business Plan 2016-20

The annual nature of service agreements reduces the planning timeframe for this Shared Service. Priorities from APAS in the coming year include maintaining provision of core services whilst continuing to review the potential for a more resilient delivery model going forward.

Outturn Budget Position 2016-17

Archaeological Planning and Advisory Services	Total £28k (U)	CE £-	CWAC £28k (U)
Cheshire East pay a fixed contribution this Service. The underspend is as a result of a vacancy within the service.			

B14- Archaeology Planning Advisory Service Outturn Performance 2016-17

Measure		Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2016-17 Mid-Year	2016-17 Actual	Comments on 2016-17 Performance
ARC H001	% of number of records reviewed in the Cheshire Historic Environment Record per annum	Ian Hesketh	8%	11%	5%	4%	10%	This target was met despite the transfer of HER staff resources to cover Development Management duties between May and October 2016 (see below).
ARC H002	% of general enquiries to the Cheshire Historic Environment Record responded to within 15 working days	Ian Hesketh	99%	98.8%	90%	99%	99%	A total of 194 search requests were dealt with by the HER in 2016-17
ARC H003	% of Countryside Stewardship enquiries to the Cheshire Historic Environment Record responded to within 20 working days, according to agreed national service standard	Ian Hesketh	100%	100%	100%	100%	100%	A total of 140 Countryside Stewardship consultation was dealt with by the HER in 2016-17
ARC H004	% of archaeological development control advice provided within 21 working days.	Ian Hesketh	99.5%	99.7%	100%	100%	100%	This target was met by utilising staff time from the HER to cover the vacant post of second Development Management Archaeologist between the end of May and the beginning of October 2016