

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

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

Non Financial Performance – Key Measures

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

KEY ACHIEVEMENTS 2018-19

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

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

KEY DELIVERABLES 2019-20

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

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

Non Financial Performance – Key Measures

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

KEY ACHIEVEMENTS 2017-18

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

KEY DELIVERABLES 2018-19

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

Budget £673,601	Outturn £616,370	Variance £57,231 under
Summary of key variances <p>Underspend due to a reduction in non-pay cost through managing contracts and in year vacancies within the service to accommodate service changes. Adjusted Libraries Shared Service Structure to add capacity to Systems Team and implemented revised Education Library Service Structure at mid-year after holding vacancies pending implementation.</p> <p>Improved income at ELS despite a net loss of 10 schools due to some buybacks at higher rates from larger schools.</p>		

Non-Financial Performance – Key Measures

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

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

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

		budget	balanced	charging scales for 2019/20.	
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KEY ACHIEVEMENTS 2018-19

Libraries Shared Services;

- Rationalisation and streamlining of data held on LMS to ensure efficiency of current operation and will also enable a smoother transition of data if change in system were to happen.
- System development prioritised to improve outcomes for customers, added resource to Systems team through reduction and reallocation of cataloguing tasks.
- E-resources procurement prepared and pending procurement sign off.
- Library Management System procurement prepared and soft market testing pending.
- There have been significant staffing pressures owing to vacancies and illness. During 2018/19 we have been addressing these pressures and have implemented a temporary readjustment of staffing to meet service demands. We ended 2018/19 with a much more robust team structure for supporting business continuity especially in the increased demand for system support in East and West.
- We continued to support both East and West Cheshire libraries in their developments, including the rollout of new self-service kiosks, upgrades, till drawer automation, and library moves.
- We introduced a new issue and charging structure for the inter-lending music service which has ensured parity for users of the service

Education Library Service;

- Increased stock issues to 278,789 from 267k previous year.
- Revised pricing structure and issued new 3 year subscription offer
- Library Management System procurement prepared and soft market testing pending.
- Visited more than 65 schools to advise and assist in developing their library space.
- More than 300 young people attended Cheshire School Book Awards.
- Delivered training to 90 school librarians at ELS.
- Completed and implemented new staffing structure.

Booktrust;

- Improved presence amongst childminders including packs now regularly being distributed, sessions attended to meet face to face as well as an increase in direct enquiries from this target group.
- National Bookstart Week celebrations took place in the community in partnership with children's centres or in new and exciting places. For example, storywalk in Sandbach, Party in the Park in Ellesmere Port, Lache, Winsford and Northwich.
- BookTrust Coordinator ran a workshop at the annual Foster Carers Conference (CWC) for the first time in March 2019. The workshop for carers on 'Reading with your children' was a great success with lots of positive feedback about the new ideas generated. In September 2018, Coordinator was also invited back to BookTrust in London to help select titles for the Letterbox parcels for Foundation Stage and Key Stage 1 children.
- Using our good links with the Family Nurse Partnership team (CWC), BookTrust is piloting a scheme in Cheshire to invite FNP teams to use their targeted Corner packs more widely. The trial began in January 2019 with hopes that the team can enrol on the scheme officially in September 2019. Early signs show that the initiative complements their PIPE framework.

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

KEY DELIVERABLES 2019-20

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

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

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

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

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

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

Book trust;

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

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Emergency Planning
SERVICE MANAGER	Chris Samuel
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £284,352	Outturn £194,228	Variance £90,124 (underspend)
Summary of key variances The service has had a number of vacancies during the year and also a member of staff on maternity, which was not backfilled. <i>(Pay related underspend - £58k)</i> The service also achieved more income than budgeted and underspent in some areas of non-pay <i>(combined underspend £32k).</i>		

Non-Financial Performance – Key Measures

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

KEY ACHIEVEMENTS 2018-19

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

1. **Responding to incidents** - Incidents that the Duty Officer/ Team responded to in 2018-19 included a chemical release at Vauxhall Motors; major fires at Chester Zoo, a recycling plant (Ellesmere Port), Stanlow Oil Refinery, and Tata Chemicals (Northwich); suspect device (Chester); heatwave and water shortages; a Police drugs operation and an illegal traveller encampment in Frodsham. The team also (a) co-ordinated the short notice implementation of additional security arrangements at CWAC buildings following a specific threat to staff, and (b) is co-ordinating EU Exit contingency planning in both authorities.
2. **Training** – The Service implemented a series of 3 Emergency Management (EM) Workshops/ EM Refresher Sessions (5 in CWAC and 4 in CE) with a total of 50 managers attending from both authorities and ASDVs/ Companies. The team has also run a number of bespoke training events for individual Services in both Authorities. All of these training sessions received excellent feedback from delegates.
3. **Industrial Hazard Planning** - The team is currently responsible for 17 top-tier COMAH sites, 1 REPPiR facility and over 600kms of Major Accident Hazard Pipeline. Over the course of 2018-19 the team has undertaken (a) 5 plan revisions including the Off-Site Plans for Avanti Gas, Coates, Ecolab, Veolia and Warehouse One, (b) the co-ordination of 6 multi-agency off-site plan exercises: Argent, Uniper, Coates, Ecolab, Veolia and Warehouse One, and (c) the review and distribution of the REPPiR Public Information Plan.
4. **Emergency Preparedness** - Increased levels of emergency preparedness across both authorities generally through ensuring all generic and subject specific plans are fit for purpose, Senior Manager Emergency Response Duty Rotas are in place, implementing live testing of Main and Standby Emergency Control Centres, and ensuring regular liaison and awareness raising with key stakeholders and partners.
5. **Significant Partnerships** - Continued to participate in and co-ordinate a number of Cheshire Resilience Forum (CRF) projects, planning, and training as well as acting as Capability Leads on a range of subjects including Warning & Informing, Animal Diseases, Community Resilience, Transport - Water and Coastal Pollution. A key project delivered, under the team's leadership, was Exercise 'Checkmate 2' (Recovery Phase) in autumn 2018 with over 100 multi-agency representatives attending.
6. **Counter Terrorism** – The Service has co-ordinated implementation of additional security measures at short notice to counter specific threat to CWAC staff in November 2018. The aim is to progress CT related arrangements further in 2019-20. Both LAs have 'Go to Critical' procedures in place for a CT incident with security options included. The Team Manager is currently leading a multi-agency project implementing CT control measures in the CWAC area.

KEY DELIVERABLES 2019-20
<ol style="list-style-type: none">1. Continue implementation of the Emergency Management Training & Exercise Programme.2. Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPiR, PSR, and Flood & Water Management legislation.3. Develop and implement exercises for Generic and Trentabank/ Ridgeway Reservoir Off-Site Plans.4. Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.5. Increase levels of emergency preparedness across both authorities generally.6. Continue to implement recommendations from CEC Bosley Major Incident Structured Debrief Report and all other Incident Debrief Reports (Poynton Floods, Macon House Fire, and Bossons Mill).7. Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.8. Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

SERVICE	Cheshire Farms
SERVICE MANAGER	David Job
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget £213,473	Outturn £154,008	Variance £59,465
Summary of key variances Underspend arising from retained vacant post (offset within service budgets through use of external consultants as required).		

Non Financial Performance – Key Measures

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

KEY ACHIEVEMENTS 2018-19

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

Cheshire West –

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

Cheshire East –

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

KEY DELIVERABLES 2019-20

Cheshire West –

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

Cheshire East –

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

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

Non Financial Performance – Key Measures

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

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

KEY ACHIEVEMENTS 2018-19

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

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

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

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

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

KEY DELIVERABLES 2019-20

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

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

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

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

Budget £ Net Nil	Outturn £0.481m	Variance £0.481m underspend
Summary of key variances <p>The outturn underspend for ICT Services Delivery has been achieved through:</p> <ul style="list-style-type: none"> close financial management of costs higher than expected delivery of commissioned project work leading to higher than expected income Lower than expected spend on staffing. This has been the result of a combination of things including; a delay in recruitment ahead of the introduction of a new structure, difficulty in sourcing suitable quality of resource, a recruitment freeze and two major incidents. <p>The impact of the reduced recruitment leading to a shortfall in the required level of staffing resource has meant the shared service has failed to meet its performance targets for Business As Usual (BAU) as set out in the Service Level Agreement and whilst commissioned business change has been sufficiently delivered to realise the budgeted income target at 100k hours, this has been insufficient to meet required delivery schedules. This inevitably has wider implications for both Councils within their respective organisations.</p>		

Non Financial Performance – Key Measures

Method of calculating KPIs and PIs below

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

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

Non Financial Performance – Other Measures

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

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

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

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

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

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

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

KEY ACHIEVEMENTS 2018-19

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

- 18/19 Major Incidents = 35

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

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

KEY DELIVERABLES 2019-20

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

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

SHARED SERVICE OUTTURN PERFORMANCE 2018-19

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

Financial Performance

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

Non Financial Performance – Key Measures

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

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

KEY ACHIEVEMENTS 2018-19

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

KEY DELIVERABLES 2019-20

Review targets necessary
Identify areas to reduce expenditure
Change to business processes through Business World
Agreement of shared service agreement