CHESHIRE EAST COUNCIL
CHESHIRE WEST & CHESTER COUNCIL

SHARED SERVICES JOINT COMMITTEE

Date of Meeting: 24 January 2020

Report Title: Shared Services Mid-Year Performance Review 19/20

Senior Officer: Jane Burns Executive Director of Corporate Services

1. Report Summary

1.1 This report provides a summary of the mid-year position for the Shared Service arrangements between Cheshire East Council (CE) and Cheshire West and Chester Council (CWaC). This is part of the new approach to performance management for Shared Services, comprising of a review of proposed business plans, mid-year monitoring, and an end of year review together with outturn information.

1.2 The report includes financial and non-financial performance information over the period 01/04/19 to 30/09/19.

1.3 In summary, the report indicates a continuing good level of performance, with all of Shared Services being rated as "Green" in terms of their overall performance, with the exception of ICT, which is rated as Amber.

1.4 At the end of the financial year, all services are expected to have a balanced budget or an underspend, with the exception of the Transactional Service Centre where it is predicted there will be an overspend.

1.5 Details of each service's financial and non-financial performance are included in the main body of the report and set out in full in appendix 1. Appendix 2 sets out an overview of all performance indicators for all services.

2. Recommendations

2.1 It is recommended that Members:

   i) approve the new approach to performance management reporting
   ii) note the Shared Services mid-year performance for 2019-20

3.   Reasons for Recommendations

3.1   The Shared Services Administrative Agreement makes provision for the Joint Committee to receive outturn reports at the end of each financial year in order to review and monitor the performance of the Shared Services. This report provides the mid-year position.

3.2   A revised approach to the performance management of existing shared services is proposed which includes a review of proposed business plans, mid-year monitoring, and an end of year review and outturn information. This will assist with ensuring that service strategies and the resources and budgets required to deliver the service strategies are in place and effectively implemented.

4.   Background

4.1   All Shared Services arrangements are underpinned by formal legal agreements and business plans providing details of the Shared Service operation, objectives and investment. These require a degree of flexibility to enable an appropriate response to the changing needs of each council. Each shared service manager reports through normal line management arrangements to a service manager in the host authority and has a relationship with a client manager or other manager in the other authority.

4.2   This report provides a summary of the Shared Services mid-year performance for 2019-20 for the current formal Shared Services arrangements between CE and CWaC Councils. Appendix 1 provides a more detailed overview of performance and business activity for each shared service. Appendix 2 sets out the collated performance indicators for all shared services.

4.3   Currently there are eight Shared Services (six CWAC-hosted and two CE-hosted). Five are shared services, set out below, where total costs are split against an agreed % cost share agreement as set out in formative Legal Agreements:

- Farms Estate (Management)
- Archives and Local Studies
- Emergency Planning
- ICT
- Transactional Services

The remaining three Shared Services, set out below, are subject to revised joint arrangement services where CE pay a fixed contribution to CWAC:

- Cheshire Rural Touring Arts (Grant funded)
- Archaeological Planning and Advisory Services (Transfer Agreement)
- Libraries Shared Service (Transfer Agreement)

4.4   Summary of Mid Year Performance

4.4.1   The table below provides a headline indicator for overall performance for each of the shared services and compares it to previous years performance. This assessment is based on a judegment based on progress against service objectives, performance against budget, and national and local indicators as set out in Shared Service Business Plans.

Service	Overall Performance 2017-18	Overall Performance 2018-19	Mid Year Perfomance 2019-20
Archaeology Planning Advisory Service	Green	Green	Green
Archives and Local Studies	Green	Green	Green
Cheshire Rural Touring Arts	Green	Green	Green
Emergency Planning	Green	Green	Green
Farms Estate (Management)	Green	Green	Green
ICT	Amber	Amber	Amber
Libraries Shared Service	Green	Green	Green
Transactional Services	Green	Green	Green

4.4.2   The table below summarises the 2019-20 mid-year budget position for the Shared Services.

Service	Total Budget £	Predicted Outturn £	Current Variance £
Archaeology Planning Advisory Service	207,277	207,227	0
Archives and Local Studies	450,408	450,408	0
Cheshire Rural Touring Arts	24,960	24,960	0
Emergency Planning	£298,459	234,222	(64,237)
Farms Estate Management	221,539	156,208	(65,331)
ICT	0*	(247,854)	(247,132)
Libraries Shared Service	405,249	359,386	(45,854)
Transactional Services	150,000	£440,147	£289,950

  *Nil balance budget

4.5   A narrative summary of each shared service's position is provided below.
        More detail is in Appendix 1.

Archaeology Planning Advisory Service (APAS)   Mid Year Position: Balanced

- The Archaeology Planning Advisory Service is reporting a balanced budget with no financial issues.
- All Performance Indicators are on target.
- Achievements of note are:
    - Input to the City Walls Scheduled Momument maintenance programme
    - The Warrington Moats Project
    - Metal Dectecting
    - HER DigitFsation
    - Revealing Cheshire's past
    - Microsite established
- The service is rated green

Archives and Local Studies   Mid Year Position: Balanced

- The Archives and Local Studies Service is reporting a balenced budget with no financial issues
- All performance indicators are on target
- Key achievements are:
    - Successful development phase funding application to National Lottery Heritage Fund in support of project to relocate the service and develop public engagement activities.
    - Launch of comprehensively updated historic mapping website.
    - More parish registers digitised by commercial partner, Find My Past, and now available online.
    - Trained 67 CWaC/CEC library staff to support them to deal with family/local history enquiries in libraries.
- The Service is rated as green

Cheshire Rural Touring Arts Network   Mid Year postion: Balanced

- The Cheshire Rural Touring Arts Service is showing a balanced budget
- All performance indicators are showing as on target with the exception of one indicator – Number of Venues maintained - which is beyond the control of the service as there has been a reduction in the number of venues for 19/20 due to a number of venues taking a season off while they find additional volunteer support. Work is taking place to add more venues in Cheshire East, to address in imbalance in the number of venues in each authority.

- Key achievements are:
  - Have supported rural venues to maintain their audiences and in some cases increase their numbers and reaching a younger audience demographic (30-50 year olds) through our programming and marketing.
  - Have delivered a number of successful international tours from Canada
  - 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)
  - Made connections with Chester University though their dance programme and their drama programme.
- The service is rated green

Emergency Planning   **Mid-year Position: £64k underspend**

- The Emergency Planning overall financial position, based on the 50:50 split of costs for CEC and CWaC, is an underspend spend of £64k. The main reasons for this are as a result of a number of vacancies since April together with a small over achievement of income. However, some of this is offset by increased travel costs and additional training for new staff.
- All performance indicators are on target with the exception of the development of four new Community Emergency Plans. Currently there are 20 plans in place and two under development.
- Key achievements are:
  - The service was awarded CWaC Team of the Year Award
  - Major incidents responded to so far this year:
  - major floods in Poynton, Bollington & Kettleshulme (inc. Recovery);
  - major fire at Beechmere Extra Care Village (Crewe)
  - WW2 Ordnance disposal; armed siege (Blacon);
  - motorway closure on M6;
  - illegal gypsy/ traveller encampment (Nantwich)
  - removal of protestors from Council building (Chester).
  - The team have also:
  - continued to co-ordinate staff security arrangements in CWAC
  - assisting with the co-ordination of EU Exit contingency planning in both authorities
  - been heavily involved in planning for, and the implementation of an event plan for visit of, HM Princess Anne to Chester in September.
- The Service is rated as green

Farms Estate (Management)   **Mid Year Position: £65k underspend**

- The Farms Estate Management Service is reporting a £65k underspend. The underspend is as a result of vacancies within the service.
- All Performance Indicators are on target
- The main achievements of the service are:

Cheshire West
- Total in year predicted capital receipts is less than target but year on year capital receipts ahead of original profile including the disposal of three farmsteads and six transactions in year to date.
- Three of three farms repairs programme and three of three painting programme completed.
- 15 non-farm estate lettings involving 338 acres land generating £26,600 income.
- Manage claims in respect of £43,531.55 revenue from Government through the Basic Payment Scheme.

Cheshire East
- Managing changes of tenancy including one new letting, the ending of two longer term tenancies contributing to achieving the target structure;
- Bringing 5 property transactions forward through to completion delivering capital receipts.
- 11 of 11 farms repairs programme and 5 of 11 painting programme completed.
- Overseeing £160,000 capital investment of £440,000 identified for 2019/20 in the holdings modernising the farms and delivering increased revenue.
- 9 non-farm estate lettings involving 630 acres land generating £36,600 income.
- Manage claims in respect of estimated £120,000 revenue from Government through the Basic Payment Scheme.
- The Service is rated as green

ICT Shared Service   **Mid Year Position: £247,132k underspend**

- ICT Shared Services is currently projecting an outturn figure of £247,132 underspend on the joint operating costs of running the shared service.This is largely due to lower than expected employee costs. However, there is increasing pressure from new software and system costs arising from the Evolution Programme so any underspend wil be used to offset these costs. This is in line with the orginal business plan.

- Each Council will have its own separate commissioning budget, which is reported on seperately within each council.
- All Non-Financial Key Performance Measure are on target.
- There is variable achivement of other performance measures with ICT Call responsiveness, resolution of P1, P2, and P3 incidents showing as red; resolution of P4 incidents showing as amber; and, customer satisfaction, service and project delivery, calls resolved by the service desk, resolution of S2 and S3 requests on target and therefore green.

- Key achievements are:
  - Achieved a reduction in significant major incidents from 146 in 2016/17, 60 in 2017/18 and 35 in 18/19 to 13 during 19/20.
  - Improving overall resilience – The councils now have 3 data centres providing data centre services to the council. On completion of the programme the risk of losing the data centre completely will have been greatly reduced.
  - Reduced complexity through working with both Councils client teams to evaluate key line of business systems (KLOB) resulting in a 25% reduction across the estate. A further 18 systems are approved for decommissioning but requires archiving, totalling 28% of systems.
  - Supported the introduction of over 250 champions (Technology Champions and Bright Sparks) across both councils who have volunteered and been mobilised to support the transition to new technologies.
  - Jointly developed a complex specification for Next Generation WAN. The procurement process commenced in September 2019, with tenders submitted in early November 2019. Procurement will support operational delivery of WAN and give both Council strategic opportunities to explore Digital/Smart Cities/5G
  - Introduced Windows 10 and Office 365 into both Councils including:
  - Pilot Office 365 and Windows 10 with small group of users – August 2019;
  - Pilot extended with additional users – September 2019;
  - Early Adopter rollout for productivity users of Windows 10/O365 – October 2019;
  - Main deployment of Windows 10/O365 commenced at volume – in October/November 2019.
  - 311 users have been deployed to date with just over a 1000 users planned to have been deployed by the beginning of February 2020.
  - Ensured PSN certification achieved for both councils.
- The service is rated as Amber

Libraries Shared Service   **Mid Year Position: £45,854 underspend**

- The Libraries Shared Service is underspent by £45k due to better than expected buy back rates from the Education Library Service following a review of subscription rates, together with vacancy management.
- Most performance indicators are on target. One perforrmance indicator regarding the issue of packs to Homestart cannot be reported as the data is not yet available as this is a lottery funded project. Another indicator relating to the allocation of stock stands at a combined total of 32%, rather than the anticipated 50%. This is due to starting only receiving confirmation of the increased allocation of stock from BookTrust in September .
- The main achievements of the service are:
    - Market testing undertaken for library management system - identifying our existing supplier as preferred supplier; currently working with ICT to meet the new security requirements with a pre-contractual requirements questionnaire.
    - Undertaking procurement exercise for e-books, e-audio and e-magazines as our current contracts are end of life. Officer Decision Notices and DPIAs are completed, now working with ICT to finalise the RFQ documentation to meet the new security requirements. It has been agreed to add e-newspapers as an additional lot to this procurement.
    - **Booktrust -** 2019 has focused on strengthening our relationships with partners and raising the profile of the team and this has been very successful. Notably our relationship with children's centres in Cheshire East has improved with regular communications, named contacts, increased resource requests and great joint working on the centre libraries.
- The Service is rated as green

Transactional Services   **Mid Year Position: £289,950 Overspend**

- Transactional Services is projected to have an overspend at the end of the year which is attributed to accounting for B4B staffing in the business. A decision was made in December that serivices providing staff to work on the B4B programme would no longer have staffing costs reimbursed by the programme. Additionally, there has been a reduction in income from schools due to academies joining Multi Academy Trusts where there are alternative arrangements in place. The Shared Service Agreement specifies any overspend is a 50/50 split between the two councils.
- All performance indicators are on target
- Key achievements are:
    - Supporting the B4B project

- Implementing HireServe recruitment in advance of B4B
- Increasing take up of e-payslips
- The Service performance is rated as green

5. Implications of the Recommendations

5.1 Legal Implications

5.1.1 The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together. This Agreement was refreshed April 2016 in light of new sharing arrangements being introduced for ICT and Transactional services.

5.1.2 Individual Shared Service Agreements require that Business Plans are regularly refreshed to ensure that they continue to meet the needs of both authorities going forward and that performance is reported on a regular basis. This is managed by commissioning, client and service managers within each Council as part of the operation and management of each of the services.

5.2 Finance Implications

5.2.1 The financial implications are set out in the report

5.3 Policy Implications

5.3.1 There are no direct Policy implications.

5.4 Equality Implications

5.4.1 There are no direct Equality implications

5.5 Human Resources Implications

5.5.1 There are no direct Human Resources implications

5.6 Risk Management Implications

5.6.1 There is a risk that the plans for each service do not deliver the required outcome for each Council with regard to meeting the operational and financial expectations of both authorities. This is managed by commissioning, client, and service managers within each Council as part of the operation and management of each of the services. Risks will be included in each organisations risk register.

5.7 Rural Communities Implications

5.7.1 There are no direct implications for rural communities.

5.8 Implications for Children & Young People/Cared for Children

5.8.1 There are no direct implications for children and young people.

5.9 Public Health Implications

5.9.1 There are no direct implications for public health.

5.10 Climate Change Implications

5.10.1 There are no direct Climate Change implications

6 Ward Members Affected

6.1 This report relates to Shared Services that operate across both CE and CWAC so all wards are affected in both Councils.

7 Access to Information

Documents are available for inspection at:

Cheshire East Democratic Services, Westfields, Middlewich Road, Sandbach CW11 1HZ
or:
Cheshire West & Chester Democratic Services, HQ Building, Nicholas Street, Chester,CH1 2NP

8 Contact Information

8.1 Any questions relating to this report should be directed to the following officer:

Name: Heather Grove
Job Title: Senior Manager: Business Development, Assurance, and Collaboration
Email: heather.grove@cheshireeast.gov.uk

Appendix 1

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

Financial Performance

Budget: £207,277	Predicated Outturn: Balanced budget at year end	Variance: N/A
Summary of key variances Note that any apparent overspends in individual budget codes (consultancy/salaries) at present will be resolved at year end by transfers from the HER reserve.		

Non Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
ARC H001 % of number of records reviewed in the Cheshire Historic Environment Record per annum	10%	5%	5%	This equates to 6164 records amended in the year 2018-19	**Green**
ARC H002 % of general enquiries to the Cheshire Historic Environment Record responded to within 15 working days	99%	90%	90%	This equates to 310 consultations in the year 2018-19	**Green**
ARC H003 % of Countryside Stewardship enquiries to the Cheshire Historic Environment Record responded to within 20 working days, according to agreed national service standard	100%	100%	100%	This equates to 162 consultations in the year 2018-19	**Green**
ARC H004 % of archaeological development control advice provided within 15 working days.	100%	100%	100%	This equates to 415 planning applications where formal archaeological development control advice was provided in 2018-19. In the same period, 43 proposals were subject to formal pre-application advice.	**Green**

Key Achievements to Date

In addition to the delivery of the Service's key Performance Indicators within budget, the following achievements during 2018-19 should be noted:

1. **Input to Chester City Walls Scheduled Monument maintenance programme**
   APAS staff have continued to work with the CWAC Chief Bridges and Structures Engineer, who manages the walls, towers, gates and posterns of the City of Chester (Scheduled Monument 1006785), in implementing the agreed maintenance and repair framework strategy as set out in the Section 17 Management Agreement and additional repairs carried out under Scheduled Monument Consents. In 2018-19, work was concentrated on the Northgate Steps, where work has continued on the design of a new foundation for the steps. A report on the investigations carried out to date has appeared in the latest edition of the *Journal of the Chester Archaeological Society*.

2. **The Warrington Moats Project**
   APAS commissioned L-P Archaeology to bring the results of excavations at Twiss Green and Barrow Old Hall moats, Warrington to publication. The report was published by *Archaeopress* in December 2018 and has been positively reviewed. The appearance of this report means that all excavation work on medieval moats in Warrington Borough is now fully published.

3. **Metal Detecting**
   Following the completion of an initial assessment of the utility of supervised metal detecting on development-led projects in Cheshire by Dr Rob Philpott, the decision was taken to commission an article for publication in the *Journal of the Chester Archaeological Society*. Dr Philpott completed this research, which considers the methodology and results obtained, during 2018-19 and the report has now been published in the latest edition of the *Journal*. The article has aroused interest nationally and the work will be the subject of discussion at this year's conference of the Chartered Institute for Archaeologists.

4. **HER Digitisation**
   Digitisation of the paper and photographic resources held by the Historic Environment Record is an ongoing process. **A total of 85% of the paper grey literature reports** of archaeological work carried out in Cheshire West and Chester (CWAC) Cheshire East (CE), Warrington, and Halton Borough are now available as digital documents.

5. **Revealing Cheshire's Past**
   During 2018-19, the Revealing Cheshire's Past database, the public access version of the Cheshire Historic Environment Record, provided access to HER records to 3382 unique users supplying the equivalent to 30,275 individual records. Access to Revealing Cheshire's Past is also promoted through the Heritage Gateway; a heritage sector initiative to enable the cross searching of a range of national and local datasets.

6. **Microsite**
   APAS's website, www.cheshirearchaeology.org.uk contains information on local government archaeological services in Cheshire, Warrington, and Halton. In 2018-19, further lists of archaeological fieldwork that have taken place in the Boroughs have been published in the Fieldwork section of the website.

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

Financial Performance

Budget: £450,408	Predicated Outturn: £450,408	Variance: 0
Summary of key variances n/a		

Non Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Customer satisfaction	9.5	9.5	9.5	Rating out of 10 from national survey (2019 results to be issued early 2020)	Green
Volunteer hours committed	3828	3000	3240	Target for 19/20 is lower than actual figure for 18/19 owing to completion of large scale project in early 2019	Green
Number of people who engage with service	1.604 million	1.691 million	1.75 million	Includes online and social media engagement; also visits to Cheshire material on commercial partner's website	Green
%age of new accessions of archives made available to public within one month of receipt	82%	80%	80%		Green
Accredited Archive status	Retained	Retained	Retained	Reviewed Nov 2018. Next review Autumn 2021.	Green

Key Achievements to Date

1. Successful development phase funding application to National Lottery Heritage Fund in support of project to relocate the service and develop public engagement activities.
2. Launch of comprehensively updated historic mapping website.
3. More parish registers digitised by commercial partner, Find My Past, and now available online.
4. Trained 67 CWaC/CEC library staff to support them to deal with family/local history enquiries in libraries.

SERVICE	Cheshire Farms Management
SERVICE MANAGER	David Job
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget:	£221,539	Predicated Outturn:	£156,208	Variance: £65,331 underspend
Summary of key variances Underspend variance reflects vacant post in employee budget.				

Non-Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Cheshire West & Chester Borough Council					
Value of property identified and marketed for disposal reported through disposals group**.**	£7.95m completed	£4.75m	Predicted £7.1 m (Current £7.9m marketed £5.31m completed £1.7m agreed	Disposals behind farms profile forecast for year but ahead against total programme. **N.B.** Rate of sales impacts on future years receipts and revenue budget	Green
Review planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	1 of 9 sales resulted in pre disposal planning applications.	Green
Cheshire East Borough Council					
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.	£2.99m	£2.78m	Predicted £3.12 m (Current £4.4m marketed £1.704 completed £1.42m agreed)	Sales which are ahead of target are reported into regular corporate reporting of disposals.	Green
Explore Planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	3 of 9 sales resulted in pre disposal planning applications.	Green

KEY ACHIEVEMENTS 2019-20

All objectives delivered within management budget and forecasting delivering to budget at service level for CEBC and an overspend for CW&CBC including the following:

Cheshire West –
- Total in year predicted capital receipts is less than target but year on year capital receipts ahead of original profile including the disposal of 3 farmsteads and 6 transactions in year to date.
- 3 of 3 farms repairs programme and 3 of 3 painting programme completed.
- 15 non-farm estate lettings involving 338 acres land generating £26,600 income.
- Manage claims in respect of £43,531.55 revenue from Government through the Basic Payment Scheme.

Cheshire East –
- Managing changes of tenancy including one new letting, the ending of two longer term tenancies contributing to achieving the target structure;
- Bringing 5 property transactions forward through to completion delivering capital receipts.
- 11 of 11 farms repairs programme and 5 of 11 painting programme completed.
- Overseeing £160,000 capital investment of £440,000 identified for 2019/20 in the holdings modernising the farms and delivering increased revenue.
- 9 non-farm estate lettings involving 630 acres land generating £36,600 income.
- Manage claims in respect of estimated £120,000 revenue from Government through the Basic Payment Scheme.

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 £7.1m and £4.86m identified to bring forward for disposal in 2020/21.
- Fundamental to the delivery of any thus far non approved disposals and/or changes to policy outcomes will be the completion of a farms policy review scheduled for March 2020.
- Assuming current approved disposals proceed to completion £7.1m should be achieved in year with £5.31m sales having been completed to date and further £1.7m sales already agreed and in contract process, involving 5 properties and 9 transactions across the year.
- £4.86m of property have been identified for potential disposal in 2020/21 thus far with relevant planning investigations deferred pending policy review outcomes.
- Initial responses to carbon net nil challenge in assessment of potential opportunities.

Cheshire East –
- With a continuing emphasis on restructuring 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 potentially expected within 2019/20.
- Target capital receipts £2.78 million and identifying £2.78 million for disposal in 2020/21. Planned disposals encompass seven properties, 9 transactions and a total potential receipts in year of £4.4m with £1.7m completed to date and a further £1.42m agreed subject to contract.
- Capital Investment including completion of two tenant led farm investment schemes, one new major infrastructure scheme and one listed building refurbishment ongoing.
- Initial response to carbon net nil challenge in assessment of potential opportunities.

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

CWaC Budget £12,480 CEC Budget £12,480	CWaC Predicted Outturn £12,480 CEC Prediceted Outturn £12,480	CWaC Variance £0 CEC Variance £0
Summary of key variances n/a		

Non Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Maintain quarterly meetings with Client Managers	4	2	2	Arts Council England have requested that they now only meet with us 1-2 times a year (as a smaller client organisation).	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 Nov 19 and the next is scheduled for Feb 19.	Green
% of audience rating performance as good or excellent	95%	93%	93%	We are pleased to report that we maintain or exceed our target in this area.	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	28	24	We have around 24 core community venues (village halls, community centres, schools who host work from CRTA). There has been a reduction in the number of venues for 19/20 due to a number of venues taking a season off for this spring while they find additional volunteer support. We are also currently looking into adding 1 - 2 venues in Cheshire East , to address in imbalance in the	Amber

				number of venues in each authority. We have contacted a number of venues already in Cheshire East with an offer to discuss becoming CRTA members. We will also put out a public call out for news venues in early 2020.	
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
Increase Facebook and Twitter activity and usage to promote events	471 facebook likes and 1179 Twitter followers as of June 19	480 facebook likes and 1200 Twitter followers	480 facebook likes and 1200 Twitter followers	Social media presence is steady. We are using the Facebook platform most effectively. We occasionally pay for marketing boosts for specific events, which we have found to be effective. We do not use Twitter as much, which is mostly due to the capacity of staff to work on this. Staff capacity is the main reason we can not increase our presence in this area.	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
ACE Annual Reporting	Reporting completed	Report due May 20	Report due May 20	CRTA collate and manage the reporting process for ourselves and Sport on Rural Touring (as a joint NPO)	Green

Key Achievements to Date

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. In oct 19 we hosted a digital festival , which we had 3 new pieces of work for young people tour to our spaces. We continue to be part of this collective and engage in developing the network across the north.

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. Our audience review figures from our surveys help support this and enable us to gain immediate feedback from our audiences. Arts Council were positive about CRTA in their annual report, acknowledged the range and quality of programming and projects we undertake.

We have built new connections and partnerships with two venues focusing on young people, with Crewe Lyceum theatre and Chester University. At the Lyceum we have been working on a young peoples engagement programme and contributed to their creative careers day in November 19. We also have been working with the Lyceum in programming dance in that venue through the rural touring dance initiative (RTDI) and engaging with DOPE (young male dance group). We have made connections with Chester University though their dance programme and their drama programme. We are developing ways in which the CRTA and the University can build partnerships to support the students in the professional arts industry and in the university hosting occasional CRTA performances.

CRTA is representing the northern consortium of rural touring schemes on the RTDI legacy group at meetings in London every 3 months, to help shape and plan the future of the RTDI project for 2020-2024. It has been beneficial to have a CRTA representative in this group, to be able to influence a wider national programme.

SERVICE	Emergency Planning
SERVICE MANAGER	Chris Samuel
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget: £298,459	Predicated Outturn: £234,222	Variance: £64,237 underspend

Summary of key variances
• A number of vacancies since April has resulted in a forecast underspend within pay of £73k. In addition, a small over achievement of income is forecast (£8k)   • These underspends have been offset by some overspends within in non-pay which total £17k. These include increased travel costs and additional training for new staff.

Non-Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	90%	Continued excellent feedback received on training courses.	Green
All CEC Senior Managers (M5 and above) have attended an EM course within the last 24 months.	100%	100%	90%	All CE Managers (M5 and 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 course within the last 24 months.	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%	90%	• PSR (Pipelines) area specific plan is outside timescales - work is underway to resolve asap. • All other COMAH, REPPIR and PSR plans are currently within agreed ONR & HSE timescales.	Green
Four new Community Emergency Plans in place/ development.	100%	75%	50%	• Currently there are 20 Community Emergency Plans in place across the two LAs. • Two new plans in CE under development – Bollington and Kettleshulme.	Amber

Major Incidents/ MI Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	The Service has responded to 13 incidents (6 in CE and 7 in CWAC) since April 2019 including 4 Major Incidents and 6 Major Incident Standbys.	Green

KEY ACHIEVEMENTS 2019-20
In a year in which the team has operated at 60% capacity for quarter of the year, the following key achievements were delivered: 1. **Award Winners** – the team was recently awarded a CWAC Council Team of the Year award in recognition of the team's achievements during 2019-20.   2. **Responding to incidents** - Incidents that the Duty Officer/ Team have responded to in 2019-20 thus far have included have included major floods in Poynton, Bollington & Kettleshulme (inc. Recovery); major fire at Beechmere Extra Care Village (Crewe) (inc. Recovery); WW2 Ordnance disposal; armed siege (Blacon); motorway closure on M6; illegal gypsy/ traveller encampment (Nantwich) and removal of protestors from Council building (Chester). The team have also (a) continued to co-ordinate staff security arrangements in CWAC, (b) are assisting with the co-ordination of EU Exit contingency planning in both authorities, and (c) were heavily involved in planning for, and implementation of event plan for visit of, HM Princess Anne to Chester in September.   3. **Training** – The Service implemented a series of 5 Emergency Management (EM) Workshops/ EM Refresher Sessions (2 in CWAC and 3 in CE) with a range of managers attending from both authorities and ASDVs/ Companies. The team has also run four joint Emergency Rest Centre Workshops have with 13 CWAC and 11 CE staff (Adults and Childrens) trained. All of these training sessions received excellent feedback from delegates.   4. **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 2019-20 the team are on course to complete (a) five plan revisions including the Off-Site Plans for BAE Systems, CF Fertilisers, Essar, Innospec and Thor, (b) the co-ordination of six multi-agency off-site plan exercises: Avanti, BAE Systems, CF Fertilisers, Essar, Innospec and Storengy, and (c) the preparation and implementation of Ex' Hornbeam', the Level 2 test of the REPPIR Off-Site Emergency Response Plan for Urenco Capenhurst.   5. **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.   6. **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 Animal Diseases, Community Resilience, and Coastal Pollution.   7. **Security & CT** – The Service continued to co-ordinate implementation of security measures in CWAC for Q1-3. Both LAs have 'Go to Critical' procedures in place for a CT incident with security options included. The Team Manager continues to lead a multi-agency capital project in the CWAC area.

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

Financial Performance

Budget:	Predicated Outturn:	Variance: £247,132

Summary of key variances

ICT Shared Services is currently projecting an outturn figure of £247,132 underspend on the joint operating costs of running the shared service.This is largely as a consequence of lower employee costs. There is however increasing pressure from new software and system costs arising from the Evolution programme which cannot be capitalised due to the nature of the spend. It is expected that this underspend, and any additional underspend subsequently realised, will be used to finance those costs. This approach is in line with the original business plan which anticipated a shift in cost from staffing to contract costs as the programme progresses due to the ineligibility for capitalisation due to the changing nature of the procurement of IT from an asset to a consumption basis. Factored into this underspend is essential recruitment which will take place between January and the end of the financial year.

Note: Each Council will have its own commissioning budget, which is reported on seperately within each council.

Non-Financial Performance – Key Measures

Method of calculating KPIs and PIs below

All figures are based on combining the individual monthly reported values, based on the Combined report produced monthly for JSIB.

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
PI Ref 6.14: Service availability for a defined suite of ICT services and applications	99.8%	98.5%	99.0%	Currently at 99.3%. Performance is generally within SLA on a monthly basis but is likely to be lower than last year, but still within target.	Green
PI Ref 6.12: High level estimates produced within five working days	73.1%	75.0%	90.0%	Currently at 92%. A real focus on this enables us to be confident that this will be within target this year.	Green
PI Ref 6.13: Projects delivered to the agreed milestones (time and cost)	48.2%	60.0%	60.0%	Currently at 66%. Another key focus, we are looking this year to be Green for the first time.	Green

Non-Financial Performance – Other Measures

Key to terms used

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	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Customer Satisfaction (Service) – based on surveys returned following completion of incidents/service requests	N/A	85.0% positive or neutral	90%	Currently running at 94%. Surveys results have been above 90% month on month, and this is expected to be within target for the year.	Green
Customer Satisfaction (Project Delivery) – based on feedback from lead customers upon completion of a project	N/A	65.0%	90%	Currently running at 100%. Relatively few surveys are being returned, but those that are have been positive.	Green
Call Responsiveness (telephone) – incoming calls answered by the ICT Service Desk	48.1%	70.0% within 90 secs	55%	Currently running at 57%. Performance has varied month on month, and it is unlikely that this will improve sufficiently to achieve was outside SLA every month. The following has been regularly reported to JSIB: *It is almost impossible to meet the target for this performance indicator even if all available resource was assigned to call answering. It would also have a detrimental impact on a key aim of the service to resolve most incidents within the Service Desk.*	Red

Resolution by Service Desk - % of calls resolved by the Service Desk themselves	N/A	60.0%	60%	Currently running at 64% and is consistently between 60% and 70%. This is a measure of the effectiveness of the Service Desk in resolving incidents. This is expected to be Green for the year.	Green
% resolution of P1 (Major) incidents within ICT Services control	92.3%	95.0% within 4 hours	75%	Currently running at 76% (16 out of 21 in the year to date). Because of the unexpected nature of major incidents, it is difficult to say how well this will perform over the whole year, especially as much of the ICT estate is still old and therefore unreliable, and assets continue to be 'sweated'. The current work to bring Windows 10, Office 365 and End State Citrix to users, as well as moving service to the Cloud will bring more stability but will take time.	Red
% resolution of P2 (VIP) incidents within ICT Services	73.9%	90.0% within 8 hours	70%	Currently running at 73%. A dedicated resource is triaging and monitoring all P2 and P3 incidents and actively chasing to ensure prompt resolution.	Red
% resolution of P3 incidents within ICT Services	70.3%	90.0% within 2 days	65%	Currently running at 64%. A dedicated resource is triaging and monitoring all P2 and P3 incidents and actively chasing to ensure prompt resolution..	Red
% resolution of P4 incidents within ICT Services	88.1%	90.0% within 5 days	86%	Currently running at 86%. Performance is consistently between 80% and 93% but is expected to be just under target for the year.	Amber
% resolution of S2 service requests within ICT Services	97.2%	95.0% within 2 days	98.5%	Currently running at 98.6%. Performance is consistently strong and expected to be within SLA.	Green
% resolution of S3 service requests within ICT Services	99.0%	95.0% within 3 days	98.5%	Currently running at just under 99.0%. Performance is consistently strong and expected to be within SLA.	Green

Key Achievements to Date

1) Reducing the levels of aged infrastructure leading to a reduction in significant IT service outages (major incidents) from 146 in 2016/17, 60 in 2017/18 and 35 in 18/19. So far in 19/20 we have had 13 major incidents;

2) Improving overall resilience – The councils now have 3 data centres providing data centre services to the council, Kelly House, Microsoft Azure and Amazon Web Services. On completion of the programme the risk of losing the data centre completely will have been greatly reduced;

3) Implementing a new backup and storage which is well now underway;

4) Reducing complexity through working with both Councils client teams to evaluate Key line of business systems (KLOB) resulting in a 25% reduction across the estate. A further 18 systems are approved for decommissioning but requires archiving, totalling 28%. This has been a huge collaborative effort by both Councils and the shared service in reducing the volume and complexity of the estate;

5) Supported the introduction of over 250 champions (Technology Champions and Bright Sparks) across both councils who have volunteered and been mobilised to support the transition to new technologies. These champions have been trained in the latest products Windows and Office 365 products, so they are ready to help;

6) Jointly developed a complex specification for Next Generation WAN. The procurement process commenced in September 2019, with tenders submitted in early November 2019. Procurement will support operational delivery of WAN and give both Council strategic opportunities to explore Digital/Smart Cities/5G;

7) Ensured PSN certification achieved for both councils;

8) End User Computing and Deployment is a very visible element of the programme which was originally aiming to complete by the deadline for January 2020 which coincided with Microsoft removing general support for Windows 7 operating systems.

9) This element of the programme has made some headway by introducing a proportion on Windows 10 and Office 365 into both Councils and across ICT Services:
   - Pilot Office 365 and Windows 10 with small group of users – August 2019;
   - Pilot extended with additional users – September 2019;
   - Early Adopter rollout for productivity users of Windows 10/O365 – October 2019;
   - Main deployment of Windows 10/O365 has been delayed and is now due to commence at volume – in October/November 2019.
   - 311 users have been deployed to date with just over a 1000 users planned to have been deployed by the beginning of February 2020.

10) The Councils have considered the implications around extended support for Windows 7 on both desktop and server estate. The Councils have agreed to take out extended support which will be financed through exisitng budgets.

11) Overall good progress has been achieved to date on key areas of the programme leading to a more stable and secure foundation.

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

Financial Performance

Budget: £405,240	Predicated Outturn: £359,386	Variance: £(45,854)

Summary of key variances

Mid-year forecast includes better than expected buyback rates from Education Library Service following review of subscription rates and although some losses schools buying in have been larger therefore improving forecast position.

Managing some vacancies in Libraries Shared Services whilst we increase capacity in Systems support in Libraries Shared Services.

Non Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
M3	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	Stock orders submitted to supplier within 1.5 days. New stock supplied to CE & CWAC from arrival within 3 days.	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	Can be affected by seasonal ordering. Projected to exceed target.	Green
M4	n/a	Provider selected and new contracts agreed.	Procurement decision to be made by end 2019/20	Procurement process in progress. Outcome should be decided for both ELS and Libraries early 2020.	Green
M7	5922 titles, 9422 borrowers and 17 issues per title	5000 titles, 4200 borrowers, av 8 issues per title	6179 titles, 10200 borrowers (active) 16 issues per title	Borrowers is the combined figure for e-resources. This figure will include duplication as many borrowers may use more than one service. e-magazine issues – we currently have 50 titles, however each title has many editions attached to it.	Green

M9	n/a	Review Summer 19	Re-procurement to be complete by end 2019/20	Reviewed with procurement, and now in process of re-procurement with aim to complete in last quarter 2019/2020.	Green
M12	Reduction of 2 to 21 schools	No of Halton Schools subscribing is maintained or increased.	No of Halton Schools subscribing is maintained or increased. Reduction of 1 to 20	All pricing revised and active engagement through attendance at events for Governors, Headteachers and NQTs to promote service. May get additional buy in by outturn.	Amber
M13	288 buybacks	288	281	Net maintain for secondary schools. Lost 1 Halton (Special School). Primary: Warrington net loss of 3. CWAC net loss of 6. Lost 1 Manchester Gained 2 Stockport, Gained 1 Liverpool Gained 1 Trafford Schools with higher pupil numbers buying in therefore offsetting any reduction from those no longer subscribing.	Green
M15	CE 100% CWAC 53% Overall 73%	100%	CE 15 (100%) CWAC 14 (100%)	Changes to Bookstart allocation rules for Corner packs will simplify this process going forward. Packs will now be ordered through the Co-ordinator. All centres have had stock in Autumn 2019.	Green
M16	148 children in CWAC and 82 in CE – 6 packs sent to all children 100%	100%	135 (98%) children in CWAC (3 addresses still withheld)	CE did not purchase Letterbox parcels for their cohort in 2019. An additional Festive parcel (no charge) will be given to all children in December and we also secured an extra 64 parcels for other LAC not currently taking part in Letterbox (NB Letterbox participation happens every other year for children)	Green

M17	30	40	NO DATA YET	Although we do gift baby and corner packs to Homestart, the primary work with them is via outreach work supporting their lottery funded CIRCLE project. No appropriate data to share yet.	Amber
M18	CE 325 (100%) CWAC 337 (100%) Overall 100%	90%	End of 2nd qtr: CE 64 (21%) CWAC 126 (42%) Overall 32%	Although these figures seem low for first half year, we had to wait until September to promote offer to partners as confirmation of an increased allocation of stock from BookTrust was needed before the books could be ordered. Our allocation was confirmed as 300 per authority to match our needs as represented in last year's figures.	Amber
M19	CE - 823 (5.5% increase) CWAC – 587 (6.3% increase)	2% increase	End of 2nd qtr CE –382 (46% of last year) CWAC – 338 (58% of last year)	On track to report another increase at the end of the year.	Green

Key Achievements to Date

Libraries Shared Services

Procurement for end of life contracts: Market testing undertaken for library management system - identifying our existing supplier as preferred supplier; currently working with ICT to meet the new security requirements with a Pre contractual requirements questionnaire.

Work on any significant upgrade to system is on hold until the outcome is determined.

e-lending procurements - undertaking procurement exercise for e-books, e-audio, and e-magazines as our current contracts are end of life. Officer Decision Notices and DPIAs are completed, now working with ICT to finalise the RFQ documentation to meet the new security requirements. It has been agreed to add e-newspapers as an additional lot to this procurement.

Reviewing existing stock contracts with suppliers with a move to take up the optional extension period of 2 years. To be in place by 31st March.

Continuing developments and enhancements on our library management system to meet the changing needs of the authorities, library staff and public including:
- Rationalisation and introduction of new item category codes
- Work on catalogue to remove obsolete records and update others
- Continuing work on our library management system to adopt new patron categories and internet filtering options to meet the needs of the library services.
- Introduced a number of general interactive and visual enhancements to the library management

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system to provide improved appearance and easier access to information for staff and borrowers.
- Devising a programme of training to new and existing staff on use of the library management system covering new developments and existing processes.
- Working with our library management system supplier to support the development of a new cash management module, which will be more appropriate to our library requirements and ensure that we are in a more robust position for future upgrades.

Working with libraries to support PN and ICT developments including the forthcoming Windows 10 upgrade.

Devising a consultation tool for library staff to investigate current ways of interaction with our support services and looking for areas for development for our services.

Continuing to play an active role in the Business Improvement District; taking advantage of additional security measures and staff training offered including emergency aid and manual handling.

Booktrust
2019 has focused on strengthening our relationships with partners and raising the profile of the team and this has been very successful. Notably our relationship with children's centres in Cheshire East has improved with regular communications, named contacts, increased resource requests and great joint working on the centre libraries.

Similar links in Cheshire West are also proving fruitful as our first set of outreach membership and activity figures show the library's increased presence in the children's centres is encouraging membership and visits to the library as well as securing relationships with the children's centre staff.

Co-ordinator has been involved in a large scale Rhymetime Review in Cheshire East Libraries culminating in four sessions in November and December. Co-delivering the events with Specialist Librarian, they have been hugely beneficial in raising Bookstart awareness and strengthening bonds with staff in all the libraries.

Education Library Service
Librarians attended a number of conferences to raise profile of service including; Halton - Heads and Governors , Warrington - Heads , NQTS, CE -Govs , Heads , Maintained Schools Cultural Diversity , NQTS and CW – Heads , Govs , NQTS

Hosted regional training courses for Eclipse and Accelerated Reader and Regional School Library Services.

Delivered 5 additional training courses for school librarians and a Systems twilight session along with 3 other twilight sessions.

Hosted 2 work experience placements for special schools pupils.

Host 3 class visits per week for special schools.

30 secondary schools took part in Cheshire School Book Awards.

The team have visited 93 schools to deliver advisory visits supporting effective use of resources.

The refreshed and brightly branded Mobile library has made 223 visits to primary schools enabling staff and students to select new collections.

SERVICE	Transactional Services
SERVICE MANAGER	Jude Green
OVERALL PERFORMANCE RATING	Green

Financial Performance

Budget: £150k	Predicated Outturn: £440,147	Variance: £289,950

Summary of key variances
Reason for overspend   1) **Staffing costs associated with B4B**

Non Financial Performance – Key Measures

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Delivery of efficient and effective recruitment processes **(CE)**	94.93%	85%	89.24%	Drop in performance due to staff turnover	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)**	99.68%	80%	98.85%	Project to come in at around the same figure as last year	Green
Delivery of effective payroll system and service **(CE)**	99.81%	99%	99.80%	On target	Green
Payments to suppliers within terms **(CE)**	98%	90%	97.33%	On target	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)**	97.75%	80%	99.34%	Improved performance on last year	Green
Timely and accurate creation of income related transactions based on client request **(CE)**	98.85%	99%	99.82%	On target	Green

Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Delivery of efficient and effective recruitment processes **(CWAC)**	90.55%	85%	90.52%	. On target	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)**	99.81%	80%	97.29%	Performance has been impacted by staff turnover	Green
Delivery of effective payroll system and service **(CWAC)**	100%	99%	99.81%	On target	Green
Payments to suppliers within terms **(CWAC)**	97.55%	90%	98.72%	Improved performance on last year	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)**	98.13%	80%	99.12%	Improved performance on last year	Green
Timely and accurate creation of income related transactions based on client request **(CWAC)**	98.85%	99%	98.21%	On target	Green

Key Achievements to Date

- Supporting the B4B project
- Implementing HireServe recruitment in advance of B4B
- Increasing take up of e-payslips

Overview of Shared Services Perfomance Indicators

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Archaeology Planning Advisory Service	**ARC H001** % of number of records reviewed in the Cheshire Historic Environment Record per annum	10%	5%	5%	This equates to 6164 records amended in the year 2018-19	Green
Archaeology Planning Advisory Service	**ARC H002** % of general enquiries to the Cheshire Historic Environment Record responded to within 15 working days	99%	90%	90%	This equates to 310 consultations in the year 2018-19	Green
Archaeology Planning Advisory Service	**ARC H003** % of Countryside Stewardship enquiries to the Cheshire Historic Environment Record responded to within 20 working days, according to agreed national service standard	100%	100%	100%	This equates to 162 consultations in the year 2018-19	Green
Archaeology Planning Advisory Service	**ARC H004** % of archaeological development control advice provided within 15 working days.	100%	100%	100%	This equates to 415 planning applications where formal archaeological development control advice was provided in 2018-19. In the same period, 43 proposals were subject to formal pre-application advice.	Green
Archives and Local Studies	Customer satisfaction	9.5	9.5	9.5	Rating out of 10 from national survey (2019 results to be issued early 2020)	Green
Archives and Local Studies	Volunteer hours committed	3828	3000	3240	Target for 19/20 is lower than actual figure for 18/19 owing to completion of large scale project in early 2019	Green
Archives and Local Studies	Number of people who engage with service	1.604 million	1.691 million	1.75 million	Includes online and social media engagement; also visits to Cheshire material on commercial partner's website	Green
Archives and Local Studies	%age of new accessions of archives made available to public within one month of receipt	82%	80%	80%		Green
Archives and Local Studies	Accredited Archive status	Retained	Retained	Retained	Reviewed Nov 2018. Next review Autumn 2021.	Green
Cheshire Farms Management – Cheshire West and Chester	Value of property identified and marketed for disposal reported through disposals group**.**	£7.95m completed	£4.75m	Predicted £7.1m	Current £7.9m marketed; £5.31m completed; £1.7m agreed Disposals behind farms profile forecast for year but ahead against total programme. **N.B.** Rate of sales impacts on future years receipts and revenue budget	Green
Cheshire Farms Management – Cheshire West and Chester	Review planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	1 of 9 sales resulted in pre disposal planning applications.	Green

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Cheshire Farms Management – Cheshire East	Report Progress of estate reorganisation	1	1	1	CIPFA annual report identifies progress on number of tenancies and average size	Green
Cheshire Farms Management – Cheshire East	Value of property identified and marketed for disposal reported through disposals group.	£2.99m	£2.78m	Predicted £3.12 m	Current £4.4m marketed; £1.704 completed; £1.42m agreed Sales which are ahead of target are reported into regular corporate reporting of disposals.	Green
Cheshire Farms Management – Cheshire East	Explore Planning potential pre disposal	100% of properties sold	100% of properties sold	100% of properties sold	3 of 9 sales resulted in pre disposal planning applications.	Green
Cheshire Farms Management – Cheshire East	Report Progress of estate reorganisation	1	1	1	CIPFA annual report identifies progress on number of tenancies and average size	Green
Chesire Rural Touring Arts	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 Nov 19 and the next is scheduled for Feb 19.	Green
Chesire Rural Touring Arts	% of audience rating performance as good or excellent	95%	93%	93%	We are pleased to report that we maintain or exceed our target in this area.	Green
Chesire Rural Touring Arts	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

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Chesire Rural Touring Arts	Number of venues maintained	29	28	24	We have around 24 core community venues (village halls, community centres, schools who host work from CRTA). There has been a reduction in the number of venues for 19/20 due to a number of venues taking a season off for this spring while they find additional volunteer support. We are also currently looking into adding 1 -2 venues in Cheshire East , to address in imbalance in the number of venues in each authority. We have contacted a number of venues already in Cheshire east with an offer to discuss becoming CRTA members. We will also put out a public call out for news venues in early 2020.	Green
Chesire Rural Touring Arts	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.	
Chesire Rural Touring Arts	Increase Facebook and Twitter activity and usage to promote events	471 facebook likes and 1179 Twitter followers as of June 19	480 facebook likes and 1200 Twitter followers	480 facebook likes and 1200 Twitter followers	Social media presence is steady. We are using the Facebook platform most effectively. We occasionally pay for marketing boosts for specific events, which we have found to be effective. We do not use Twitter as much, which is mostly due to the capacity of staff to work on this. Staff capacity is the main reason we can not increase our presence in this area.	
Chesire Rural Touring Arts	Audience Feedback collated to inform future programmes	90% of events surveyed	90%	90%	Survey collation is done by Maria Owen – CWAC creative industries assistant.	
Chesire Rural Touring Arts	ACE Annual Reporting	Reporting completed	Report due May 20	Report due May 20	CRTA collate and manage the reporting process for ourselves and Sport on Rural Touring (as a joint NPO)	

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Chesire Rural Touring Arts	Maintain quarterly meetings with Client Managers	4	2	2	Arts Council England have requested that they now only meet with us 1-2 times a year (as a smaller client organisation).	Green
Emergency Planning	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	100%	100%	90%	Continued excellent feedback received on training courses.	Green
Emergency Planning	All CEC Senior Managers (M5 and above) have attended an EM course within the last 24 months.	100%	100%	90%	All CE Managers (M5 and above) are reminded annually of the mandatory requirement to attend EM training.	Green
Emergency Planning	All CWAC Senior Managers (Tiers 1 to 4) have attended an EM course within the last 24 months.	100%	100%	90%	All CWAC Managers (Tier 1-4) are reminded annually of the mandatory requirement to attend EM training.	Green
Emergency Planning	Statutory plans and exercises delivered within agreed timescale	100%	100%	90%	• PSR (Pipelines) area specific plan is outside timescales - work is underway to resolve asap. • All other COMAH, REPPIR and PSR plans are currently within agreed ONR & HSE timescales.	Green
Emergency Planning	Four new Community Emergency Plans in place/ development.	100%	75%	50%	• Currently there are 20 Community Emergency Plans in place across the two LAs. • Two new plans in CE under development – Bollington and Kettleshulme.	Amber
Emergency Planning	Major Incidents/ MI Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	The Service has responded to 13 incidents (6 in CE and 7 in CWAC) since April 2019 including 4 Major Incidents and 6 Major Incident Standbys.	Green
ICT – Key Measures	PI Ref 6.14: Service availability for a defined suite of ICT services and applications	99.8%	98.5%	99.0%	Currently at 99.3%. Performance is generally within SLA on a monthly basis but is likely to be lower than last year, but still within target.	Green
ICT – Key Measures	PI Ref 6.12: High level estimates produced within five working days	73.1%	75.0%	90.0%	Currently at 92%. A real focus on this enables us to be confident that this will be within target this year.	Green

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
ICT – Key Measures	PI Ref 6.13: Projects delivered to the agreed milestones (time and cost)	48.2%	60.0%	60.0%	Currently at 66%. Another key focus, we are looking this year to be Green for the first time.	Green
ICT – Other Measures	Customer Satisfaction (Service) – based on surveys returned following completion of incidents/service requests	N/A	85.0% positive or neutral	90%	Currently running at 94%. Surveys results have been above 90% month on month, and this is expected to be within target for the year.	Green
ICT – Other Measures	Customer Satisfaction (Project Delivery) – based on feedback from lead customers upon completion of a project	N/A	65.0%	90%	Currently running at 100%. Relatively few surveys are being returned, but those that are have been positive.	Green
ICT – Other Measures	Call Responsiveness (telephone) – incoming calls answered by the ICT Service Desk	48.1%	70.0% within 90 secs	55%	Currently running at 57%. Performance has varied month on month, and it is unlikely that this will improve sufficiently to achieve was outside SLA every month. The following has been regularly reported to JSIB: *It is almost impossible to meet the target for this performance indicator even if all available resource was assigned to call answering. It would also have a detrimental impact on a key aim of the service to resolve most incidents within the Service Desk.*	Red
ICT – Other Measures	Resolution by Service Desk - % of calls resolved by the Service Desk themselves	N/A	60.0%	60%	Currently running at 64% and is consistently between 60% and 70%. This is a measure of the effectiveness of the Service Desk in resolving incidents. This is expected to be Green for the year.	Green
ICT – Other Measures	% resolution of P1 (Major) incidents within ICT Services control	92.3%	95.0% within 4 hours	75%	Currently running at 76% (16 out of 21 in the year to date). Because of the unexpected nature of major incidents, it is difficult to say how well this will perform over the whole year, especially as much of the ICT estate is still old and therefore unreliable, and assets continue to be 'sweated'. The current work to bring Windows 10, Office 365 and End State Citrix to users, as well as moving service to the Cloud will bring more stability but will take time.	Red

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
ICT – Other Measures	% resolution of P2 (VIP) incidents within ICT Services	73.9%	90.0% within 8 hours	70%	Currently running at 73%. A dedicated resource is triaging and monitoring all P2 and P3 incidents and actively chasing to ensure prompt resolution.	Red
ICT – Other Measures	% resolution of P3 incidents within ICT Services	70.3%	90.0% within 2 days	65%	Currently running at 64%. A dedicated resource is triaging and monitoring all P2 and P3 incidents and actively chasing to ensure prompt resolution.	Red
ICT – Other Measures	% resolution of P4 incidents within ICT Services	88.1%	90.0% within 5 days	86%	Currently running at 86%. Performance is consistently between 80% and 93% but is expected to be just under target for the year.	Amber
ICT – Other Measures	% resolution of S2 service requests within ICT Services	97.2%	95.0% within 2 days	98.5%	Currently running at 98.6%. Performance is consistently strong and expected to be within SLA.	Green
ICT – Other Measures	% resolution of S3 service requests within ICT Services	99.0%	95.0% within 3 days	98.5%	Currently running at just under 99.0%. Performance is consistently strong and expected to be within SLA.	Green
Libraries Shared Service	M3	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	Stock orders submitted to supplier within 1.5 days. New stock supplied to CE & CWAC from arrival within 3 days.	Stock orders submitted in 1.1 days and new stock supplied to services within 3 days	Can be affected by seasonal ordering. Projected to exceed target.	Green
Libraries Shared Service	M4	n/a	Provider selected and new contracts agreed.	Procurement decision to be made by end 2019/20	Procurement process in progress. Outcome should be decided for both ELS and Libraries early 2020.	Green

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Libraries Shared Service	M7	5922 titles, 9422 borrowers and 17 issues per title	5000 titles, 4200 borrowers, av 8 issues per title	6179 titles, 10200 borrowers (active) 16 issues per title	Borrowers is the combined figure for e-resources. This figure will include duplication as many borrowers may use more than one service. e-magazine issues – we currently have 50 titles, however each title has many editions attached to it.	Green
Libraries Shared Service	M9	n/a	Review Summer 19	Re-procurement to be complete by end 2019/20	Reviewed with procurement, and now in process of re-procurement with aim to complete in last quarter 2019/2020.	Green
Libraries Shared Service	M12	Reduction of 2 to 21 schools	No of Halton Schools subscribing is maintained or increased.	No of Halton Schools subscribing is maintained or increased. Reduction of 1 to 20	All pricing revised and active engagement through attendance at events for Governors, Headteachers and NQTs to promote service. May get additional buy in by outturn.	Amber
Libraries Shared Service	M13	288 buybacks	288	281	Net maintain for secondary schools. Lost 1 Halton (Special School). Primary: Warrington net loss of 3. CWAC net loss of 6. Lost 1 Manchester Gained 2 Stockport, Gained 1 Liverpool Gained 1 Trafford Schools with higher pupil numbers buying in therefore offsetting any reduction from those no longer subscribing.	Green
Libraries Shared Service	M15	CE 100% CWAC 53% Overall 73%	100%	CE 15 (100%) CWAC 14 (100%)	Changes to Bookstart allocation rules for Corner packs will simplify this process going forward. Packs will now be ordered through the Co-ordinator. All centres have had stock in Autumn 2019.	Green

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Libraries Shared Service	M16	148 children in CWAC and 82 in CE – 6 packs sent to all children 100%	100%	135 (98%) children in CWAC (3 addresses still withheld)	CE did not purchase Letterbox parcels for their cohort in 2019 An additional Festive parcel (no charge) will be given to all children in December and we also secured an extra 64 parcels for other LAC not currently taking part in Letterbox (NB Letterbox participation happens every other year for children)	Green
Libraries Shared Service	M17	30	40	NO DATA YET	Although we do gift baby and corner packs to Homestart, the primary work with them is via outreach work supporting their lottery funded CIRCLE project. No appropriate data to share yet.	Amber
Libraries Shared Service	M18	CE 325 (100%) CWAC 337 (100%) Overall 100%	90%	End of 2nd qtr: CE 64 (21%) CWAC 126 (42%) Overall 32%	Although these figures seem low for first half year, we had to wait until September to promote offer to partners as confirmation of an increased allocation of stock from BookTrust was needed before the books could be ordered. Our allocation was confirmed as 300 per authority to match our needs as represented in last year's figures.	Amber
Libraries Shared Service	M19	CE - 823 (5.5% increase) CWAC – 587 (6.3% increase)	2% increase	End of 2nd qtr CE –382 (46% of last year) CWAC – 338 (58% of last year)	On track to report another increase at the end of the year.	Green
Transactional Services	Delivery of efficient and effective recruitment processes (CE)	94.93%	85%	89.24%	Drop in performance due to staff turnover	Green
Transactional Services	Provision of a responsive HR transaction service desk that efficiently deals with service requests and resolves any issues to the satisfaction of customers (CE)	99.68%	80%	98.85%	Project to come in at around the same figure as last year	Green
Transactional Services	Delivery of effective payroll system and service (CE)	99.81%	99%	99.80%	On target	Green

Service	Performance Measure	2018-19 Actual	2019-20 Target	2019-20 Predicted	Comments	Rating
Transactional Services	Payments to suppliers within terms (CE)	98%	90%	97.33%	On target	Green
Transactional Services	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)	97.75%	80%	99.34%	Improved performance on last year	Green
Transactional Services	Timely and accurate creation of income related transactions based on client request (CE)	98.85%	99%	99.82%	On target	Green
Transactional Services	Delivery of efficient and effective recruitment processes (CWAC)	90.55%	85%	90.52%	. On target	Green
Transactional Services	Provision of a responsive HR transaction service desk that efficiently deals with service requests and resolves any issues to the satisfaction of customers (CWAC)	99.81%	80%	97.29%	Performance has been impacted by staff turnover	Green
Transactional Services	Delivery of effective payroll system and service (CWAC)	100%	99%	99.81%	On target	Green
Transactional Services	Payments to suppliers within terms (CWAC)	97.55%	90%	98.72%	Improved performance on last year	Green
Transactional Services	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)	98.13%	80%	99.12%	Improved performance on last year	Green
Transactional Services	Timely and accurate creation of income related transactions based on client request (CWAC)	98.85%	99%	98.21%	On target	Green