Cheshire East Council
Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 12 March 2021

Report Title: Shared Services Business Plans Q3 2020/2021 Review

Senior Officer: Jane Burns: Executive Director of Corporate Services, CEC

Mark Wynn, Chief Operating Officer, CWaC

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1.   Report Summary

1.1   This report provides a summary of the 2020/21 Quarter 3 Business Plan position for the Shared Service arrangements between Cheshire East Council (CEC) and Cheshire West and Chester Council (CWaC).

1.2   The report provides summaries of each of the key areas across all of the shared services including the budget position, priorities and objectives, key performance indicators, and risks and issues, together with, for each service, a service dashboard with a summary narrative. Full business plans are in appendix 3.

1.3   Most of the services have been negatively impacted by the Covid-19 pandemic. This means that some service objectives and some key performance indicators, set at the beginning of the financial year, are now unachieveable.

1.4   At the end of the financial year, five services are forecasting a balanced financial position; two services are forecasting underspends due to vacancies; and two services: ICT and Transactional Services are forecasting a year end overspends.

2.   Recommendations

2.1   It is recommended that Members:

i)   Note the Shared Services 2020/2021 Quarter 3 Business Plan performance.

3.   Reasons for Recommendations

3.1   The Shared Services Administrative Agreement makes provision for the Joint Committee to receive reports to enable the review and monitoring of the performance of the Shared Services performance to take place. This report provides the 2020/2021 quarter 3 position.

3.2   This report helps to deliver the new, revised performance management arrangements, agreed at the Shared Service Joint Committee (SSJC) on 25 September 2020. The revised arrangements assist with ensuring that service strategies, together with and the resources and budgets required to deliver the service strategies, are in place and being effectively implemented.

4.   Background

4.1   Currently there are eight Shared Services (six Cheshire West And Chester (CWAC) -hosted and two Cheshire East Council (CEC) - hosted). Five are shared services, set out below, where total costs are split against an agreed % cost share agreement as set out in 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 CEC pay a fixed contribution to CWAC:

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

4.2   Day-to-day performance is managed by each shared service manager who reports, through their normal line management arrangements, to a service manager in the host authority and has a relationship with a client manager, in the non-host authority.

4.3   Shared service business plans provide details of the shared service objectives, Key Performance Indicators and the resources required to deliver the plan. The plans require a degree of flexibility to enable an appropriate response to the changing needs of each council.

4.4   This report provides a summary of the shared services performance at the end of quarter 3 2020/2021 for each of the eight formal shared service arrangements between CEC and CWaC. An overall summary of performance and business activity all of the shared services is in appendix 2 of this report.

5.   Summary of 2020/21 Quarter 3 Performance

5.1   Overall Summary Ratings

The table below provides a judgement on the overall performance for each of the shared services. The judgement takes into account both performance (objectives and KPIs) and the budget position. The judgement criteria is below:

- RED – overspend of more that 10% of budget and/or most objectives and/or KPIs not being met or on target
- AMBER – overspend of less than 10% of budget and/or one or two objectives and /or KPIs not on target
- GREEN – on budget or underspent and all objectives and KPIs are on target

Service	Overall Performance 2019-20	Mid-year Performance 2020-21	Q3 Performance 2020-21
Archaeology Planning Advisory Service	Green	Amber	Amber
Archives and Local Studies	Green	Amber	Amber
Cheshire Rural Touring Arts	Green	Green	Green
Emergency Planning	Amber	Amber	Amber
Farms Estate Management	Green	Amber	Amber
ICT	Amber	Amber	Amber
Libraries Shared Service	Green	Amber	Amber
Transactional Services	Amber	Red	Red

Overall Summary Ratings Commentary

- As in the Q2 report, the amber ratings are mainly due to the objectives and KPIs, set in the business plans, becoming unachievable, behind target, or being put on hold due to the impact of the Covid-19 pandemic and the lockdown restrictions imposed as part of the Covd-19 pandemic response. Many services have needed to find new ways to deliver their objectives and achieve their KPIs.

- The CRTA service continues to be rated as green overall due to their business plan being rewritten at the start of the year in response the the Covid-19 pandemic.

- Transactional Services are rated as red due to having a forecast budget variance of more than 10%.

5.2   Budget Summary

The table below summarises the 2020/2021 Quarter 3 budget position for the shared services.

Service	Planned Budget £	Q3 Forecast £	Predicted Variance £
Archaeology Planning Advisory Service	159,844	159,844	0
Archives and Local Studies	470,616	470,616	0
Cheshire Rural Touring Arts	88,603	88,603	0
Emergency Planning	296,394	257,067	(49,941)
Farms Estate Management	225,847	158,331	(67,516)
ICT	18,240,000	19,650,000	1,410,000
Libraries Shared Service	425,734	425,734	0
Transactional Services	5,113,934	987,756	866,000

Budget Summary Commentary

- Most services are on track to end the year with a balanced budget.

- Emergency Planning and Farms Estate Management both have forecast underspends at the end of the year due to staff vacancies.

- Both ICT and Transactional Services have predicted overspends of £1.41m and £866k respectively. The overspends are mainly due to:

  - for ICT, staff being diverted to non-income generating activities including the Covid-19 response and the B4B activity; and,

  - for Transactional Services, the forecast overspend is partly linked to a shortfall in income with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staff working on the B4B project, along with any backfill costs for these staff, are now charged to the service budget and absorbed where possible.

5.3   Priorities and Objectives Summary

The table below sets out a summary of all of the service's priorities and objectives as set out in the individual service Business Plans.

The assessment criteria is:

Green: On Track
Amber: Behind but expected to be achieved by the end of the year
Red: Not expected to be achieved
Blue: On hold due to Covid-19

Service	Total number of Objectives	Number of Green Objectives	Number of Amber Objectives	Number of Red Objectives	On hold due to Pandemic
Archaeology Planning Advisory Service	5	5	0	0	0
Archives and Local Studies	4	1	2	0	1
Cheshire Rural Touring Arts	2	2	0	0	0
Emergency Planning	8	3	3	0	2
Farms Estate Management	2	0	2	0	0
ICT	21	16	3	2	0
Libraries Shared Service	5	4	1	0	0
Transactional Services	8	7	1	0	0
Total	**55**	**38**	**12**	**2**	**3**

Priorities and Objectives Commentary

This quarter, the achievement of some service objectives have improved and other service objectives have become unachievable due the the impacts of the Covid-19 pandemic. For example:

- The Emergency Planning objective of delivering training in both authorities has moved from amber to green as it is now forecast that all staff will be trained by the end of the year in both authorities. However, there are two objectives - the implementation of the recommendations from the major incident debrief reports, together with continuous improvement activity - which cannot be achieved due to Covid-19 and have now been assessed as blue as they are now deferred.

- The ICT objective of developing a financial strategy is now scheduled for Q4 of 2020/2021. The staffing structure objective is rated as red as it has not been completed as it is linked to the wider CEC Corporate Services restructure.

- For the Libraries Specialist Services, the objective relating to the Bookstart initiative was rated amber in Q2 and is now rated as green as it is now back on track this quarter.

Full details are in each individual Business Plan in appendix 3.

5.4 Key Performance Indicators Summary (KPIs)

The table below sets out an overview of the key performance indicators for each of the shared services. The assessment criteria is:

Green: On Track
Amber: Behind but expected to be achieved by the end of the year
Red: Not expected to be achieved
Blue: On hold due to Covid-19

Service	Total number of KPIs	Number of Green KPIS	Number of Amber KPIs	Number of Red KPIs	On hold due to Pandemic
Archaeology Planning Advisory Service	7	5	1	0	1
Archives and Local Studies	4	2	0	0	2
Cheshire Rural Touring Arts	4	4	0	0	0
Emergency Planning	5	4	1	0	0
Farms Estate Management	10	10	0	0	0
ICT	4	2	1	0	1
Libraries Shared Service	10	2	5	0	3
Transactional Services	8	8	0	0	0
Total	52	37	8	0	7

Performance Indicators Commentary

Overall, this quarter, there has been an improvement in the achievement of the KPIs, with some objectives previously rated as amber or deferred, now being rated as green this quarter, for example:

- All of KPIs in respect of Farms Estate Management are rated as green, with the KPI - property identified and marketed for disposal - now back on track from being rated as amber in the last quarter.

- Two of the Emergency Planning KPIs have improved from amber to green. They relate to the emergency planning training for managers in both authorities which has now taken place.

- For ICT, all of the KPIs are now green. The KPI of the Customer Satisfaction Survey moving from being deferred in quarter 2 to green in quarter three as the survey has now been run. The KPI - delivery of projects to time, quality and costs - is now exceeding the target.

- For Libraries Specialist Services, after being on hold for the first two quarters, the KPI regarding the Bookstart initiative is back on track and is rated as green, compared to amber last quarter.

- Other KPIs have been deferred including the Archives and Local Studies Service where there are two KPIs on hold due to the pandemic including the National Archives Survey as this will not now take place in 2020/21, and customer engagmeent where new measures are being developed for on-line engagement.

5.5   Overview of Risks and issues

5.5.1   Risks are reported by exception. This means that:

-    Only risks rated as high risks and scoring 9 or over will be reported
-    Risks which increase to 9 since the last reporting will be reported
-    New risks of 9 or over added to the risk log since the last report will be reported
-    Where risks scoring 9 or over have reduced since the last reporting period, they will be reported to show the risk reduction.

5.5.2   All issues are reported**.**

5.5.3   The table below sets out the high level risks and issues for the shared services.

Service	Number of Risk rated 9>	Number of Issues
Archaeology Planning Advisory Service	0	1
Archives and Local Studies	0	1
Cheshire Rural Touring Arts	0	0
Emergency Planning	2	2
Farms Estate Management	2	0
ICT	0	0
Libraries Shared Service	0	1
Transactional Services	0	0
General	0	1
Total	4	6

Risks and Issues Commentary

Risks

Overall, there are 69 risks identified, of which just four are rated as 9 or over.

The current risks are:

Farms Estate Management
- Impact of reducing level of income as a result of disposals
- Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.

Emergency Planning
- Failure to deliver agreed objectives and income target as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
- Failure to deliver agreed objectives and income target as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

There are also two Emergency Planning risks, which were previously rated as high risks, relating to the training of managers, which have been reassessed as very low risk as most of the training has now been completed and therefore are no longer required to be reported.

Issues

There are six issues issues reported this quarter.

- There is a general issue relating to the impacts of Covid -19 on the delivery of service objectives and achievement of KPIs. This issue is being managed by each of the shared service managers as appropriate to their service.

- Archaeology Planing Advisory Service and the Libraries Specialist Services have both listed the overdue Shared Service Agreements that are awaiting sign-off as an issue. The agreements are now being reviewed as part of the wider Shared Services Review.

- The Archives and Local Studies Service has one issue which relates to the inability, due to the impact of Covid-19, to meet the expected number of volunteer hours.

- Emergency Planning has three issues which are mainly due to the impact of Covid-19. They are:
  - Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.
  - Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

6.   **Individual Shared Service Summaries**

Individual shared service summaries for quarter three of 2020/2021 are set out below, in a dashboard format, together with supporting commentary.

Each dashboard sets out:
- the overall rating, based on the judgement criteria set out in section 5.1.
- the budget position.
- the number of objectives and their RAG rating (blue are deferred due to Covid -19).
- the number of KPIS and their RAG rating (blue are deferred due to Covid -19).
- the number of risks scoring 9 or over.
- the number of live issues.

A collated summary dashboard for all shared services is in appendix 2.

Full details are in the individual service business plans in appendix 3.

Archaeology Planning Advisory Service (APAS)

Dashboard

Overall rating	Amber			
Budget	Balanced			
Priorities and Objectives	5	0	0	
Key Performance Indicators	5	0	1	1
Number of risks 9>	0			
Number of issues	1			

Commentary

- The APAS service is expected to have a balanced budget at the end of the year.

- All of the service's five objectives are on target to be fully achieved at the end of the year.

- The KPI relating to the number of records reviewed in the Cheshire Historic Environment Record per annum, has been deferred due to the impacts of Covid-19 as it is not possible to access the system whilst home working.

- The KPI to agree the scope of a renewed Shared Service agreement for APAS for will not be achieved as it has been agreed, between the councils, to review all shared service agreements as part of the wider review of shared services. This is also listed as an issue.

Archives and Local Studies

Dashboard

Overall rating	Amber

Budget	Balanced		
Priorities and Objectives	2	1	1
Key Performance Indicators	2	0	0	2
Number of risks 9>	0		
Number of issues	1		

Commentary

- The Archives and Local Studies budget is forecast to be balanced at the end of the year.

- One objective, improving the access to collections by having 3300 volunteer hours committed, is no longer achievable, due to the Covid-19 impacts This is also listed as an issue.

- The in-person volunteer programme has been suspended due to Covid-19. However, a digital volunteering programme has been established together with new online exhibitions. This means that digital engagement increased significantly, giving much wider access to collections. An estimated 300 volunteer hours have been committed to date, largely from new volunteers from a broader and more geographically-spread volunteer base.

- The KPI regarding the proportion of people visiting/engaging with activities and events of new to archives, has now been suspended due to the impact of Covid-19 and a new KPI measure for online engagment is being developed.

Cheshire Rural Touring Arts (CRTA)

Dashboard

Overall rating	Green			
Budget	Balanced			
Priorities and Objectives	2	0	0	
Key Performance Indicators	4	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The CRTA is rated as green overall, due the CRTA's business plan being rewritten early in the financial year to reflect the reduction in the funding received from Arts Council England due to the impacts of the Covid-19 pandemic.

- The CTRA service is forecast to achieve a balanced budget at the end of the year. CRTA finances are also monitored and reported on quarterly basis to Arts Council England

- All of the revised objectives and KPIs are forecast to be achieved.

- Alternative events or activity will be offered in spring (online /digital shows and a magazine delivery).

Emergency Planning

Dashboard

Overall rating	Amber			
Budget	Forecast underspend £49,941			
Priorities and Objectives	3		3	2
Key Performance Indicators	4	1	0	0
Number of risks 9>	2			
Number of issues	2			

Commentary

- The Emergency Planning service is forecast to have an underspend at the end of the year of £49,941 due to staffing vacancies. These vacancies have now been filled.

- The objective in respect of the Emergency Management training programme is progressing well and has improved this quarter and is back on track and now rated green which is an improvement from quarter two's amber rating.

- All but one KPIs are rated as green this quarter which is an improvement from quarter two. The KPI, rated as amber, is the statutory exercises delivered to timescales.

- Currently, there are two risks assessed as high risk and rated as 9. They are:

    1. Failure to deliver agreed objectives and income target as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic, Bosley.

    2. Failure to deliver agreed objectives and income target as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

- This quarter, the service has two issues, mainly due to the impact of Covid-19. They are:

    1. Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.

    2. Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.

Farms Estate Management

Dashboard

Overall rating	Amber			
Budget	Forecast underspend £67,516			
Priorities and Objectives	0	2	0	
Key Performance Indicators	10	0	0	0
Number of risks 9>	2			
Number of issues	0			

Commentary

- The budget is forecast to be underspent due to an ongoing staffing vacancy.

- Both of the services objectives are rated as amber due to Covid-19. Efforts have been focused on maintaining client outputs, evolving management practices, and planning ahead for the delivery of lettings in the future.

- The service's performance indicators are on track and are all rated as green. This is an improvement from the last quarter where the target relating to the identification of £1.17m of property identified for and/or marketed for disposal was assessed as amber. This KPI is now on track with £1.58 million identified; £1.25 million marketed; and, £954,640 sales agreed.

- As at the the mid-year review, there are two risks, both scoring 9, which are:

    1. The impact of reducing income as a result of disposals.

    2. Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.

ICT

Dashboard

Overall rating	Amber			
Budget	Forecast overspend £1,410,000			
Priorities and Objectives	16	3	2	
Key Performance Indicators	2	1	0	1
Number of risks 9>	0			
Number of issues	0			

Commentary

- The ICT buget is forecast to be overspent by 1.41m. This is an increase against the forecast overspend of £1.14m in quarter 2. This increase comes from staff not being charged to capital projects in-year, due to ongoing work on the B4B programme and Covid -19 impacts.

- The objective - completion of a Skills Audit - is now rated as amber against a green rating in the mid-year review due to operational priorities delaying this activity. The skills Audit will now take place in quarter 4 2020/2021.

- The objective – the annual satisfaction service - had previously been deferred. This has now taken place in quarter three and is back on track and now rated as green.

- The objectives which are rated as red are:

  1. The development of a financial strategy. This is under development.

  2. The ICT service restructure. This is dependant on the wider CEC Corproate Services restructure.

- Overall, there is an improved KPI position. The delivery of projects to time, quality and costs has improved from 69% in quarter 2, to 92% in quarter 3, against a target of 70%.

Libraries Shared Services

Dashboard

Overall rating	Amber			
Budget	Balanced			
Priorities and Objectives	4	1	0	
Key Performance Indicators	1	6	0	4
Number of risks 9>	0			
Number of issues	1			

Commentary

- The service is forecasting a balanced position at the end of the financial year.

- The objective relating to procurement of e-lending has been completed and is now awaiting approval from ICT before awarding contracts. This objective is currently rated as amber but is forecast to be achieved by the end of the year.

- The objective - delivery of the Universal Offer and the Letterbox initiative - is back on target.

- The objective relating to the delivery of targeted resources is recovering as settings are gradually reopening and able to receive stock. This objective has moved from amber in quarter two to green in quarter three.

- With regard to the KPIs:

  - The quarantining of stock due to the Covid-19 pandemic is affecting turnover times and the despatch time is currently 5 days against the target of 3 days.
  - The Inter-library Lending Unit has been paused again due to the Covid-19 lockdown. However 300 requests have been processed and, despite service closures, 90% of requests have been responded to within the target of 5 days.
  - 50,000 resource items were delivered in quarter 3 to schools to support home learning, which were gratefully received.
  - The 2020 Letterbox Club was postponed until Sept 20 due to Covid-19 and lockdown measures. However, 100% eligible children were delivered to in quarter three.
  - The Covid secure environment in libraries means that rhymetimes and storytimes, were unable to be delivered in quarter three.
  - Other KPIs, although not at the performance expected at the beginning of the year, are making progress in quarter three.

- The issue raised relates to the Library Shared Service agreement which has been delayed. The agreement will roll over and will be formally reviewed as part of the wider shared services review.

Transactional Services

Dashboard

Overall rating	Red			
Budget	Forecast overspend £866,000			
Priorities and Objectives	7	1	0	
Key Performance Indicators	8	0	0	0
Number of risks 9>	0			
Number of issues	0			

Commentary

- The service is rated as red overall due to the forecast budget overspend.

- The forecast budget overspend is partly linked to a shortfall in income, due to a loss of schools business, with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staff working on the B4B project, along with any backfill costs for these staff, are now charged to the service budget and absorbed where possible. The service continues to actively look to mitigate the variance through monitoring of staffing and non-staffing budgets and through vacancy management.

However the forecast overspend has increased marginally from that reported at quarter two.

- The amber objective relates to the new shared service agreement for Transactional Services. This will now be reviewed as part of the wider shared services review.

- All key performance indicators are being met.

7.   Implications of the Recommendations

7.1   Legal Implications

7.7.1   The Shared Services Administrative Agreement sets out the overall arrangements in relation to the manner in which the sharing Authorities will work together.

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. Operationally, this is managed on a day-to-day basis by the service managers and their line managers within each Council as part of the operation and management of each of the services. Additionally, each service has client managers in place who are also consulted in the development and monitoring of business plans.

7.7.2   Finance Implications

7.1.1   The Financial Implications are set out in main body of the report.

7.2   Policy Implications

7.2.1   There are no direct Policy implications

7.3   Equality Implications

7.3.1   There are no direct Equality implications

7.4   Human Resources Implications

7.4.1   There are no direct Human Resources implications

7.5   Risk Management Implications

7.5.1   Risks are managed by the commissioning client, and service managers within each Council, as part of the operation and management of each of the services. Risks are included in each organisations risk register as appropriate. The main risk is the on-going Covid-19 situation which is impacting on most services.

7.6   Rural Communities Implications

7.6.1   There are no direct implications for Rural Communities.

7.7   Implications for Children & Young People/Cared for Children

7.7.1   There are no direct implications for Children and Young People/Cared for Children.

7.8   Public Health Implications

7.8.1   There are no direct implications for Public Health.

7.9   Climate Change Implications

7.9.1   There are no direct Climate Change implications

7.10   Ward Members Affected

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

8.   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

9.   Contact Information

9.1   Any questions relating to this report should be directed to the following officer:
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           Email: heather.grove@cheshireeast.gov.uk

RISKS AND ISSUES SUMMARY

RISKS

Service	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	Q2 Comments
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9	9	Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will continue to rise for these risks as the year progresses with the team involved in C-19 pandemic work-streams long-term.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9	9	
Emergency Planning	Failure of officers to attend training events impacting on preparedness levels.	9	9	3	Positive steps have been taken to reduce this risk - see KPI.
Farms Estate Management	Impact of reducing income as a result of disposals	9	9	9	No change
Farms Estate Management	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	9	9	No change

ISSUES

Service	Key Issues Description	Date issue arose	Date issue closed	Comments
APAS	The new Shared Service Agreement for APAS is awaiting sign off by relevant parties in CE and CW&C.	1.4.19		APAS has completed all necessary tasks and the agreement will be signed off along with the wider agreements, and as part of the shared services review.
Archives and Local Studies	Service will not meet expected number of volunteer hours	Jun 20		On-site volunteer programme is on hold due to impact of Covid. Mitigated by move to digital volunteer programme, but this will not meet original target. This move, however, is engaging a broader and more geographically-spread volunteer base. A new measure which focusses on the impact of volunteering on the volunteers themselves will be put in place during 2021/22.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing, major involvement in the C-19 pandemic is having a major impact on the team's capacity to deliver the agreed objectives in the business plan for 2020-21. This will continue through the rest of the year and the Team Manager has prioritised those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. Recruitment to get the team back to 100% capacity is also a priority and exploration of redeployment opportunities for short-term support is also being progressed with the pandemic worsening again in the sub-region.
Emergency Planning	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	

Service	Key Issues Description	Date issue arose	Date issue closed	Comments
ICT	Delay in signed Deed of variation for 2020-2023 Service Level agreement with CE due to preferred legal co-ordination with other shared services agreements required updates.	April 2020		The agreements will roll over and will be reviewed as part of the wider shared services review.
General	The impacts of Covid -19 on the delivery of service objectives and achievement of KPIs	April 2020		Service managers have reviewed their business plans and documented the impacts. This risk will remain open until the pandameic impacts are reduced

Overall Shared Services Dashboard

Service	Overall Rating	Forecast Outturn	Priorities and Objectives					KPIS					Number of risks	Number of issues
			Total	Green	Amber	Red	Blue	Total	Green	Amber	Red	Blue		
APAS	Amber	Balanced	5	5	0	0	0	7	5	0	1	1	0	1
Archives & LS	Amber	Balanced	4	2	1	0	1	4	2	0	0	2	0	1
CRTA	Green	Balanced	2	2	0	0	0	4	4	0	0	0	0	0
Emgy Planning	Amber	(£49,941)	8	3	3	0	2	5	4	1	0	0	2	2
Farms Est Man	Amber	(£67,516)	2	0	2	0	0	10	10	0	0	0	2	0
ICT	Amber	£1,410,000	21	16	3	2	0	4	2	1	0	1	0	0
Libraries SS	Amber	Balanced	5	4	1	0	0	10	1	6	0	3	0	1
Transactional S	Red	£866,000	8	7	1	0	0	8	8	0	0	0	0	0

INDIVUDUAL SHARED SERVICE BUSINESS PLANS QUARTER 3 2020/21 REVIEW

SERVICE DETAILS

Service Name	Archaeology Planning Advisory Service
Service Manager	Mark Leah
Client Managers	Ian Dale (CE) and Ian Hesketh (CW&C)

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	159,844	159,844	0	159,844	0	159,844	0		
Comments		A balanced budget is forecast for the year		A balanced budget is forecast for the year		A balanced budget is forecast for the year			

The budget detail is in appendix 1.

STAFFING

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

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To develop, maintain and manage a comprehensive public information resource – the Cheshire Historic Environment Record (HER) in accordance with national standards and benchmarks, to inform all policy and development planning decisions and for the better understanding and enjoyment of the historic environment by all.	31.3.21					The HER has been subject to recent external audit to ensure compliance with national standards. It is not thought that any major issues were identified but a formal report is awaited.
2	Respond efficiently to general enquiries to the Cheshire Historic Environment Record.	31.3.21					See below PM2.1 and 3.1
3	To advise on development by statutory undertakers and environmental management schemes.	31.3.21					APAS is currently heavily involved in the development of the archaeological mitigation strategy for HS2A and HS2B. It has recently responded to a formal consultation concerning amendments to HS2B to the north of Crewe as part of formal responses issued by both CWAC and CEC.
4	To advise on the archaeological implications of development, in line with national guidance, from pre-determination to post-determination, including the prospective impacts of minerals, waste disposal, highways, and other infrastructure proposals on	31.3.21					APAS continues to advise on the implications of the whole range of developments in the partner authorities. In CWAC, the Northgate scheme has been the major project over the last nine months. In CEC, the preparation, implementation, and reporting with regard to programmes of archaeological mitigation on road schemes continues to be a major theme.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
	the archaeological resource.						
5	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money	31.3.21					APAS continues to push for the prompt publication of important archaeological work in the area and this autumn saw reports on palaeoenvironmental work and the Manchester airport relief road published in the Journal of the Chester Archaeological Society. A second report on development-led work in Chester has now been completed and should be published in the spring. A revised publication report on the Roman site at Saighton camp has now been received and approved.

KEY PERFORMANCE INDICATORS (KPI)

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	% number of records reviewed in the Cheshire Historic Environment Record per annum	Achieved	5%	On hold due to Covid 19	On hold due to Covid 19	On hold due to Covid 19		This continues to be on hold at present in view of the Covid 19 epidemic and the requirement for home working which means that records contained in the HER cannot be reviewed on a regular basis. Work will resume when circumstances allow.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	% of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum	Achieved	90% response within 15 days target	Achieved	Achieved 94%	Achieved 94%		A message has been placed on the APAS website advising that this target has been suspended during the Covid 19 in order to allow the team greater flexibility to deal with core planning work whilst home working (with consequent reduced IT functionality). In fact the team has maintained the standard with a continued 94% response rate within15 working days but this approach provides valuable and necessary flexibility in the current circumstances.
3.1	Respond to 100% of Countryside Stewardship inquiries to the Cheshire Historic Environment Record within 20 working days (as required by the National Service Standard) each year	Achieved	100% response target	Achieved	Achieved 100%	Achieved 100%		Outcome has been achieved by prioritising this aspect of APAS's work.

No	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4.1	% of archaeological development management advice to the partner authorities (Cheshire West and Chester Council, Cheshire East Council, Warrington Borough Council, Halton Borough Council) responded to within 15 working days per annum	Achieved	100% response target	Achieved	Achieved 100%	Achieved 100%		Outcome has been achieved by prioritising this aspect of APAS's work.
5.1	Delivery of annual APAS Report	Achieved	Annual report delivered by end of March 2021	In Progress	In Progress	In Progress		The annual report will be prepared at year end. Data input, to ensure the timely production of the report continues.
5.2	Agree the scope of a renewed Shared Service agreement for APAS for renewed fixed term.	N/A	Shared Service agreement in place with revised extended 5 year term.	In Progress	In Progress	In Progress		The agreement will now be reviewed together with all of the administrative agreements as part of the Shared Service Review.
5.3	Document occurrence of twice-yearly meetings and record discussions	Achieved	Twice-yearly meetings scheduled and documented	In Progress	Achieved	Achieved		APAS liaison meetings (Teams) were held on 6 October 2020 and 6 January 2021.

KEY RISKS

Risk Reporting is by exception. No identified Risks from APAS currently score 9 or above in the Shared Services Risk Log so no entries are included in the table.

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1						

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	The new Shared Service Agreement for APAS is awaiting sign off by relevant parties in CE and CW&C.	1.4.19		APAS has completed all necessary tasks and the agreement will be signed off along with the wider agreements, and as part of the shared services review.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mark Leah	APAS Team Leader	2.2.2021
Client Manager CEC	Ian Dale	Heritage and Design Manager	8.2.2021
Client Manager CW&C	Ian Hesketh	Total Environment Manager	2.2.2021
Head of Service/Director	Gemma Davies	Director – Economy, Housing & Planning (CW&C)	

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	CW&C Clerical	184,222	5%
	Travel Budgets	4,570	0%
	Office Equipment, Public, Printing, Telephones	2,930	0%
	Hired and Contracted Services	7,500	0%
	Computer Equipment and Software	12,028	0%
	Professional Fees	62,293	7%
INCOME	ITEM	£	% change from previous year
	Shared Service re-charge	-93,140	7%
	Joint Arrangements-Warrington	-12,250	0%
	Joint Arrangements-Halton	-8,309	0%
NET BUDGET		£	% change from previous year
		159,844	5%

Staffing Structure

ARCHAEOLOGY PLANNING ADVISORY SERVICE (APAS)

Total Environment Manager
0.3 FTE Grade 12

Total Environment Team Leader
(Archaeology Planning Advisory Service)

1 x FTE Grade 10

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

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Net Budget	£470,616	£470,616	+10	£470,616	-1	£470,616	0		
Comments		Some annual payments to suppliers made at beginning of new financial year							

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	16.3	0	16.3	591,887	
Fixed Term Contract	0.7	0	0.7	17,628	Funded by National Lottery Heritage Fund: salary costs will be capitalised.
Total	17	0	17	609,515	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	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:\n\nSuccessful mid-point review of development stage with National Lottery Heritage Fund.	28/02/21	🟩	🟩	🟨		Ongoing discussions with Heritage Fund over impact of Covid-19 on project, which is requiring detailed work on updating programme and outreach activities. Complexities of programme leading to challenges in aligning project workstrands. Some difficulties in recruiting suitable project staff and consultants. Mid point review between late May and late June 2021.
2	A greater and more diverse range of people engaging in different ways with archives:\n\nMajority of people attending events aimed at new audiences are new to archives	30/09/21	🟨	🟨	🟨		Unable to run events and activities face to face so multiple new digital means of engagement established. The indications are that these are successful in reaching a new audience and the service is developing new evaluation tools to measure this. Expected to be meeting this target by end March.
3	Improve access to collections:\n3300 vounteer hours committed	31/03/21	🟦	🟨	🟦		In-person volunteer programme suspended but digital volunteering programme established. New online exhibitions have been developed and digital engagement increased significantly, giving much wider access to collections. Estimated 300 volunteer hours committed to date, largely from new volunteers.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Deliver and develop learning opportunities: Pilot online learning courses developed and trialled with 50 library staff across CWaC and CEC	31/03/21	🟩	🟩	🟩		Pilots competed; to be launched Nov 2020. On target for end March 2021. A range of other online learning resources and live training for community organisations have also been launched, with very positive feedback

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Quality of service: rating of 9.5/10 or above in survey of visitors	9.5	9.5					National survey will not be held in 2020/21
2	Percentage of new collections of archives made accessible to service users within 1 month of receipt	80%	85%		90%	95%		Service can still receive new accessions, although fewer than in previous years.
3	Levels of engagement with archives	1.691 m	1.75 m	0.635 m	1.049 m	1.720 m		Includes digital, personal visits, enquiries including visits to Cheshire material on commercial partner's website.
4	Proportion of people visiting/engaging with activities and events of new to archives	50%	tbc					Activities have shifted online and new means of measuring this KPI are currently being developed.

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

No risks in the risk log have a score of 9 or above.

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1						

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Service will not meet expected number of volunteer hours	**Jun 20**		On-site volunteer programme is on hold due to impact of Covid. Mitigated by move to digital volunteer programme, but this will not meet original target. This move, however, is engaging a broader and more geographically-spread volunteer base. A new measure which focusses on the impact of volunteering on the volunteers themselves will be put in place during 2021/22.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Paul Newman	Archives and Local Studies Manager	26/01/2021
Client Manager CEC	Helen Paton	Cultural Economy Manager	27/01/2021
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	29/01/2021
Head of Service/Director	Rachel Foster	Head of Communities, Culture and Libraries	29/01/2021

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
Staffing		614,008	2
Premises		61,840	0
Transport		2,050	0
Supplies and services		39,649	0
GROSS COSTS		717,547	2
INCOME	ITEM	£	% change from previous year
Joint arrangements	SLA (Warrington BC and Halton BC)	148,608	0
Royalties	Via agreement with commercial partner, Find My Past	64,323	0
Fees and charges	e.g. for research, conservation work, certification	19,500	0
Sales	Copies from collections	14,500	0
INCOME		246,931	0
NET BUDGET		£	% change from previous year
		470,616	3

Staffing Structure

National Lottery Heritage Fund project: project staff (Digital Archives Officer; Community Engagement Officer (from Mar 2021)

Archives and Local Studies Manager
1 FTE

Senior Archivist
1 FTE

Local Studies Adviser
1 FTE

Archivists
2.7 FTE

Conservators
2 FTE

Archive Operations Officer 1 FTE

Archivist (Customer Services) 0.8 FTE

Local Studies Librarian
0.8 FTE

Archives Assistants
3.6 FTE

Digital Services Officer 1 FTE

Research and Collections Access Officer 0.6 FTE

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	**Q1 Forecast £**	**Q1 Variance (+ or -) %**	**Mid Year Forecast £**	**Mid Year Variance (+ or -) %**	**Q3 Forecast £**	**Q3 Variance (+ or -) %**	**End of Year Actual Send £**	**End of year Variance (+ or -) £**
Service Budget	88,603 Including external funding	88,603		88,603	0	88,603	0		
Comments		No variance, but CRTA are working to a revised budget in light of Covid impact on its delivery and income		No variance, but CRTA are working to a revised budget in light of Covid impact on its delivery and income		No variance in relation to the revised budget for 2020/21. Q3 spending is on track as per the planned budget			

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Scheme manager	0.5		0.5	21,651.50	
Scheme manager	0.5		0.5	21,651.50	
Administrator	0.4		0.4	12,897.86	
Total	**1.4**		1.4	56,200.86	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19. A new buisness plan for 21/22 is completed for Arts Council England by March 2021	**20/12/2020**	**New priorities, no RAG avialble for Q1**				We are revising all CRTA activity in response to the new landscape of arts delivery during the effects of C19. Arts events and community gatherings are very difficult to host at present. We will be revising our buisness planing for Arts Council England and developing a revised framework of reduced live activity, greater community support and alternative arts engagement for CRTA to deliver in 20/21 and 21/22

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	The CRTA will support artists, venues and promoters communities during the cancellation of shows and in the planning of new activities. The CRTA has delivered some artistic activity to rural communities in Cheshire in 20/21	31/03/21	New priorities, no RAG avialble for Q1				Some live, digital and alternative activity is delivered and planned in autumn 2020 we will be able to programme more activity in 2021 as we were successful in external funding grant bids. Due to the ever changing national situation in terms of opening venues and hosting events, we can not say at this point if we are able to run live events in 2021.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.1	CRTA finances are regularly monitored and reported to our partners and ACE. Any suitable fundraising streams are explored and applied to when necessary.	n/a	The CRTA is in a financially stable position at the end of this year	New priorities, no RAG avialble				CRTA finances are monitored and reported on quarterly for Arts Council England , CWAC finance admin and now also for shared services.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1.2	CRTA is able to programme some artistic activity during the year. That may be some sort of programme of activity in spring 21 and/or new types of activity that can take place during a time of restrictions (eg outdoor activity, visual or online)	n/a	The CRTA has delivered some artistic activity to rural communities in Cheshire in 20/21	New priorities, no RAG avialble				Activity took place in Oct 2020 - 2 performances were planned as a pilot for live outdoor performances. One performance was cancelled due to bad weather, but the other took place at the car park of the Electric Picture House, Congelton.

We also programed a series of online events and a piece of telephone theatre.

Planning for spring 2021 is in progress. With the new lockdown all plans for live events will move to late summer/autumn 2021. Alternative events or activity will be offered in spring (online /digital shows and a magazine delivery). |

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2.1	Promoters are supported and are able to continue with CRTA when they are able	n/a	CRTA maintain at least 15 of our regular venues into 2021/22	New priorities, no RAG avialble				Promoters were invited to host a live perfomance (3 were interested in doing so) Other promoters have been sharing and engaging with the online or telephone shows. We host a regular promoters zoom meeting to keep in touch with promoters. 1-1 meetings took place with all promoters in Dec 2020.
2.2	Artists are offered and deliver work on CRTA in 2020/21	n/a	A number of activities take place	New priorities, no RAG avialble				We have managed to provide paid work for artists in autumn (live, digital and telephone theatre/music). We have also shared work from many artists in other platforms. We are in the planning process for booking in artists for later in 2021.

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

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

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	**Jen Henry**	**Rural Arts Officer (job share)**	Sent 07/1/2021
Client Manager CEC	**Helen Paton**	**Cultural Economy Manager**	Sent 07/1/2021
Client Manager CW&C	**Carmel Clapson**	**Cultural Strategy Development Officer**	Sent 07/1/2120
Head of Service/Director	**Rachel Foster**	**Head of Communities, Culture and Libraries**	Sent 07/1/2020

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Salaries	£53,000.00	+44% (due to additional on costs now accounted for in our budget as of end of 19/20 year)
	Artists fees core network (activity and development)	£15,500.00	-67%
	Printing and distribution	£300.00	-90%
	Subscriptions (Nrtf)	£535.00	No change
	Training for staff/promoters	£500.00	-44%
	Website/digital dev	£2,000.00	+122%
	Promoter go and see fund	0	-100%
	CRTA covid resilliance (income generation, remodeling)	£3,268.00	n/a new line
	Office costs(phone/postage)	100	No change
	Mileage	£1,000.00	-71%
	Carry over cultural recovery funds for programme delivery to 21/22	£12,400	n/a new line
INCOME	ITEM	£	% change from previous year
	ACE	£44,503	+1.8%
	Local authority	£24,800	No change
	Box office income	£ 800	-96%
	Other grants and General Contributions	£18,500	+1133%
	Income from partnership projects	0	-100%
	Private donations/sponsorship	0	-100%
NET BUDGET		£	% change from previous year
		0	

Staffing Structure

CRTA staff – 1FTE (jobshare each 0.5)

Maria Owen – CRTA administrator (0.4)

All report to Carmel Clapson CWAC

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	296,394	272,327	24,067 U -(8%)	257,935	38,459 U -(13%)	246,453	49,941 U -(16%)		
Comments		The forecast underspend is mainly due to vacancy management		The forecast underspend is mainly due to vacancy management		The forecast underspend is mainly due to vacancy management and increased forecast in income			

The detailed budget is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	7	3	4	£335,358	Current staffing is 7 FTE.
Total	7	3	4	£335,358	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Mid Year Comments
1	Continue implementation of the Emergency Management Training & Exercise Programme.	31/03/20	🟧	🟧	🟩		Continuing to progress well on an upward trajectory with several courses completed in Q2 and Q3; 1-2-1s are planned in Q4 to complete process. All managers have been reminded of their obligations in this regard in early Q4.
2	Continue implementation of the off-site planning and exercise regime to ensure that both authorities meet their statutory emergency planning obligations under the COMAH, REPPIR, PSR, and Flood & Water Management legislation.	31/03/20	🟧	🟧	🟧		• PSR (Pipelines) area specific and generic plan reviews are outside timescales - work is underway to resolve. • One COMAH exercise and one off-site plan review are overdue due to C-19 impacts; work underway to resolve. • All other COMAH, REPPIR and PSR plans were within agreed ONR & HSE timescales as at end of Q3.
3	Ensure relevant On-Site and Off-Site Response Plans for CWAC and CE Reservoirs (as per Flood & Water Management Act, 2010) are revised and tested.	31/03/20	🟧	🟧	🟧		Trentabank/ Ridgegate Off-Site Plan exercise will now take place on 25/03. The plan reviews and tests for the CRF Reservoir Inundation Response Plan, Poynton Pool and Tatton Mere On-Site Plans are to be moved to 2021-22 due to capacity issues caused by C-19, EU Transition, flooding and staffing changes.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Mid Year Comments
4	Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects.	31/03/20	🟩	🟩	🟩		Chester CT Project is now live – ongoing post-completion issues being worked on; Community Resilience work is on hold this year.
5	Increase levels of emergency preparedness across both authorities generally.	31/03/20	🟩	🟩	🟩		Levels of generic preparedness in both Councils are at a high level with the response to, and recovery from, the ongoing C-19 pandemic increasing our resilience to future incidents. A number of work-streams are on hold due to capacity issues caused by C-19, EU Transition, flooding and staffing changes.
6	Continue to implement recommendations from Major Incident Structured Debrief Reports in CWAC and CE.	31/03/20	🟦	🟦	🟦		This work-stream is currently on hold due to the C-19 pandemic. It will be recommenced as soon as capacity allows.
7	Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training and exercises.	31/03/20	🟧	🟧	🟧		These work-streams have been impacted by the C-19 pandemic response and recovery efforts – CRF Management Group continue to monitor and revise work programmes to ensure High Risk hazards are mitigated and planned for.
8	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/20	🟦	🟦	🟦		This work-stream is on hold during the C-19 pandemic.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Q2 Comments
1	Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory.	90%	100%	100%	100%	100%		Continued excellent feedback received on training courses.
2	All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within the last 24 months.	37%	100%	37%	48%	100%		Preparedness levels have increased significantly since the advertised training events in Q2&3 have taken place – 1-2-1s are planned in Q4 to complete process. All managers have also been written to, to remind them of their mandatory obligations.
3	All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months.	23%	100%	23%	33%	88.8%		
4	Statutory plans and exercises delivered within agreed timescales	95%	100%	95%	95%	95%		See narrative above.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Q2 Comments
5	Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales.	100%	100%	100%	100%	100%		Between 01/04 and 31/12/2020 the Service has responded to nine incidents (CWAC: 6; CE: 3) including 2 Major Incidents and 4 Major Incident Standbys. The Major Incident for the C-19 pandemic impacting both Council areas, as well as a sewage leak into the River Dee in Chester, flooding in CWAC, gas leak in Little Sutton, a care home fire in Crewe, and a bird flu outbreak in Dutton-on-the-Hill. The Service continues to provide a high level of support and advice to both Councils' command structures, and at the multi-agency level – this will likely continue for the remainder of 2021.

KEY RISKS

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Q2 Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	9	9	9		Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will continue to rise for these risks as the year progresses with the team involved in C-19 pandemic work-streams long-term.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	9	9	9		
3	Failure of officers to attend training events impacting on preparedness levels.	9	9	3		Positive steps have been taken to reduce this risk - see KPI (2)

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Failure to deliver agreed objectives as a result of team responding to a medium to long-term major incident, e.g. influenza pandemic.	01 April 2020	Ongoing	The team's ongoing, major involvement in the C-19 pandemic is having a major impact on the team's capacity to deliver the agreed objectives in the business plan for 2020-21. This will continue through the rest of the year and the Team Manager has prioritised those objectives that are (a) statutory, (b) related to High Risk hazards, (c) related to income/ cost recovery and (d) have the greatest impact on the Councils' capability, preparedness for and resilience to future incidents. Recruitment to get the team back to 100% capacity is also a priority and exploration of redeployment opportunities for short-term support is also being progressed with the pandemic worsening again in the sub-region.
2	Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year.	01 April 2020	Ongoing	
Number	**Key Issues Description**	**Date issue arose**	**Date issue closed**	**Comments**
3	COMAH and REPPIR operators refuse to pay Annual Charge due to C-19 impacts leading to loss of income.	25 September 2020	Ongoing	Positive steps are being taken to reduce this risk: letters to operators re: new charge sent; officers checking in with operators , especially those not a priority in 2020-21; ensuring exercises completed within timescales.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Chris Samuel	Team Manager – Emergency Planning	04/02/2021
Client Manager CEC	Paul Bayley	(Director, Environment and Neighbourhood Services, Cheshire East Council)	08/02/2021
Client Manager CW&C	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	08/02/2021
Head of Service/Director	Vanessa Whiting	Director, Governance, Cheshire West and Chester Council)	08/02/2021

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Salaries (N.B. this is after a temporary £10k budget has been removed to contibute to other Covid pressures)	341,785	-1.17%
	Training	4,678	35.87%
	Transport	13,164	6.94%
	Supplies & Services	24,450	-17.43%
	3rd party agency costs for exercises	20,000	-
	Accomodation - Cheshire East only	6,425	New
INCOME	ITEM	£	% change from previous year
	Annual COMAH and REPPIR Charge	-94,108	3.01%
	Reimbursements for 3rd party agency costs	-20,000	-
NET BUDGET		£	% change from previous year
		296,394	-0.70%

OFFICIAL

Staffing Structure

Cheshire West and Chester   **JOINT CHESHIRE EMERGENCY PLANNING TEAM**   **Cheshire East Council**

TEAM MANAGER (1 FTE)

G12

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

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

EMERGENCY PLANNING OFFICER (2 FTE)

G8

PLANNING AND EXERCISING OFFICER (2 FTE)

G6
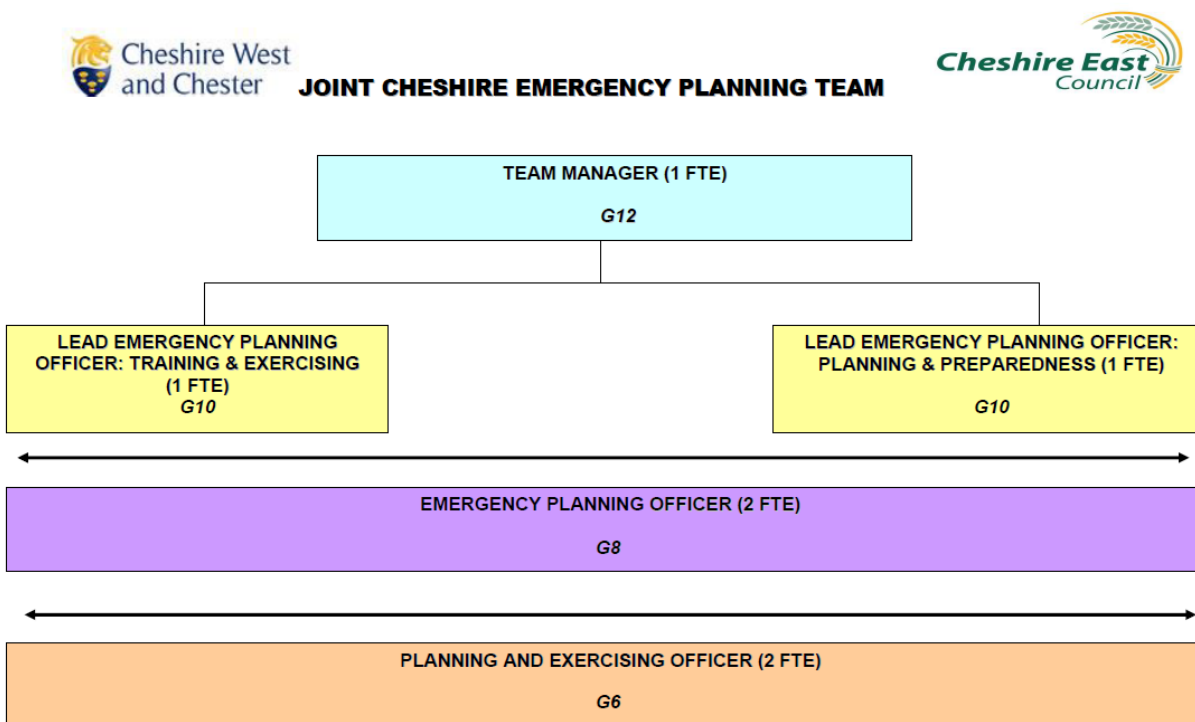
(14/10/2020)

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	**£225,847**	**£156,182**	**-30.24%**	**£156,182**	**-30.24%**	**£158,331**	**29.89%**		
Comments		Underspend linked to retained vacant post		Underspend linked to retained vacant post		Underspend linked to retained vacant post			

Full budget details are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent (Assistant Land Agent & Business Support Officer)	1.6	1.6			Salary Budget - £209201 East Budget £112450 (Forecast £62623). West £96751 (Forecast £90397)
Secondment County Land Agent & Clerical Officer)	1.7		1.7		Seconded west to east
Total	3.3	1.6	1.7		

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Both Authorities - Provide effective and efficient property management function for the farms estate and other rural property	Continuous					Whilst most elements of the management function are being provided and the team has responded well to working from home, Covid 19 has interrupted the delivery of the annual property maintenance programme and the extent of physical oversight of property.
2	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	Continuous					Efforts have been focussed on maintaining client outputs, evolving management practices and planning ahead for the delivery of lettings to ensure that prospective customers are served appropriately.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
Cheshire West & Chester BC								
1	Regular CP Reporting / Good Financial management		Monthly reporting					On track
2	Value of property identified for and/or marketed for disposal.	End Year	£4.9 million					£8.93 million identified £1.54 million marketed £7.24 million agreed £394,077 copmpleted
3	Planning potential investigations	All disposals	All disposals					Only one newly identified potential disposal with no development potential.

4	Contribution to the delivery of the Councils carbon management plan	N/A	Agreement of Objectives	🟩	🟩	🟩		New - Decision model drafted and in consultation
Cheshire East BC								
5	Revenue & Capital Budgets - Quarterly reporting cycle	As and when required	As and when required	🟩	🟩	🟩		Reporting on track
6	Report progress upon estate reorganisation plan	End Year	End Year	🟩	🟩	🟩		On track
7	£1.17m Value of property identified for and/or marketed for disposal.	End Year	End Year	🟧	🟧	🟩		£1.58 million identified £1.25 million marketed £954,640 sales agreed. £0 Completed
8	Planning potential investigations	All disposals	All disposals	🟩	🟩	🟩		Only one newly identified potential disposal under review.
10	Contribution to the delivery of the Councils carbon management plan	Agreement of objectives	Agreement of objectives	🟩	🟩	🟩		Working with colleagues to identify and explore options. Current focus on accommodating potential options for management of Pastures Wood, Gawsworth.

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

Number	Key Risk Description	Q1 Rating	Mid year Rating	Q3 Rating	End of year Rating	Comments
1 (West)	Impact of reducing income as a result of disposals	9	9	9		No change
5	Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS.	9	9	9		No change

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	David Job	County Land Agent	14/01/2021
Client Manager CEC	Andy Kehoe	Head of Estates	02/02/2021
Client Manager CW&C	Andrew Playfer	Head of Property	14/01/2021
Head of Service/Director	Andy Kehoe	Head Of Estates	02/02/2021

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	00010 – Employee Costs	211161	+1.135
	25010- Vehicle Allowances	2,510	0
	31200 – Equipment & Furniture	2,494	0
	34100 – Office Expenses	1,250	0
	36010 – Communications & Computing	1,000	0
	38010 – Grants & Subscriptions	4,590	0
	35010 – Supplies & Services	2,842	0
	Total Costs	**225847**	
INCOME	ITEM	£	% change from previous year
	This analysis does not detail the income generated or expenditure incurred through the management of the physical assets which is separately reported and monitored corporately.	0	0
NET BUDGET		£	% change from previous year
		225,847	**+**

Staffing Structure

Staffing Structure	
County Land Agent (CLA)	1.0fte
Assistant Land Agent (ALA)	1.0fte
Busines Support Officer (BSO)	0.6fte
Clerical Officer (CO)	0.7fte

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	Q1 Actual Spend £	Q1 Variance (+ or -) %	Mid Year Actual Spend £	Mid Year Variance (+ or -) %	Q3 Actual spend £	Q3 Variance (+ or -) %	End of Year Actual Spend £	End of year Variance (+ or -) £
Service Budget	£18.24m – net to nil	£1.14m	£1.14m overspend	£1.14m	£1.14m overspend	£1.41m	£1.41m overspend		
Comments		The overspend shown above is a consequence of the impacts of COVID-19 pandemic and the B4B programme. The key reason for the overspend is a diversion of income generating staff resource to non-income generating activities.		The overspend shown above is a consequence of the impacts of COVID-19 pandemic and the B4B programme. The key reason for the overspend is a diversion of income generating staff resource to non-income generating activities.		The overspend shown above is includes the full impact of COVID-19 pandemic and the B4B programme which has impacted income generation due to a diversion of staff resource to non-income generating activities and increased contract costs from cloud usage.			

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	122.29	122.29	-	8,260,141	Total Permanent Budget
Fixed Term Contract	18.40	18.40	-	758,311	Total FTC Budget
Secondment*	10.61	10.61	-	571,308	Total Secondment Budget
Agency	57.00	57.00	-	2,548,250	Total Agency Staffing Budget
Total	208.30	208.30	-	12,138,010	

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

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Continuous Improvement – delivery of a jointly agreed service improvement plan based on the following key themes: New Business, Delivery on commitments, New metrics (security and compliance), User experience, Process improvement and Operational Strategy; and an associated Performance Management Framework (PMF).						
1	Service Improvement Plan to drive continuous improvement in operations	31/03/2021	🟧	🟩	🟩		Service Improvement Plan created and shared with both Councils. Plan will cover: • Build a standard approach to working practices across the service • Reduce estate complexity and increase standardisation • Reduce risk of system failure due to age or non-compliance • Ensure clarity in governance and asset control • Improve service continuity arrangements • Increase information management security • Increase engagement with business areas in both councils • One PMO managing gateways, process, transition and finance. Finalised SIP – Phase 1 to 31/03/21 will be presented to JSB in November. Q3 update – Detailed plan developed and activity under way across most elements. Update to be presented to JSIB and JSB in February.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Customer Satisfaction Survey	31/10/2020	CWaC only				Customer Satisfaction Survey run for CWaC only in February. Improved response rate and feedback – 69.4% against a target of 70% (2019-20). Survey to be run for both councils in Autumn 2020. Annual survey will be run again in Q4. Q3 - Survey run end Q3 across both councils. Response rate dropped back to earlier levels (~490 responses) but satisfaction score increased to 75%
3	Implement a new Performance Management Framework	31/03/2021					PMF was revised for 2020/21 and will be reviewed again for 2021/22. Further revisions will need to reflect any service demand changes required as a result of Covid and the extent of management by the ICT Shared Service of cloud based services. Q3 - Workshops scheduled to progress alignment of KPIs / PIs with post-COVID demands and working practices

OFFICIAL

2	Culture - To ensure all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the service embraces change and champions the Brighter Futures cultural standards, values and behaviours that employees of CEC strive to achieve which will be beneficial to our shared service partners.						
1	Implement Brighter Futures Culture Programme - Big Conversation Action Plan within ICT Services	31/03/2021					Following staff survey in CEC, ICT has established an Action Plan of activity to embed culture improvements in the service. Progress will be monitored through Brighter Futures Conversations, surveys, appraisals and 1-2-1s ==Q3 - Continued positive engagement with wider Council Brighter Future and support/welfare events. SMT ensuring that the wellbeing and support of colleagues is our top priority through regular 1-2-1s and team meetings as well as regular cross service Q&A events.==
2	Extended Leadership Programme five initiatives driving cultural and operational change (Time Management, Front Door, Collaboration, communications and Flexible Working)	31/03/2021					Building on action plan the service has identified 5 key themes to implement operational change. Some activities are underway but have to be balanced against operational priorities. ==Q3 - Are engaged with Organisational Development Team to participate in Myers-Briggs Type Indicator (MBTI) Programme for the Extended Leadership Team. This has a focus on communication, recognising that this is even more essential than ever to support and develop the right culture in a dispersed working environment.==

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Brighter Future Champions – to improve staff engagement and visibility	31/03/2020	🟩	🟩	🟩		A number of volunteers from the service are actively engaged in the brighter future champions programme. Work will continue with CWaC on similar engagement opportunities. Q3 – we contine to have good representation at all Brighter Future meetings and events, messages and updates from which are brought back into the Service.
4	Undertake a Skills Audit of the service to ensure the organisation has the right skills and capabilities now and for the future (including talent management)	30/09/2020	🟩	🟩	🟧		Service has run a number of workshops with Gartner and Infotech to identify the skills and capabilities required from the service in the future. Skills Audit planned. Q3 – operational priorities have delayed further progress but this will be re-visited in the new year.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
5	Create series of roadshows and workshops – to improve visibility and awareness of ICT across the Councils	30/09/2020	🟩	🟩	🟩		This has been somewhat superceded by the need to support both councils' rapid adoption of essential tools such as Teams and broader support for home working. Regular guidance is developed and promoted and training provided to key groups, e.g. Members. Q3 – This activity has continued and we are actively supporting the development of the Councils' networks – Bright Sparks (CEC) and Tech Champions (CWC) through on-going guidance, videos and drop in sessions, as well as regular bitesize technology awareness sessions for all colleagues in CEC.
6	Ensure all staff have access to PDRs, 1-2-1s and Team Meetings	31/03/2021	🟧	🟩	🟩		Q3 - Good consistency of 1-2-1s and Team Meetings across Service.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	**Strategy and Design - To explore strategic partnerships and promote how ICT can be utilised effectively and efficiently as an enabler in the delivery of the Councils and other customers business objectives. To define the technical architecture and roadmaps to support Council business objectives.**						
1	Development of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support	31/08/2020	🟧	🟩	🟩		Infrastructure standards and principles updated. Drafted a number of line of business system application roadmaps. Shared with JBDA. Q3 – This activity has continued Server, SQL Server and DataCentre technology strategies completed. Several others have made good progress (e.g EUC) Roadmaps for 20+ Line of Business systems developed and shared with identified stakeholders in CEC and CWaC Good progress on Technology/Platform Roadmaps. Further Business Cases identified • Essential Replacement • Application Lifecycle Management

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Deliver Evolution Programme / Essential Replacement activity to ensure ICT Services are performant and compliant	31/03/2021					Significant progress in data centre services and network capability. Desktop deployment of Win 10/M365 accelerated to support mass move to working from home due to Covid. Completion expected November 2020. Q3 – Win10/O365 Deployment complete for CEC December 2020. Remaning CWaC/Qwest services to be deployed Jan/Feb 2021. Orders raised for Next Generation Wide Area Network and Data Centre LAN projects. Essential Replacement schedule reviewed and recast for budget alignment 2021-2025.
3	Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services	31/03/2021					JBDA established, emphasis to move from reactive to proactive development of shared capabilities to support Councils' desire to reduce costs. Q3 – This activity has continued– some improvements in effectiveness and maturity (various technology papers shared with the group and clients sharing business planning materials etc. Sharing agenda is proving difficult for both clients– eg. Sharepoint Online Adoption is divergent. Different approaches to procurement, cost of change and value for money meaning difficult to collaborate in simlar timescales.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Strategic partnerships to exploit ICT Investment and support transformation	31/03/2021	🟩	🟩	🟩		Working with Microsoft, Capita, Gartner and Citrix, further opportunities being explored. Q3 – Specific work has been undertaken with Microsoft looking at future data centre requirements. Business case presented to JSB in December 2020 to reduce cost in our Hosting strategy to mitigate budget pressure in year and future years.
4	**Governance - To provide a framework of governance to ensure the provision of robust information, intelligence and business cases to support effective decision-making**.						
1	Provide effective decision-making support to operational services through Joint Strategic Board, Joint Service Improvement Board, Joint Business Design Authority	31/03/2020	🟩	🟩	🟩		Governance mobilised and regular reporting in place.
2	Increase maturity of Technical Design Authority to ensure all new ICT capabilities follow appropriate design process and adhere to strategic principles of Simple, Standard, Share and Self Serve	31/03/2021	🟩	🟩	🟩		Technical Design authority has been established for some time however progress being made around ensuring the group is empowered to challenge and recommend options based on design principles and strategy.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Building on previous reviews establish both Project Management Office and Vendor Management capability within ICT Services	30/09/2020	🟩	🟩	🟩		Significant improvements in project delivery through internal process change. Establishment of PMO to build on improvements. Vendor Management project in CEC making good progress, recommend that the ICT Shared Service adopts the capability as part of the service delivered to Councils.
4	Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB)	31/03/2021	🟩	🟩	🟩		This is a mature process within the ICT Shared Service. The transition of Business World is being incorporated within the technical change process.
5	**Financial Sustainability - To ensure the ICT Shared Service operates at the optimal cost base to support the Councils, challenging existing service delivery models whilst maximizing resource utilisation. To create a sustainable ICT Shared Services structure to support the Councils and its partners.**						
1	Development of a sustainable financial strategy (balancing customer demand and growth pressures) with the need for an affordable cost model	30/09/2020	🟥	🟥	🟥		Review underway of existing structure, time-recording, growth pressures, licencing requirements, capital and revenue requirements going forward. Options and scenarios being developed to present to Councils to agree strategic way forward. Good progress is being made with Apptio and Cost Transparency. Workshops to review Council demand for 21/22 scheduled for January 2021.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
2	Agree a new ICT Service Product Catalogue	30/09/2020					Have engaged with Apptio to deliver a cost transparency model for the Service. This model provides a framework to capture costs from multiple data sources. The platform will provide a mechanism to match and consolidate ICT activity and finance costs into a derived cost model that uses common language to facilitate discussion on the ICT shared service 'product and service' offering and the consumption of that offering. We had planned to get 6 months data into the tool by end of Q3 however we have been able to get 8 months data in the tool. Will be working with councils on scenarios in January/February.
3	Recruitment of/New staffing structure for ICT Services	31/03/2020					This has been deferred several times due to wider structural considerations in CEC. In the absence of a full restructure the service continues to review the most appropriate route to resourcing skills/capability and capacity gaps. The service has reduced the number of contractors required in the area of project management and has focussed on bringing through, training and mentoring our own staff to great success.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
4	Regular Financial reporting through JSB	31/05/2021	🟩	🟩	🟩		Ongoing Working with JSB to define a standard set of reports to be received on a monthly basis. Some challenges during the year with reporting and transparency around Evoluiton programme reporting and Covid impact/reporting in both councils.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Annual Customer Satisfaction Survey covering full range of services		75%	CWaC only	Not run in Q2	75%		A score of 75% was achieved in the survey during Q3, which was run across both councils.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
2	Delivery of projects to time, cost and quality milestones		70%	48%	69%	92%		This KPI has improved markedly, despite the challenges of remote working caused by Covid-19, with 22 out of 24 projects passing SLA. We have taken on board the need to communicate better internally (between project managers and development teams) and externally (with our clients and customers), and this improvement reflects the strides taken. Project management capacity to cover appropriately for leavers and long-term absences continues to be be addressed. There has been an improved picture as the quarters have gone by and we expect to build on that improvement.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
3	Customer Satisfaction (Project Delivery)	N/A	70%	100%	100%	94%		All feedback forms sent to customers following completion of projects that were returned showed an overall rating of "Satisfied". For Q3, 16 out of 17 surveys returned passed SLA. We continue to work with the ICT Client teams to improve the response rate.
4	Availability of basket of critical systems and services		99%	100%	99.9%	99.6%		There were a further six qualifying major incidents in Q3 (following on from seven in the first two quarters), which is comparable to previous years. Five were within ICT Services control, of which three were resolved within the four-hour SLA and two outside SLA. Availability therefore remains exceptionally good during this period.

KEY RISKS

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

ISSUES SUMMARY

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Gareth Pawlett	Chief Information Officer & Head of ICT Services	27th October 2020
Client Manager CEC	Valda Williams	ICT Business Planning and Compliance Manager (Transition)	27th October 2020
Client Manager CW&C	Peter Lloyd	Head of Change and Technology	27th October 2020
Head of Service	Jane Burns	Executive Director of Corporate Services	

PLANNED BUDGET DETAIL

EXPENDITURE	ITEM	Total 20/21 £	% change from previous year
	Staffing	12,138,010	-1%
	Premises*	791,144	66%
	Transport*	51,000	423%
	Supplies & Services*	5,264,433	5%
INCOME		**£18,244,587**	**2.33%**
	Project Income – CEC, CWaC & CEC ASDV's	6,300,000	0%
	BAU Agreement – Cheshire East Council inc. ASDV's	4,560,603	4%
	BAU Agreement – Cheshire West & Chester Council	4,401,405	4%
	Service Provision to Schools – CEC & CWaC	1,780,000	0%
	ICT Support Services to External Sources inc. VIVO & Qwest*	572,579	7%
	Telephony Provision – Cheshire East Council	315,000	0%
	Telephony Provision – Cheshire West & Chester Council	315,000	0%
		£18,244,587	**2.33%**
NET BUDGET		**-**	**0%**

*Budget realignment undertaken in 2020-21

Staffing Structure

Staffing Structure

Cheshire East Council

TE C - ICT

Chief Information Officer
PAWLETT, G

ICT Business Planning & Compliance Manager	ICT Digital & Architecture Services Manager	ICT Operations Manager	ICT Service Delivery Manager
WILLIAMS, V	NEARY, D	POTTS, M	CURTIS, A
TE CA ICT BUSINESS PLANNING AND COMPLIANCE	TE CB ICT DIGITAL AND ARCHITECTURE SERVICES	TE CC ICT OPERATIONS	TE CD ICT SERVICE DELIVERY

TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

ICT Business Planning & Compliance Officer
WILLIAMS, V

TE CA ICT BUSINESS PLANNING

- TE CA ACCOUNT MANAGEMENT
- TE CA ANALYSIS
- TE CA MANAGEMENT

TE CB - ICT DIGITAL AND ARCHITECTURE SERVICES

ICT Digital & Architecture Services Manager
NEARY, D

TE CB ICT APPLICATIONS SUPPORT — TE CB ICT ARCHITECTURE SERVICES

- TE CB ICT DIGITAL AND AGILE DELIVERY TEAM
- TE CB ICT ORACLE SERVICES
- TE CB ICT PROJECT MANAGEMENT (APPLICATIONS) TEAM
- TE CB ICT ARCHITECTURE SERVICES TEAM

TE CC - ICT OPERATIONS

ICT Operations Manager
POTTS, M

- TE CC ICT NETWORK SERVICES
- TE CC ICT HOSTING SERVICES
- TE CC ICT PROJECT ASSURANCE TEAM

- TE CC ICT NETWORK SERVICES TEAM
- TE CC ICT PROJECT MANAGEMENT (NETWORK) TEAM
- TE CC ICT HOSTING SERVICES TEAM
- TE CC ICT PROJECT MANAGEMENT (HOSTING) TEAM

TE CD - ICT SERVICE DELIVERY

ICT Service Delivery Manager
CURTIS, A

- TE CD ICT WORKPLACE SERVICES
- TE CD ICT PERFORMANCE MANAGEMENT
- TE CD ICT COMMERCIAL AND BUSINESS DEVELOPMENT

- TE CD ICT TECHNICAL DESKTOP SUPPORT
- TE CD ICT SERVICE DESK
- TE CD ICT PROBLEM MANAGEMENT
- TE CD ICT OPERATIONAL ASSURANCE
- TE CD ICT SUPPLIER MANAGEMENT
- TE CD ICT ASSET MANAGEMENT
- TE CD ICT BUSINESS RELATIONS
- TE CD ICT PROJECT COORDINATION
- TE CD ICT PROJECT MANAGEMENT
- TE CD ICT PROGRAMME MANAGEMENT

TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

TE CA - ICT BUSINESS PLANNING - ACCOUNT MANAGEMENT

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                          ICT Business Planning &
                           Compliance Manager
                             WILLIAMS, V
                                  |
        ┌─────────────────────────┼─────────────────────────┐
ICT Programme Manager      ICT Programme Manager      ICT Programme Manager
(Senior Account Manager)    (Security Manager)          (Records Manager)
        |                         |                  ┌───────┴───────┐
   ┌────┼────┐                    |          ICT CIS Support    ICT Records
ICT Project  ICT Project  ICT Project   ICT Project    Officer (Non-   Management
Manager      Manager      Manager       Manager        Supervisor)     Intern
(Account     (Account     (Account      (Security
Manager)     Manager)     Manager)      Officer)
```

ICT Project Manager | ICT Project Manager | ICT Project Manager | ICT Project Manager | ICT Consultant

TE CA - ICT BUSINESS PLANNING - ANALYSIS

```
                    ICT Business Planning &
                     Compliance Manager
                       WILLIAMS, V
                            |
                    ICT Programme Manager
                     (Business Analyst)
```

ICT Project Manager | ICT Business Analyst | ICT Business Analyst | ICT Business Analyst | ICT Business Analyst | ICT Business Analyst | ICT Business Analyst

ICT Senior Support Officer | ICT Project Manager | ICT Business Analyst (IADM) | ICT Project Manager

TE CA - ICT BUSINESS PLANNING - MANAGEMENT

```
                    ICT Business Planning &
                     Compliance Manager
                       WILLIAMS, V
                            |
                    ICT Programme Manager
```

CIS Support Team Leader | ICT Supplier Management | ICT Senior Administrator | ICT Senior Administrator | ICT Project Manager | ICT Project Manager (Vendor Management)

ICT Senior Administrator | ICT Senior Administrator | ICT Senior Administrator

ICT Project Officer (Vendor Management) | ICT Project Officer (Vendor Management) | ICT Senior Administrator (Vendor Management)

OFFICIAL

TE CB - ICT DIGITAL AND ARCHITECTURE SERVICES

ICT Digital & Architecture Services Manager
NEARY, D

- ICT Application Manager (Children & Adults)
- ICT Application Manager (Housing, Environment & Transport)
- ICT Application Manager (GIS, Planning & Regeneration)
- ICT Application Manager (Digital Solutions)
- ICT Application Services Senior Officer
- ICT Domain Architect
- ICT Project Manager
- ICT ERP Technical Officer

TE CB - ICT APPLICATIONS SUPPORT

TE CB - DIGITAL AND AGILE DELIVERY TEAM

ICT Application Manager (Children & Adults)

- ICT Applications Services Officer
  - ICT Application Services Officer
- ICT Application Services Officer
- ICT Application Services Officer
- ICT Applications Services Officer
- ICT Project Manager
  - ICT Support Officer
- ICT PMO Assistant
- ICT Applications Services Senior Officer
  - ICT Application Services Officer
- ICT Applications Services Senior Officer
- ICT Support Officer

ICT Application Manager (Housing, Environment & Transport)

- ICT Project Manager
  - ICT Application Services Officer (GIS Planning & Regen)
- ICT Application Services Senior Officer
  - ICT Senior Support Officer
- ICT Application Services Senior Officer
  - ICT Application Services Senior Officer
- ICT Applications Services Senior Officer
  - ICT Service Desk Officer
- ICT Application Services Senior Officer (Business Intelligence)
- ICT Project Officer
- ICT Project Manager (Business Intelligence)
  - ICT CIS Support Team Leader
  - ICT Project Officer
- ICT Developer

ICT Application Manager (GIS, Planning & Regeneration)

- ICT Project Manager
  - ICT Application Services Officer
- ICT Application Services Senior Officer
  - ICT Application Services Officer
- ICT Project Manager
  - ICT Application Services Officer
- ICT Applications Services Officer
  - ICT Application Services Officer
- ICT Application Services Officer
  - ICT Application Services Officer
- ICT Application Services Officer
  - ICT Project Manager
- ICT Application Services Officer
  - ICT Applications Services Assistant
- ICT Applications Services Senior Officer
  - ICT Application Services Officer (Applications)
  - ICT Application Services Officer (Applications)

ICT Application Manager (Digital Solutions)

- ICT Project Manager
  - ICT Application Services Officer
- ICT Project Manager
  - ICT Application Services Officer
- ICT Application Services Senior Officer
  - ICT Application Services Officer
- ICT Application Services Senior Officer
  - ICT CIS Support Officer (Non-Supervisor)
- ICT Application Services Senior Officer
  - ICT Application Services Assistant
- ICT Application Services Officer
- ICT Contractor
  - ICT Contractor
    - CIS Systems Engineer
    - ICT Contractor
  - ICT Contractor
    - ICT Project Officer
    - CIS Senior Systems Engineer

TE CB - ORACLE SERVICES

```
                              ICT Application Services Senior
                                        Officer

    ICT Project Manager   ICT Senior Officer   ICT Senior Officer   ICT Applications Services Officer   ICT Application Services Senior   ICT Senior Officer   ICT Project Advisor
                                                                                                                Officer

    IICT Project Manager   ICT Project Advisor       ICT Applications Services Officer      Senior Finance Assistant   Senior Finance Assistant   ICT ESC Technical Officer    ICT Application Services Officer
```

TE CB - ICT ARCHITECTURE SERVICES

TE CB - ICT ARCHITECTURE SERVICES TEAM

```
                              ICT Domain Architect

    ICT  Domain Architect   ICT Domain Architect        ICT Systems Architect   ICT Systems Architect   ICT Systems Architect
```

TE CC - ICT OPERATIONS

TE CC - ICT NETWORK SERVICES

TE CC - ICT NETWORK SERVICES TEAM

```
                            ICT Operations Manager
                                  POTTS, M

        ICT WAN Manager                              ICT WAN Manager

ICT Moves and   ICT Moves and   ICT Moves and   ICT Network   ICT Project   ICT Telephony   ICT Telephony   ICT Firewall   ICT Network   ICT Network   ICT Network   ICT Network
Changes Officer Changes Officer Changes Officer  Officer       Adviser      Support         Support         Manager        Officer       Officer       Officer       Officer
                                                               Supervisor    Supervisor

                                            Senior Systems Support Officer        Apprentice
```

TE CC - PROJECT MANAGEMENT (NETWORK)

```
                    ICT Operations Manager
                          POTTS, M

          ICT WAN Manager          ICT WAN Manager

    ICT Project      ICT Project    ICT Project    Project
    Manager          Officer        Manager        Manager
```

TE CC - ICT HOSTING SERVICES

TE CC - ICT HOSTING SERVICES TEAM

```
                    ICT Operations Manager
                          POTTS, M

                    ICT Hosting Services Manager

ICT Server Support   ICT Server Oracle DB   Senior Database Officer - SQL    ICT Server & Storage Manager         ICT Security Management
                     Administrator

ICT Wintel Server   ICT Virtual Platform    ICT Oracle Support Officer   ICT DBA Officer - SQL   ICT DBA - SQL Contractor   ICT DBA - SQL Contractor   ICT Exchange Server Support   ICT Active Directory Server   ICT Storage Management Officer   ICT Monitoring Officer   ICT Security Contractor   ICT Security Contractor   ICT Security Contractor
Support Officer     Server Support Officer                                                                                                                                      Support

ICT Security Management   ICT Security Management                                      ICT DBA - SQL Contractor   ICT Server Contractor   ICT Server Contractor   ICT Tape Librarian   ICT Exchange Server Support   ICT Security Management   ICT Security Management
Officer                   Officer                                                                                                                                              Officer                   Officer

ICT Wintel Support
```

TE CC - ICT PROJECT MANAGEMENT (HOSTING)

```
                    ICT Operations Manager
                          POTTS, M

                    ICT Hosting Services Manager

    ICT Project      ICT Project    ICT Project    ICT Project
    Manager          Manager        Manager        Manager
```

TE CC - ICT PROJECT ASSURANCE TEAM

```
                    ICT Operations Manager
                          POTTS, M

                    ICT Programme Manager
```

OFFICIAL

TE CD - ICT SERVICE DELIVERY

TE CD - ICT WORKPLACE SERVICES

TE CD - TECHNICAL DESKTOP SUPPORT
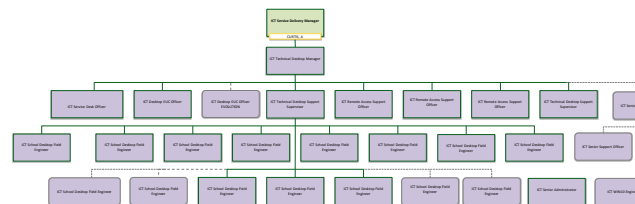
TE CD - SERVICE DESK
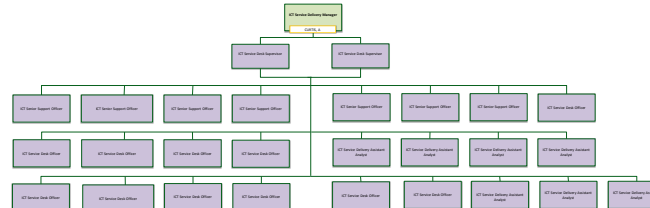
TE CD - PROBLEM MANAGEMENT

TE CD - ICT PERFORMANCE MANAGEMENT

TE CD - OPERATIONAL ASSURANCE
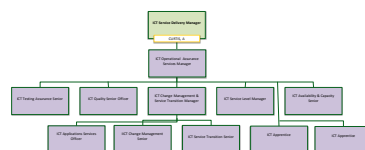
TE CD - ASSET MANAGEMENT

TE CD - ICT COMMERCIAL AND BUSINESS DEVELOPMENT

TE CD - BUSINESS RELATIONS

TE CD - PROJECT CO-ORDINATION

OFFICIAL
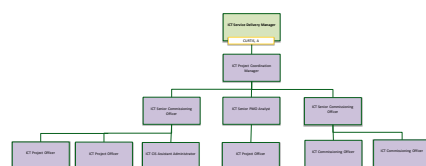
TL AA - ICT BUSINESS PLANNING SECTION

TL - ICT INFRASTRUCTURE INVESTMENT PROGRAMME

Cheshire East
Council

```
Contractor          Project Manager (Unified         ICT  Project Manager      CIS Support Team Leader      ICT  Project Manager
                    Comms)

ICT PMO Officer                                       ICT  Project Officer      Telephone Engineer

                    ICT  Project Manager (Win10)                                             Programme Manager (Major
                                                                                             Projects)

ICT  Project    Digital Engagement    Telephony Engineer    ICT Programme/Project    Win10/Evo -        Win10/Evo -      ICT Business Analyst    ICT Business Analyst
Manager         Manager                                     Manager                  Unknown Job Title  Unknown Job Title (EVOLUTION)           (Evolution)
```

SERVICE DETAILS

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

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid -year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	425,734	425,734	0%	425,734	0%	425,734	0%		
Comments									

The budget detail is in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
ELS Permanent & LSS Permanent	15.8 & 16.5	-	15.8 & 16.5	1,013,178	All employed by CWC, SLA with CE for LSS and direct contract with schools for ELS
Bookstart Temporary	1.411	-	1.411	34,779	Funded by Starting Well Cheshire West and Early Years Cheshire East. Rolling contract so at present it is until 31st March 2021.
Total				1,047,957	

A Staffing Structure is in appendix 2.

KEY PRIORITIES AND OBJECTIVES

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	Develop and apply initiatives to drive continuous improvement in operations to enable clients to achieve their outcomes thereby increasing customer satisfaction and providing value for money.	31/03/21					Continually reviewing most appropriate use of resource to ensure we can meet changing demands and deliver effective service to public and school libraries. Increased flexibility to accommodate van deliveries, system support and stock distribution to support closures, reopening and click and collect service services in CE and CWC. We have enabled teachers access to ELS and have offered a request and collect service as well as normal deliveries. Due to current restrictions we are limiting access to key ELS staff only. Continuing to deliver service under Jan 2021 lockdown. More pupils in schools. Deliveries to schools continuing . Teachers/school librarians not allowed on site . Developing virtual training and consultancy.
2	Lead and deliver Library Management System upgrade to implementation	30/01/21					Testing and fixes of new Cash Management module are underway and work has been carried out on the existing system version to rationalise parameters. Q3 A significant upgrade has been released as 20.11 and the supplier has advised moving to this upgrade. Rather than moving to an older version we have had agreement from both library authorities to move to

					20.11 which means moving this to Q1 of 2021.

No	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	Lead and deliver e-lending roll-out to implementation and contribute to Peoples Network review	31/03/21	Green	Amber	Amber		This was extended until March 2021 following a pause in procurement due to Covid-19. Procurement for e-lending to be started by the end of October with the intention to complete before the end of the calendar year. Have contributed to the initial review of future requirements for PN services. Q3 Procurement of e-lending has been completed, now awaiting approval from ICT before awarding contracts.
4	Work with clients to secure ongoing commitment for Booktrust initiatives for delivery of universal offer with partners, delivery of targeted resources where appropriate and resources for cared for children to address early language development and improve literacy levels.	31/03/21	Amber	Amber	Green		Regular contact maintained with Children's Centre teams in CE and CWC including weekly contributions to Facebook page (CE) and website (CWC- Starting Well) and ensuring links with libraries again on social media and website. Physical delivery reinstated. Q3 Delivery of universal offer and letterbox is back on target. Delivery of targeted resources is recovering as settings are gradually reopening and able to receive stock.
5	Continue to respond to curriculum changes, promote service, and maintain subscription levels and service efficiency at Education Library Service.	31/03/21	Green	Green	Green		Regular contact maintained with schools, physical service delivery reinstated, schools engaged and welcoming rescource provision. Have continued to respond to schools changing situations and demands, to deliver safely and responsively. Schools still making excellent use of service

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Orders from Cheshire East libraries are submitted to the supplier within 3 working days	Stock orders submitted in under 1.1 days	1.1	N/A	Stock orders submitted in under 1.1 days	Stock orders submitted in under 1.1 days		LSS adapted it's service provision to the changing needs of library services owing to Covid-19; We provided much increased support of digital resources and remote access to library services, while acquisition and distribution of physical library stock was limited owing to covid-19 lockdown.
2	New stock arriving at LSS, processed and despatched to the correct library within 5 working days	New stock supplied to services within 3 days	3 days	N/A	5 days	5 days		Closure of service in Q1 and Q2 Covid-19 quarantining of stock affecting turnover times. Q3 Quarantining of stock affecting turnover times and additional closures of service, regular communication with Service Manager.
3	ILU - Search for item, place request and respond to library within 5 working days	n/a	5 days	N/A	N/A	N/A		ILU service closed in Q1 and resumed at end of Q2. Q3 ILU service paused again owing to lock down, however 300 requests have been processed and despite service closures 90% have been responded to within 5 days.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
4	Deliveries - Adherence to routes and timetable as defined in schedule B	n/a	Route Completion	N/A	N/A	N/A		No deliveries as services closed in Q1. Since reopening in Q2 temporary delivery routes are in place and these are regularly adjusted to meet the changing needs of the library services.

Q3 Deliveries continue to be flexible and adapted to the needs of the library services, Service Managers continue to be engaged with regularly. |
| 5 | Ensure that ELS is providing level of service outlined in service specification to schools and within agreed budget | Service delivered to agreed level and on budget

281 schools subscribed | On target | 276 | 276 | 274 | | During lockdown we continued to respond to queries, sent out a well-received newsletter fortnightly and maintained a social media presence. For the second half of the summer term (8 June onwards) we resumed deliveries and collections. We have collected and returned over 80,00 items and issued and delivered over 95,000 items to schools. Provided click and collect service for resources, mobile library now reinstated and limited school staff now allowed on site.

274 subscribing schools to date. Subscription years vary – some calender some acadademic some fiscal. Some partial subscriptions indicate that 281 schools will have subscribed across year.

Schools have continued to use us well despite restrictions . As we enter another lockdown |

								more pupils seem to be in schools . We are still delivering resources across authorities . Most schools still making very good use of service Visitors not allowed on site, Book Bus has not gone out. Fiction collections delivered. Schools assured they can send resources home with pupils to support home learning. Schools very grateful for support. 50,000 items delivered in Oct, Nov and Dec.
6	Send 6 Letterbox packs to targeted children between ages of 5-13	100% CWC CE opted out of Letterbox	100% - all eligible children	0	0	100%		Number of children changes yearly. 2020 Letterbox Club postponed start until Sept 20 due to Covid-19 and Lockdown measures. 100% eligible children delivered to in Oct, Nov and Dec.
7	Number of additional needs resources gifted to target	N/A	100% (BookTrust allocation - 270 resources)	0	0	29%		No additional needs resources gifted in Q1 & Q2 due to Lockdown, libraries and settings closed. Ordering in place for delivery where possible in Q3. Q3 – 77 of 270 resources gifted – owing to covid demand from settings has been reduced. We have increased online communication with settings to encourage take up in Q4.

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
8	Number of Dual Language resources gifted to set target	CE - 262 books gifted (allocation 300) 87% CW&C - 307 books gifted (allocation 300) 102% 95% overall	100%	0	CE – 2 books gifted CWC – 0 Affected by lockdown	CE – 121 (60%) CWC – 137 (69%)		No additional needs resources gifted in Q1 & limited in Q2 due to Lockdown, libraries and settings closed. Increased delivery where possible in Q3. Recovered well in Q3 due to libraries opening and deliveries to settings and health.
9	Increase under 5s membership	CE – 2537 new u5 members CW&C – 2065 new U5 members	2% increase on previous year			CE – 438 new members (17% of last year's target) CWC – 229 new members (11% of last year's target)		Q1 Libraries closed, Q2 limited re-opening, data to be captured retrospectively. Q3 libraries re-opened with Covid-19 restrictions, still no rhymetimes or storytimes, closures in Nov and encouragement NOT to stay and share stories in the library (Covid-Secure) all affect under 5 membership, particularly for new parents.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments	Number
10	To increase number of certificates presented to children enrolled in the Bookstart Bear Club through public libraries	CE - 823 (5.5% increase) CW&C – 587 (6.3% increase)	2% increase					Q1 Libraries closed, Q2 limited re-opening, data to be captured retrospectively. Q3 – no data available due to January lockdown. CWC – still not re-started Club due to Covid restrictions. CE – limited uptake due to limited families in libraries.

KEY RISKS

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

ISSUES SUMMARY

Number	Key Issues Description	Date issue arose	Date issue closed	Comments
1	Delay in signed Deed of variation for 2020-2023 Service Level agreement with CE due to preferred legal co-ordination with other shared services agreements required updates.	**April 20**		The agreements will roll over and will be reviewed as part of the wider shared services review.

APPROVAL

Approval	Name	Job title	Date Agreed
Service Managers	Lexa Farthing Ann Cowsill	Bibliographical Services Manager LSS Lead Librarian ELS	Submitted w/c 25 Jan 21
Client Manager CEC	Jo Shannon	Library Service Manager	
Client Manager CW&C	Rachel Foster	Head of Communities, Culture and Libraries	1385273 28.01.21
Head of Service	Rachel Foster	Head of Communities, Culture and Libraries	1385273 29.01.23

PLANNED BUDGET DETAIL

EXPENDITURE		ITEM					Total 20/21 £	% change from previous year
	LSS	Direct Employee Exps	590,312	**2%**				
		Premises	65,126	**0%**				
		Transport	30,583	**0%**				
		Supplies and Services	97,051	**0%**				
			783,072					
	ELS	Direct Employee Exps	485,931	**2%**				
		Premises	68,747	**0%**				
		Transport	30,800	**0%**				
		Supplies and Services	352,556	**0%**				
		Indirect Employee Exps	1,500	**0%**				
			939,534					
GROSS COSTS							1,722,606	

INCOME		ITEM			£	% change from previous year
	LSS	Book start contributions	-45,000	0%		
		General Fees + Charges	-35	0%		
		Income	-2,325	0%		
		Reimb Re Pan Ches Sh Serv	-350,454	8%		
			-397,814			
	ELS	General Fees + Charges	-100	0%		
		General Sales	-78	0%		
		Joint Arrangements	-165,250	0%		
		School Recharges	-733,630	0%		
			-899,058			
					-1,296,872	

NET BUDGET				£	% change from previous year
				425,734	2

Staffing Structure

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

                    ┌─────────────────────────┐
                    │ Lead Librarian ELS      │
                    │ 1FTE – grade 10         │
                    └─────────────────────────┘

   ┌─────────────────────────┐         ┌─────────────────────────┐
   │ Senior Librarian ELS    │─────────│ Supervisor ELS          │
   │ Grade 8                 │         │ 1FTE – grade 7          │
   └─────────────────────────┘         └─────────────────────────┘

   ┌─────────────────────────┐         ┌─────────────────────────┐
   │ Librarian Els           │         │ Drivers (inc mobile)    │
   │ 1 FTE – grade 6         │         │ 2 FTE + 1 Term Time Only│
   └─────────────────────────┘         │ Grade 4                 │
                                       └─────────────────────────┘

               ┌─────────────────────────┐
               │ Library Assistant       │
               │ 6FTE x grade 4          │
               └─────────────────────────┘
```

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

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

	Reading Groups Assistant	Booktrust Assistant	Bibliographical Services Assistants	Packing Assistant	Library Support Assistants	Delivery Drivers
	0.32 FTE	0.8 FTE	4.5 FTE	1 FTE	1.98 FTE	2 FTE

SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Jude Green
Client Managers	Sandra Cunliffe – Cheshire West and Chester and Heather Grove – Cheshire East

BUDGET SUMMARY

	Total Planned Budget £	End of year forecast Q1 £	Q1 Variance (+ or -) %	End of year forecast Mid-year £	Mid Year Variance (+ or -) %	End of year forecast Q3 £	Q3 Variance (+ or -) %	End of Year Outturn £	End of year Variance (+ or -) £
Service Budget	121,756 net 5,113,934 Gross	845,000	+14% of Gross budget	860,000	+14% of Gross budget	866,000	+14.6% of Gross budget		
Comments		Variance due to B4B costs and underachievement of income		The % variance is calculated £860,000 - £121,756 = £738,244 £738,244/£5,113,934 = 14.4% The projected overspend is partly linked to a shortfall in income with the remainder linked to staffing support for the B4B programme. As previously agreed, the costs of staffing working on the project, along with any backfill costs for these staff, are charged to the service budget and absorbed where possible. The service continues to actively look to mitigate the projected overspend through monitoring of staffing and non staffing budgets and through vacancy management.					

Details of the budget are in appendix 1.

STAFFING

Type	Total Number of FTE	CEC FTE	CW&C FTE	£	Notes
Permanent	116.9		116.9	3,744,761	
Agency	2		2	50,000	Backfilling B4B secondments 1 based in R&P 1 based in P&I
Total				3,794,761	

A Staffing Structure for each service can be found on appendix 2.

KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
1	To support the councils delivery of business world ensuring transactional services is change ready	**March 2021**					The service continues to prepare for the implementation of UNIT4 ERP
2	To maintain and manage an efficient and effective service to deliver key financial services in accordance with KPIs, contractual arrangements and SLAs.	**March 2021**					Performance has been maintained throughout the year. Monthly contractual monitoring evidences that KPIs are being met. The service is currently on target to meet all KPIs.

Number	Service Priorities/ Objectives	Date due for completion	Quarter 1 Review RAG rated	Mid Year Review RAG Rated	Quarter 3 Review RAG rated	End of Year RAG Rated	Comments
3	To undertake a review of Transactional Services Service Offer in line with new functionality of Business World	March 2021	(Green)	(Green)	(Green)		Some work has been comleted and more will take place in the next finacial year to co-incide with the impementation of Unit 4 ERP and the wider planned review of shared shared services.
4	To move to 100% take up of e-payslips	March 2021	(Amber)	(Amber)	(Green)		Cheshire West and Chester removed paper payslips fully from December 2020 and a plan is in place for Cheshire East from February 2021
5	Continue to analyse and reduce demand on services	March 2021	(Amber)	(Amber)	(Green)		Demand has reduced during the pandemic. However, demand may increase when Unit4 ERP finance modules go live in February as users are bedding in to the new system.
6	Increase electronic communications reducing print/post	March 2021	(Amber)	(Amber)	(Green)		We have worked with DBS service to agree alternative electronic methods and review each piece of post to establish why it could not be sent electronically.
7	Review Shared Service Agreement	March 2021	(Green)	(Green)	(Amber)		This will be reviewed as part of the development of the new service offer, as part of the review due to the implementation on the new ERP system, and in line with ICT as there are dependencies. It has been agreed to formal review the Shared Service Agrements as part of the wider shared services review
8	To Support Delivery of Strategies/Polices including cashless and paperless	March 2021	(Amber)	(Amber)	(Green)		Two officers now seconded to support the cashless and paperless strategy. Monthly work plan reviews undertaken with Director of Finance.

KEY PERFORMANCE INDICATORS (KPI)

Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Quarter 1 Position RAG rated	Mid year Position RAG Rated	Quarter 3 Position RAG rated	End of year Position RAG rated	Comments
1	Payment to suppliers within terms (CE)	96.92%	90%		94.65%	94.23%		On Target
2	Timely and accurate creation of income related transactions based on client request (CE)	99.51%	99%		100%	99.98%		On Target
3	Delivery of efficient and effective recruitment processes (CE)	93.44%	85%		98.86%	98.07%		On Target
4	Delivery of effective payroll system and service (CE)	99.61%	99%		99.8%	99.85%		On Target
5	Payment to suppliers within terms (CW&C)	96.92%	90%		97.8%	97.68%		On Target
6	Timely and accurate creation of income related transactions based on client request (CW&C)	99.51%	99%		99.41%	99.58%		On Target
7	Delivery of efficient and effective recruitment processes (CW&C)	93.44%	85%		98.95%	99.01%		On Target
8	Delivery of effective payroll system and service (CW&W)	99.61%	99%		99.92%	99.91%		On Target

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

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

ISSUES SUMMARY

There are no issues to report

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

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Sandra Cunliffe	Transactional Services Manager – Quality, Improvement and Development	09 Feb 2021
Client Manager CEC	Heather Grove	Senior Manager: Business Development, Assurance and Collaboration	10 Feb 2021
Client Manager CW&C	Jude Green	Head of Transactional Services	04 Feb 2021
Head of Service/Director	Debbie Hall	Director of Finance Cheshire West and Chester Council	05 Feb 2021

PLANNED BUDGET DETAIL

EXPENDITURE	Item	Total budget 20/21 £	% change from previous year
	Employees	3744761	**2.1%**
	Other	6000	**0.0%**
	Rent and service charge	359890	**0.0%**
	Mileage claim	4822	**0.0%**
	Office equipment and printing	220099	**0.0%**
	Corporate services buyback	101201	**0.0%**
	Oracle lease	618319	**0.0%**
	Other Computer	24000	**0.0%**
	Telephony	12342	**0.0%**
	Postage	8500	**0.0%**
	Apprentice levy	14000	**0.0%**
TOTAL Expenditure		5,113,934	**1.5%**
INCOME			
	CW&C	-1345003	**2.4%**
	CEC	-1320989	**2.4%**
	CEC ASDVs	-106107	**2.4%**
	Other companies	-448690	**2.4%**
	Schools and academies	-1727548	**1.7%**
	Various	-43841	**2.4%**
TOTAL Income		-4992178	**2.2%**
NET BUDGET			
		121756	**-18.9%**

The percentage variances on the detailed budgets are calculated on a line by line basis. Although the pay budget has been inflated by 2.1%, because the non pay budgets haven't been inflated at all, this reduces the total expenditure inflation down to 1.5% of last years expenditure budget.

The net budget relates purely to the additional pension contributions paid on behalf of the Shared Service. Because these have reduced this year, the net budget has reduced by £28k, which shows as an 18.9% reduction due to the small size of the figure.

Staffing Structure

Management Structure

```
                    ┌─────────────────────────┐
                    │ Head of Transactional   │
                    │ Services                │
                    │ 1 x Grade 16            │
                    └─────────────────────────┘
```

TSC Quality Assurance & Service Delivery Manager 1 x Grade 13	Recruitment & Pay Manager 1 x Grade 13	Finance, Billing & Debt Manager 1 x Grade 13	Assessment Manager 1 x Grade 13
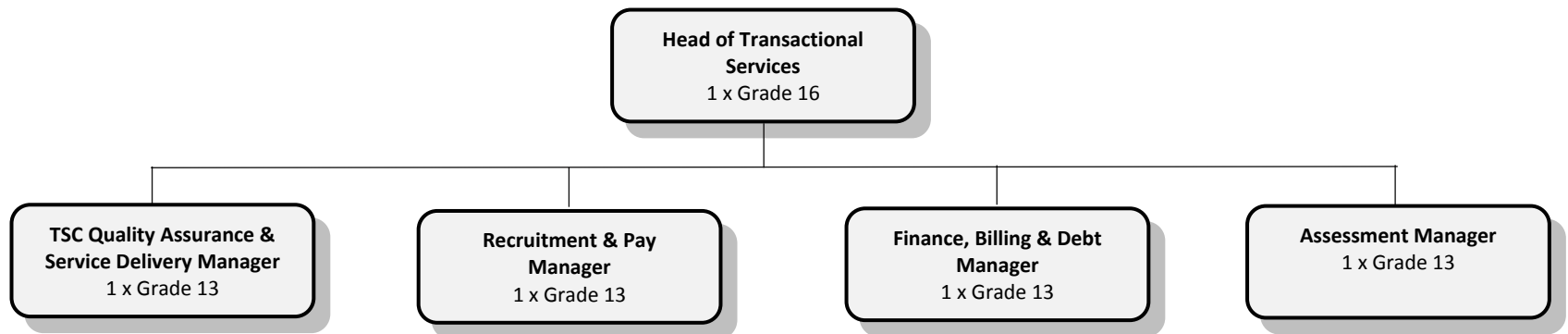
Quality Assurance, Service Delivery & Improvement

TSC Quality Assurance & Service Delivery Manager
1 x Grade 13

TSC Team Leader (QA and SD)
1 x Grade 10

TSC Supervisor (QA & SD)
1 x Grade 8
TSC Client/Solutions Officer
5 x Grade 7
TSC Administrator
2 x Grade 5

```
                          ┌─────────────────────┐
                          │ Recruitment & Pay   │
                          │ Manager             │
                          │ 1 x Grade 13        │
                          └─────────────────────┘
                                    │
        ┌───────────────────────────┼───────────────────────────┐
┌─────────────────┐       ┌─────────────────┐       ┌─────────────────────────┐
│ Team Leader     │       │ Team Leader     │       │ Team Leader             │
│ 1 x Grade 10    │       │ 1 x Grade 10    │       │ 1 x Grade 10            │
│ (Officers)      │       │ Schools &       │       │ (External & Other       │
│                 │       │ Academies       │       │ Services)               │
└─────────────────┘       └─────────────────┘       └─────────────────────────┘
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Team Leader – 1 x Grade 10 (Officers)

- Supervisor — 1 x Grade 8 (West)
  - Senior Payroll Administrator — 1 x Grade 7
  - Payroll Administrator — 5 x Grade 5
  - TSC Support — 1 x Grade 3
- Supervisor — 1 x Grade 8 (East)
  - Senior Payroll Administrator — 1 x Grade 7
  - Payroll Administrator — 5 x Grade 5
  - TSC Support — 1 x Grade 3

Team Leader – 1 x Grade 10 Schools & Academies

- Supervisor — 1 x Grade 8 (West)
  - Senior Payroll Administrator — 1 x Grade 7
  - Payroll Administrator — 6 x Grade 5 (Schools)
  - Payroll Administrator — 2 x Grade 5 (Academies)
- Supervisor — 1 x Grade 8 (East)
  - Senior Payroll Administrator — 1 x Grade 7
  - Payroll Administrator — 4 x Grade 5 (Schools)
  - Payroll Administrator — 5 x Grade 5 (Academies)

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

- Supervisor — 1 x Grade 8
  - Senior Payroll Administrator — 1 x Grade 7
  - Payroll Administrator — 4 x Grade 5 (Pensions)
  - Payroll Administrator — 4 x Grade 5 (Absence)
- Supervisor — 1 x Grade 8
  - TSC Accounting Officer (Statutory) — 4 x Grade 7
  - TSC Accounting Admin -1 x Grade 4
  - Data Support Officer — 1 x Grade 7
  - Sourcing Administrator — 4 x Grade 4
  - Payroll Administrator — 1.5 x Grade 5

```
┌─────────────────────────────┐
│ Finance Billing and Debt    │
│        Manager              │
│       1 x Grade 13          │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│   Payment and Income        │
│      Team Leader            │
│      2 x Grade 10           │
└─────────────────────────────┘
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Finance Billing and Debt Manager
1 x Grade 13

Payment and Income Team Leader
2 x Grade 10

P & I Supervisor
3 x Grade 8

P & I Supervisor
3 x Grade 8

Payments & Income Administrators
18.5 Grade 5

Payments & Income Administrator
4 x Grade 5
Payments & Income General Assistant
20 x Grade 3

OFFICIAL