# Cheshire East Council
# Cheshire West and Chester Council

## Shared Services Joint Committee

**Date of Meeting:** 12 March 2021

**Report Title:** Shared Service Business Plans 2021/22

**Senior Officer:** Jane Burns, Executive Director, Corporate Services, Cheshire East Council
Mark Wynn, Chief Operating Officer, Cheshire West, and Chester Council

### 1. Report Summary

1.1 This report provides an overview of the business plans for 2021/22 for the eight shared services. The business plans offer assurance to the Shared Services Joint Committee (SSJC) that plans, resources and adequate risk controls are in place to deliver the shared services.

1.2 The report sets out:
- High-level summaries across each of the key areas in the business plans - the planned budget positon, priorities and objectives, key performance indicators (KPIs) and any identified risks.
- Highlights from each service business plan
- Full individual service business plans in appendix 1.
- An overview of all identified risks in appendix 2.

1.3 As reported at the meeting on 19 February 2021, both Councils have commissioned a strategic reviews of all shared services. These reviews will ensure both councils are assured that shared services are meeting their objectives and delivering the best possible value for money in the medium term. The reviews will be completed in stages from March to September, commencing with ICT. The outcomes of the reviews will be taken into consideration in updates on the business plans throughout the year.

### 2. Recommendations

2.1 It is recommended that Members agree and note:
   i) the shared service business plans for 2021/2022.

### 3. Reasons for Recommendations

3.1 The Shared Service Administrative Aggreement requires the Jont Committee to be assured that shared service business plans are in place, are adequately resourced and that the service has plans in place to manage risks.

## 4. Background

4.1 Currently there are eight Shared Services arrangements. Five are shared services, set out below, where total costs are split against an agreed percentagecost share agreement as set out in formative Legal Agreements:

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

4.2 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)

4.3 The agreed peformance management approach for shared services sets out that:

- Business plans are developed and agreed by both the shared service managers' line managers and client managers. They are then reviewed by the Joint Officer Board (JOB) before submission to SSJC.

- Day-to-day delivery of the business plans is monitored by each shared service manager and through line-management and client manager arrangements.

- Business Plan Review Reports are produced and reviewed, on a quarterly basis, by the JOB before submission to SSJC for endorsement.

- An end of year review of the delivery of the business plans, together with outturn information, is produced and reviewed by the JOB before submisson to SSJC.

4.4 This report provides an overview of the proposed business plans for the eight shared services, for 2021/22. The business plans comprise of:
- budget information
- staffing information
- key priorities/objectives
- key performance indicators
- risks considered to be high risk and scoring 9 or more
- issues that have arisen

## 5. Summary of the Shared Service Business Plans 2021/22.

5.1 During 2021/22, the review of shared services will take place, the results of which may impact on the delivery of the business plans dependant on the recommendations. Therefore, all plans are subject to change with any such changes being reported in the quarterly business plan review reports.

The following sections set out a summary narrative overview for all shared services including:
- budget information
- key priorities/objectives
- key performance indicators
- risks scoring higher than 9

Full Business Plans for each individual shared service are in appendix 1.

**5.2    Budget**

5.2.1   The table below sets out a summary of the budgets for the eight shared services for 2021/2022 and compares to the 2020/21 budgets.

| Service | 2021/22 Budget £ | 2020/21 Budget £ |
|---|---|---|
| Archaeology Planning & Advisory Service | 159,844 | 159,844 |
| Archives and Local Studies Service | 470,616 | 470,616 |
| Cheshire Farms Estate Management | 225,847 | 225,847 |
| Cheshire Rural Touring Arts | 84,000 | 88,603 |
| ICT Shared Service | tbc | 18,240,000 |
| Joint Emergency Planning Team | 302,575 | 296,394 |
| Libraries Shared Service | 425,734 | 425,734 |
| Transactional Services | 5,267,934 gross 121, 756 net | 5,267,934 gross 121,756 net |

5.2.2   **Commentary**

Broadly speaking, for the forthcoming year, 2021/22, the budgets are similar to 2020/21. However, most will need to allow for pay inflation which is not yet reflected in budgets. This will be added to budgets when the pay inflation is known.

The ICT budgets are still being developed as chargeable income and related expenditure targets have not been agreed in full by each authority. Overall spending will remain within the budget framework of each Council and full detail of the ICT budget will be reported to a later committee when work on the potential scenarios is complete.

**5.3    Objectives and Key Performance Indicators**

5.3.1   The table below sets out an overview of the number of objectives, performance indicators and risks for each shared service for 2021/22

| Service | Number of objectives | Number of KPIs | Total number of Risks | Number of risks 9> |
|---|---|---|---|---|
| Archaeology Planning & Advisory Service | 5 | 5 | 5 | 0 |
| Archives and Local Studies Service | 6 | 5 | 5 | 0 |
| Cheshire Farms Estate Management | 2 | 10 | 10 | 2 |
| Cheshire Rural Touring Arts | 3 | 3 | 3 | 2 |
| ICT Shared Service | 21 | 4 | 7 | 0 |
| Joint Emergency Planning Team | 8 | 5 | 5 | 2 |
| Libraries Shared Service | 9 | 11 | 11 | 0 |
| Transactional Services | 7 | 4 | 16 | 0 |

5.3.2 **Commentary**

In the 2020/21 business plans, some KPIs needed to be deferred as it was not possible to achieve them due to the impacts of the Covid-19 pandemic. Some services have been developing new KPIs to reflect the changes to service delivery that have been made as a result of the impact of the pandemic.

The achievement of KPIs may still be impacted by Covid-19 in 2021/22. This will be kept under review by each service manager.

In total there are 62 risks, a full risk log is in appendix 2, with 4 risks assessed as high-risk and rated 9 over by the service manager. They are:

| Service | Risk | Rating | Comments |
|---|---|---|---|
| Farms Estate Management | Impact of reducing income as a result of disposals | 9 | |
| 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 | |
| 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 | Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives. |
| 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 | |

The general risk of "Impacts of the Covid-19 pandemic" is being managed by each service manager though regular monitoring of the impacts on service delivery.

**6.      Individual Service Summaries**

Highlights from the new business plans, for each service, are below. The full individual business plans are in Appendix 1.

**6.1     Archaeology Advisory Planning Service (APAS)**

- APAS work to an agreed 5-year plan.
- The focus continues to be on the Cheshire Historic Environment Record and statutory requirements. However, it is planned to continue to develop continuous improvement activities when the service is able.
- There are no current identified high risks.

**6.2     Archives and Local Studies Service**

- The Archives Project is continuing – separate reports are submitted to SSJC on a regular basis.
- It is planned to begin an 18-month digitisation programme in Spring 2021.
- It is intended to restart the onsite volunteer programme later in 2021. This was suspended in 2020/21 due to the Covid-19 restrictions.
- Achieving the Archives Accreditation Standard by November 2021 may be delayed but the service awaiting confirmation of this.
- There is a new KPI for 2021/22 – the number of enquiries and digitisation requests fulfilled within 10 working days ,with a 90% target.
- There are no risks rated as high.

**6.3     Cheshire Farms (Estate Management) Service**

- There is a policy review, examining the value that is associated with land assets, taking place in Cheshire West and Chester Council and it is possible that the business plan may look different in 2022/23, dependant on the outcome of the policy review.
- The service is implementing new systems this year, which may impact on service delivery, this is highlighted as a high-level risk and will continue to be monitored.

**6.4     Cheshire Rural Touring Arts**

- All CRTA activity is in response to the new landscape of arts delivery as a result of the impact of Covid-19.
- A business plan and a core funding bid will be submitted to Arts Council England in 2021. The results of the bid are expected in mid 2022. The CRTA business plan will be reviewed once the Arts Council England Business Plan is agreed.

- Digital and alternative performance and engagement activity will be explored during 21/22.
- There are no risks rated as high-level risks.

**6.5    ICT Shared Service**

- The budget for ICT has not yet been agreed and scenarios are being modelled.
- ICT, as the largest shared service, has the largest number of objectives which are grouped into five key areas – Continuous improvement, Culture, Strategy and Design, Governance, Financial Sustainability.
- There is a focus on replacement activity and decommissioning legacy systems.
- Schools income has decreased and there has been a reduction in capital demand by about 50%. Consideration will be given in 2021/22 to the impact of declining demand.
- Accommodation changes and any staffing changes may impact on the budget.
- Financial/cost modelling improvements will take place as a result of the Apptio work.
- The service has one issue – There appears to be differing demand from Councils at a time when organisations are absolutely dependent on ICT. This is challenging the exisitng funding model for the ICT shared service and there will  need to be further work to understand any changes in demand and the impact on the budget and capacity/resourcing.

**6.6    Joint Emergency Planning Team**

- 2020/21 has been an unprecedented time for the Emergency Planning service and objectives and KPIs in 2021/22 remain the same as 2020/2021 with the focus on continuing to respond to the Covid-19 pandemic. It is also planned to deliver the objectives from 2020/2021 that were unable to be delivered due to the emergency response to Covid-19 pandemic, including the major incident and reservoir response plans.
- Training and statutory work is on track which will help to ensure high preparedness for any future incidents arising. The training programmes will continue in 2021/2022.
- Three new officers have started with the team which will help to deliver the objectives and achieve KPIs.
- There are two risks that have been rated as high risk and they are in section 5.1.

**6.7    Libraries Shared Services**

- There is a new objective relating to the re-procurement of stock contracts.
- Key Performance Indicators remain the same as 2020/21 with the addition of a new KPI – Respond to the Libraries enquiries mailbox within one working day. However, the service has been impacted by the Covid- 19 pandemic and the key performance indicators are being reviewed to sense check them.
- The service does not have any high rated risks

**6.8    Transactional Services**

- From April 2021 the emphasis will be on bedding in the new Unit 4 ERP system and preparing for the Unit 4 go live 2 - HR and Payroll.
- As a result of the Unit 4 ERP implementation, the focus will be on developing a revised school offer for 2022/2023, rewriting the service catalogue and restructuring the service.
- The outcome of any reviews including the CWaC Policy review and the shared services strategic review will be considered in the future years business plan.

## 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.

### 7.2.    Finance Implications

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

### 7.3.    Policy Implications

7.3.1.    There are no direct Policy implications

### 7.4.    Equality Implications

7.4.1.    There are no direct Equality implications

### 7.5.    Human Resources Implications

7.5.1.    There are no direct Human Resources implications

7.6. **Risk Management Implications**

7.6.1. There is a risk that the plans for each service do not deliver the required outcome for each Council regarding meeting the operational and financial expectations. This risk is 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.

7.7. **Rural Communities Implications**

7.7.1. There are no direct implications for Rural Communities.

7.8. **Implications for Children & Young People/Cared for Children**

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

7.9. **Public Health Implications**

7.9.1. There are no direct implications for Public Health.

7.10. **Climate Change Implications**

7.10.1. There are no direct Climate Change implications

7.11. **Ward Members Affected**

7.11.1. 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:
Name: Heather Grove
Job Title: Senior Manager: Business Development, Assurance, and Collaboration
Email: heather.grove@cheshireeast.gov.uk

# SHARED SERVICE

# BUSINESS PLANS

# 21/22

## SERVICE DETAILS

| Service Name | Archaeology Planning Advisory Service |
|---|---|
| Service Manager | Mark Leah |
| Client Managers | Ian Hesketh (CWAC), Ian Dale (CE) |

## BUDGET SUMMARY

| | Total Planned Budget £ | End of year forecast Q1 £ | Q1 Variance (+ or -) £ and % | End of year forecast Mid-year £ | Mid -year Variance (+ or -) £ and % | End of year forecast Q3 £ | Q3 Variance (+ or -) £ and % | End of Year Outturn £ | End of year Variance (+ or -) £ and % |
|---|---|---|---|---|---|---|---|---|---|
| Service Budget | 159,844 (annual) | | | | | | | | |
| Comments | | | | | | | | | |

See appendix A for the budget detail.

## 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 B.

## 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 | 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. | 31.3.22 and recurring at end of financial year | | | | | |
| 2 | Respond efficiently to general enquiries to the Cheshire Historic Environment Record | 31.3.22 and recurring at end of financial year | | | | | |
| 3 | To advise on development by statutory undertakers and environmental management schemes. | 31.3.22 and recurring at end of financial year | | | | | |
| 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 the archaeological resource. | 31.3.22 and recurring at end of financial year | | | | | |
| 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 | 31.3.22 and recurring at end of financial year | | | | | |

## KEY PERFORMANCE INDICATORS (KPI)

| N0 | 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 | Suspended due to Covid 19 | 5% | | | | | |
| 2.1 | % of general inquiries to the Cheshire Historic Environment Record responded to within 15 working days per annum | Achieved (despite being technically suspended due to Covid 19) | 90% response within 15 days target | | | | | |
| 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 within 15 days target | | | | | |
| 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 within 15 days target | | | | | |
| 5.1 | Delivery of annual APAS Report | Achieved | Annual report delivered by end of April 2022 | | | | | |

## KEY RISKS

| Number | Key Risk Description | Q1 Rating | Mid-year Rating | Q3 Rating | End of year Rating | Comments |
|--------|---------------------|-----------|-----------------|-----------|--------------------|----------|
| 1 | 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 | Mark Leah | Development Management Archaeologist and Team Leader (APAS) | 2.8.21 |
| Client Manager CEC | Ian Dale | Manager, Heritage and Design | 2.8.21 |
| Client Manager CW&C | Ian Hesketh | Manager, Total Environment | 2.8.21 |
| Head of Service/Director | Gemma Davies | Director – Economy, Housing & Planning (CW&C) | |

**ANNUAL PLANNED BUDGET DETAIL (2021-22)**

**Only available in draft at present**

| EXPENDITURE | ITEM | Total 2122 £ | % change from previous year |
|---|---|---|---|
| | CW&C Clerical | 184,222 | |
| | Travel Budgets | 4,570 | |
| | Office Equipment, Public, Printing, Telephones | 2,930 | |
| | Hired and Contracted Services | 7,500 | |
| | Computer Equipment and Software | 12,028 | |
| | Professional Fees | 62,293 | |
| INCOME | ITEM | £ | % change from previous year |
| | Shared Service re-charge | -93,140 | |
| | Joint Arrangements-Warrington | -12,250 | |
| | Joint Arrangements-Halton | -8,309 | |
| NET BUDGET | | £ | |
| | | 159,844 | |

OFFICIAL

**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 |
|---|---|
| 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 -) £ and % | End of year forecast Mid-year £ | Mid -year Variance (+ or -) £ and % | End of year forecast Q3 £ | Q3 Variance (+ or -) £ and % | End of Year Outturn £ | End of year Variance (+ or -) £ and % |
|---|---|---|---|---|---|---|---|---|---|
| Service Budget | £470,616 | | | | | | | | |
| Comments | | | | | | | | | |

See appendix A for the budget detail.

## STAFFING

| . Type | Total Number of FTE | CEC FTE | CW&C FTE | £ | Notes |
|---|---|---|---|---|---|
| | | | | | |
| Total | 17.8 | 0 | 17.8 | 621,565 | Includes 1.5 FTE externally funded temporary staff (to May and Nov 2021) |

A Staffing Structure is in appendix B

## 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 | Fulfill the statutory duty of Councils under the 1972 Local Government Act to make proper provision for the archives in their care<br>• Continue to receive Council records which are required to be preserved permanently<br>• Finalise solution with resources requirements for long term digital storage of and access to corporate memory | Ongoing | | | | | |
| 2 | Meet the needs of residents and businesses and deliver services at a local level:  provide a high-quality onsite service for researchers and volunteers; support community history projects and activities and deliver services through libraries<br>• Training programme for library staff in CEC and CWaC<br>• Reopen searchroom service when Covid pandemic allows<br>• Provide remote research, enquiry and digitisation service<br>• Develop remote volunteer programme | Ongoing | | | | | Restart of onsite volunteer programme is anticipated later in 2021 but will depend on Covid situation |

| 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 | Continue to develop project to secure new premises for the service and new ways of delivering services to bring the collections closer to more people<br>• Mid point review of National Lottery Heritage Fund project due June 2021<br>• Funding bid to be submitted Nov 2021 (decision due Mar 2022) | Spring 2025 | | | | | Delivery of project contingent on securing delivery phase funding March 2022. This would enable the delivery phase of the project to begin in Summer 2022. |
| 4 | Work with partners to secure income for the service and improve access to collections through digitisation<br>• Begin new digitisation programme with commercial partner, for launch Autumn 2022<br>• Renew contract with existing commercial partner Oct 2021 | Oct 2021, Autumn 2022 | | | | | Plan as it stands is to begin new digitisation Spring 2021, running for up to 18 months |
| 5 | Ensuring excellence in service delivery through securing the Archives Accreditation standard<br>• Reaccreditation by Nov 2021 | Nov 2021 | | | | | Process may potentially be delayed. Awaiting confirmation. |
| 6 | Continue to be innovative in extending and improving access to its services: developing online services and digital means of engagement<br>• Complete digital strategy for service to identify priorities and resources/skills requirements | Ongoing | | | | | |

# 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 | Enquiries and digitisation requests fulfilled within 10 working days | New | 90% | | | | | Annual national survey of customer services in archives currently on hold |
| 2 | Pass NLHF Mid-Point Review | | Pass | | | | | Due June 2021 |
| 3 | Reaccreditation achieved | Maintained | Pass | | | | | Due November 2021 |
| 4 | Levels of engagement with service | Est 2 million | 2 million | | | | | Includes digital engagement, enquiry count, onsite visitors |
| 5 | Percentage of new collections of archives made accessible to service users within 1 month of receipt | 95% | 85% | | | | | Numbers of accessions received in 2020/21 were down 200% on a normal year |
| | | | | | | | | Further PIs being developed as part of NLHF project to measure success of digital engagement and remote volunteering. Baselines to be established April/May 2021. |

## KEY RISKS

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

## ISSUES SUMMARY

| Number | | Key Issues Description | Date issue arose | Date issue closed | Comments |
|---|---|---|---|---|---|
| 1 | | Fewer than expected volunteer hours are committed as volunteers are unable to work at Record Office | March 2020 | **Feb 2021** | This issue cannot be resolved in current circumstances and a new measure of the success of the remote volunteer programme will be put in place over the course of Spring/Summer 2021 |

## APPROVAL

| Approval | Name | Job title | Date Agreed |
|---|---|---|---|
| Service Manager | Paul Newman | Archives and Local Studies Manager | 5/2/2021 |
| Client Manager CEC | Helen Paton | Cultural Economy Manager | |
| Client Manager CW&C | Rachel Foster | Head of Communities, Culture and Libraries | 5/2/2021 |
| Head of Service/Director | Rachel Foster | Head of Communities, Culture and Libraries | 5/2/2021 |

**Budget Detail**

| EXPENDITURE | ITEM | Total 21/22 £ | % change from previous year |
|---|---|---|---|
| | Staffing | 614,008 | 0 |
| | Premises | 61,840 | 0 |
| | Transport | 2,050 | 0 |
| | Supplies and services | 39,649 | 0 |
| | GROSS COSTS | 717,547 | 0 |
| 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 collection | 14,500 | 0 |
| | INCOME | 246,931 | 0 |
| NET BUDGET | | £ | % change from previous year |
| | | 470,616 | 0 |

OFFICIAL

**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 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 | | | | | | | | |
| Comments | CWAC Budget £98711 (same as 20/21) CEBC budget not available yet - as per 20/21 | | | | | | | | |

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 | | | Cheshire Farms Shared Service 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 focused 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 Reporting / Good Financial management | | Monthly reporting | | | | | |
| 2 | Completion of Management Policy Review | **New** | Completion | | | | | |
| 3 | Value of property identified for and/or marketed for disposal. | £1.585m | To be agreed | | | | | |
| 4 | Planning potential investigations | All disposals | All disposals | | | | | |
| **Cheshire East BC** | | | | | | | | |
| 5 | Revenue & Capital Budgets - Quarterly reporting cycle | Completed | As and when required | | | | | |
| 6 | Report progress upon estate reorganisation plan | Submitted | End Year submission to CIPFA | | | | | |
| 7 | Value of property identified for and/or marketed for disposal. | £1.55m identified £1.22m marketed. | £1.65m identified and marketed for sale. | | | | | |
| 8 | Planning potential investigations | All disposals | All disposals | | | | | |
| 10 | Contribution to the delivery of the Councils carbon management plan | One site identified | Contribute to ongoing evaluations & project adoption. | | | | | |

## KEY RISKS

| 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 | | | | | |
| 5 | Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS. | | | | | |

## ISSUES SUMMARY

| Number | | Key Issues Description | Date issue arose | Date issue closed | Comments |
|---|---|---|---|---|---|
| 1 | **None** | | | | |

**APPROVAL**

| Approval | Name | Job title | Date Agreed |
|---|---|---|---|
| Service Manager | David Job | County Land Agent | |
| Client Manager CEC | Andy Kehoe | Head of Estates | |
| Client Manager CW&C | Andrew Playfer | Senior Manager – Asset Management and Development | 04.02.2021 |
| Head of Service/Director | Andy Kehoe | Head Of Estates | |

**PLANNED BUDGET DETAIL**

| EXPENDITURE | ITEM | Total 21/22 £ | % 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** | **225,847** | |
| **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)– Yvonne Iball | 0.7fte |

## SERVICE DETAILS

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

## BUDGET SUMMARY – For Year 2021/22 to be updated annually and via quarterly reporting

| | Total Planned Budget £ | Q1 Forecast £ | Q1 Variance (+ or -) % | Mid Year Forecast £ | Mid-Year Variance (+ or -) % | Q3 Actual spend £ | Q3 Variance (+ or -) % | End of Year Actual Send £ | End of year Variance (+ or -) £ |
|---|---|---|---|---|---|---|---|---|---|
| **Service Budget** | 84,000 | | | | | | | | |
| **Comments** | CRTA has NPO funding from Arts council until March 2022. Funding bids and detailed planning for 22-25 will begin at the end of 2021 | | | | | | | | |

The budget detail is 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 | Salary figures for 2021+ are tbc with finance (yearly increases in on costs need to be known and budgeted for) |

A Staffing Structure is in appendix 2.

## KEY PRIORITIES AND OBJECTIVES 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 |
|---|---|---|---|---|---|---|---|
| 1 | Risk and Resilience: Manage risk and respond to challenges to our business and programming practice and changing landscape due to COVID-19. | 31/03/2022 | | | | | We are revising all CRTA activity in response to the new landscape of arts delivery due to the effects of C19. We will be revising our business planning for Arts Council England in 2021, to implement in 21/22 and beyond. The impact of COVID on the arts will be felt for many years, in terms of funding, artists available and audience and volunteer confidence to return to live events. We will be able to plan further for 2022-2025 once we know the outcome of an ACE NPO application for core funding for the CRTA for 2022-2025, the result of which is expected in early 2022. |

| 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 to rebuild a programme of live events in rural communities in Cheshire. | 31/03/22 | | | | | As we reopen our venues to live events in 21/22, our priorities will be to help our venues and volunteers as they host live events and look to build up their audiences again. We will work with artists and companies to ensure there is confidence in touring work again into rural communities. |
| 3 | Bid to Arts Council England for National Portfolio core funding for 2022-2025 | | | | | | The bid will be submitted at the end of 2021 with the result known in early-mid 2022. |

## 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. | | | | | | | CRTA finances are monitored and reported on quarterly for Arts Council England, CWAC finance admin and 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 quality, diverse and engaging artistic activity during the year. | | | | | | | We will explore a range of live programmes and work with promoters to programme and promote the work. We will continue to explore digital and alternative performance and engagement activity that we trialed and learn from during the closure of our live events in 2020/21. |
| 2.1 | Promoters are supported and are able to continue with CRTA as they wish. If we have spare venue capacity, we will also look at engaging new venues/volunteer promoters. | | | | | | | Some promoters may not return to CRTA in 21/22 after closure of their venues or lack of activity during lockdown. We may need to explore new venues and bring in new promoters in 2022 – 2025. We already have a model on how we would approach this, having CRTA for nearly 20 years and any new venues would be in response to the volunteers' interest, geographic spread of venues and funding requirements at the time of recruitment. We will also support existing promoters as they rebuild their venues audiences and seek to find new ones. |

## 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 | Reduction in ticket income, Ace funding and Local authority sources. | | | | | Managing changes income through financial modelling and external funding applications. New NPO funding (our core funding stream) will be applied for in 2022. |
| 2 | Losing volunteer and audiences confidence to return to hosting live events in 21/22. | | | | | We will build on the work we did in 2020 to keep promoters engaged and to support them in opening their venues again if they wish to do so. We will seek out new venues and promoters if we find we have space in our capacity for new members of the CRTA. |

## ISSUES SUMMARY

| Number | Key Issues Description | Date issue arose | Date issue closed | Comments |
|--------|-----------------------|------------------|-------------------|----------|
| 1 | | | | |

**APPROVAL**

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

**PLANNED BUDGET DETAIL 21/22**

A 3-year indicative budget for 2022-25 will be available when we know the result of our NPO funding bid from ACE in 2022.

| EXPENDITURE | ITEM | Total 21/22 £ | % change from previous year |
|---|---|---|---|
| | Salaries | £56,000.00 | +5.6% (due to additional on costs now accounted for in our budget as of end of 20/21 year) |
| | Artists fees core network (activity and development) | £15,500 | No change |
| | Printing and distribution | £5000 | +1566% |
| | Subscriptions ( Nrtf) | £535.00 | No change |
| | Training for staff/promoters | £1000 | +100% |
| | Website/digital dev | £2,000.00 | No change |
| | Promoter go and see fund | £500 | +100% |
| | Office costs(phone/postage) | £200 | +100% |
| | Mileage | £3000 | +200% |
| | **Total exp** | **£83,735.00** | |
| | | | |
| INCOME | ITEM | £ | % change from previous year |
| | ACE | £44,503 | No change |
| | Local authority | £24,800 | No change |
| | Box office income | £ 8000 | +900% |
| | Other grants and General Contributions | £1000 | -95% |
| | Income from partnership projects | £500 | +100% |
| | Private donations/sponsorship/income to find | £4000 | +100% |
| | Carry over core and cultural recovery funds for programme delivery to 21/22 | £9000 | n/a new line |
| | **Total income** | **£83,803** | |
| | | | |
| NET BUDGET | | £68 | 0% change from previous year |
| | | | |

**Staffing Structure**

**CRTA staff – Jen Henry and Anne Crabtree (jobshare each 0.5)**

**Maria Owen – CRTA administrator (0.4)**

**All report to Carmel Clapson CWAC**

## SERVICE DETAILS

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

## BUDGET SUMMARY

The business plan has 2 major caveats

(i)  it will need to take into account the outcome of the shared services review

(ii)  there will  need for further work to understand any changes in demand and the subsequent impact on the budget and capacity/resourcing.

| | 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 | £??m – net to nil | | | | | | | | |
| Comments | | | | | | | | | |

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 | | | | | Total Agency Staffing Budget |
| **Total** | | | | | |

*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 | 31/03/2022 | | | | | Build a standard approach to working practices across the service<br><br>Reduce estate complexity and increase standardisation<br><br>Reduce risk of system failure due to age or non-compliance<br><br>Ensure clarity in governance and asset control<br><br>Improve service continuity arrangements<br><br>Increase information management maturity<br><br>Increase engagement with business areas in both Councils<br><br>One PMO managing gateways, process, transition and finance |

| 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 | 31/10/2021 | | | | | |
| 3 | Implement changes to Performance Management Framework | 31/03/2022 | | | | | |
| 4 | Implementing the recommendations of the shared services strategic review | Tbc | | | | | |
| 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 | Extended Leadership Programme five initiatives driving cultural and operational change (Time Management, Front Door, Collaboration, communications and Flexible Working) | | | | | | |
| 2 | Support Champion Networks in both Councils – to improve staff engagement,innovation and visibility | 31/03/2022 | | | | | |

| 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 | 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) | 30/09/2021 | | | | | |
| 4 | Undertake roadshows and workshops in both Councils – to improve visibility and awareness of ICT across the Councils | 31/03/2022 | | | | | |
| 5 | Develop strong relationships with both Councils their ICT Client teams and the wider business | | | | | | |
| 6 | Ensure all staff have access to PDRs, 1-2-1s and Team Meetings | 31/03/2022 | | | | | |
| 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 | Refresh of Strategic Roadmaps (Infrastructure / Applications) to improve business planning processes and product support. | 30/06/2021 | | | | | |

| 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 | Review of Technical Debt Register to inform business planning and to assist with simplification and cost optimisation work | 30/06/2021 | | | | | |
| 3 | Deliver Essential Replacement activity to ensure ICT Services are performant and compliant | 31/03/2022 | | | | | |
| 4 | Support the Councils (Joint Business Design Authority) to enable exploitation of existing ICT investment or design of new services | 31/03/2022 | | | | | |
| 5 | Strategic partnerships to exploit ICT Investment and support transformation | 31/03/2022 | | | | | |

| 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 | **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 | 31/03/2022 | | | | | |
| 2 | 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 | 31/03/2022 | | | | | |
| 3 | Establish Business Management Function with responsibility for Financial Reporting, Project Management Office, Vendor Management and Sourcing and Resourcing within ICT Services | 30/05/2021 | | | | | |

| 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 |
|---|---|---|---|---|---|---|---|
| 4 | Ensure all technical change is managed through the formal change process including ICT Change Advisory Board (CAB) | 31/03/2022 | | | | | |
| 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 | Tbc | | | | | |
| 2 | Agree a new ICT Service Product Catalogue | Tbc | | | | | |
| 3 | Recruitment of/New staffing structure for ICT Services | Tbc | | | | | |
| 4 | Regular Financial reporting through JSB | 01/04/2021 | | | | | |

## 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 | Annual Customer Satisfaction Survey covering full range of services | | 75% | | | | | |
| 2 | Delivery of projects to time, cost and quality milestones | | 70% | | | | | |
| 3 | Customer Satisfaction (Project Delivery) | N/A | 70% | | | | | |
| 4 | Availability of basket of critical systems and services | | 99% | | | | | |

## KEY RISKS

No risks rated as 9 or over

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

## ISSUES SUMMARY

| Number | Key Issues Description | Date issue arose | Date issue closed | Comments |
|---|---|---|---|---|
| 1 | Appears to be differing demand from Councils at a time when organisations are absolutely dependent on ICT. This is challenging the existing funding model for the ICT shared service. | 01/02/2021 | | There will need to be further work to understand any changes in demand and the impact on the budget and capacity/resourcing. |

## APPROVAL

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

**PLANNED BUDGET DETAIL**

**tbc**

# Staffing Structure

## TE C - ICT

**Cheshire East** Council

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 | TE CB | TE CC | TE CD |
| ICT BUSINESS PLANNING AND COMPLIANCE | ICT DIGITAL AND ARCHITECTURE SERVICES | ICT OPERATIONS | ICT SERVICE DELIVERY |

## TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

ICT Business Planning & Compliance Officer
WILLIAMS, V

TE CA
ICT BUSINESS PLANNING

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

## TE CC - ICT OPERATIONS

ICT Operations Manager
POTTS, M

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

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

## TE CD - ICT SERVICE DELIVERY

ICT Service Delivery Manager
CURTIS, A

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

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

# TE CA - ICT BUSINESS PLANNING AND COMPLIANCE

## TE CA - ICT BUSINESS PLANNING - ACCOUNT MANAGEMENT

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

- ICT Programme Manager (Senior Account Manager)
  - ICT Project Manager (Account Manager)
  - ICT Project Manager (Account Manager)
  - ICT Project Manager (Account Manager)
- ICT Programme Manager (Security Manager)
  - ICT Project Manager (Security Officer)
    - ICT Project Manager
    - ICT Project Manager
    - ICT Project Manager
    - ICT Project Manager
    - ICT Consultant
- ICT Programme Manager (Records Manager)
  - ICT OIS Support Officer (Non-Supervisor)
  - ICT Records Management Intern

## 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
  - OIS Support Team Leader
    - ICT Senior Administrator
    - ICT Senior Administrator
    - ICT Senior Administrator
  - ICT Supplier Management
  - ICT Senior Administrator
  - ICT Senior Administrator
  - ICT Project Manager
  - ICT Project Manager (Vendor Management)
    - ICT Project Officer (Vendor Management)
    - ICT Project Officer (Vendor Management)
    - ICT Senior Administrator (Vendor Management)

OFFICIAL

# TE CB - ICT DIGITAL AND ARCHITECTURE SERVICES

**Cheshire East** Council

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

# TE CB - ORACLE SERVICES

- ICT Application Services Senior Officer
  - ICT Project Manager
    - IICT Project Manager
    - ICT Project Advisor
  - ICT Senior Officer
  - ICT Senior Officer
    - ICT Applications Services Officer
  - ICT Applications Services Officer
  - ICT Application Services Senior Officer
    - Senior Finance Assistant
    - Senior Finance Assistant
    - ICT ESC Technical Officer
  - ICT Senior Officer
  - ICT Project Advisor
    - 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 Moves and Changes Officer
    - ICT Moves and Changes Officer
    - ICT Moves and Changes Officer
    - ICT Network Officer
    - ICT Project Advisor
      - Senior Systems Support Officer
  - ICT WAN Manager
    - ICT Telephony Support Supervisor
    - ICT Telephony Support Supervisor
      - Apprentice
    - ICT Firewall Manager
    - ICT Network Officer
    - ICT Network Officer
    - ICT Network Officer
    - ICT Network Officer

### TE CC - PROJECT MANAGEMENT (NETWORK)

- ICT Operations Manager — POTTS, M
  - ICT WAN Manager
    - ICT Project Manager
    - ICT Project Officer
  - ICT WAN Manager
    - ICT Project Manager
    - Project 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 Wintel Server Support Officer
        - ICT Security Management Officer
          - ICT Wintel Support
        - ICT Security Management Officer
      - ICT Virtual Platform Server Support Officer
    - ICT Senior Oracle DB Administrator
      - ICT Oracle Support Officer
    - Senior Database Officer - SQL
      - ICT DBA Officer - SQL
      - ICT DBA - SQL Contractor
      - ICT DBA - SQL Contractor
        - ICT DBA - SQL Contractor
    - ICT Server & Storage Manager
      - ICT Exchange Server Support
        - ICT Server Contractor
        - ICT Server Contractor
        - ICT Tape Librarian
      - ICT Active Directory Server Support
      - ICT Storage Management Officer
        - ICT Exchange Server Support
      - ICT Monitoring Officer
    - ICT Security Management
      - ICT Security Contractor
        - ICT Security Management Officer
        - ICT Security Management Officer
      - ICT Security Contractor
      - ICT Security Contractor

### TE CC - ICT PROJECT MANAGEMENT (HOSTING)

- ICT Operations Manager — POTTS, M
  - ICT Hosting Services Manager
    - ICT Project Manager
    - ICT Project Manager
    - ICT Project Manager
    - ICT Project Manager

## TE CC - ICT PROJECT ASSURANCE TEAM

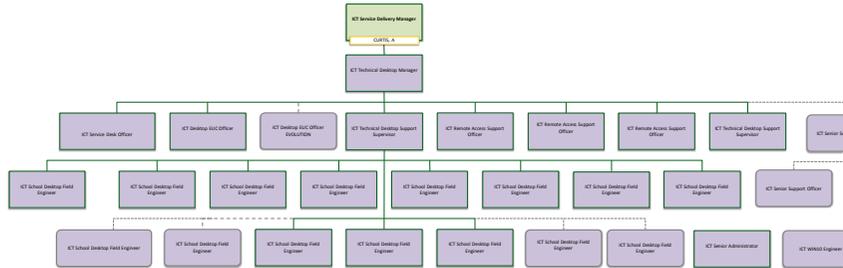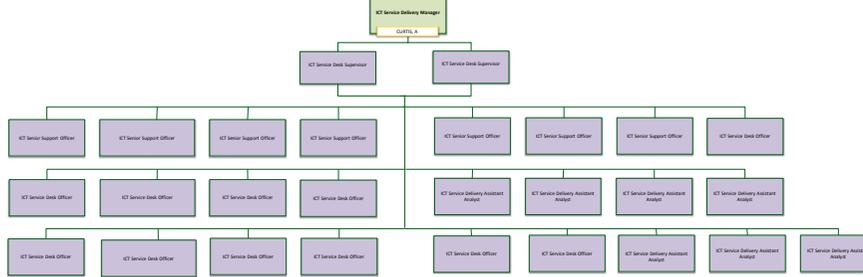- ICT Operations Manager — POTTS, M
  - ICT Programme Manager

# TE CD - ICT SERVICE DELIVERY

## TE CD - ICT WORKPLACE SERVICES

### TE CD - TECHNICAL DESKTOP SUPPORT

ICT Service Delivery Manager
CURTIS, A

ICT Technical Desktop Manager

- ICT Service Desk Officer
- ICT Desktop EUC Officer
- ICT Desktop EUC Officer (EVOLUTION)
- ICT Technical Desktop Support Supervisor
- ICT Remote Access Support Officer
- ICT Remote Access Support Officer
- ICT Remote Access Support Officer
- ICT Technical Desktop Support Supervisor
- ICT Senior S

- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT Senior Support Officer

- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT School Desktop Field Engineer
- ICT Senior Administrator
- ICT WAN10 Engineer

### TE CD - SERVICE DESK

ICT Service Delivery Manager
CURTIS, A

- ICT Service Desk Supervisor
- ICT Service Desk Supervisor

- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Senior Support Officer
- ICT Service Desk Officer

- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Delivery Assistant Analyst
- ICT Service Delivery Assistant Analyst
- ICT Service Delivery Assistant Analyst
- ICT Service Delivery Assistant Analyst

- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Desk Officer
- ICT Service Delivery Assistant Analyst
- ICT Service Delivery Assistant Analyst
- ICT Service Delivery Assistant Analyst

### TE CD - PROBLEM MANAGEMENT

ICT Problem Manager

- ICT Service Delivery Assistant Analyst (Digital Apprentice)
- ICT Service Delivery Assistant Analyst (Digital Apprentice)
- Digital Apprentice
- Digital Apprentice
- Problem Analyst
- SD Assistant Analyst
- SD Assistant Analyst

## TE CD - ICT PERFORMANCE MANAGEMENT

### TE CD - OPERATIONAL ASSURANCE

ICT Service Delivery Manager
CURTIS, A

ICT Operational Assurance Services Manager

- ICT Testing Assurance Senior
- ICT Quality Senior Officer
- ICT Change Management & Service Transition Manager
- ICT Service Level Manager
- ICT Availability & Capacity Senior

- ICT Applications Services Officer
- ICT Change Management Senior
- ICT Service Transition Senior
- ICT Apprentice
- ICT Apprentice

### TE CD - ASSET MANAGEMENT

ICT Service Delivery Manager
CURTIS, A

ICT Asset Management - Senior

ICT Asset Management Officer

# TL AA - ICT BUSINESS PLANNING SECTION

## TL - ICT INFRASTRUCTURE INVESTMENT PROGRAMME

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

## 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 -) £ and % | End of year forecast Mid-year £ | Mid -year Variance (+ or -) £ and % | End of year forecast Q3 £ | Q3 Variance (+ or -) £ and % | End of Year Outturn £ | End of year Variance (+ or -) £ and % |
|---|---|---|---|---|---|---|---|---|---|
| Service Budget | 302,575 | | | | | | | | |
| Comments | | | | | | | | | |

See appendix A for the budget detail.

## STAFFING

| Type | Total Number of FTE | CEC FTE | CW&C FTE | £ | Notes |
|---|---|---|---|---|---|
| | 7 | 3 | 4 | £355,358 | Current staffing is 7 FTE. |
| Total | 7 | 3 | 4 | £355,358 | |

A Staffing Structure is in appendix B

## 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 | Continue implementation of the Emergency Management Training & Exercise Programme. | 31/03/2022 | | | | | |
| 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. | 31/03/2022 | | | | | |
| 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. | 31/03/2022 | | | | | |
| 4 | Increase community resilience and emergency preparedness levels by continuing the implementation of medium and long-term projects. | 31/03/2022 | | | | | |
| 5 | Increase levels of emergency preparedness across both authorities generally. | 31/03/2022 | | | | | |
| 6 | Undertake and participate in appropriate incident debriefs internally and at a multi-agency level for Major Incidents in CWAC and CE. | 31/03/2022 | | | | | |
| 7 | Continue participation in and co-ordination of Cheshire Resilience Forum (CRF) projects, planning, training, and exercises. | 31/03/2022 | | | | | |
| 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. | 31/03/2022 | | | | | |

# 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 | Overall delegate satisfaction with training events provided, i.e. Very Good, Good or Satisfactory. | | 100% | | | | | |
| 2 | All CEC Senior Managers (M5 and above) have attended an Emergency Management Workshop within the last 24 months. | | 100% | | | | | |
| 3 | All CWAC Senior Managers (Tiers 1 to 4) have attended an Emergency Management Workshop within the last 24 months. | | 100% | | | | | |
| 4 | Statutory plans and exercises delivered within agreed timescales | | 100% | | | | | |
| 5 | Major Incidents/ Major Incident Standbys responded to by Duty Emergency Planning Officer within appropriate timescales. | | 100% | | | | | |

## KEY RISKS

| Number | Key Risk Description | Q1 Rating | Mid-year Rating | Q3 Rating | End of year Rating | 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 | | | | Consequence of ongoing C-19 pandemic response and recovery efforts. Ratings will likely stay steady for these risks as the year progresses with the team continuing to be involved in C-19 pandemic work-streams long-term. Capacity risks for the team would increase should we see a major surge in pandemic response combined with concurrent incidents; mitigation would be through requests for redeployed staff from both Councils and re-prioritising of objectives. |
| 2 | Failure to deliver agreed objectives as a result of team responding to significant number of Major Incidents/ Major Incident Standbys throughout year. | 9 | | | | |

## ISSUES SUMMARY

| Number | Key Issues Description | Date issue arose | Date issue closed | Comments |
|--------|----------------------|------------------|-------------------|----------|
| 1 | **none** | | | |

**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 |

**Budget Detail**

| EXPENDITURE | ITEM | Total 21/22 £ | % change from previous year |
|---|---|---|---|
| | Salaries | 355,358 | +3.97% |
| | Training | 6,075 | - |
| | Transport | 12,164 | - |
| | Supplies & Services | 22,553 | - |
| | 3rd party agency costs for exercises | 20,000 | - |
| | Accommodation - Cheshire East only | 6,425 | - |
| INCOME | ITEM | £ | % change from previous year |
| | Annual COMAH and REPPIR Charge | -100,000 | +6.26% |
| | Reimbursements for 3rd party agency costs | -20,000 | - |
| | | | |
| NET BUDGET | | £ | % change from previous year |
| | | 302,575 | +2.08% |

## Staffing Structure

**JOINT CHESHIRE EMERGENCY PLANNING TEAM**

Cheshire West and Chester

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*
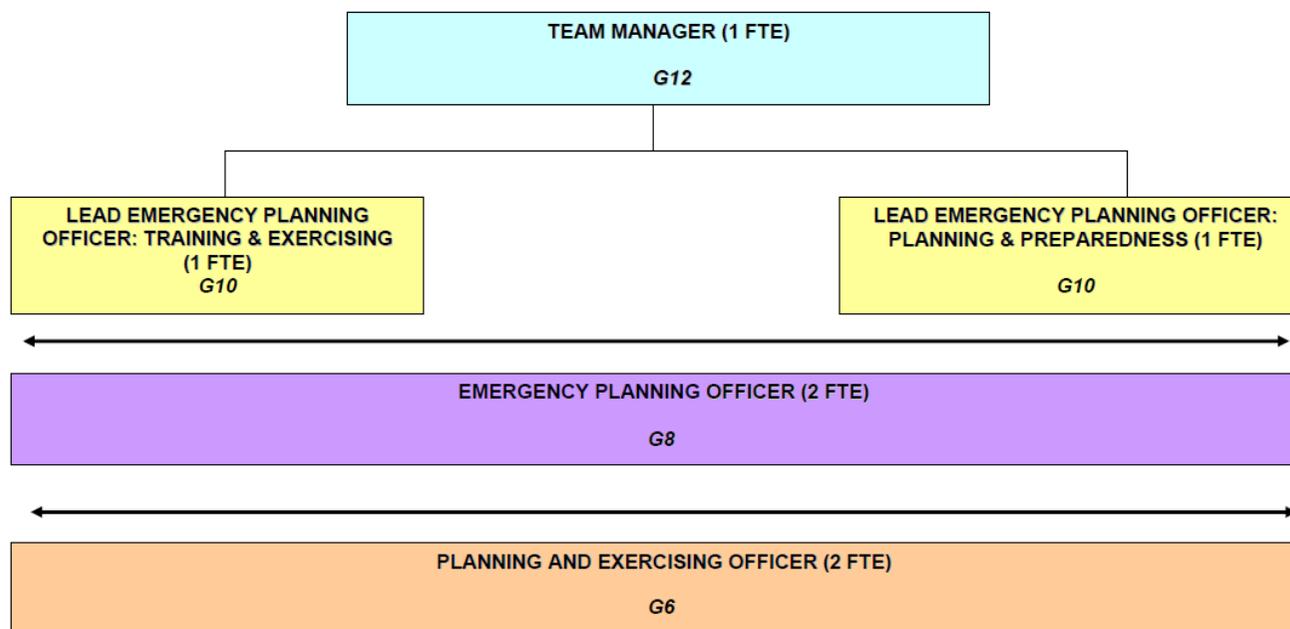
(14/10/2020)

## SERVICE DETAILS

| | |
|---|---|
| **Service Name** | 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 -) £ and % | End of year forecast Mid-year £ | Mid -year Variance (+ or -) £ and % | End of year forecast Q3 £ | Q3 Variance (+ or -) £ and % | End of Year Outturn £ | End of year Variance (+ or -) £ and % |
|---|---|---|---|---|---|---|---|---|---|
| **Service Budget** | 372,734 | | | | | | | | |
| **Comments** | | | | | | | | | |

See appendix A for the budget detail.

## 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** | | | 33.71 | 1,047,957 | |

A Staffing Structure is in appendix B

# 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 | Upgrade and enhance library management system<br>• Lead and deliver Library Management System upgrade<br>• Development of OPAC front end<br>• Review communication solutions to library users<br>• Respond to B4B impact on library systems and services | Ongoing<br><br>Sept 2021<br><br>March 22<br>March 22 | | | | | |
| 2 | Digital services:<br>• Promote and develop e-lending services<br>• work with ICT and library services to implement Peoples Network review<br>• Support library service initiatives | Ongoing<br><br><br><br>March 22 | | | | | |
| 3 | Stock:<br>• Reprocure stock contracts for public libraries and ELS | March 2022 | | | | | |
| 4 | Service review:<br>• Delivering policy options and contributing to wider Shared Services review<br>• Ensuring service resillience | Ongoing | | | | | |
| 5 | Service Level Agreement:<br>• Maintain and review | Ongoing | | | | | |
| 6 | ELS Buy back<br>• Review and implement new 3 year subscription offer | Jan 2022 | | | | | |

| 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 |
|---|---|---|---|---|---|---|---|
| 7 | ELS library systems<br>• Use data to demonstrate value and support advocacy<br>• Respond to B4B impact on library systems and services | Sept 2021 | | | | | |
| 8 | ELS Virtual offer<br>• Deliver increased training and support virtually<br>• Further development of social media to maximise engagement with schools | Phase 1 April 2021 | | | | | |
| 9 | BookTrust initiatives<br>• Engage with clients to secure ongoing commitment for Booktrust initiatives<br>• Delivery of universal early years offers to families across both authorities<br>• Delivery of targeted resources including resources for vulnerable and cared for children.<br>• Support library services in accessing initiatives including the new planned BookTrust library offer | Ongoing | | | | | |

## 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 | Orders from Cheshire East libraries are submitted to the supplier within 3 working days | Stock orders submitted in under 1.1 days | 3 days | | | | | |
| 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 | | | | | |
| 3 | ILU - Search for item, place request and respond to library within 5 working days | 5 days | 5 days | | | | | |
| 4 | Libraries enquiries mailbox – Response and resolution to all public and staff enquiries | Respond within 1 working day Resolution or progression to third party within 1 working day | 100% 95% | | | | | |
| 5 | Deliveries - Adherence to routes and timetable as defined in schedule B | n/a | Route Completion | | | | | |
| 6 | 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 274 schools subscribed | On target | | | | | |

| 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 |
|---|---|---|---|---|---|---|---|---|
| 7 | Send 6 Letterbox packs to targeted children between ages of 5-13 | 100% CWC CE opted out of Letterbox | 100% - all eligible children | | | | | |
| 8 | Number of additional needs resources gifted to target | N/A | 100% (BookTrust allocation - 270 resources) | | | | | |
| 9 | 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 *2019/20 figures | 100% | | | | | |
| 10 | Increase under 5s membership | CE – 2537 new u5 members CW&C – 2065 new U5 members *2019/20 figures | 2% increase on previous year | | | | | |
| 11 | Number of Universal packs gifted to BookTrust quality standards set target | CW&C Baby packs2878 (85%) Treasure packs 4229 (100%) CE Baby packs 3677 (100%) Treasure packs 4688 (100%) *2019-20 figures | 95% | | | | | |

## KEY RISKS

| 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 | - | | | |

## APPROVAL

| Approval | Name | Job title | Date Agreed |
|----------|------|-----------|-------------|
| Service Manager | Lexa Farthing & Ann Cowsill | Bibliographical Services Manager & Lead Librarian ELS | 25.02.21 |
| Client Manager CEC | Joanne Shannon | Library Services Manager | Sent 25.02.21 |
| Client Manager CW&C | Rachel Foster | Head of Communities, Culture and Libraries | 25.02.21 |
| Head of Service/Director | Rachel Foster | Head of Communities, Culture and Libraries | 25.02.21 |

**Budget Detail**

| EXPENDITURE | ITEM | | | Total 21/22 £ | % change from previous year |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | LSS | Direct Employee Exps | 572,312 | **-3% tbc** | |
| | | Premises | 65,126 | **0%** | |
| | | Transport | 30,583 | **0%** | |
| | | Supplies and Services | 97,051 | **0%** | |
| | | | 765,072 | | |
| | | | | | |
| | ELS | Direct Employee Exps | 465,931 | **-4% tbc** | |
| | | Premises | 68,747 | **0%** | |
| | | Transport | 30,800 | **0%** | |
| | | Supplies and Services | 337,556 | **-4% tbc** | |
| | | Indirect Employee Exps | 1,500 | **0%** | |
| | | | 904,534 | | |
| | | | | | |
| Gross Costs | | | | 1,669,606 | |
| | | | | | |

| 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 |
| | | | | | 372,734 | |
| | | | | | | -12 tbc |

**Staffing Structure**

Head of Communities,
Culture and Libraries

Lead Librarian ELS
1FTE – grade 10

Senior Librarian ELS
Grade 8

Supervisor ELS
1FTE – grade 7

Librarian Els
1 FTE – grade 6

Drivers (inc mobile)
2 FTE + 1 Term Time Only
Grade 4

Library Assistant
6FTE x grade 4

OFFICIAL

Head of Communities, Culture and Libraries

Bibliographical Services Manager
1 FTE

Systems & Information Librarians
3 FTE

Bibliographical Services Librarians
0.5 FTE

Booktrust Co-Ordinator
0.6 FTE

Bibliographical Services Supervisor
1 FTE

Research and Admin Officer
1 FTE

Reading Groups Assistant
0.32 FTE

Booktrust Assistant
0.8 FTE

Bibliographical Services Assistants
4.5 FTE

Packing Assistant
1 FTE

Library Support Assistants
1.98 FTE

Delivery Drivers
2 FTE

OFFICIAL

## SERVICE DETAILS

| Service Name | Transactional Services |
|---|---|
| Service Manager | Jude Green |
| Client Managers | Heather Grove |

## BUDGET SUMMARY

| | Total Planned Budget £ | End of year forecast Q1 £ | Q1 Variance (+ or -) £ and % | End of year forecast Mid-year £ | Mid -year Variance (+ or -) £ and % | End of year forecast Q3 £ | Q3 Variance (+ or -) £ and % | End of Year Outturn £ | End of year Variance (+ or -) £ and % |
|---|---|---|---|---|---|---|---|---|---|
| Service Budget | 121,756 net 5,267,934 Gross | | | | | | | | |
| Comments | | | | | | | | | |

See appendix A for the budget detail.

## STAFFING

| Type | Total Number of FTE | CEC FTE | CW&C FTE | £ | Notes |
|---|---|---|---|---|---|
| | | | | | |
| Permanent | 126.9 | 2 | 124.9 | 4,308,761 | |
| Agency | 5 | | 5 | 93,000 | Backfilling B4B secondments:<br>- 3 based in R&P<br>- 1 based on B4B programme<br>- 1 based in P&I |
| | | | | | |
| Total | 131.9 | 2 | 129.9 | 4,401,761 | |

A Staffing Structure is in appendix B.

## 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 UNIT4 ERP (GL2) ensuring transactional services is change ready | Summer 2021 | | | | | |
| 2 | To review KPI targets, contractual arrangements and SLAs in line with functionality of UNIT4 ERP. | June 2021 | | | | | |
| 3 | To maintain and manage an efficient and effective shared service delivering key financial services | March 2022 | | | | | |
| 4 | To undertake a review of Transactional Services Service Offer in line with new functionality of UNIT4 ERP | 31 January 2022 | | | | | |
| 5 | To analyse the reduction in demand on services following the implementation of UNIT4 ERP | December 2021 | | | | | |
| 6 | To lead on the implementation of a Cashless/Paperless strategy phasing out the use of cash/paper | March 2022 (phase 1) | | | | | |
| 7 | To meet service policy options implementing a new structure for the shared service following the implementation of Unit4 ERP | June 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 | Payment to suppliers within terms | TBC | 90% | | | | | |
| 2 | Timely and accurate creation of income related transactions based on client request | TBC | 99% | | | | | |
| 3 | Delivery of efficient and effective recruitment processes | TBC | 85% | | | | | |
| 4 | Delivery of effective payroll system and service | TBC | 99% | | | | | |

## KEY RISKS

| Number | Key Risk Description | Q1 Rating | Mid year Rating | Q3 Rating | End of year Rating | Comments |
|---|---|---|---|---|---|---|
| | No risk over 9 | | | | | |

## ISSUES SUMMARY

| Number | Key Issues Description | Date issue arose | Date issue closed | Comments |
|---|---|---|---|---|
| 1 | **none** | | | |

## APPROVAL

| Approval | Name | Job title | Date Agreed |
|---|---|---|---|
| Service Manager | Jude Green | Head of Transactional Services | 03/03/2021 |
| Client Manager CEC | Heather Grove | Senior Manager: Business Development, Assurance and Collaboration | 03/03/2021 |
| Client Manager CW&C | Sandra Cunliffe | Transactional Service Manager (QIT&D) | 03/03/2021 |
| Head of Service/Director | Debbie Hall | Director of Finance | 03/03/2021 |

**Budget Detail**

| EXPENDITURE | ITEM | Total 21/22 £ | % change from previous year |
|---|---|---|---|
| | Employees | 3898761 | 4.1% |
| | 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% |
| INCOME | ITEM | £ | % change from previous year |
| | CWAC income | -1572003 | 16.9% |
| | CEC income | -1547989 | 17.2% |
| | CEC companies income | -106107 | 0.0% |
| | Other companies | -355136 | -20.2% |
| | Schools | -1521525 | -12.1% |
| | Various | -43418 | 0.0% |
| NET BUDGET | | £ | % change from previous year |
| | Shared service higher pension contributions | 121756 | 0.0% |

**Current Staffing Structure**

# Quality Improvement Development – As Is Structure

**TSC Quality Improvement Development Manager**
1 x Grade 13

**TSC Team Leader (QID)**
1 x Grade 10

**TSC Supervisor (QID)**
1 x Grade 8
**TSC Client/Solutions Officer**
5 x Grade 7
**TSC Administrator**
2 x Grade 5
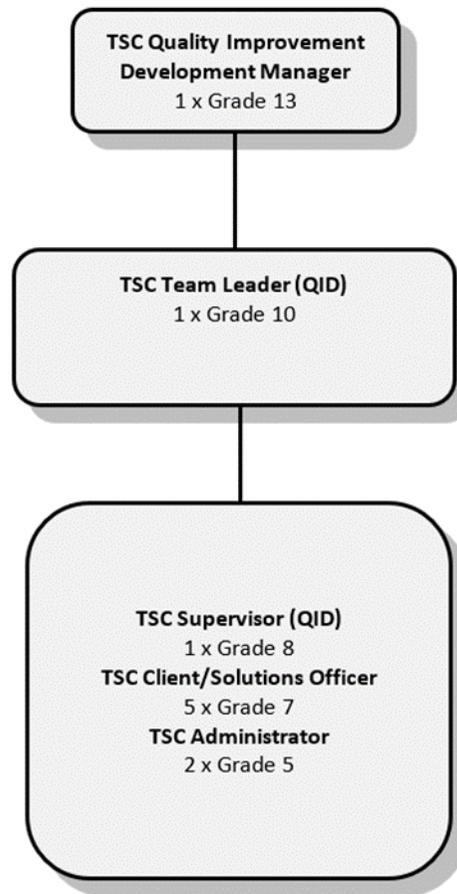
# Recruitment & Pay As Is Structure

**Recruitment & Pay Manager**
1 x Grade 13

**Team Leader**
1 x Grade 10
(Officers)

**Team Leader**
1 x Grade 10
Schools & Academies

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

**Supervisor**
1 x Grade 8
(West)

**Supervisor**
1 x Grade 8
(East)

**Supervisor**
1 x Grade 8
(West)

**Supervisor**
1 x Grade 8
(East)

**Supervisor**
1 x Grade 8

**Supervisor**
1 x Grade 8

**Senior Payroll Administrator**
1 x Grade 7

**Payroll Administrator**
5 x Grade 5

**TSC Support**
1 x Grade 3

**Senior Payroll Administrator**
1 x Grade 7

**Payroll Administrator**
5 x Grade 5

**TSC Support**
1 x Grade 3

**Senior Payroll Administrator**
1 x Grade 7

**Payroll Administrator**
6 x Grade 5
(Schools)

**Payroll Administrator**
2 x Grade 5
(Academies)

**Senior Payroll Administrator**
1 x Grade 7

**Payroll Administrator**
4 x Grade 5
(Schools)

**Payroll Administrator**
5 x Grade 5
(Academies)

**Senior Payroll Administrator**
1 x Grade 7

**Payroll Administrator**
4 x Grade 5
(Pensions)

**Payroll Administrator**
4 x Grade 5
(Absence)

**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       │
└─────────────────────────┘

┌─────────────────────────┐      ┌─────────────────────────┐
│    P & I Supervisor     │      │    P & I Supervisor     │
│      3 x Grade 8        │      │      3 x Grade 8        │
└─────────────────────────┘      └─────────────────────────┘

┌─────────────────────────┐      ┌───────────────────────────────┐
│  Payments & Income      │      │ Payments & Income Administrator│
│    Administrators       │      │         4 x Grade 5           │
│    18.5 Grade 5         │      │ Payments & Income General     │
│                         │      │          Assistant            │
│                         │      │         20 x Grade 3          │
└─────────────────────────┘      └───────────────────────────────┘
```

```
                          Governance & Support
                                 Manager

                                   G13


  ICT Technical Lead    Finance Functional    Finance Development         HRP Functional Support    HRP Development
                            Support                Support                                              Support

                               G10                   G10                          G10                      G10
```

OFFICIAL

## Shared Services Risk Log

| Service | Risk Description | Planned Actions | New Business Plan 2021/22 | | | Further Comments |
|---|---|---|---|---|---|---|
| | | | Likelihood | Impact | Total Score | |
| GENERAL | The impacts of Covid-19 pandemic on being able to achieve the business plan and agreed KPIs | JOB to review the specific Covid-19 impacts for each service as part of the mid-year review | 4 | 2 | 8 | Each service will manage their own Covid-19 impacts and risks. Most services have adjusted delivery in 2020/21 to take account of the impacts. This will continue into 2021/22 and will be set out in individual business plans |
| Archives | Failure to pass NLHF project mid-point review | | 2 | 4 | 8 | Due May/June 2021. Covid impact has required detailed work on updating programme and activities. Complexities of programme leading to challenges in aligning project work strands. Some difficulties in recruiting some project staff and consultants. |
| Archives | New online shopping web pages do not function as expected | ICT Strategy to explore existing online payment systems in use by Councils to establish whether these will meet service needs | 1 | 4 | 4 | Due to be launched Feb 2021 |
| Archives | Damage to archive collections | Continue to deliver programme | 2 | 4 | 8 | Ongoing conversation/monitoring helps to mitigate risk, but relocation project will address this in the long term |
| Archives | Fewer than expected volunteer hours are committed as volunteers are unable to work at Record Office | Continue to review volunteer programme to ensure it's working for service and volunteers; interesting and worthwhile remote (online) projects being devised to keep volunteers motivated | 4 | 2 | 8 | Need to establish new measures for success of this objective in terms of impact on people. Onsite volunteer programme suspended |
| Archives | New activities fail to engage new audiences as unable to run them in the community | further discussions with partners; engage activity planning consultants who specialise in creative consultation | 1 | 4 | 4 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| APAS | Long-term sickness of any member of staff would have a serious impact on the ability of the service to fulfil its contractual obligations with regard to all objectives. | Allow HER staff to gain experience of development planning procedures to allow some flexibility in the event of both short term and long-term absence. However, this would not be an ideal solution over the long term, as this would impact on other aspects of service delivery. | 2 | 2 | 4 | |
| APAS | Failure of the IT systems, either as a result of a general failure of systems or if Exegesis were to cease to function would mean that the Service could not fulfil its contractual obligations. | Maintain current procedures | 2 | 2 | 4 | |
| APAS | One or another of the partner authorities withdraws from the Shared Service for financial or policy reasons. | Revise and renew Shared Service legal agreement with extended term. | 1 | 2 | 2 | |
| Cheshire Farms | Impact of reducing level of income as a result of disposals | Continued reviews and regular reporting to client corporate finance teams | 3 | 3 | 9 | Impact to be considered in annual budget setting process. |
| Cheshire Farms | Time delays due to title, planning or market conditions | Regular programming meetings with Legal services | 2 | 3 | 6 | Some residual Title issues from LGR and pre-disposal activity |
| Cheshire Farms | Inability to negotiate agreements to surrender tenancies | Discussions with tenants | 2 | 3 | 6 | Organic process triggered by activity on individual estates. |
| Cheshire Farms | Delivery of management objectives delays as strategic direction evolves to accommodate corporate objectives and particularly climate emergency and the role that land assets should play. | Continue with existing controls | 1 | 3 | 3 | Regular access to SMT meetings of each Asset Management Service |
| Cheshire Farms | Delays in delivery, performance failure due to programmed business critical systems changes i.e. Atrium property records, document management system and ArcGIS. | Enhance input into Project development. New system training. | 3 | 3 | 9 | Expected to remain a significant continuing concern during the first half of the year. |

| Service | Risk | Controls / Mitigation | L | I | Score | Comments |
|---|---|---|---|---|---|---|
| Cheshire Farms | Customer / client expectations exceeding realistic achievable outcomes. | Continue with existing controls plus prospective tenant feedback review | 1 | 2 | 2 | |
| CRTA | Reduction in ticket income, Ace funding and Local authority sources in 2021/22 | Fundraising opportunities were successful for cultural recovery and NRTF funds in autumn 2020. Regular meetings with funders and partners take place. | 2 | 2 | 4 | Managing changes income through financial modelling and external funding applications. We received some additional funding from the cultural recovery fund in Sept 2020 |
| CRTA | Losing volunteer and audiences confidence and a reputational risk to CRTA is significant if CRTA cannot produce some sort of creative work during this time | Audience and volunteer surveys planned before activity begins. Regular conversations with artistic partners to develop a strategy to deliver activity again. 1-1 support to volunteers and their communities to set up activity again. Variety of hybrid activity took place in autumn 2020 | 2 | 3 | 6 | Some live , digital, and alternative activity has already been delivered in autumn 2020 and more is planned in 2021. No live activity will take place till summer 2021 at the earliest but digital and alternative offers will be available. Contact has been made will all promoters in Dec 2020 to help us with our future plans and manage /plan for the expectations for our venues and volunteer promoters. |
| 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, Bosley. | 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. | 3 | 3 | 9 | These ratings will escalate further if the pandemic surges and/or it continues long-term. Priorities will be 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. |
| Emergency Planning | 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. | Actions at (I) already in place; recruitment underway to fill vacancies asap; will seek redeployed staff if pandemic escalates again; Mgr. has asked for administrative support funding from CRF; will continue to liaise with Client Mgrs. re: status of Business Plan objectives and mitigatory actions possible. | 3 | 3 | 9 | These ratings will escalate further if the pandemic surges and/or it continues long-term. Priorities will be 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. |
| Emergency Planning | Failure to deliver agreed objectives as a result of team responding to significant number of non-incidents throughout year. | JCEPT to liaise with Customer Centres in each authority to raise awareness of service role. | 1 | 2 | 2 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Emergency Planning | Loss of permanent staff | Ensure jobs are graded competitively, where possible.  Consider succession planning for future retirements. | 2 | 4 | 4 | Ensure jobs are graded competitively, where possible including introduction of career Grade 6 posts .  Consider succession planning for future retirements. |
| Emergency Planning | Loss of office premises | All staff have access to laptops and 3G, home working or hot desking facilities. | 1 | 1 | 1 | All staff have access to laptops and 4G for WFH. |
| Emergency Planning | Failure of LAEC IT and communications systems | Increase LAEC checks to monthly. | 1 | 3 | 3 | |
| Emergency Planning | Failure of Duty EPO system | No further action required. | 1 | 4 | 4 | |
| Emergency Planning | Failure of officers to attend training events impacting on preparedness levels. | Communicate mandatory training requirements annually to Tier 1-4 managers at CWAC, and M1 to M5 managers at CE. | 1 | 3 | 3 | Communicate mandatory training requirements annually to Tier 1-4 managers at CWAC, and M1 to M4 managers at CE - completed. Several courses taken place in Q2&3 with more planned for Q4. |
| Emergency Planning | Failure of industrial site operators to provide necessary information impacting upon team meeting statutory planning timescales. | Where appropriate team can request assistance from HSE in obtaining necessary information from site operators. | 1 | 1 | 1 | Where appropriate team can request assistance from HSE in obtaining necessary information from site operators. |
| Emergency planning | Town and Parish Councils choose not to participate in Community Resilience Programmes. | Speak at parish and town council meetings/ attend Parish and town councils conferences/ target specific councils based on risk/ design and implement alternative approaches where required. | 2 | 2 | 4 | Speak at parish and town council meetings/ attend Parish and town councils conferences/ target specific councils based on risk/ design and implement alternative approaches where required. |
| Emergency Planning | COMAH and REPPIR operators refuse to pay Annual Charge due to C-19 impacts leading to loss of income | Letter to operators going out in October with charge details/ officers to make contact with all sites, checking with those sites that are not priorities in 2020-21/ continue to ensure deadlines are met for plans and exercises. | 1 | 3 | 3 | 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. |

| | | | | | |
|---|---|---|---|---|---|
| ICT | There are a number of services and applications that are sourced through 3rd party suppliers.  Any lack of clarity in contracts, product lists, catalogues, service levels, governance, and operating procedures may result in poor performance, breaches, and failure to achieve value for money. | Following the implementation of our new Service Management Tool - Halo, there is a focus on the refresh of the Configuration Management Database (CMDB) to ensure that we take into account the ongoing migration to multiple hosting arrangements and the need for additional scope/components. This has also been driven by the implementation of Apptio to which the CMDB is a key source of provision of data.<br><br>Close working with the Vendor Management Office (VMO) to include the introduction of KPIs into new contracts.  Ongoing development of the Product Catalogue and Apptio Cost Model | 2 | 3 | 6 |
| ICT | Any lack of clarity in funding, sourcing, skills, inventory, service levels, governance, and operating procedures may result in failure to provide adequate end user support within reasonable time frames with potential loss of credibility.  Failure to keep infrastructure, systems, and solutions in a compliant state. Ageing infrastructure which is either EOL and non-compliant or has a significantly greater risk of failure. | Further revision of service levels under Performance Management Framework<br><br>Develop user self-service knowledge base and self-service requests.<br><br>Further development of the Product Catalogue.<br><br>Further develop monitoring processes and information flows. Refine reporting structures.<br><br>Continue to develop and monitor the compliance of the estate to ensure there are no non-compliant equipment on the infrastructure. A significant amount of remediation has been achieved under the Evolution Programme. | 2 | 4 | 8 |

| | | | | | |
|---|---|---|---|---|---|
| ICT | Current ICT procurement/development provision for CEC and CWaC is through ICT Services and other suppliers. Any lack of clarity in inventory, service levels, and governance procedures may result in failure to resolve conflicting development and implementation requirements.  Competing demands for the scarce resources may result in work programme delays and the inability to meet key deadlines. | Further develop commissioning/monitoring processes and information flows.<br><br>Refine reporting - dashboard of information<br><br>Further development of alternative hosting strategies to build on the implementation of Azure and VMC in AWS achieved through the Evolution Programme.<br><br>Promote workforce procurement skills | 2 | 3 | 6 |

| ICT | The current ICT service continuity arrangements are based on elements of the legacy authorities' provision and arrangements for the Data Centre in Minerva Ave, Chester.  Diverse equipment and application arrangements give resourcing challenges for scarce skill sets, which may result in prolonged system outage in the event of a significant failure. | Further develop service continuity strategy for the Infrastructure, consolidating the move from a disaster recovery approach to a more integrated service continuity approach (e.g. investigation of options for DR sharing agreements with neighbouring agencies e.g. Police)<br><br>Continue with harmonisation activities and system interdependency mapping<br><br>Continue with server consolidation, virtualisation and SAN technologies<br>Continue with IP Telephony implementation<br><br>Implement and promote new service wide capabilities for monitoring and management, for example, through the new SaaS Solarwinds product.<br><br>A Business Continuity Plan for the ICT Shared Service was signed off in April 2019 by both clients. This has been uploaded into ClearView. Disaster Recovery strategy has been developed and was signed off by ICTSS in March 19. Both will be reviewed as part of the ICT Service Improvement Plan with a focus on the development of a specific Cyber Plan for both councils. | 2 | 4 | 8 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| ICT | Progress in delivering technical solutions to support the business will not realise front line service savings without full business engagement and motivation to change the way people work.  Lack of understanding of "the art of the possible" may limit the ability of front-line services to make best use of technologies to streamline delivery and realise savings. | Ongoing review and re-prioritisation of work programme priorities with key departmental stakeholders. Working closely with Council Recovery teams following Covid 19. Regular review within ICT and with other suppliers to review provision to date and flow of new work requests.  Provision of support to both councils for Adoption and Change Management activity (ACM) to ensure a basic level of user competency moving to adoption of the new technologies to support business transformation.<br>ICT Shared Service (ICT SS) Agreement (SSA) and governance models agreed - Joint Strategic Group, Joint Service Improvement Board, Joint Business Design Authority and Technical Design Authority. | 2 | 4 | 8 | |
| ICT | Lack of accommodation facilities management, critical components not under a planned preventative maintenance regime (PPM); existing PPM ineffective. | Joint procurement completed (CeC/CWaC) to have single, all-encompassing FM/PPM agreement with a data centre competent/qualified service provider. Remediation work underway. Up to date schematics for all systems - electrical, cooling, fire suppressant etc inclusive of H&S SSOW ( safe system of working instructions) | 2 | 3 | 6 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| ICT | With the increasing pace of development of technologies, it is difficult for management and staff to be aware of emerging tool sets and the possibilities they present. As a result, the organisation is unable to effectively exploit these technologies to assist in the achievement of all the corporate objectives. | On-going training for ICT Services staff. Vendor specific learning resources such as the Microsoft Service Hub provides a wealth of tools and resources to support knowledge and understanding of current and emerging capabilities.<br><br>Adoption and Change Management Support (ACM) for both councils - guides, videos, training, drop ins, signposting to native Microsoft resources. Assist in development of champion networks - Bright Sparks (CEC) and Tech Champions (CWC). Promotion and guidance for new feature releases for Windows and M365. Development of case studies in conjunction with the clients for good practice and new ways of working.<br><br>Promote the investment in ICT training and adoption, both at a corporate and business specific level<br><br>TOM will enable staff to focus on R&D activities so that technical opportunities are not missed. | 2 | 3 | 6 | |
| Libraries | Failure to deliver against service level agreement | Continue to report performance through Shared meetings and JOB. | 4 | 2 | 8 | Service Level agreement from April 1, 2020 pending final agreement in revised template. Now agreed that will continue on existing documentation pending SS review in 2021/22. |
| Libraries | Performance targets not met because of systems or supplier failure | Maintain effective supplier relationship management and continue to report performance through Shared meetings | 1 | 2 | 2 | Communication maintained virtually with suppliers and both services. |
| Libraries | LSS/ ELS exceeds the agreed budget | Maintain monthly monitoring of income and expenditure and maximise opportunities to increase and decrease both as appropriate | 1 | 2 | 2 | Currently monitoring monthly and forecasting balanced budget |

| | | | | | | |
|---|---|---|---|---|---|---|
| Libraries | Lack of agreement regarding way to proceed with suppliers/ procurements | Early discussion regarding any supplier/ procurement requirements to understand and resolve challenges in advance of any processes | 2 | 3 | 6 | Procurement documents scheduled for end of Sept. |
| Libraries | System faults identified in new module/ upgrade requiring supplier modifications | Maintain regular and honest communication with supplier to manage expectation and effective implementation | 1 | 2 | 2 | The service is working closely with supplier to ensure where possible any faults are rectified prior to upgrade. Moved to 21/22 with agreement |
| Libraries | Pressures from unexpected demand on staff resources elsewhere | Maintain and review regularly programme plan for all priority workstreams | 2 | 3 | 6 | Covid-19 has created more demand on the system team's time during the summer. Moved to 21/22 with agreement |
| Libraries | Delays in ICT strategy input | Maintain input from ICT strategy through implementation process | 2 | 3 | 6 | Covid-19 has created more demand on the system team's time during the summer. Moved to 21/22 with agreement |
| Libraries | Very tight window of rollout being affected by unforeseen circumstances | Maintain and review regularly programme plan for all priority work streams | 2 | 3 | 6 | The current emphasis on working from home may be of benefit when working with the schedule of rollout. Moved to 21/22 with agreement |
| Libraries | Delays in procurement affecting goodwill of existing suppliers | Early clear and concise communication and engagement with existing suppliers and realistic and efficient timescale to implementation | 2 | 3 | 6 | Effective communication maintained |
| Libraries | Budget for resources restricting performance of new services | Agreement for consistent, equitable funding in early stage of allocation of suppliers | 2 | 3 | 6 | Budgets monitored and reported monthly |
| Libraries | Liaison between existing and new suppliers impeding implementation | Early clear and concise communication and engagement with both suppliers and realistic and efficient timescale to implementation | 2 | 3 | 6 | Effective communication maintained |
| Libraries | Loss of usage owing to need for borrowers to register for new product | More comprehensive Communications Campaign to highlight imminent changes and provide support online and in sites to mitigate any user challenges | 2 | 2 | 4 | Pending implementation |

| | | | | | | |
|---|---|---|---|---|---|---|
| Libraries | Peoples Network Review outcome impacts on revenue budgets and staff capacity | To form small working group of Cheshire East and Cheshire West representatives to inform, shape and influence process | 2 | 2 | 4 | Review still in early stages, potential impacts still to be identified |
| Libraries | Problems with partnership working jeopardising delivery | Maintain effective reporting mechanisms and visible presence for both commissioners | 1 | 2 | 2 | Maintained effective communication and engagement |
| Libraries | Funding reduced or withdrawn | Maintain annual review of Service Level Agreements and regularly evidence costs associated with delivery | 2 | 3 | 6 | No current reduction |
| Libraries | Buyback levels drop significantly affecting viability of service | Increase frequency of monitoring and maintain effective engagement with schools, and decision makers | 2 | 2 | 4 | Currently down by 5 schools overall. Still some pending. Schools very positive about service in current situation. |
| Transactional Services | Long-term absence of any member of staff would have a serious impact on the ability of the service to fulfil its contractual obligations. | Allow staff to gain experience of development planning procedures to allow some flexibility in the event of long-term absence. However, this would not be an ideal solution over the long term | 2 | 2 | 4 | no change |
| Transactional Services | Teething problems following the implementation of Business World would impact the shared service being able to deliver business. | Ensure sufficient training is undertaken by all staff, prepare comms for service users in the event of teething problems ensure expertise is spread throughout the service | 1 | 2 | 2 | GL1 Hypercare worked well to address teething issues |
| Transactional Services | One or other of the partner authorities withdraws from Shared Service for financial or policy reasons | Continue to work to the expired shared service agreement and deliver objectives as required | 2 | 2 | 4 | no change |
| Transactional Services | Failure to be able to deliver policy option savings due to UNIT4 ERP not delivering the expected benefit realisation. | Work through the delivery through benefit realisation workshops to identify any areas of concern | 1 | 1 | 2 | no change |
| Transactional Services | UNIT4 ERP (HR) go live date is further delayed. | Ensuring enough resources are available for the programme, involved in the planning work | 1 | 1 | 2 | GL1 successful and on time |

| | | | | | | |
|---|---|---|---|---|---|---|
| Transactional Services | Failure of the IT systems, either as a result of a general failure of systems or Oracle/UNIT4 ERP were to cease to function would mean that the Service could not fulfil its contractual obligations. | Regular review of BDR plan for any new threats identified | 2 | 2 | 4 | no change |
| Transactional Services | Lack of capacity to deliver objectives due to resources directed to other priority work. | Resource review and quick back fill where necessary | 2 | 2 | 4 | no change |
| Transactional Services | Unable to formalise service offer in time for contract renewal would impact delivery of shared service. | Continue with current review of difference in established service offer and compare to business world | 1 | 2 | 2 | no change |
| Transactional Services | Different policies adopted by councils impacting ability to deliver a shared service. | Challenge differences through governance | 1 | 2 | 2 | no change |
| Transactional Services | Services not adopting new processes, which impacts service delivery due to unnecessary demand. T | Continue with current process of demand management visits | 2 | 2 | 4 | no change |
| Transactional Services | Service users not adopting electronic communication process. | Continue with current process of updating records | 1 | 1 | 1 | no change |
| Transactional Services | Councils not able to agree   share service agreement for future delivery of transactional services. | Work with two legal teams to ensure reviewed agreement is acceptable to the two councils | 1 | 1 | 1 | no change |
| Transactional Services | Cost of delivering cashless policy outweighs benefit for delivery of strategy. | Plan and resource, ensure the best solution is adopted and delivers the requirements of the policy | 3 | 2 | 6 | no change |
| Transactional Services | Inability to identify or procure hardware to support cashless strategy. | Undertake site visit to cashless councils, ensure baselining is accurate and consider only suitable alternatives | 3 | 2 | 6 | no change |
| Transactional Services | Continued loss of income from schools/academies impacts income for the shared service | When Business World is live the shared service will be able to support onboarding new academies | 3 | 1 | 3 | no change |

| | | | | | |
|---|---|---|---|---|---|
| Transactional Services | COVID restrictions continue into 21/22 impacting service delivery | | | | |