

SHARED SERVICES JOINT COMMITTEE

Time & Date of Meeting: 6.00pm, Wednesday 8 March 2017

Venue: Cross Room, Civic Centre, West Paddock, Leyland PR25 1DH

Membership: Councillors A Bradley (Chairman) (Leader and Economic Development & Public Service Reform – Chorley BC), C Clark (Vice-chairman) (Leader and Finance & Resources – South Ribble BC), Mrs C Moon (South Ribble BC), G Morgan (Chorley BC), Mr A Morwood (Chorley BC), M Nathan (South Ribble BC)

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The minutes of this meeting will be available on the internet at www.southribble.gov.uk

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are requested to indicate at this stage in the proceedings any items on the agenda in which they intend to declare an interest. Members are also reminded that if the interest is prejudicial they may make representations on the item but then must leave the meeting whilst the item is discussed.

3. Minutes of the Last Meeting

Held on Monday 12 September 2016 to be signed as a correct record.

4. Performance Management Report

Report attached.

5. Business Improvement Plan & Budget 2017/18 (to June 2017)

Report attached.

6. Forward Plan

Plan attached.

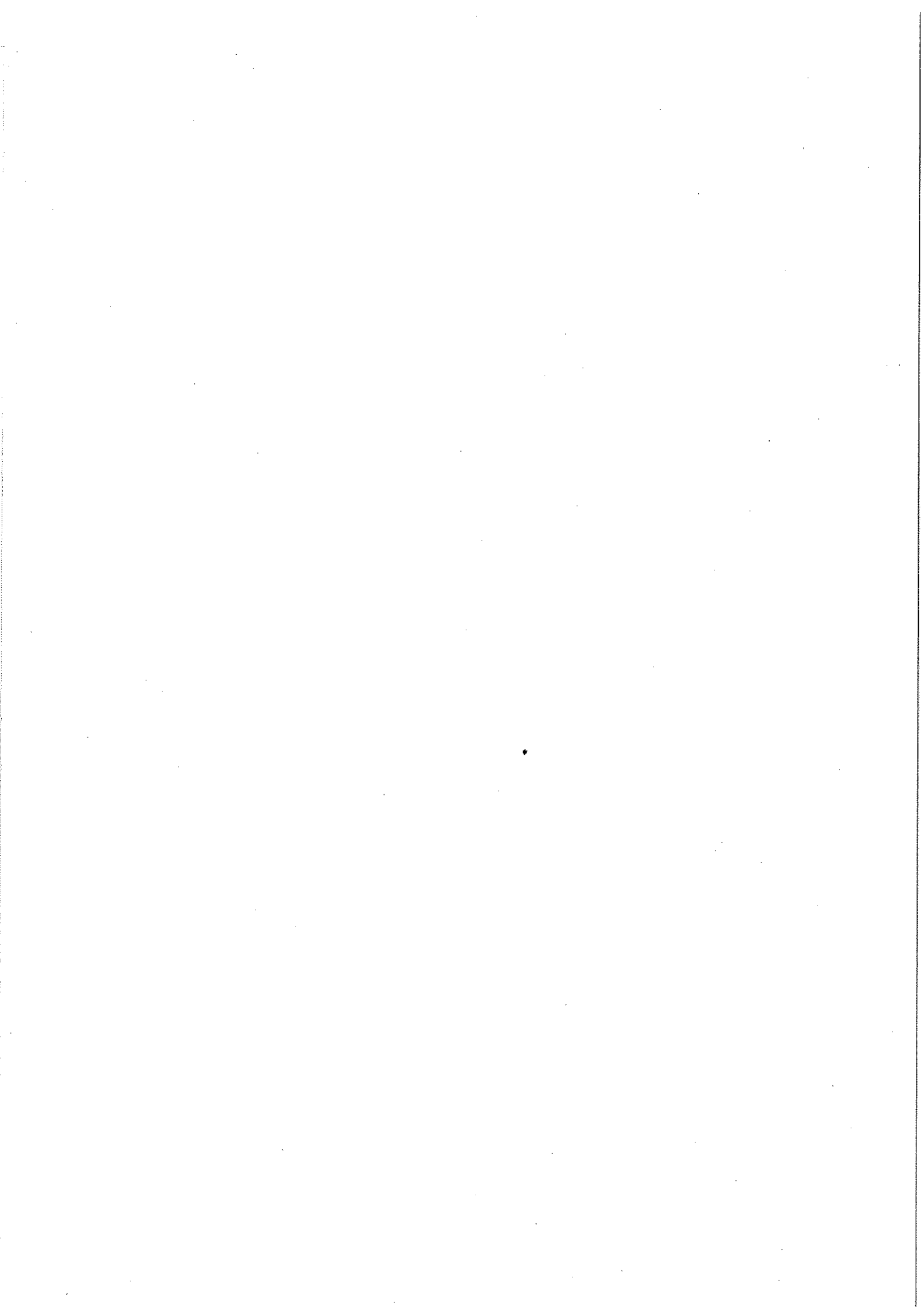
Forthcoming Meetings

6.00pm Thursday 8 June 2017 (Annual Meeting) Wheel Room, Civic Centre, West Paddock, Leyland PR25 1DH

6.00pm Thursday 14 September 2017 Wheel Room, Civic Centre, West Paddock, Leyland PR25 1DH

6.00pm Thursday 11 January 2018 Wheel Room, Civic Centre, West Paddock, Leyland PR25 1DH

6.00pm Tuesday 13 March 2018 Wheel Room, Civic Centre, West Paddock, Leyland PR25 1DH



Shared Services Joint Committee

Meeting held at 6.00pm on Monday 12 September 2016 in Cross Room, Civic Centre, West Paddock, Leyland PR25 1DH

Present:-

Councillor Bradley (Chorley BC) in the chair

Councillors Hughes (substitute for Councillor Clark (South Ribble BC)), Mrs Moon (South Ribble BC), Morgan (Chorley BC) and M Nathan (South Ribble BC)

In Attendance:-

Garry Barclay (Head of Shared Assurance Services), Susan Guinness (Head of Shared Financial Services), Gary Hall (Chief Executive - Chorley BC) and Andy Houlker (Senior Democratic Services Officer)

Public Attendance:- 0

Other Members:- 0

Minute No.	Description/Resolution
9	<p>Apologies for Absence Apologies for absence were submitted on behalf of Councillor Clark (South Ribble BC) and Councillor Morwood (Chorley BC).</p>
10	<p>Declarations of Interest There were no declarations of interest.</p>
11	<p>Minutes of the Last Meeting RESOLVED (unanimously): That the minutes of the meeting held on 8 June 2016 be approved as a correct record and signed by the chairman.</p>
12	<p>Performance Management Report The Heads of Shared Assurance and Financial Services presented the progress made so far (end of July 2016) against the key service developments and performance indicators in the 2016/17 Business Improvement Plan (BIP) and set out the Partnership's projected out-turn financial position to the end of this financial year.</p> <p>In respect of the key projects 19 of the 21 had been completed or were on track with plans in place to address the remaining 2. Only 1 performance measure out of the 28 were either red or amber with an explanation detailed in the report. The partnership was performing well within its approved budget and currently had an expected under-spend by the end of the financial year of £34,000. The Head of Shared Financial Services commented that the earlier planned closure of accounts deadline had been missed but re-assured the committee it would be met next year as it had been achieved in a previous year. The Head of Shared Assurance Services re-assured the committee that the red KPI regarding % planned time used at Chorley had not been missed but due to the new management arrangements the audit reviews had been re-profiled to be completed during the second quarter.</p> <p>Full statements on progress on key projects and performance targets as at the end of August 2015 had been attached as Appendices 1 and 2 to the report. There was a discussion around these and confidence the projects and targets would be back on track.</p> <p>RESOLVED (unanimously) that the report be noted.</p>
13	<p>Internal Audit of the Financial & Assurance Shared Services Annual Accounts 2015/16 Further to min. no.7, 8 June 2016 the Head of Shared Assurance Services confirmed that a light touch audit inspection had been carried on the annual accounts for 2015/16. A summary</p>

	<p>of the audit results was highlighted in the report. Internal Audit's opinion was that the information in the annual statement was in accordance with proper practices and no matters were identified for concern. It was confirmed that this was an annual exercise included in Internal Audit's Audit Plan.</p> <p>RESOLVED (unanimously) that the report be noted.</p>
14	<p>Forward Plan The committee considered its Forward Plan. During the discussion it was felt appropriate to include an item on the Exit Plan for the meeting to be held on 12 January 2017.</p> <p>RESOLVED (unanimously): that the committee's forward plan be amended in accordance with the above comments.</p>
15	<p>Urgent Item of Business The Chairman had agreed to take this item as a matter of urgency in accordance with Section 100B (4) of the Local Government Act 1972 as its delay to the next meeting of the joint committee (12 January 2017) would be inappropriate because of the special circumstances and the need for the councils to discuss shared services arrangements.</p>
16	<p>Exclusion of Press and Public RESOLVED (unanimously): That the press and public be excluded from the meeting during the consideration of the following item of business as it involved the discussion of information defined as exempt from publication under paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972, 'Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority' and in which the public interest in maintaining the exemption outweighed the public interest in disclosing it.</p>
17	<p>Shared Services At this point the Chief Executive (Chorley BC), the Head of Shared Assurance Service and Head of Shared Financial Services left the meeting. The next scheduled meeting of the joint committee was not until 17 January 2017 and it was felt there had to be discussion on the partnership and future arrangements before then. The subsequent discussion was around circumstances at both councils and the current and possible future partnership arrangements. It was suggested that a special meeting of the joint committee be held to look in more detail at a vision for the future.</p> <p>RESOLVED (unanimously): That a special meeting of the committee be convened to discuss the councils' vision for the future.</p>

..... Chairman

The meeting finished at 6.48pm.

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	8 th March 2017



SUBJECT	PORTFOLIO	AUTHOR	ITEM
3 rd Performance Management Report 2016-17	N/A	Susan Guinness Garry Barclay	4

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report demonstrates the progress made so far against the key service developments and performance indicators in the 2016/17 Business Improvement Plan (BIP).

The report shows progress as at the end of January 2017 and therefore covers the first 10 months of the year.

The report also sets out the Partnership's projected out-turn financial position to the end of this financial year.

The Shared Services Partnership is a high corporate priority for both Councils.

RECOMMENDATIONS

That members note the progress on overall performance and comment as appropriate on the report.

DETAILS AND REASONING

The Joint Committee has previously approved the Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged. The Business Improvement Plan translates these outputs and measures into specific deliverables and targets which need to be achieved during 2016/17.

Full statements of the progress made on the key projects and the performance targets as at the end of January 2017 are shown in **Appendices One** and **Two**. The highlights from these statements are expanded upon in the body of the report.

EXECUTIVE SUMMARY

14 of the **21** key projects for this year have been completed or are on track and plans are in place to address the remaining **7**.

3 of the **28** performance measures are at "red" or "amber" status and explanations for these are provided below.

The Partnership is also operating well within its approved budget and is currently expected to achieve an under-spend against its budget by the end of the financial year of **£0.009m**. An analysis of variations is shown later in the report.

KEY SERVICE DEVELOPMENTS

There are 21 key projects included in the BIP which represent service developments for 2016/17. Using a traffic light system, the progress is summarised in the table below:

Detail	Assurance Services	Financial Services
Green Projects - on track	8	6
Amber Projects	3	4
Red Projects	0	0
Total	11	10

The following paragraphs provide commentaries on an exception basis for projects that are considered to have an Amber or Red status.

ASSURANCE SERVICES PROJECTS

RED PROEJCTS

There are no RED status development projects for Shared Assurance Services.

AMBER PROJECTS

The recent (unplanned) acquisition of new software by Internal Audit to enable risk and control self-assessment by services from 2017/18 has impacted upon the scheduling of other projects in the 2016/17 BIP.

Specifically the revision and re-issuing of Business Continuity Plans at both councils has been re-timetabled as a 2017-18 project. This will also take advantage of new software to permit the e-enablement of the BCP process.

This in turn impacts on the e-enablement of insurance claims administration, which although in progress will also now slip into 2017-18 to be undertaken after the roll out of the new BCP software.

The multi-agency planned exercise to test the Redcliffe International Munitions Site COMAH Plan at Heapey on 23rd February was also postponed due to the late withdrawal of Lancashire Fire & Rescue Service as this exercise coincided with an unexpected severe weather event (Storm Doris) on the same day.

FINANCIAL SERVICES PROJECTS

RED PROEJCTS

There are no RED status development projects for Shared Financial Services.

AMBER PROEJCTS

There are 4 development projects within Shared Financial Services that have wither been suspected or the pace has slowed down. These are listed below:

- Financial Training Packages for Members and Officers
- Review and Alignment of Management Accountancy Processes
- Review and Upgrade of Business Rates Retention Processes
- Implementation of the Systems Development Plan

With effect from October 2016 the Head of Service has been undertaking the role of Acting Chief Finance Officer at South Ribble. Therefore backfilling, together with challenging budget setting processes has impacted on the whole Team's capacity. Resources have been allocated to high priority statutory work in the first instance but all the above project will be rolled forward into the 2017/18 BIP to be progressed and completed as opposed to being deleted.

PERFORMANCE TARGETS

The partnership has 28 performance indicators which are all local indicators and draw on the work of the National Audit Office (Value for Money in Public Sector Corporate Services 2007).

Again using a traffic light system, the progress against these indicators to the end of November 2016 is shown in the table below:-

Detail	Assurance Services	Financial Services
Green on target	12	10
Amber – within 5% of target	1	2
Red – more than 5% off target	0	0
Not measured (*)	1	2
Total	14	14

(*) These indicators are reported on a half-yearly or annual basis and as such the performance information of some of these measures are not within this document.

ASSURANCE SERVICES

Red Targets

There are no Red Targets for Shared Assurance Services

Amber Targets

The Percentage of Management Actions Agreed indicator for SRBC was slightly below target (24 out of 25 actions agreed)

FINANCIAL SERVICES

Red Targets

There are no Red Targets for Shared Financial Services

Amber Targets

There are two Amber targets for Shared Financial Services:

The percentage of payments made to suppliers within 30 days has dropped to 98.26% which is slightly below the target of 99%. There has been significant staff turnover in key, high user, departments which has led to processing and authorisation delays. Staff within the Shared Financial Services Team have been proactively following up any bottlenecks from other departments in the process and providing support and assistance to new staff in order to alleviate the issue.

The percentage of grant claims submitted on time has fallen to 96.55% against a target of 100%. This is due to the 2 Whole of Government Account (WGA) returns being submitted late following difficulties in reconciling records to those provided by Lancashire County Council. However, of the remaining 58 returns an average of 71% were submitted early and 28% on time. On average, including the 2 submitted late, returns have been made 6 days early.

BUDGET PERFORMANCE STATEMENTS

The table below compares the projected out-turn position, estimated as at 31/1/17 to the partnership's budget. The subsequent budget variations are highlighted together with any actions required to bring performance back on track. The partnership's budget for 2016/17 is **£1.546m** plus **£0.010m** brought forward to support projects within the Business Improvement Plan (BIP) and an additional **£0.020m** brought in from reserves to fund Financial Systems projects. Comparing this revised budget against the forecasted out-turn of **£1.567m** the anticipated underspend is **£0.009m**.

Cost Category	Partnership Budget £m	Projected out- turn as at 31 st March 2017 £m	Under or (Over) Spend £m
Salaries Costs	1.368	1.320	0.048
Car Leasing	0.032	0.033	(0.001)
Employee Related Insurance	0.013	0.014	(0.001)
Lancashire County Council Audit Budget	0.010	0.012	(0.002)
Transport	0.011	0.009	0.002
Financial Management Information System	0.062	0.063	(0.001)
Supplies and Services	0.050	0.063	(0.013)
Sub - Total	1.546	1.512	0.034
Budget brought forward from 2015/16 Underspend – Financial Systems Projects	0.010	0.010	-
Transfer from reserves – Financial Systems Projects	0.020	0.043	(0.024)
TOTAL	1.576	1.567	0.009

Estimated Budget Variations

The underspend on employee costs has been brought about by the following:-

	£m
Budget savings as a result of part-time working within a full-time post	0.020
Forecasted savings on additional capacity budgets – overtime	0.010
Amalgam of all the smaller budget variances across employee budget heads within both SFS and SAS	0.007
Staff turnover following the retirement of a member of staff	0.017
Additional Project Accountant for Chorley Council	(0.012)
Additional annual leave purchased by two members of staff	0.001
Sub Total	0.042
Total of all other forecasted minor budget variations	0.006
TOTAL	0.048

The estimated under spend has been reduced since the previous report to Joint Committee as the service has committed to external support for delivery of projects in the FMIS Development Plan. The cost of £0.053m is being met through the use of carry forward, transfer from reserves and under spends within Shared Financial Services.

WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the impact of the Shared Services performance management arrangements, and the table below shows any implications in respect of each of the following areas.

FINANCIAL	The wider implication of the financial performance of the Partnership is the full year impact on both Councils' Medium Term Financial Strategies. Any under-spend achieved at year end against the Partnership's budget will be passed on in total to both Councils by means of a reduced recharge.		
LEGAL	The partnership has been established with an informal structure which has low complexity and a low cost set up. The Shared Services Joint Committee, established under Section 101 of the Local Government Act 1972, provides the overall governance for this with its terms being set out in an Administrative Collaborative Agreement which has been signed by both Councils. Sound performance management arrangements are required to enable the Shared Services Joint Committee to effectively fulfil its obligations. Schedule 1 to this Agreement sets out the Service Level Agreements which form a key part of the performance management arrangements.		
RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 2016/17.		
OTHER (see below)			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

BACKGROUND DOCUMENTS

Partnership Business Improvement Plan 2016/17

KEY SERVICE DEVELOPMENTS 2016/17

SHARED ASSURANCE SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Internal Audit						
Prepare the 2016 Annual Governance Statements in accordance with the latest CIPFA & SOLACE guidance (CBC/SRBC)	GB/DH	April 2016	June 2016	<ul style="list-style-type: none"> Revise policies, procedures and corporate assessment forms Undertake assessments & produce the AGS 	GREEN	Completed
Refresh the Service Assurance Statement process (CBC/SRBC)	GB/DH	April 2016	June 2016	<ul style="list-style-type: none"> E-enabled Middle management participation 	GREEN	Completed
Arrange induction training for any new Governance Committee members from 2016/17 (CBC/SRBC)	GB/DH	April 2016	June 2016	<ul style="list-style-type: none"> Identification of new members training needs 	GREEN	Completed
Implementation of My Tasks to monitor the implementation of agreed management actions (CBC)	GB/DH	April 2016	March 2017	<ul style="list-style-type: none"> Establish new records Arrange input access for Heads of Service Briefing & testing of new approach 	GREEN	Completed
Risk Management						
Work with insurance providers to develop and implement risk management reviews (CBC/SRBC)	GB/KM	April 2016	December 2016	<ul style="list-style-type: none"> Arrange & facilitate new programmes for 2016 alongside ZM and AIG Focus on public / employers liability risks and the need for sound inspection regimes and record keeping 	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Emergency & Business Continuity Planning						
Revise and re-issue the Emergency Plan (CBC)	GB/KM	April 2016	July 2016	<ul style="list-style-type: none"> Review & update documentation Arrange awareness training 	GREEN	Completed
Participate in a multi-agency exercise to test the Redcliffe International Munitions Site COMAH Plan at Heapey (CBC)	GB/KM	April 2016	February 2017	<ul style="list-style-type: none"> Attend planning meetings if required Participate in actual exercise (Nov 2016) Undertake an internal debrief and participate in exercise follow up activity 	AMBER	Postponed due to Storm Doris
Revise and re-issue BCPs (CBC/SRBC)	GB/KM	April 2016	December 2016	<ul style="list-style-type: none"> Review & update documentation Arrange awareness training 	AMBER	Now re-timetable as a 2017-18 project to permit the e-enablement of the BCP process and the implementation of new software.
Undertake a rest centre simulation exercise (SRBC)	GB/KM	Sept 2016	March 2017	<ul style="list-style-type: none"> Obtain volunteers as evacuees Test whole arrangements (SAS, Leisure, Housing, PR) 	GREEN	Although not yet due for completion this has been re-timetable as a 2017-18 project as a joint exercise with Chorley Council.
Insurance						
Procurement of appropriate insurance covers and brokerage services effective from 1 st January 2017	GB/KM	April 2016	December 2016	<ul style="list-style-type: none"> Utilisation of the CCS/YPO Second Generation Insurance Procurement Framework 	GREEN	Completed
E-enablement of insurance claims administration	GB/KM	April 2016	March 2017	<ul style="list-style-type: none"> Appraisal of bespoke software solutions / procurement of preferred option / staff training & rollout 	AMBER	Now evaluated 2 potential software suppliers but implementation will now slip into 2017-18 to be undertaken after the roll out of the new BCP software

SHARED FINANCIAL SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Financial Services As A Whole						
Annual development of the current level/programme of financial training packages for Members and Budget Holders. Members – Local Government Finance and implications of SR 2015. Budget Holders - to facilitate improved and speedier closure of accounts process including use of systems, process improvement, compliance and financial responsibilities and management techniques.	Head of Service	April 2016	March 2017	<ul style="list-style-type: none"> Identify priority issues for customers and Shared Services Consult customers Produce packages Deliver training Develop self-service continual training via intranets 	AMBER	<p>Due to the additional s151 duties and Acting Chief Finance Officer role current being undertaken by the HOS this project has been temporarily suspended over the budget setting period.</p> <p>It will be rolled over into the 2017/18 BIP and therefore will be brought to a conclusion rather than withdrawn on a permanent basis.</p>
Management and Financial Accountancy Services						
Closure of Accounts : Review to reduce timetable and facilitate tested and successful completion by 30 th May 2018.	Principal Financial Accountant	April 2016	June 2016	<ul style="list-style-type: none"> Review timetable and reduce timescales by reviewing and changing procedures where appropriate Consider future changes and expected developments to 2017/18 Consider the impact on all key stakeholders and analyse actions required to achieve the new deadline Set out action plan. Communications Strategy. Training Strategy. Weekly project meetings during closure. 	GREEN	<p>2nd tranche to prepare for 2016/17 CLOSURE is on track AS AT March 2017.</p> <p>Re: 2016/17 Closure an action plan has been drawn up to address all of these issues for the next dummy run year when the Statement of Accounts will be completed and signed off before 31st May 2017. The team is confident that the 31/05/17 deadline is achievable as the 31st May deadline has been achieved in a previous year.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>Review of Management Accountancy processes post FMIS implementation (including specifically the Internal Recharges and commitment accounting regimes for both Councils) with a view to establishing a common basis for methodology, calculation, and Budget Holder & corporate reporting.</p> <p>Project to include review of management of the establishment and Payroll systems – this is directly linked to the development of FMIS project and the implementation of the e-budgeting module.</p>	<p>Principal Management Accountants</p>	<p>April 2016</p>	<p>March 2017</p>	<ul style="list-style-type: none"> Consult with CFO and Deputy S151 Officers Re-evaluate current process with statutory requirements Construct proposed process and new systems Co-ordinate with FMIS development plan project Consult with stakeholders: Members (portfolio holder), senior management teams and budget holders. Produce procedures notes, protocols and agreed timetable. Determine and deliver communications/briefings/training as appropriate. Review output and outcomes with regard to reporting including frequency, content and formats. 	<p>AMBER</p>	<p>Due to the additional s151 duties and Acting Chief Finance Officer role current being undertaken by the HOS this project has been temporarily suspended over the budget setting period.</p> <p>It will be rolled over into the 2017/18 BIP and therefore will be brought to a conclusion rather than withdrawn on a permanent basis.</p>
<p>Zero Based Budget Exercise</p>	<p>Principal Management Accountants</p>	<p>April 2016</p>	<p>August 2016</p>	<ul style="list-style-type: none"> Establish budget heads within scope Agree process strategy (including operational approach, methodology and timetable) with SFS staff Liaison with HOS SFS Report findings to CFOs and SMT (SRBC) and Strategy Group (CBC) Feed into 2017/18 MTFS cycle in September 2016 	<p>GREEN</p>	<p>Completed</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Business Rates Retention – Pooling Agreement and new Developing Regime as part of SR 2015	Principal Financial Accountant	April 2016	November 2016	<ul style="list-style-type: none"> • Interpretation of implication of new arrangements and national NNDR regime. • Corporate review of processes and systems involved in setting the budget for the BRR regime including completion of NNDR1 and NNDR3 • Corporate review of processes and systems involved in monitoring BRR regime • Report and recommendations for new end to end process to HOS SFS and CFOs (s151s) • Publication of end to end procedures notes including timetable e.g. monthly monitoring of Appeals • Staff training including internal monthly monitoring and subject resilience improvement within the service 	AMBER	<p>Part - Completed. Both CBC and SRBC are members of the Lancashire BRR Pooling Agreement for 2017/18.</p> <p>Due to the additional s151 duties and Acting Chief Finance Officer role current being undertaken by the HOS this project has been temporarily suspended over the budget setting period.</p> <p>It will be rolled over into the 2017/18 BIP and therefore will be brought to a conclusion rather than withdrawn on a permanent basis.</p>
Procurement Services						
Review of update of Staff Guide to Procurement	Procurement Officer	April 2016	July 2016	<ul style="list-style-type: none"> • Review current documentation. • Consult with specialist colleagues e.g. legal, insurance etc. • Update Guide. • Communicate changes. 	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Successful implementation and embedding of Version 3 of The Chest	Principal Procurement Officer	April 2016	August 2016	<ul style="list-style-type: none"> • Work with regional colleagues and the system provider to identify and resolve technical difficulties. • Review process notes and revise where appropriate. • Roll out revised guidance and notes to users. • Liaise with users selected to be The Chest 'key users' • Undertake training as appropriate and provide any additional reference material and aide memoires to assist with remote self-serve support 	GREEN	Completed
Systems Development & Exchequer Services						
Payment Card Industry – Data Security Standard PCI-DSS (version 3.1) Compliance	Financial Systems Manager	April 2016	June 2017	<ul style="list-style-type: none"> • Review contents of regulation and requirements • Translate into project plan • Communications strategy • Liaison with internal partners • Implement required internal process change • Collate evidence and submit self-assessment questionnaire 	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>Successful implementation of the FMIS Development Plan</p> <p>With particular focus on the review and development of the following processes and systems and to achieve effective and efficient self-serve functionality:</p> <ul style="list-style-type: none"> • Payroll services • Civica Financials network access review at SRBC • Budget Preparation Module • Asset Management Module • Payroll File Integration at SRBC • CIPD Code Update • Chart of Accounts Update for Statutory Returns • Disaster Recovery Procedures – update post FMIS developments • Review of authorisation restriction rules • Procure to Pay (P2P) • Compliance Automation • Purchasing Developments: <ol style="list-style-type: none"> (1) Complimentary system integration (2) Review of Contracts Module (3) Review of Purchase Card Module 	<p>Principal Financial and Systems Accountant</p>	<p>April 2016</p>	<p>March 2017</p>	<ul style="list-style-type: none"> • Identify the timescales, resources and priorities within the plan • Approval of the plan by the Councils' CEOs/CFOs • Link and co-ordinate projects with Management Accountancy processes project • Consult with users and Council's ICT sections • Use the Council's project management methodology • Successfully implement the developments within the financial systems development plan • Establish productivity gain measures where possible for each system improvement strand • Ensure all financial data complies with the Councils' Data Quality policies 	<p>AMBER</p>	<p>Due to the additional s151 duties and Acting Chief Finance Officer role current being undertaken by the HOS this project has been re-phased. Other priorities have also been accommodated such as additional unforeseen projects e.g. introducing a new system to facilitate a new charging policy for the Collection of Garden waste in CBC with go-live in March 2017.</p> <p>It will be rolled over into the 2017/18 BIP and therefore will be brought to a conclusion rather than withdrawn on a permanent basis.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>Outcome projects from 2015/16 project into review of the all current products available to ensure that the system best supports the whole ICT infrastructure and strategies at both Councils.</p> <p>(1) Migration from CIVICA Creditors to Academy Creditors at SRBC and removal of cheque payments for SRBC</p> <p>(2) Digital Payments channel migration for CBC</p> <p>(3) Debtors process review at CBC and SRBC</p> <p>(4) Overtime self-service system and process</p>	<p>Principal Financial and Systems Accountant</p>	<p>April 2016</p>	<p>March 2017</p>	<ul style="list-style-type: none"> • Identify the timescales, resources and priorities within the plan • Approval of the plan by the Councils' CEOs/CFOs • Link and co-ordinate projects with Management Accountancy processes project • Consult with users and Council's ICT sections • Use the Council's project management methodology • Successfully implement the developments within the financial systems development plan • Establish productivity gain measures where possible for each system improvement strand • Ensure all financial data complies with the Councils' Data Quality policies 	<p>GREEN</p>	<p>Due to be completed by 31/03/17</p>

PERFORMANCE TARGETS 2016/17

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2015/16	Target 2016/17	Target to date 2016/17	Actual to date 2016/17	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	94%	90%	70%	70%	GREEN	Target achieved
		SRBC	94%	90%	70%	72%	GREEN	Target exceeded
		SS	100%	90%	50%	50%	GREEN	Target achieved
% Audit Plan Completed	DH	CBC	100%	100%	70%	70%	GREEN	Target achieved
		SRBC	100%	100%	70%	72%	GREEN	Target exceeded
		SS	100%	100%	0%	0%	GREEN	Not applicable
Percentage of Management Actions Agreed	DH	CBC	98%	98%	98%	100%	GREEN	Target exceeded
		SRBC	100%	98%	98%	96%	AMBER	Slightly below target (24 out of 25 actions agreed)
		SS	100%	98%	0%	0%	GREEN	Not applicable

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2015/16	Target 2016/17	Target to date 2016/17	Actual to date 2016/17	Status	Comments
% customer satisfaction rating – assignment level	DH	CBC	92%	90%	90%	97%	GREEN	Target exceeded
		SRBC	91%	90%	90%	99%	GREEN	Target exceeded
		SS	97%	90%	90%	100%	GREEN	Target exceeded
% Professionally Qualified Staff as a % of Total Internal Audit Staff (FTE's)	GB	N/A	100%	82.5%	N/A	N/A	N/A	Not measured – annual indicator
Risk Management Services								
Average customer satisfaction score per insurance claim (max 5.0)	AA	N/A	4.7	4.7	4.7	4.7	GREEN	Target achieved

SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2015/16	Target 2016/17	Target to date 2016/17	Actual to date 2016/17	Status	Comments
Finance As A Whole							
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	28.6%	19%	19%	33.33%	GREEN	Target Exceeded
Accountancy							
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	0.88%	<(+) 5%	0	n/a	n/a	Not Measured – year end Annual Indicator
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	JT/JB	100%	100%	100%	100%	GREEN	Target Achieved
Compliance with the Prudential Code for Capital Finance in Local Authorities	MLJ	100%	100%	100%	100%	GREEN	Target Achieved
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	0	GREEN	Target Achieved
Statutory Grant Claims and Returns to be submitted on time	JT/JB/MJ	94.2%	100%	100%	96.55%	AMBER	60 returns have been submitted, of which:- 41 were submitted early = 68% 17 were submitted on time = 28% 2 were submitted late = 3% On average returns were made 6 days early
Achievement of industry investment benchmarks	MLJ	0.530%	Outperform London Inter-Bank (LIBID) rate by 15%	0.230% x 1.15 = 0.265%	0.560%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2015/16	Target 2016/17	Target to date 2016/17	Actual to date 2016/17	Status	Comments
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	99.43%	99%	99%	98.26%	AMBER	Slightly below target due to staff changes in key departments.
Supplier Payment within 10 days (local indicator)	LH	86.59%	83%	83%	83.19%	GREEN	Target Achieved
% of supplier payments by electronic means (VFM Secondary 7)	LH	99.37%	97%	97%	99.68%	GREEN	Target Exceeded
% of remittances to suppliers by electronic means	LH	95.33%	95%	95%	97.92%	GREEN	Target Exceeded
% of Financial Systems availability	LH	99.96%	99.5%	99.5%	99.98%	GREEN	Target Exceeded
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	100%	50%	50%	100%	GREEN	Target Exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	100%	90%	N/A	N/A	N/A	Measured at the end of the financial year

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	8 March 2017

Report template revised June 2008



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Business Improvement Plan & Budget 2017/18 (to June 2017)	N/A	S Guinness & G Barclay	5

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report summarises and explains the content of the attached Business Improvement Plan (BIP) and Budget for the Finance and Assurance Shared Services Partnership which will cover the ninth complete financial year of its operation.

The Shared Financial Services (SFS) have experienced an exceptional year in 2016/17 with regard to staffing arrangements that have varied extensively since the 2016/17 BIP was approved. For that reason many of the projects have not been completed, therefore, this BIP has rolled forward SFS projects and KPIs where appropriate purely on a temporary basis whilst various reviews are completed and roles and responsibilities within the service are finalised. As soon as possible thereafter, an updated BIP for 2017/18 will be presented to Joint Committee for approval.

The Committee will receive regular update reports during the course of the year highlighting the actions taken to deliver service improvements and performance targets specified in the BIP, including budget updates, culminating in a detailed Annual Report at the year-end.

The Shared Services Partnership is a high corporate priority for both Councils.

RECOMMENDATIONS

1. That the Joint Committee recommends to the Executives of each host authority the adoption of the required resources to deliver the Shared Services Partnership in 2017/18, noting this task will need to be re-visited during 2017/18 when an updated BIP for 2017/18 in respect of SFS projects can be finalised.
2. That the Joint Committee agrees to delegate the ability to incorporate any residual information or amendments to the BIP and Budget to the Chief Executives of both host authorities in consultation with the Chair and Vice-Chair of the Committee.

DETAILS AND REASONING

Performance Management

The Committee has previously received and approved the formal Partnership Agreement incorporating a Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged.

The main aim of the attached BIP is to translate these outputs and measures into specific projects and targets which need to be achieved during 2017/18. These are shown in the tables at **Appendices Two and Three** of the BIP.

Other Purposes

As well as underpinning performance management the BIP fulfils the following purposes:-

- Highlighting the **main achievements** in 2016/17 within the Partnership;
- A **Risk Register** for identifying and acting upon the key risks and opportunities facing the Partnership in 2017/18;
- A **Financial Plan (Budget)** to facilitate the effective financial management of the Partnership;
- A **Contracts Register** to acknowledge that many of the Partnership's main services are delivered through or in association with other organisations;
- An outline of the main areas of **proposed procurement activity** during 2017/18;
- A summary of the **financial efficiencies** which have already been secured by the Partnership in the **first eight full financial years** of its operation;
- An outline of the **business opportunities** which it is intended to exploit in 2017/18.

WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the impact of the following:

FINANCIAL	The budget proposed for the Partnership in 2017/18 is set out in this report and has also been included in the budget setting processes at each Council for approval.		
LEGAL	The Shared Services Joint Committee, established under Section 101 of the Local Government Act 1972, provides the overall governance for this with its terms being set out in an Administrative Collaborative Agreement which has been signed by both Councils. Sound business planning and performance management arrangements are required to enable the Shared Services Joint Committee to effectively fulfil its obligations.		
RISK	A dedicated Risk Register has been produced in order to identify and mitigate the risks associated with the ongoing development of the Partnership and the latest version is incorporated within the Business Improvement Plan appended to this report.		
OTHER (see below)			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

**FINANCIAL & ASSURANCE
SHARED
SERVICES PARTNERSHIP**

**BUSINESS IMPROVEMENT PLAN
2017/18**

MARCH 2017

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KEY ACHIEVEMENTS IN 2016/17

A summary of the main service level successes achieved so far in 2016/17 are as follows:-

Internal Audit

Retained the ISO 9001 quality standard for Internal Audit

Undertook a peer review of the Internal Audit function of a neighbouring authority in accordance with the latest Internal Auditing Standards

Acquired new software to enable risk and control self-assessment by services from 2017/18

Risk Management

Enhanced the Corporate Risk Register template and content at SRBC

Supported Zurich Municipal to deliver a Cemeteries Risk Review at CBC and Health & Safety / Stress Management Risk Reviews at SRBC

Emergency & Business Continuity Planning

Updated the CBC Emergency Plan to provide more streamlined, user friendly guidance for officers.

Provided EP training for officers in 2016 including Resilience Direct, the national on line portal for the emergency planning community

Worked in partnership with other agencies to prepare to test and validate the "Off Site COMAH Emergency Response Plan" for the Redcliffe international munitions storage site at Heapey

Introduced improvements to flooding response procedures at SRBC following the winter storms

Assisted with the administration of property level flood resilience grants following the winter storms

Acquired new software to enable BCP self-serve by services from 2017/18

Insurance

Co-ordinated an extensive procurement exercise for both CBC and SRBC insurances under the new Insurance Services II Framework RM3731 generating significant reductions in premiums

Introduced procedures to ensure compliance with the new information disclosure requirements contained in the Insurance Act 2015

Shared Financial Services

Staff Development - Successful progress towards professional chartered accountancy qualification.

Liaison with the External Auditors to secure unqualified Value for Money (VfM) Conclusion at Chorley.

Contribution to the Revised Annual Governance Statement (AGS) and Final Sign off Statement of Accounts at South Ribble reflection the finding of a Scrutiny Committee Report.

Participation in the Lancashire Business Rates Pooling Agreement.

Interpretation and assessment of the longer term impact of the Spending Review 2015 and Local Government Finance Settlement.

Delivery of both Councils' 2017/18 Budget Reports and Medium Term Financial Strategies including the re-design and expansion of the MTFs and Capital Programme at South Ribble.

Management and Financial Accountancy Services

Providing the financial support for key corporate projects such as Extra Care and Market Walk extension and the ongoing financial monitoring of key and high profile budgets in Chorley.

Intervention and assistance provided on an emergency basis to a number of key projects at South Ribble

Providing the financial support for the City Deal arrangements between South Ribble, Lancashire County Council and Preston City Council.

Closure of Accounts and production of both Councils' statutory Statement of Accounts (SOAs) to the tight required statutory deadline with no errors. This brings the total of years completed to 8 and 16 SOAs produced incorporating all national, statutory changes required. Only one error has been made during this period which did not affect the bottom line of the Council affected.

Expert advice and support provided in respect of Capital Resource reviews at both councils.

Procurement

Assistance providing to both Councils to achieve efficiency savings through procurement.

Professional procurement advice provided at both Councils including significant and detailed level of support provided to Major Contract renewals at both Councils.

Successful implementation and embedding of Version 3 of the Chest, review and update of the main Staff Guide to Procurement.

Provision of professional procurement support to the SRBC/ CBC joint procurement exercise for Insurance providing significant premium savings.

Provision of professional procurement support to both Councils' major projects to deliver the challenging budget efficiency targets in the MTFs

Complete full year spend analysis and report to CBC SMT identifying key procurement issues and messages to be communicated to staff. A similar exercise is underway for SRBC to be presented at 28.3.17 SMT

Systems Development and Creditor Payments

Providing essential immediate helpdesk facilities to over 310 financial system users.

Driving the initiative to support small and medium sized businesses by paying our invoices quickly. During 2016/17 to date, over 98% have been paid within 30 days with 12 services achieving 100%.

Also as above we continue to pay over 83% of our invoices within 10 days.

Systems Development Plan – Maintaining Payment Card Industry – Data Security Standard (PCI-DSS) compliance reducing the risk of fraud for our customers and preventing financial penalties for the Council.

Upgrade of: Civica ICON (Cash Receipting) to version 14.2; CIVICA Financials upgrade to version 17.5; Upgrade of Kofax (automated invoice payments).

Extensive user training and compliance education

Fundamental development of the Debtor Modules.

NEW RISKS & OPPORTUNITIES FOR 2017/18

At the outset of the shared services partnership, the risks associated with its successful implementation were recorded in a risk register together with the proposed actions to mitigate them. Although the majority of the original risk issues have now been mitigated, the updated risk register at **Appendix One** contains a list of the original risks where action is ongoing and progress is now part of the day to day management processes within the services to address them. In addition new and emerging risks and opportunities as the Partnership enters its ninth full year of operation are identified as part of Business Improvement Planning and acted upon. The key risks and opportunities facing the Partnership at this stage of its development are considered to be:

- Continuing to deliver sustainable services in the light of public sector funding cuts and the longer term impact of the Spending review 2015, including seeking out viable opportunities to grow;
- Further developing managers and staff and also planning for succession taking into account that all functions have posts that are restricted to staff who have attained a professional qualification, be that Accountancy, Procurement and also Internal Audit;
- Further developing the management accounting function and other customer contact finance functions within the service at both host authorities to increase added value, including developing the Financial Management Information System (FMIS) in order to maximise the potential benefits.
- Implementation of new statutory requirements with regard to the forthcoming Timetable for Closure of Accounts Process for implementation to close the 2017/18 financial year before 31st May 2018.
- Implementation of new key service improvement plans and strategies e.g. the Corporate Improvement Plan, Budget Setting Strategy and Delivery of the MTFs within SRBC.

PARTNERSHIP BUDGET 2017/18 (Summary)

Budget	2016/17 £000	2017/18 £000	Variation £000	Notes
Employees				
Salaries Costs	1.368	1.393	0.025	Increase in pension contributions at both councils. Increase to NI contributions on car leasing.
Car leasing	0.032	0.035	0.003	
Employee Related Insurance	0.013	0.015	0.002	Creation of career graded post in Shared Assurance Services.
Lancashire County Council Internal Audit Budget	0.010	0.012	0.002	Additional audit days
Transport	0.011	0.011	-	
Financial Management Information System	0.062	0.062	-	
Supplies and Services	0.050	0.064	0.014	Inflationary Increases and Subscription to electronic publications from CIPFA
TOTAL BUDGET	1.546	1.592	0.046	

Budget Commentary - The budget for the Partnership has been updated to take account of the following:-

- Triennial pension fund re-valuation resulted in the Pension Deficit Contributions proportionately decreasing for the service.
- Corresponding increase in the employer pension rate following triennial review.
- Changes to staff scale points within the posts pay grade.
- Pay-award.
- The budget set out above links directly into the budgets proposals within each Councils' individual draft Medium Term Financial Strategies (MTFSs) for 2017/18 onwards.

Employee Budget Variations	£000
Changes to Employer pension contribution	30
Pay-award	13
Inflationary Increases	10
SAS – delete Apprentice post and Establish Assistant post	9
Increments to Employees	5
Increases in National Insurance on car leases	3
Increase in planned audit days from LCC	2
Various other minor adjustments	1
Pension Deficit Recovery	(17)
Base Budget Review	(10)
Total Budget Movement 2016/17 to 2017/18	46

In support of the following key strategies the Partnership will continue to seek ways of improving productivity and efficiency by making the best use of the technological solutions available and also through income generation:

- the objectives within the MTFSSs of each Council, that both forecast budget shortfalls in future years, and
- the Chorley and South Ribble Joint Procurement Strategy (JPS) which contains a target to achieve £100,000 expenditure savings per authority over the 3 year term of the JPS.

KEY SERVICE DEVELOPMENTS & TARGETS 2017/18

Service Level Agreement

The Shared Services Joint Committee has approved a Service Level Agreement (SLA) which sets out the key performance outputs and measures for the Partnership. These outputs and measures have been translated into specific service developments and targets which need to be achieved during 2017/18.

Service Developments 2017/18

A table showing the annual objectives and key projects for 2017/18 is shown at **Appendix Two**. Several of these are aimed at addressing the strategic risks and opportunities impacting on the Partnership as identified in the revised Risk Register. It is relevant to note that with regard to service developments that budget efficiencies secured to date mean that greater focus is now on the delivery of core functions and activities. This strategy is reflected in the project programme proposed for 2017/18. **The shared services arrangements will be reviewed in early 2017/18 as there is a need to reassess capacity given the extensive corporate project plans for 2017/18 and also to 2019/20 for both Councils.** The critical projects closely related to, and fundamental in achieving the Medium Term Financial Strategies approved for 2017/18. The service also has an age profile that means that succession planning must be a priority and accommodated within the structure and also personal development plans in the coming years. As a result of the temporary staffing arrangements agreed in respect of s151 duties at South Ribble and backfilling, this BIP has been rolled forward from 2016/17 with regard to Service Developments. Once the final position has been agreed in respect of reviewing capacity, an updated 2017/18 BIP will be brought back to the Joint Committee for approval.

Performance Information

In order to secure continuous improvement in the way that the Partnership delivers its core services it is essential that appropriate performance measures are identified against which challenging targets can be set and regularly monitored. The table at **Appendix Three** includes a performance indicator set that is based on the work of the National Audit Office (Value for Money in Public Sector Corporate Services – A Joint Project by the UK Public Sector Audit Agencies (2007)). The indicator set was also put together following service user and staff consultation and draws upon previous measures used at South Ribble and Chorley.

Performance Reporting

Using standard templates, regular reports on progress against the required outputs, service developments and performance targets will be presented to the Chief Executives, Joint Committee and other relevant committees at each council at the appropriate intervals.

Data Quality

It is also important to stress that the data quality and collection standards appertaining to each Council will be rigorously applied.

CONTRACTS & PARTNERSHIPS

A list of the contractual and partnering arrangements involving Shared Financial and Assurance Services as at January 2017 is contained in the table at **Appendix Four**.

DELIVERING EFFICIENCIES

Both Councils have significant within their approved 2017/18 MTFSSs for the expansion of Shared services as a result of the success of the current arrangements in securing robust, deliverable and recurring budgetary efficiencies.

Budget Efficiencies 2017/18

The partnership is continuing to work towards assisting both Councils make significant cashable savings in order to close budgetary funding gaps resulting from the current reduction, and heightened uncertainty in core funding. No specified budget efficiency target is included in the 2017/18 BIP, however, the service will continue to seek out new ways of working, including maximising the benefits of new developments within the Financial Management Information System (FMIS) that will improve the efficiency of the service and contribute to both Councils' Medium Term Financial Strategies to achieve a balanced budget over the longer term. These will be reported within the services Performance Report during the forthcoming year.

Cashable Savings 2008/09 – 2017/18

Since the partnership was launched at the beginning of January 2009 significant budget efficiencies have been secured by working in partnership, making the best of new technology and proactively reviewing the ways in which we work. To date, over **£0.611m** worth of budget efficiencies have been achieved on a recurring basis from the original budget position which was less than £2.0m. This Business Improvement Plan also sets out projects that aim to ensure that the partnership continues to be effective and also achieves efficiencies whenever appropriate to do so. The table below shows the budget savings achieved to date.

Year	Budget Adjustments		Annual Budget £000
		£000	
2008/09 (Jan to Mar)	<i>Budget Efficiencies Partnership Launch Jan 2009</i>	<i>(0.102)</i>	part year
2009/10	Full Year 2008/09 Budget		1.786
	Budget Efficiency Target - One off	(0.050)	1.736
2010/11	Net budget efficiency target/volumetric/ committed growth	(0.002)	1.734
2011/12	One off budget savings re-instated	0.050	1.784
	Net budget volumetric/ committed growth	0.020	1.804
	<i>Budget Efficiencies - recurring</i>	<i>(0.291)</i>	1.513
	Transfer FMIS to SFS	0.095	1.608
2012/13	Net budget volumetric/ committed growth	0.010	1.618
	<i>Budget Efficiencies - recurring</i>	<i>(0.100)</i>	1.518
2013/14	Net budget volumetric/ committed growth	0.030	1.548
	<i>Budget Efficiencies - recurring</i>	<i>(0.060)</i>	1.488
2014/15	Net budget volumetric/ committed growth and efficiencies	-	1.488
2015/16	Net budget volumetric/ committed growth and efficiencies	0.036	1.524
2016/17	<i>Budget Efficiencies - recurring</i>	<i>(0.038)</i>	1.486
	Net budget volumetric/ committed growth	0.060	1.546
2017/18	<i>Budget Efficiencies - recurring</i>	<i>(0.020)</i>	1.536
	Net budget volumetric/ committed growth	0.066	1.590
	TOTAL RECURRING BUDGET EFFICIENCIES TO DATE	(0.611)	
	<i>As % of the pre-partnership budget provisions</i>	32%	

BUSINESS OPPORTUNITIES

It has been the intension of the service to seek to expand the new and innovative way of delivering financial management systems within our one Financial Management Information System (FMIS) to a third, external organisation. It is important, however, that expansion is planned for only when a fully appropriate delivery platform can be offered. The service is involved in investigating new FMIS feeder systems such as payroll and is constantly monitoring developments within other FMIS delivery modules in order to maximise budgetary efficiencies. The aim in 2017/18 is to consolidate the management of various feeder systems, such as cash receipting, to enable the Councils to continue to benefit from the shared services approach e.g. Subscription based regime for the collection of Garden Waste. This involves a feasibility studies into returning outsourced services in house or finding other more efficient options including partnership arrangements for single financial functions. Should the outcome of these reviews result in new internally managed systems then once they have been fully embedded this may be the point where opportunities for business expansion should it be viable and beneficial to do so.

It should be noted that both Councils contain efficiency targets within each 2017/18 MTFs to 2019/20 to reflect an intension to share more services. For clarity, as new services are identified for potential sharing, the best delivery model will be determined according to the service requirements which may be the same as the operating model for Finance and Assurance Services or other arrangements could be applied should this be necessary to maintain particular service legal frameworks, statutory duties, needs and demands where applicable.

APPENDIX ONE - RISK REGISTER 2017/18

RISK / OPPORTUNITY	MITIGATION 2016/17	FURTHER ACTION 2017/18	BY WHOM	BY WHEN
Failure to deliver sustainable services in the light of public sector funding cuts	<ul style="list-style-type: none"> On-going and continual review into working practices, systems and procedures to improve productivity and efficiency. Efficiency reviews in 2017/18 as part of BIP projects, process reviews & reduction of low added value activities. Systems Development Plan. 	<ul style="list-style-type: none"> Seeking growth opportunities for SFS & SAS. On-going and continual review into working practices, systems and procedures to improve productivity and efficiency. Systems Development Plan to make the best use of new and emerging technology. 	HOS	Continual during the year
Further development of managers & staff and plan for succession	<ul style="list-style-type: none"> Participation in both host authorities' leadership development programmes. Continuing Professional Development (CPD). Support for semi-professional and professional qualifications provided. 	<ul style="list-style-type: none"> Opportunity for staff to assess understanding of roles and identify any additional training required to undertake job responsibilities. Continued participation in staff and leadership development training at both Councils. Project to review SFS following Scrutiny Committee Licensing Review recommendations @ SRBC. 	HOS	Continual during the year
Development of the Management Accounting function and other customer contact finance functions at both host authorities to increase added value	<ul style="list-style-type: none"> Service accountants attending Departmental Management Team (DMT) meetings & budget holder 1-2-1 sessions. Improved reporting facilities post FMIS implementation. 	<ul style="list-style-type: none"> Development of less experienced leaders within the function. Further developing the Financial Management Information System (FMIS) in order to maximise the potential benefits. 	HOS	Continual during the year

RISK / OPPORTUNITY	MITIGATION 2016/17	FURTHER ACTION 2017/18	BY WHOM	BY WHEN
<p>Corporate Improvement Plan (CIP) and Budget Setting Delivery</p>	<ul style="list-style-type: none"> Additional support provided to South Ribble. Improvements to the format and content of the 2017/18 Budget Report and MTFS implemented. Additional support and training provided to new Cabinet Portfolio Holder for Finance 	<ul style="list-style-type: none"> New policies being developed and implemented for 2017/18 for MYFS delivery and also 2018/19 Budget Setting Process. Continued additional support provided with regard to statutory financial duties. New formal review meeting framework implemented including regular update meetings with Members. Participation and contribution to delivery of the CIP including review of SFS in 2017/18. 	<p>HOS</p>	<p>30th September 2017</p>
<p>Implementation of New Timetable for Closure of Accounts Process</p>	<ul style="list-style-type: none"> Trial runs continue to be implemented and monitored, analysed and lessons learned implemented. Communication of changes and training to be provided to establishment clarity of roles and responsibilities of other departments Attendance at CIPFA and Grant Thornton seminars and workshops. Purchase of CIPFA Code of Practice, Guidance Notes for Practitioners, and Disclosure Checklist. Liaison with valuer to agree effect on Code changes on valuation process. 	<ul style="list-style-type: none"> Increase profile of accounts closure process. Set timetable to achieve earlier closure in advance of statutory deadline. (Accounts & Audit Regulations 2015 require publication of audited 2017/18 statement of accounts, annual governance statement, and narrative statement by 31 July 2018.) Improve clarity of accounts closure instructions to non-financial staff. Amend working papers to meet external audit requirements to speed up audit process. Review at project close to analyse success and areas for further development. 	<p>HOS</p>	<p>March 2017 and ongoing review to 30th June 2017</p>

APPENDIX TWO - SERVICE DEVELOPMENTS 2017/18

Project / Task	Lead Officer	Start Date	Finish Date	SMART Actions & Milestones	Outcomes & Success Measures
Internal Audit					
Arrange induction training for any new Governance Committee members from 2017/18 (CBC/SRBC)	GB/DH	April 2017	June 2017	<ul style="list-style-type: none"> • Identification of new members training needs 	Positive feedback in the post training questionnaires
Develop and implement a risk-based approach to auditing at both Councils	GB/DH	April 2017	Ongoing	<ul style="list-style-type: none"> • Drafting of new procedure • Consultation with CEO's / SMT's • Acquisition of software • Approval by Governance Committees 	Greater integration and therefore efficiency between the Internal Audit and Risk Management processes
Assist the Monitoring Officers of both Councils to revise their Local Codes of Governance to conform with the latest CIPFA SOLACE standards	GB/DH	April 2017	June 2017	<ul style="list-style-type: none"> • Revision of documentation • Reporting to Governance Committees • Check compliance as a part of the annual governance reviews 	Compliance with national guidelines
In conjunction with Fylde BC, undertake a peer review of Preston CC Internal Audit in accordance with the latest Internal Auditing Standards	GB/DH	April 2018	July 2018	<ul style="list-style-type: none"> • Review of policies and procedures • Arrange stakeholder interviews • Receive and agree report making recommendations 	Implementation of learning opportunities leading to service improvements
Arrange a peer review of Internal Audit by the Audit Managers of neighbouring authorities in accordance with the latest Internal Auditing Standards	GB/DH	January 2018	March 2018	<ul style="list-style-type: none"> • Review of policies and procedures • Arrange stakeholder interviews • Receive and agree report making recommendations 	Implementation of learning opportunities leading to service improvements

Project / Task	Lead Officer	Start Date	Finish Date	SMART Actions & Milestones	Outcomes & Success Measures
Risk Management					
Review and update the Risk Management Frameworks at both Councils	GB/KM	April 2017	June 2017	<ul style="list-style-type: none"> Review integration with the corporate/service planning processes Consider software options 	Greater ownership of risk throughout the officer structure
Work with insurance providers to develop and implement risk management reviews (CBC/SRBC)	GB/KM	April 2017	December 2017	<ul style="list-style-type: none"> Arrange & facilitate new programmes for 2017 Focus on key risks and the need for sound risk management 	Greater staff awareness, skills and knowledge of the management of operational risk and improved insurance claims history / impact on premiums
Emergency Planning & Business Continuity Planning					
Produce 6 Monthly Progress Report following Scrutiny Review of Flooding (SRBC)	GB/KM	April 2017	June 2017	<ul style="list-style-type: none"> Undertake review Produce report for members 	Implementation of agreed actions following the Scrutiny review
Revise and re-issue BCPs (CBC)	GB/KM	April 2017	June 2017	<ul style="list-style-type: none"> Review & update system Arrange awareness training 	Production of a more streamlined & user friendly process that is responsive to ongoing organisational changes
Undertake BCP Testing (CBC)	GB/KM	September 2017	December 2017	<ul style="list-style-type: none"> Plan & arrange exercise Test arrangements Produce de-briefing report 	Validation of the Council's business continuity arrangements
Revise and re-issue the Emergency Plan after proposed restructure (SRBC)	GB/KM	September 2017	December 2017	<ul style="list-style-type: none"> Review & update system Arrange awareness training 	Production of a more streamlined & user friendly process that is responsive to ongoing organisational changes

Project / Task	Lead Officer	Start Date	Finish Date	SMART Actions & Milestones	Outcomes & Success Measures
Revise and re-issue BCPs after proposed restructure (SRBC)	GB/KM	September 2017	December 2017	<ul style="list-style-type: none"> Review & update system Arrange awareness training 	Production of a more streamlined & user friendly process that is responsive to ongoing organisational changes
Undertake BCP Testing (SRBC)	GB/KM	January 2018	March 2018	<ul style="list-style-type: none"> Plan & arrange exercise Test arrangements Produce de-briefing report 	Validation of the Council's business continuity arrangements
Undertake a Rest Centre simulation exercise (SRBC & CBC)	GB/KM	January 2018	March 2018	<ul style="list-style-type: none"> Plan & arrange exercise Test whole arrangements (SAS, Leisure, Housing, PR) 	Validation of the Council's emergency response arrangements
Insurance					
Roll out procedures to ensure compliance with the new information disclosure requirements contained in the Insurance Act 2015 (CBC/SRBC)	GB/KM	April 2017	June 2017	<ul style="list-style-type: none"> SMT briefings / agree quarterly information collection procedure / brief staff & implement 	Statutory compliance & reduced risk exposure
E-enablement of insurance claims administration	GB/KM	April 2017	December 2017	<ul style="list-style-type: none"> Appraisal of bespoke software solutions / procurement of preferred option / staff training & rollout 	Elimination of paper processing & storage / significant time saving / improved data interrogation & reporting facilities / risk management information / improved data security via the cloud

Financial Services As A Whole

<p>From 2016/17 BIP to be continued:</p> <p>Annual development of the current level/programme of financial training packages for Members and Budget Holders. Members – Local Government Finance and implications of SR 2015. Budget Holders - to facilitate improved and speedier closure of accounts process including use of systems, process improvement, compliance and financial responsibilities and management techniques.</p>	<p>Head of Service</p>	<p>April 2017</p>	<p>March 2018</p>	<ul style="list-style-type: none"> • Identify priority issues for customers and Shared Services • Consult customers • Produce packages • Deliver training • Develop self-service continual training via intranets 	<ul style="list-style-type: none"> • Delegate feedback • Reduction of errors within processes e.g. coding errors corrected • Improved timeliness of service delivery including corporate reporting
<p>New for 2017/18 BIP:</p> <p>Support and Monitoring of new 2017/18 MTFS at SRBC. Write and Implement a Budget Setting Strategy and MTFS delivery programme at SRBC.</p>	<p>Head of Shared Financial Services as Acting CFO at SRBC</p>	<p>April 2017</p>	<p>August 2017</p>	<ul style="list-style-type: none"> • Consult with CEO and Cabinet Member for Finance. • Draft Strategies. • Report to SMT. • Report to Cabinet. • Embed within Corporate Policy Framework. • Organise and Chair project meeting structure. • Report progress and performance as part of Budget Monitoring and Management governance arrangements. 	<ul style="list-style-type: none"> • Implementation of 2017/18 MTFS Delivery Plan • 2017/18 MTFS progressed and overall target met. • 2018/19 Budget Setting process completed by 30th December 2017.

Management and Financial Accountancy Services

<p>From 2016/17 BIP to be continued:</p> <p>Review of Management Accountancy processes post FMIS implementation (including specifically the Internal Recharges and commitment accounting regimes for both Councils) with a view to establishing a common basis for methodology, calculation, and Budget Holder & corporate reporting.</p> <p>Project to include review of management of the establishment and Payroll systems – this is directly linked to the development of FMIS project and the implementation of the e-budgeting module.</p>	<p>Principal Management Accountants</p>	<p>April 2017</p>	<p>March 2018</p>	<ul style="list-style-type: none"> • Consult with CFOs and Deputy S151 Officers. • Re-evaluate current process with statutory requirements. • Construct proposed process and new systems. • Co-ordinate with FMIS development plan project. • Consult with stakeholders: Members (portfolio holder), senior management teams and budget holders. • Produce procedures notes, protocols and agreed timetable. • Determine and deliver communications/briefings/training as appropriate. • Review output and outcomes with regard to reporting including frequency, content and formats. 	<ul style="list-style-type: none"> • Introduce new a management Accountancy process for both Councils. • Introduce revised process and systems for allocating Internal Recharges within both Councils. • Revised procedures to be on a common basis/platform. • Wider understanding of role & purpose of Management Accountancy function and greater transparency within Corporate and Budget Holder reporting. • Produce new reporting standards and comprehensive work planning timetables for Budget Setting and Monthly Budget Reporting.
<p>Updated for 2017/18 BIP:</p> <p>Closure of Accounts : Review to reduce timetable and facilitate tested and successful completion by 30th May 2018.</p>	<p>Principal Financial Accountant</p>	<p>April 2017</p>	<p>May 2017</p>	<ul style="list-style-type: none"> • Review timetable and reduce timescales by reviewing and changing procedures where appropriate. • Consider future changes and expected developments to 2017/18. • Consider the impact on all key stakeholders and analyse actions required to achieve the new deadline. • Set out action plan. • Communications Strategy. • Training Strategy. • Weekly project meetings during closure. 	<ul style="list-style-type: none"> • Successful completion and production of Statement of Accounts (SOAs) as at 31/05/16. • SAOs to contain no material errors.

<p>From 2016/17 BIP to be continued: Business Rates Retention – Pooling Agreement and new Developing Regime as part of SR 2015</p>	<p>Principal Financial Accountant</p>	<p>April 2017</p>	<p>November 2017</p>	<ul style="list-style-type: none"> • Interpretation of implication of new arrangements and national NDR regime. • Corporate review of processes and systems involved in setting the budget for the BRR regime including completion of NDR1 and NDR3 • Corporate review of processes and systems involved in monitoring BRR regime • Report and recommendations for new end to end process to HOS SFS and CFOs (\$151s) • Publication of end to end procedures notes including timetable e.g. monthly monitoring of Appeals • Staff training including internal monthly monitoring and subject resilience improvement within the service 	<ul style="list-style-type: none"> • Implementation of new end to end documented process for the setting of, and monitoring of, Business Rates Retention taking into account impact of SR 2015 when published
<p>New for 2017/18 BIP: Support and Monitoring of new 2017/18 MTFS at SRBC. Write and Implement a Budget Setting Strategy and MTFS delivery programme at SRBC.</p>	<p>Head of Shared Financial Services as Acting CFO at SRBC</p>	<p>April 2017</p>	<p>August 2017</p>	<ul style="list-style-type: none"> • Consult with CEO and Cabinet Member for Finance. • Draft Strategies. • Report to SMT. • Report to Cabinet. • Embed within Corporate Policy Framework. • Organise and Chair project meeting structure. • Report progress and performance as part of Budget Monitoring and Management governance arrangements. 	<ul style="list-style-type: none"> • Implementation of 2017/18 MTFS Delivery Plan • 2017/18 MTFS progressed and overall target met. • 2018/19 Budget Setting process completed by 30th December 2017.

Procurement Services					
<p>New for 2017/18 BIP:</p> <p>Full and complete review of Procurement compliance incl. repeat spend analysis exercises for both Councils (subject to workloads and new procurements for 2017/18 MTFS major projects requiring scheduling and not notified of yet).</p>	<p>Principal Procurement Officer</p>	<p>April 2017</p>	<p>March 2017</p>	<ul style="list-style-type: none"> • Review current documentation. • Consult with specialist colleagues e.g. legal, insurance etc. • Update Guide. • Communicate changes. 	<ul style="list-style-type: none"> • Updates Staff Guide to Procurement produces and communicated.
Systems Development and Exchequer Services					
<p>Successful implementation of the FMIS Development Plan. With particular focus on the review and development of the following processes and systems and to achieve effective and efficient self-serve functionality and outcome projects from 2016/17 projects into review of the all current products available to ensure that the system best supports the whole ICT infrastructure and strategies at both Councils.</p> <p>Payroll services; Cash Receipting; Civica Financials network access review at SRBC; Budget Preparation Module; Asset Management Module; Payroll File Integration at SRBC; CIPD Code Update; Chart of Accounts Update for Statutory Returns; Disaster Recovery Procedures – update post FMIS developments; Review of authorisation restriction rules; Procure to Pay (P2P) Compliance Automation; Purchasing Developments:</p> <ol style="list-style-type: none"> (1) Complimentary system integration (2) Review of Contracts Module (3) Review of Purchase Card Module 	<p>Principal Financial Accountant (SRBC) and System Development Manager</p>	<p>April 2017</p>	<p>March 2018</p>	<ul style="list-style-type: none"> • Identify the timescales, resources and priorities within the plan • Approval of the plan by the Councils' CEOs/CFOs • Link and co-ordinate projects with Management Accountancy processes project • Consult with users and Council's ICT sections • Use the Council's project management methodology • Successfully implement the developments within the financial systems development plan • Establish productivity gain measures where possible for each system improvement strand • Ensure all financial data complies with the Councils' Data Quality policies 	<ul style="list-style-type: none"> • Improve the effectiveness and efficiency of accounting processes by maximising the functionality of FMIS • Evidence by measurable productivity gain where possible • Increase customer satisfaction • Produce a proposal with regard to the longer term view on the future development of FMIS in the light of developments in that arena since FMIS was implemented.

APPENDIX THREE - PERFORMANCE INFORMATION 2017/18

The table below includes a performance indicator set that has been put together:

- following service user and staff consultation;
- drawing upon existing measures at South Ribble and Chorley; and,
- based on the work of the National Audit Office (Value For Money in Public Sector Corporate Services – A Joint Project by the UK Public Sector Audit Agencies (2007)).

The NAO model develops an amended scorecard approach that, in addition to an efficiency dimension, defines three separate facets of effectiveness that can be measured:

- **Impact**, in terms of how the output from each of the services contributes to or influences corporate performance as a whole;
- **Satisfaction** of users and senior managers;
- **Modernisation**, in terms of the extent to which management practices have been adopted that are innovative and forward thinking.

The following table identifies each type of measure being used by the following references:

- E = Efficiency
- EI = Effectiveness Impact
- ES = Effectiveness Satisfaction
- EM = Effectiveness Modernisation

Note also that the data quality and collection standards appertaining to each Council will be rigorously applied.

Key Measures	Type	Timescale	Member Reporting	Target 2016/17	Target 2017/18
Internal Audit Services					
% of Planned Time Used	EI	Quarterly Audit Plan Update Reports & Annual Audit Report	Joint Committee & Governance Committees	90%	90%
% Audit Plan Completed	EI	Quarterly Audit Plan Update Reports & Annual Audit Report	Joint Committee & Governance Committees	100%	100%
% of Management Actions Agreed	EI	Quarterly Audit Plan Update Report & Annual Audit Report	Joint Committee & Governance Committees	98%	98%
Total Cost of Internal Audit Function as a % of Organisational Running Costs / Expenditure (VFM Primary 1)	E	Annual Audit Report	Joint Committee & Governance Committees	8.28%	8.28%
% Professionally Qualified Internal Audit Staff as a % of Total Internal Audit Staff (FTEs) (VFM Secondary 1)	EI	Annual Audit Report	Joint Committee & Governance Committees	30%	30%
Risk Management Services					
Total Cost of the Risk Management Function as a % of Organisational Running Costs / Expenditure) (VFM Primary 1)	E	Annual	Joint Committee & Governance Committees	4.12%	4.12%
Average customer satisfaction score per insurance claim (max 5.0)	ES	Quarterly	Joint Committee & Governance Committees	4.7	4.7

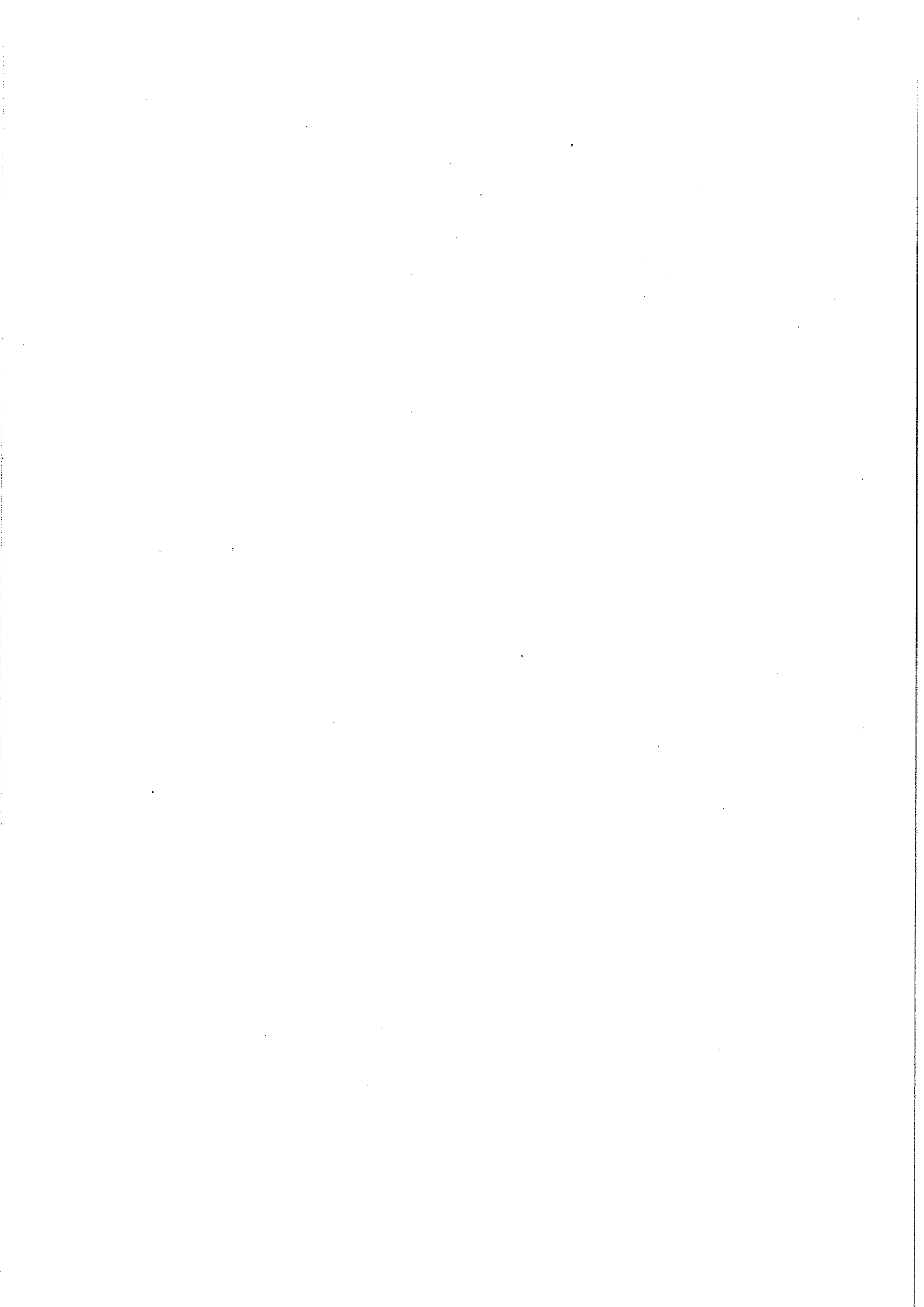
Key Measures	Type	Timescale	Member Reporting	Target 2016/17	Target 2017/18
Financial Services – Overall					
% of professionally qualified finance staff (FTEs) as a % of total finance staff (FTEs) (vfm Secondary 1)	EI	Annual	Joint Committee	18%	18%
Management and Financial Accountancy Services (incorporating FMS Development function)					
% variation between the forecast out-turn at month 6 and the actual out-turn at month 12 (vfm Primary 3)	EI	Annual	Executive Cabinets & Joint Committee	<(+/-) 5.0%	<(+/-) 5.0%
15 working days from period-end closure to the distribution of financial reports (vfm Primary 2)	EI	Monthly	Joint Committee	100%	100%
Year-end statutory accounts to contain no material errors and have an unqualified audit opinion	EI	Annual	Joint Committee Accounts Committees	0	0
Compliance with the Prudential Code for Capital Finance in Local Authorities	E	Half Yearly and at Year End	Joint Committee Executive Cabinets	100% compliance the Prudential Code	100% compliance the Prudential Code
Statutory Grant Claims and Returns to be submitted on time	ES	Half Yearly and at Year End	Joint Committee	100%	100%
Achievement of Industry Investment Benchmarks	EI	Half Yearly and at Year End	Joint Committee Executive Cabinets	Out perform London Inter Bank Bid Rate (LIBID) by 15%	Out perform London Inter Bank Bid Rate (LIBID) by 15%
Supplier Payment within 30 days (local indicator)(linked to vfm Secondary 10)	EI	Monthly	Joint Committee	99%	99%

Key Measures	Type	Timescale	Member Reporting	Target 2016/17	Target 2017/18
Supplier Payment within 10 days (local indicator)	EI	Monthly	Joint Committee	83%	83%
% of supplier payments by electronic means (vfm Secondary 7)	EM	Monthly	Joint Committee	97%	97%
% of remittances to suppliers by electronic means	EM	Monthly	Joint Committee	95%	95%
% of Financial Systems availability	E	Monthly	Joint Committee	99.5%	99.5%
Procurement Services					
Professionally qualified procurement employees (FTEs) as a % of total procurement employees (vfm Secondary 1)	EI	Annual	Joint Committee	50%	50%
LIB/P12 Satisfaction with the corporate procurement function	ES	Annual	Joint Committee	90%	90%

APPENDIX FOUR – CONTRACTS REGISTER

Company / Provider	Services Provided	End Date
INSURANCE		
AON Risk Solutions (Joint SRBC & CBC)	Insurance Broker and tender services	31/12/2018 *1
Aspen Insurance Ltd (CBC & SRBC)	Insurance Policies (Property, Contract works, Computer)	31/12/2019 *2
Zurich Municipal (SRBC)	Insurance Policies (Combined Liability, Motor Fleet, Personal Accident)	31/12/2019 *2
Travelers Insurance (CBC) (SRBC)	Insurance Policies (Combined Liability, Crime) Insurance Policies (Crime, Fidelity Guarantee)	31/12/2019 *2
Protector Insurance (CBC)	Motor	31/12/2019 *2
AIG c/o Risk Management Partners (CBC)	Personal Accident	31/12/2019 *2
A.R.S for AXIS Underwriters at Lloyds (CBC & SRBC)	Terrorism	31/12/2019 *2
Ecclesiastical c/o Risk Management Partners (CBC)	Fine Arts	31/12/2019 *2
Zurich Municipal (CBC)	Insurance Policies (Engineering Inspections and Insurance)	31/12/2017 *3
*1 Contract awarded on a <u>two</u> year basis with the option to extend for a further 2 years		
*2 Contract awarded on a <u>three</u> year basis with the option to extend for a further 2 years		
*3 Contract awarded on an annual basis		
AUDIT		
Lancashire County Council	Internal Audit Services	31/03/2018 Annual Review

Company / Provider	Services Provided	End Date
PAYROLL		
Blackpool Borough Council (CBC)	Payroll Service	Rolling SLA
BT Lancashire (SRBC) (client role transferred to HR SRBC)	Payroll Service	n/a
SYSTEMS		
Civica (Partnership)	Financials Debtors & Creditors GL Purchasing Intelligent Imaging/Scanning e-Modules (Cr, Dr, Pr) Budget Preparation Asset Management	Annual rolling Licencing Maintenance Agreement 31/03/2018
Civica (CBC) Civica (SRBC) ICON responsibility within Business Transformation Directorate	CBC - ICON Cash Receipting CBC - ICON Bank Reconciliation	CBC - due to expire 31/03/19.and continues to be under review
Allpay (CBC and SRBC)	Electronic Card Payment Services	07/10/2017 with option to extend for another two years thereafter
TREASURY		
Capita Treasury Solutions Limited	Treasury Management Consultancy Service	Annual Review
Chrysal Consulting Limited (SRBC)	Leasing advice/renewals	31/03/2017 Annual Review
Chrysal Consulting Limited (CBC)	Leasing advice/renewals	31/03/2017 Annual Review
Barclays Bank (SRBC & CBC)	Banking Services	31/03/2018



SHARED SERVICES JOINT COMMITTEE – 8 MARCH 2017

FORWARD PLAN

Date of Meeting	Subject	Lead Officer
Wednesday 8 March 2017	Performance Management Report	GB/SG
	Business Improvement Plan & Budget 2017/18	GB/SG
Thursday 8 June 2017	Appointment of Chairman & Vice-Chairman	
	Financial & Assurance Shared Services – Annual Report 2016/17	GB/SG
	Financial & Assurance Shared Services – Annual Accounting Statements 2016/17	SG
Thursday 14 September 2017	Performance Management Report	GB/SG
Thursday 11 January 2018	Performance Management Report	GB/SG
	Business Improvement Plan & Budget 2018/19	GB/SG
Tuesday 13 March 2018	Performance Management Report	GB/SG
xx June 2018	Appointment of Chairman & Vice-Chairman	
	Financial & Assurance Shared Services – Annual Report 2017/18	GB/SG
	Financial & Assurance Shared Services – Annual Accounting Statements 2017/18	SG
	Performance Management Report	GB/SG

