

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	11 th January 2018



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Performance Management Report	N/A	Gary Hall/Garry Barclay	

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report demonstrates the progress made so far against the key service developments and performance indicators in the 2017/18 Business Improvement Plan (BIP).

The report shows progress as at the **end of November 2017** and therefore covers the first **8 months** of the year. As Shared Services was launched in January 2009, 2017/18 is the ninth full financial year of the service.

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 2017/18.

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

EXECUTIVE SUMMARY

16 of the **24** key projects for this year have been completed or are on track and plans are in place to address the remaining **8**.

5 of the **32** 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 **£0.022m**. This consists of **£0.012m** underspend against the annual budget and **£0.010m** underspend against the one-off additional budget provision carried over from 2016/17 to fund further develops to the

Financial Management Information System (FMIS). An analysis of variations is shown later in the report.

KEY SERVICE DEVELOPMENTS

There are **24** key projects included in the BIP which represent service developments for 2017/18. Using a traffic light system, the progress is summarised in the table below:

Detail	Assurance Services	Financial Services
Green Projects - on track	11	5
Amber Projects	3	2
Red Projects	2	1
Total	16	8

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 PROJECTS

Review and update the Risk Management Frameworks at both Councils

New GRACE risk management software now largely embedded within the 2 councils but production of Framework Documents on hold pending implementation of the new management structures.

E-enable and re-issue BCPs (CBC)

New CONNIE business continuity software now largely embedded in services but work still in progress to update the corporate level ICT disaster recovery plan.

AMBER PROJECTS

Undertake BCP Testing (CBC)

Although still on track will now be undertaken following implementation of the new management structures

Revise and re-issue the Emergency Plan after proposed restructure (SRBC)

Although still on track will now be undertaken following implementation of the new management structures

E-enable and re-issue BCPs after proposed restructure (SRBC)

Although still on track will now be undertaken following implementation of the new management structures

FINANCIAL SERVICES PROJECTS

RED PROJECTS

There is one RED project for Shared Financial Services.

(1) Review of Management Accountancy processes.

Proposals for expanding Shared Services and the Review into SFS are being progressed. These will facilitate a finalised structure and so work streams, type of work and level can be equally defined at both Councils. Once clarity on service delivery models has been defined and approved, the desired outcomes and service provision provided by SFS to support new ways of working can be brought to a conclusion.

AMBER PROEJCTS

There are two AMBER projects for Shared Financial Services.

(1) Full and complete review of Procurement compliance

As caveated within the project description procurement on major projects has impacted on this projects and the Finish Date will now be after March 2018.

(2) Closure of Accounts – review to reduce timetable and facilitate tested and successful completion by 30th May 2018.

The South Ribble Statement of Accounts (SOAs) was completed on 17th May 2017. Chorley's SOAs, however was completed 15th June 2017. Although the date for Chorley Council's SOAs was after 30/05/17 is was successful in that it was completed in a shorter time period. The two week delay was caused by just one issue outside the control of Shared Financial Services. The Chartered Institute of Public Finance and Accountancy (CIPFA) supply a Cash Flow Toolkit that is used to complete the Cash Flow Statement in accordance with their regulations. The toolkit issued contained a fault with regard to the treatment of a land transaction applicable only to Chorley Council in 2017/18. Once it was identified that the toolkit contained an error it was CIPFA that needed to investigate it and provide a fix.

In addition, the external audit carried out by Grant Thornton ran for an extended length of time this year, and although technically outwith this project, the two are inextricably linked and no doubt a matter that Member are concerned with. This issue directly led to a suite of year end reports being delivered late to the Governance Committees at both Chorley Council and South Ribble Council.

The closure timetable has been proven to be successful for the year-end closure process for 2016/17 but invariably there are lessons learned which have been analysed and fed into the timetable for the 2017/18 year closure process that will need to be completed by 30/05/18. Risk management always needs to be revisited and refreshed each year as the accounting treatments of annual activities change as well as instances where the Councils have entered into new areas of business that may have to be accounted for in statements and new disclosure notes. Risk management of the new timetable is already underway for the 2017/18 process due to the sickness absence of a key member of staff in a service department that makes a significant contribution to the process between January and March.

We have also met with Grant Thornton to problem solve the issues that resulted in an extended audit period. The meeting was very productive and actions have been identified for both parties.

Last year's successes have proven that the Statement of Accounts can be delivered to the earlier deadline of 30th May 2018 and have galvanised confidence amongst the whole Team who are keen to maintain, continue, and where necessary further develop, the assistance provided to Grant Thornton to speed up the external audit inspection to achieve full delivery of reports at the final stages of the audited Statement of Accounts. To comply with the new regime the dates for Governance Committees have been brought forward next year as follows:-

Governance Committee, formerly held in June to receive draft Statement of Accounts for noting:-

SRBC - 24th May 2018
 CBC - 30th May 2018

Governance Committee, formerly held in September to receive Audited Statement of Accounts for approval:-

SRBC - 26th July 2018
 CBC - 25th July 2018

PERFORMANCE TARGETS

The partnership has **32** 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 2017 is shown in the table below:-

Detail	Assurance Services	Financial Services
Green on target	11	9
Amber – within 5% of target	0	2
Red – more than 5% off target	2	1
Not measured (*)	1	6
Total	14	18

(*) 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 2 red indicators in relation to the completion of planned audit work at South Ribble which are slightly below target as some audit work has been re-scheduled for completion in the final quarter.

Amber Targets

There are no amber targets for Shared Assurance Services.

FINANCIAL SERVICES

Red Targets

One target is RED for Shared Financial Services as follows:-

KPI	Target	Actual	% Variation
Statutory Grant Claims and Returns to be submitted on time	100%	89.19%	10.81%
<p>37 returns have been submitted, of which:- 21 were submitted early = 57% 12 were submitted on time = 32% 4 were submitted late = 11% Both Whole of Government Accounts returns were returned late due to the supplied spreadsheet containing errors and outwith the control of SFS. Two other returns were not submitted on time due to SFS not receiving the electronic deadline notifications that we use for managing submissions. Both were Central Government DCLG returns and they have implemented a new system for submission.</p>			

Amber Targets

Two targets are AMBER for Shared Financial Services as follows:-

KPI	Target	Actual	% Variation
Supplier Payment within 30 days (local indicator) (linked to vfm Secondary 10)	99%	98.89%	0.11%
<p>Long term sickness absence in the team has resulted in a minor variation to the above KPI. Additional resource is now in place but due to the period within the financial year the cumulative impact of this position may not be able to be corrected before year end.</p>			

KPI	Target	Actual	% Variation
Supplier Payment within 10 days (local indicator)	83%	82.86%	0.14%
As above, long term sickness absence in the team has resulted in a minor variation to the above KPI. Additional resource is now in place but due to the period within the financial year the cumulative impact of this position may not be able to be corrected before year end.			

BUDGET PERFORMANCE STATEMENTS

The table below compares the projected out-turn position, estimated as at **30/11/17** to the partnership's full year budget for 2017/18. The subsequent budget variations are highlighted together with any actions, if required, to bring financial performance back on track. The partnership's budget for 2017/18 is **£1.592m** plus **£0.063m** brought forward from the previous year to support projects within the Business Improvement Plan (BIP). Comparing this revised budget against the forecasted out-turn of **£1.633m** the anticipated underspend is **£0.022m**.

Cost Category	Partnership Budget £m	Projected out-turn as at 30 th November 2017 £m	Under or (Over) Spend £m
Salaries Costs	1.393	1.382	0.011
Car Leasing	0.035	0.033	0.002
Employee Related Insurance	0.015	0.016	(0.001)
Lancashire County Council Audit Budget	0.012	0.012	-
Transport	0.011	0.009	0.002
Financial Management (Mgt.) Information System (FMIS)	0.062	0.062	-
Supplies and Services	0.064	0.065	(0.001)
Sub - Total	1.592	1.579	0.013
<u>Budget brought forward from 2016/17 Underspend FMIS project:-</u> Asset Mgt. Module; Budget Mgt. Module; FMIS integration with Technology Forge (CBC); Purchase Card Module; Paperless Direct Debit (SRBC sundry debtors); Payment Card Industry – Data Security Standard (PCI-DSS) audit (CBC)	0.063	0.054	0.009
TOTAL	1.655	1.633	0.022

Estimated Budget Variations

The under spend on employee costs and the carry-over FMIS Development budgets have been brought about by the following:-

	£m
Budget savings as a result of part-time working within a full-time post	0.024
Additional duties (South Ribble s151 Officer and Interim Financial Services Manager)	(0.015)
Sub Total	0.009
Total of all other forecasted minor budget variations	0.003
TOTAL – Annual Budget 2017/18	0.012
An assessment of the future viability of the property management system Technology Forge is under way so the work planned to integrate it with FMIS has been de-commissioned until the outcome is known.	0.010
Sub Total – Carried Over Budget Provision from 2016/17	0.010
GRAND TOTAL	0.022

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.		
RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 2017/18.		
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 2017/18

KEY SERVICE DEVELOPMENTS 2017/18

SHARED ASSURANCE SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Internal Audit						
Arrange induction training for any new Governance Committee members who require it (CBC/SRBC)	GB/DH	April 2017	June 2017	<ul style="list-style-type: none"> • Identification of new members training needs 	GREEN	Completed
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 	GREEN	Roll out in progress
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 	GREEN	Completed
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 	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
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 	GREEN	On target
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 	RED	New GRACE risk management software now largely embedded within the 2 councils but production of Framework Documents on hold pending implementation of the new management structures.
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 	GREEN	Given small allowances from ZM and Travellers under the new insurance contracts (£2k & 2 days respectively) it has been agreed to aggregate the 2017 and 2018 reviews.
Emergency & 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 	GREEN	Completed. Reported to the August meeting.
E-enable and re-issue BCPs (CBC)	GB/KM	April 2017	June 2017	<ul style="list-style-type: none"> Acquire & populate software Arrange training Oversee implementation 	RED	New CONNIE business continuity software now largely embedded in services but work still in progress to update corporate level ICT disaster recovery plans
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 	AMBER	Although still on track will now be undertaken following update of corporate level ICT disaster recovery plan
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 	AMBER	Although still on track will now be undertaken following implementation of the new management structures

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
E-enable and re-issue BCPs after proposed restructure (SRBC)	GB/KM	September 2017	December 2017	<ul style="list-style-type: none"> Acquire & populate software Arrange training Oversee implementation 	AMBER	Although still on track will now be undertaken following implementation of the new management structures
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 	GREEN	On target
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) 	GREEN	On target
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 	GREEN	Completed
E-enable 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 	GREEN	System selected & ready to purchase pending implementation of the new management structures

SHARED FINANCIAL SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
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>	Head of Service	April 2017	March 2018	<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 	GREEN	<p>Training Needs Analysis completed. Some training delivered to both Officers and Members. Training packages to be written with a full delivery timetable for 2018/19. The completion of the shortened Closure of Accounts project has released resource and a training schedule has been drafted. It will be aligned with Democratic and HR programmes and projects and submitted to each authority. Senior Management Teams for consultation early in the calendar New Year. The upskilling training that has been delivered so far will be rolled out further across both Councils. The Administration Group financial training delivered in the 2017/18 has been very well received.</p>
<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>	Head of Shared Financial Services as Acting CFO at SRBC	April 2017	August 2017	<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 and progress and performance as part of Budget Monitoring and Management governance arrangements. 	GREEN	<p>Complete. Detailed Budget Setting Strategic Timetable constructed and reported that was dovetailed with the new Corporate Plan development timetable. Member Budget Group was re-defined as a training forum to develop budget setting understanding in order to facilitate debate and support of budget proposals within member group meetings. Training sessions have been very well received.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Management and Financial Accountancy Services						
<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>	Principal Financial Accountant	April 2017	May 2017	<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 and Weekly project meetings during closure. 	AMBER	<p>Closure of Accounts: South Ribble Council's SOAs was completed by 17/05/17. Chorley Council's SOA's was completed on 15/06/17. The delay was caused by the fact that CIPFA Cash Flow Toolkit was faulty and wouldn't produce a balanced output. This was highlighted with CIPFA who needed to provide a fix. The asset transaction that revealed this toolkit error was only applicable to Chorley within 2017/18.</p>
<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. 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>	Principal Management Accountants	April 2017	March 2018	<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. 	RED	<p>Review of Management Accountancy processes: Proposals for expanding Shared Services and the Review into SFS being progressed that will facilitate a finalised structure. Work streams, type of work and level can therefore be equally defined at both Councils. Once clarify on service delivery models has been defined and approved the desired outcomes and service provision provided by SFS to support new ways of working can be brought to a conclusion.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>From 2016/17 BIP to be continued:</p> <p>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 Amended to March 2018</p>	<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 	<p>GREEN</p>	<p>On Target – please note as Finish Date has been extended to the end of the year to conclude reporting and training.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
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>	Principal Procurement Officer	April 2017	March 2018	<ul style="list-style-type: none"> • Review current documentation. • Consult with specialist colleagues e.g. legal, insurance etc. • Update Guide. • Communicate changes. 	AMBER	<p>Full and complete review of Procurement compliance:</p> <p>As caveated within the project description procurement on major projects has impacted on this projects and the Finish Date will now be after March 2018. The work programme for the Team need to be re-visited for 2018/19 so that a realistic revised date can be included in the updated Business Improvement Plan.</p>
<p>New for 2017/18 BIP – June JC:</p> <p>Adapt the Staff Guide to Procurement document into a Member Guide to Procurement</p>	Principal Procurement Officer	Sept 2017	Feb 2018	<ul style="list-style-type: none"> • Review current document and adapt for information salient for Members as an aide memoir. • Consult with a group of members, gain feedback and finalise. • Roll out on Member intranets. • Provide training. 	GREEN	<p>On Target – Training will be included in the training package in the Training Projects referred to above.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Systems Development & Exchequer Services						
<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 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 	<p>GREEN</p>	<p>On Target</p>

PERFORMANCE TARGETS 2017/18

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	92%	90%	60%	68%	GREEN	Target exceeded
		SRBC	93%	90%	60%	52%	RED	Some audit work re-profiled for the final quarter
		SS	90%	90%	40%	42%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	89%	100%	40%	40%	GREEN	Target achieved
		SRBC	92%	100%	40%	30%	RED	Some audit work re-profiled for the final quarter
		SS	100%	100%	0	0	GREEN	Not applicable – work to be finalised in final quarter
% of Management Actions Agreed	DH	CBC	100%	98%	98%	100%	GREEN	Target exceeded
		SRBC	100%	98%	98%	100%	GREEN	Target exceeded
		SS	100%	98%	0	0	GREEN	Not applicable – work to be finalised in final quarter

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
% customer satisfaction rating – assignment level	DH	CBC	97%	90%	90%	100%	GREEN	Target exceeded
		SRBC	96%	90%	90%	97%	GREEN	Target exceeded
		SS	100%	90%	0	0	GREEN	Not applicable
% 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)	KM	N/A	4.7	4.7	4.7	4.7	GREEN	Target achieved

SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
Finance As A Whole							
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	33.33%	19%	19%	33.3%	GREEN	Target exceeded
% of 97 Members Trained – Public Finance (incl. procurement) (50 @ SRBC; 47 @ CBC)	SG	n/a	87.6% (85 members)	n/a	n/a	n/a	Since the training KPIs were included in June 2017 a Training Needs Analysis has been completed. The completion of the shortened Closure of Accounts project has released resource and a training schedule has been drafted. It will be aligned with Democratic and HR programmes and projects and submitted to each authority. Senior Management Teams for consultation early in the calendar New Year.
% of Directors Trained – Public Finance (incl. procurement)	SG	n/a	100%	n/a	n/a	n/a	
% of Governance Committee Members Trained:- Statement of Accounts, and Treasury Management	SG	n/a	100%	n/a	n/a	n/a	
% Budget Holders Trained – Financial Regulations and CPRs incl. Procure to Pay Process	SG	n/a	100%	n/a	n/a	n/a	
Accountancy Services							
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	(1.25%)	<(+/-) 5%	0	n/a	n/a	Not Measured – year end Annual Indicator

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
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	SG	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	96.55%	100%	100%	89.19%	RED	37 returns have been submitted, of which:- 21 were submitted early = 57% 12 were submitted on time = 32% 4 were submitted late = 11% On average returns were made 2 days early.
Achievement of industry investment benchmarks	MLJ	0.54%	Outperform London Inter-Bank (LIBID) rate by 15%	0.13%	0.45%	GREEN	Target Exceeded
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to vfm Secondary 10)	LH	98.26%	99%	99%	98.89%	AMBER	Minor slippage from target due to long term sickness within the team
Supplier Payment within 10 days (local indicator)	LH	83.19%	83%	83%	82.86%	AMBER	See above: Minor slippage from target due to long term sickness within the team
% of supplier payments by electronic means (VFM Secondary 7)	LH	99.68%	97%	97%	99.51%	GREEN	Target Exceeded
% of remittances to suppliers by electronic means	LH	97.92%	95%	95%	97.69%	GREEN	Target Exceeded
% of Financial Systems availability	LH	99.98%	99.5%	99.5%	99.95%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
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 later in the financial year