

V1	GB	29/1/09
V2	GB	30/1/09
V3	PM	01/02/09
V4	GB	05/02/09
V5	GB	09/02/09
V6	GB	11/02/09
V7	GB	13/02/09
V8	SG	17/02/09
V9	SG	26/02/09
V10	GB	27/02/09



# FINANCIAL & ASSURANCE SHARED SERVICES PARTNERSHIP

## BUSINESS IMPROVEMENT PLAN 2009/10

**March 2009**

## **CONTENTS**

**THE SHARED SERVICES PROJECT**

**GUIDING PRINCIPLES**

**KEY NATIONAL, REGIONAL & LOCAL STRATEGIES**

**SERVICE AREAS COVERED**

**WORKFORCE PLANNING**

**COMMUNICATIONS PLAN**

**FINANCIAL INFORMATION**

**CUSTOMER CONSULTATION**

**EQUALITY & DIVERSITY**

**SUSTAINABILITY**

**PERFORMANCE MANAGEMENT & REPORTING**

**RISK MANAGEMENT**

**CONTRACTS & PARTNERSHIPS**

**PROCUREMENT**

**DELIVERING EFFICIENCIES**

**BUSINESS OPPORTUNITIES**

**APPENDIX 1 – WORKFORCE INFORMATION**

**APPENDIX 2 – STANDARD KEY OUTPUTS**

**APPENDIX 3 – SERVICE DEVELOPMENTS 2009/10**

**APPENDIX 4 – PERFORMANCE INFORMATION 2009/10**

**APPENDIX 5 – RISK REGISTER**

**APPENDIX 6 – CONTRACTS REGISTER**

**APPENDIX 7 – COMMUNICATIONS PLAN**

**BUSINESS IMPROVEMENT PLAN 2009/10****THE SHARED SERVICES PROJECT****Background**

After 2 years of planning and detailed implementation the Finance & Assurance Shared Service Partnership went live during the first week of January 2009. This came about with the signing of the legal agreement between South Ribble and Chorley which marks a step change in partnership working between the Councils to deliver the following services:

- Accounting and Exchequer
- Procurement
- Internal Audit, Risk Management and Business Continuity

The progress made with the Finance & Assurance Shared Service Partnership is a testament to the dedication and hard work of many people including members and officers from each Council.

Now that we have gone live our number one priority is to ensure that we maintain, and improve where possible, the high standards of service that customers have enjoyed in the past. We aim to do this despite the significant change that continues to take place within our services.

There were a number of reasons why shared services were considered in the first place. The main one was to do with employee issues being faced by both councils. These included difficulties in attracting and retaining staff, poor succession planning and limited opportunities for career development. In addition, benefits were also identified from process improvement and efficiency savings and a recognition that partnership working would allow for increased effectiveness by building upon the best that each Council had to offer.

The Shared Service Project is a high priority to both Councils and has been identified by both as a key project in the respective Corporate Plans. It also has a high regional and national profile recognised by the support given by the North West Centre of Excellence and the Regional Efficiency & Improvement Partnership.

Research undertaken concluded that the two Councils were very much on a par and each were high performing and had its own strengths and weaknesses but that together it would be able to build on these respective strengths. Property and Asset Management Services were also considered for partnership working but a decision on this has been deferred until further work has been done on the business case for change.

Agreement was reached that the structure of the partnership would be that each Council would host a number of services with each then providing those services to the other. The hosting authority is also the employing authority which has meant that some staff have transferred from one Council to the other under TUPE arrangements. In accordance with these principles individual services are being hosted on the following basis;

## BUSINESS IMPROVEMENT PLAN 2009/10

### Shared Financial Services

Susan Guinness is the Head of Shared Financial Services managing the team which is mainly based at Chorley covering accounting, treasury management, exchequer and procurement services. Most of the staff are based at Chorley Town Hall but there are 5 management accountants who, whilst employed by Chorley Council, are based at South Ribble Council on a full time basis.

### Shared Assurance Services

Garry Barclay is the Head of Shared Assurance Services comprising internal audit, risk management, business continuity and insurance administration. Again, most staff are based at South Ribble Council but there are a number that work at Chorley on a permanent basis.

In order to facilitate the working arrangements across both sites a dedicated high speed electronic link has been established using the County Council's IT network.

### Partnership Governance

The legal agreement which has now been signed by both Councils establishes the legal and administrative arrangements for the partnership. This provides for the establishment of a Joint Committee which will direct and manage the Partnership. Each Council has two votes on the Joint Committee to be exercised by the nominated members who are elected members of the 2 councils. Substitutes are allowed to maintain the balance on the Committee. The first meeting of the Joint Committee took place on 19<sup>th</sup> January 2009 and further ones are planned four times per annum.

The current members of the Joint Committee are:  
Councillors CJ Clark and SM Robinson (South Ribble)  
Councillors A Cullens and A Cain (Chorley)

The Chief Financial Officer of Chorley Council acts as the Treasurer of the Joint Committee and the Head of Corporate Governance of South Ribble Council is the Secretary. The Heads of Shared Financial and Assurance Services will provide such reports on a monthly basis as reasonably required by the Councils in order to monitor the performance of the Partnership. Performance at all times will be monitored with reference to Service Level Agreements which form part of the legal agreement.

## GUIDING PRINCIPLES

The success of the Partnership will be based on the following principals that contribute to the Councils' values:

**Team work - working as a united team** across both councils.

**Positive attitude and Respect.** We will **focus on the customer** to ensure that we deliver the right services in the right way.

**Forward thinking, professional and learning** - The new working environment will create **learning & development** needs and opportunities for everyone involved.

**Excellence** - we will continuously seek to be **excellent** and **efficient** in everything we do.

**Integrity and Pride** - We will achieve the **highest standards of ethical behaviour** and maintain trust and confidentiality throughout.

## BUSINESS IMPROVEMENT PLAN 2009/10

**KEY NATIONAL, REGIONAL & LOCAL STRATEGIES**

There are a number of National, Regional and Local Strategies which influence the work of the Partnership, some of which we need to respond to and some of which we are involved in developing.

**STRATEGIES WE ARE RESPONDING TO:*****The Spending Review 2004 and the Sir Peter Gershon's Efficiency Review***

The Spending Review and the Efficiency Review set out the expectation that councils will deliver year-on-year cost reductions and efficiencies with no overall diminution of service quality. An efficiency target of £6.45bn in efficiency gains was set for the local government sector, (including schools and the police). This was to be achieved over the three years to 2007/08 translating into 7.5% of the 2004/05 baseline or 2.5% year on year. At least half the 2.5% annual efficiency gains must be 'cashable', which means releasing resources for other priorities or for keeping down council tax increases. For most local authorities the efficiency savings for year one were achieved from work already planned or efforts to hold budgets to current spend, along with a number of 'quick wins'. Achievement of the efficiency targets has become progressively more challenging in years two and three, calling for greater degrees of collaboration between councils and other public sector bodies in order to achieve them. Collaboration is particularly pertinent for regulatory services to achieve the economies of scale that are essential for optimum value for money, for the efficient use of resources and for ensuring resilience and developing capacity where professional resources are in short supply.

However a longer term approach is essential. Recent announcements mean that councils are now expected to deliver a 3% cashable efficiency saving each year, which is significantly more challenging than was originally required. There is no doubt that overall, all UK local authorities are operating under increasingly tight financial constraints and that fundamental service reviews are becoming increasingly important to meet the challenging agenda.

The Gershon agenda has placed an increased focus on improved efficiency which in turn has led to attention being drawn to:

- corporate services (including support functions such as finance);
- procurement;
- productive time (doing things better); and
- transactions (activities that could be combined to produce more efficient ways of dealing with customers or streamlining processes).

***Comprehensive Spending Review 2007***

The Comprehensive Spending Review 2007 (CSR07) took place in a tight fiscal context. This introduced a new Efficiency regime, replacing the old Gershon arrangements. The new requirement is to deliver 3% year on year cashable efficiency savings. The CSR07 announcement included new guidance on how to achieve this challenging target, alongside an announcement of £150 million as a source of an investment fund to finance improvements which will generate efficiency savings.

**BUSINESS IMPROVEMENT PLAN 2009/10*****The Government's agenda for shared services***

The development of shared services in the public sector is not a new concept. But it is enjoying a particularly keen focus across local government at the moment, as a potential panacea for many of the key challenges facing the sector. The promise of potential efficiency gains, integrated customer-centric services, and better use of scarce skills and capacity is certainly attractive in principle to many local authorities.

In practice however, there are currently few examples of where the potential benefits mooted for shared services arrangements have been fully realised. A recent survey commissioned by DCLG (Developing the local government services market: Working paper on local authority shared services –May 2007) suggests that only 29% of local authorities are involved in shared 'back office' arrangements with other authorities,

and whilst 35% claim to be 'considering' such arrangements, almost a third are not doing so, with overall progress considered weak in this area. The same source found that in the context of undertaking options appraisals as part of a service review, 'partnership with other tiers of local government' is considered by only a quarter of local authorities as a potential alternative service delivery option. Nonetheless, the fact that half of local authorities are considering this as a delivery option is indicative of both the attractiveness of shared services as a solution 'in principle', and provides a positive starting point for the potential development of shared services across a wider number of local authorities.

***Comprehensive Area Assessment (CAA)***

CAA is a key driver for all authorities as they wish to be highly rated and recognised for the value they bring in their approach both as community leaders and in the provision of efficient services, either directly or through commissioning from other providers. There will be a continuing emphasis on value for money and the maximisation of use of resources through effective commissioning of services to deliver key priorities. This includes procuring additional capacity prudently or working in partnership / collaboratively with other public or private sector providers.

Both South Ribble and Chorley are already excellent rated councils under Comprehensive Performance Assessment (CPA) following re-assessment in 2007 and 2008 respectively. The key factor for both authorities will be to maintain this status as the test becomes progressively more difficult under CAA.

The main elements of CAA on individual authorities involve an organisational assessment and a re-modelled Use of Resources assessment covering new Key Lines of Enquiry (KLoE's).

***Local Government Acts 2000 and 2003***

The Local Government Act 2000 provides that it is a function of a local authority to promote the economic, environmental or social well-being of its area. The subsequent guidance advises local authorities that the well-being power enables local authorities to form or participate in companies, trusts or charities, including joint venture companies, provided that they are satisfied that by so doing, they will promote or improve the economic well-being of their area.

There were a number of opportunities arising from the Local Government Act 2003 that may influence the way in which authorities collaborate:

## BUSINESS IMPROVEMENT PLAN 2009/10

- **Trading powers:** The powers to trade in function-related activity with a view to a profit. These powers are restricted to authorities assessed as Excellent, Good or Fair within the CPA regime. The power must be exercised through a company. In the future there may be opportunities for the SSA to trade where it is established as an arms length company entity.
- **Charging powers:** The power to charge for discretionary services, limited to cost recovery, was introduced in the 2003 Act. All best value authorities have the power to charge for services which acts as a means to provide enhanced choice and increased service options. Again there are longer term opportunities for the SSA to use the charging powers to provide enhancement to existing services and to leverage income, for example through providing advisory and consultancy services.

### **Best Value**

Best Value and the requirement of authorities to deliver continuous improvement has been a feature of local government life since 1999. It merits consideration within the approach to the SSA as the Best Value requirement continues to be applicable to each individual authority, as does the efficiency requirements, rather than groups of authorities. Hence, Best Value requirements and efficiency requirements will need to be addressed from the individual authority perspective, in addition to the regional 'good'.

### **Other Initiatives**

There have been a number of recent announcements that will encourage (or require) a fresh approach to thinking around sharing and customer centricity including:

- **Sir Michael Lyons** said at the launch of his May 2007 report: *I believe that local government is an essential part of our system of government today. Local government's place-shaping role – using powers and influence creatively to promote the well-being of a community and its citizens – is crucial to help improve satisfaction and prosperity through greater local choice and flexibility.* In his report, Lyons makes many references to the role of the private sector in working with the public sector to help deliver this vision.
- **The Local Government White Paper** published in 2006 pre-empted many of these principles recognising the need for more local choice in service delivery and also looking for a renaissance in Local Area Agreements, effectively bringing to life what in many areas have become strategic and talking-shop agendas rather than doing or behavioural change agendas.
- **The Business Improvement Package** trailed by the Cabinet Office in March 2007 recognises the importance of collaboration and shared services. The document sets out the vision of unlocking potential efficiency benefits from shared service delivery that also reduces the need for citizens to join up islands of local service. It also recognises the practical options of collaborative working to improve coordination in local service delivery and economies of scale through shared services. The Local Government White Paper contains a clear expectation that greater collaborative working is central in transforming local services, bringing together local partners to focus
- on the needs of citizens and communities and agreeing specific improvement targets through new Local Area Agreements.

**BUSINESS IMPROVEMENT PLAN 2009/10**

- There is a growing public need and desire to meet or address the **well-being agenda**, in particular well-being around sustainability and environmental issues.
- Finally, **Sir David Varney** in his recent report has called for greater citizen centricity – more services organised around the citizen regardless of provider and this has led to national initiatives such as the ‘changes in circumstances’ pilot.

All of these pressures from central government, local government and the public are pointing to a greater need to join up services reflecting local need and local well being. This needs to be provided on a citizen centric basis regardless of which public sector organisation is delivering. For the future, there is a desire to see a migration from one council through to one public service.

To proactively respond the Financial and Assurance Shared Services Partnership will undertake a programme of continuous improvement including:-

- Harmonisation of consultancy arrangements
- Preparation for new statutory requirements
- Provide a common partnership platform for all financial processes
- Preparation for revised performance assessment regime
- Joint Strategies, for example, Procurement
- Management of Risk
- Integration of Internal Audit Arrangements

**STRATEGIES WE ARE DEVELOPING:****Corporate Plan / Strategy and Medium Term Financial Strategies**

Each Council’s Corporate Plan / Strategy sets out their ambition and vision and the strategic objectives that direct all the key actions and decisions that are taken in relation to the services that are delivered. The Shared Financial Service is responsible for developing, refreshing and updating each Council’s Medium Term Financial Strategy (MTFS). The overall aim of the MTFS is to identify the financial resources required to deliver the outcomes contained in the Corporate Plan / Strategy.



**BUSINESS IMPROVEMENT PLAN 2009/10****SERVICE AREAS COVERED**

The work of the Partnership extends to the following broad areas of responsibility:

**SHARED FINANCIAL SERVICES****Accountancy and Exchequer**

- Production of medium term financial plan.
- Annual budget setting.
- Budget management and reporting.
- Production of the statutory accounts.
- Financial systems management and development.
- Income management.
- Supplier management and payments
- Ensure compliance with statutory reporting requirements (VAT/CIS)

**Procurement**

- Produce, facilitate and lead on the production of procurement strategy.
- Advice and support for procurement activity.
- Co-ordinate and support approaches to contract management.

**SHARED ASSURANCE SERVICES****Internal Audit**

- Review and improve the internal control arrangements.
- Review and monitor key business processes.
- Provide advice and support to services on internal control matters.

**Risk Management**

- Produce, facilitate and lead on risk management strategies in relation to corporate & service planning, partnership working, project management and procurement.
- Lead on business continuity planning (SRBC only).
- Co-ordinate and place insurance covers

## BUSINESS IMPROVEMENT PLAN 2009/10

## WORKFORCE PLANNING

### WORKFORCE INFORMATION

The number of people employed within the Partnership, together with a breakdown in terms of gender, age, ethnicity, etc is shown at **Appendix 1**.

### WORKFORCE PLANNING

In preparing the original business case for the Shared Service Arrangement Price Waterhouse Coopers carried out a detailed skills audit involving all relevant staff in the two Councils. This identified a number of deficiencies in leadership and management skills across the range of services which was used to strengthen the “case for change” in terms of the need to address capacity issues within the councils. The key areas listed below were identified for future action and it is proposed that these be addressed in the Workforce Plan that will be developed in conjunction with the HR professionals in the period April to June 2009.

- In terms of ways of working, competence in general **partnership working** with other organisations.
- Developing a common identity and **shared culture** within the partnership.
- With regard to leading forward, building competence in leadership skills such as **coaching, developing others** and **delegation**.
- With respect to organisational challenges, improved **learning and development** opportunities.
- As a general point, better **communication** which has been addressed throughout the project implementation and continues to be a focus with the Communication Plan mentioned below covering all Partnership stakeholders and many varied format and forums.

In addition to these issues there is also a need to develop a robust approach to **succession planning** which will be a focus in the Workforce Plan.

## COMMUNICATIONS PLAN

Effective communication, both internally and with all its stakeholders is acknowledged as being critical to the long term success of the Partnership. A detailed Communications Plan has therefore been prepared to fulfil this need and this is shown at **Appendix 7**. The main aims of the Communications Plan are to:

- Help ensure that all customers and users of the services display high levels of **customer satisfaction**
- Help develop an appropriate **culture** within the Partnership
- Raise the internal and external **profile** of the Partnership
- Ensure that the performance of the Partnership is **effectively reported** to all partners
- Ensure that service providers understand the **requirements** of the Partnership

## BUSINESS IMPROVEMENT PLAN 2009/10

**FINANCIAL INFORMATION**

A financial summary of the main budget areas is as follows:

<b>Budget</b>	<b>£000</b>
<b>Employees</b>	
Salaries	1.295
National Insurance	0.104
Superannuation	0.225
Car leasing	0.027
Employee Related Insurance	0.007
<b>Lancashire County Council Audit Budget</b>	<b>0.030</b>
<b>Transport</b>	<b>0.014</b>
<b>Supplies and Services</b>	<b>0.034</b>
<b>TOTAL BUDGET</b>	<b>1.736</b>

Please note that the management of other budget heads, for example, professional training may be devolved to the Shared Service Partnership, therefore this budget may be revised during the year.

**CUSTOMER CONSULTATION**

Understanding and responding to the customer is fundamental to business improvement and delivering value for money and the feedback obtained from customers needs to be used to improve service delivery. In recognition of this, a requirement of the Service Level Agreement (SLA) is that Customer Satisfaction Questionnaires are issued on an annual basis each May relating to the services provided in the previous financial year. These will be based on guidance issued by the Public Audit Forum.

**BUSINESS IMPROVEMENT PLAN 2009/10****EQUALITY & DIVERSITY**

The Partnership is committed to eliminating discrimination and encouraging diversity amongst its workforce. To that end we aim to provide equality and fairness for all in our employment and not to discriminate on grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religion or age. We oppose all forms of unlawful and unfair discrimination.

- All employees, whether part time, full time, or temporary, will be treated fairly and with respect.
- Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.
- All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the Partnership.
- In all aspect of service delivery to our customers

To this end the Partnership will seek to comply fully with the core principles of the Equality & Diversity Policies of South Ribble and Chorley Councils.

**SUSTAINABILITY**

The Partnership is committed to promoting sustainability and we aim to follow and to promote good sustainability practice, to reduce the environmental impacts of all our activities and to help our customers and partners to do the same.

To this end the Partnership will seek to comply fully with the core principles of the Sustainability Policies of South Ribble and Chorley Councils. This includes:

- complying with, and exceeding where practicable, all applicable legislation, regulations and codes of practice;
- integrating sustainability considerations into all our business decisions;
- ensuring that all staff are fully aware of our sustainability obligations and are committed to implementing and improving it;
- minimising the impact on sustainability of all office and transportation activities.

Perhaps more importantly we will strive to integrate sustainability considerations into the services we provide and support to others, for example in terms of procurement where sustainability is a key element of the Procurement Strategy and underpins all purchasing decisions.

## BUSINESS IMPROVEMENT PLAN 2009/10

## PERFORMANCE MANAGEMENT & REPORTING

### PAST PERFORMANCE

The new shared services arrangement is very much a partnership of equals, as can be demonstrated by the excellent individual Use of Resources scores awarded to both sponsoring Councils in their most recent assessments by the Audit Commission.

### CONTRIBUTING TO STRATEGIC OBJECTIVES

The partnership makes a direct and extensive contribution to the following strategic objectives at each Council:

“Ensure **Chorley** Council is a consistently top performing organisation”.

“**South Ribble** is an efficient, effective and exceptional council”

### SERVICE LEVEL AGREEMENT (SLA)

The Shared Services Joint Committee has approved a Service Level Agreement (SLA) which sets out the key performance outputs and measures for the Partnership.

### STANDARD KEY OUTPUTS

The SLA sets out the key outputs which the Partnership must produce and monitor on a recurring basis. A list of those outputs together with the required member reporting channels and timescales is shown at **Appendix 2**.

### SERVICE DEVELOPMENTS

In addition to the standard, recurring outputs, a series of **key service improvement tasks** are also agreed relating to the financial year ahead. A table showing all the annual objectives for 2009/10 is shown at **Appendix 3**, the key ones of which are as follows:

- Further development and integration of the Partnership **Workforce Plan**
- Further development and integration of the Partnership **Communications Strategy**
- Provision of a common partnership platform for all **financial systems and processes**
- Preparation for the **International Financial Reporting Standard (IFRS)**
- Development of a **Joint Procurement Strategy**
- Development of an **Exit Management Plan** for the partnership (as required by the legal agreement)

## BUSINESS IMPROVEMENT PLAN 2009/10

### 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 4** 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 existing 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 Finance Officers, 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.

### RISK MANAGEMENT

The risks associated with the successful delivery of the shared services partnership in 2009/10, together with the proposed actions to mitigate them are recorded in the Risk Register at **Appendix 5**.

The key risks facing the Partnership at this stage of its development are considered to be:

- Maintaining high standards of **service delivery** during the transition period;
- Failure to create a **common culture** and ethos for the Partnership;
- A **resistance to change** on behalf of the staff, particularly those that have transferred between organisations;
- Developing effective **communications**, both internally amongst staff and externally in terms of publicising the new arrangement.

### CONTRACTS & PARTNERSHIPS

A list of the contractual and partnering arrangements involving Shared Financial and Assurance Services as at January 2009 is contained in the table at **Appendix 6**.

## BUSINESS IMPROVEMENT PLAN 2009/10

### PROCUREMENT

The key areas of procurement expected in 2009/10 are as follows:

- Joint Financial Systems
- Capital Financing System
- Insurance Brokerage

### DELIVERING EFFICIENCIES

#### CASHABLE SAVINGS

The partnership is working towards the Government's target of achieving a minimum of 3% cashable savings year on year from its operations. The table below provides an estimate of the cashable savings that are anticipated in 2009/10 and beyond:

YEAR	SAVINGS TARGETS	ESTIMATED VALUE (£00)
09/10	Provision of Financial and Assurance Shared Services Partnership	101
09/10	Procurement Strategies	100

#### NON-CASHABLE EFFICIENCIES

In addition to these anticipated cashable savings, the following are examples of service developments and process improvements which will deliver further efficiencies for both councils:

- **Combined Internal Audits** – for example in relation to the new shared financial systems where only one audit will be required rather than two.
- **Streamlining of Financial Processes** – for example in relation to the management, completion and assessment of the Closure of Accounts processes.

### BUSINESS OPPORTUNITIES

The Partnership has already identified a number of significant business opportunities which it intends to exploit in 2009/10. These include:

- A review of the Treasury Consultancy Services at Chorley;
- Harmonisation of external leasing advice & renewals across the Partnership;
- Preparing a specification for the future Partnership tendering of the Payroll system;
- Integrating the Partnership Mortgage Administration systems and processes

These are included in the schedule of Service Developments at Appendix 3, progress against which will be systematically monitored and reported on during the course of the year.

## BUSINESS IMPROVEMENT PLAN 2009/10

## APPENDIX 1 – WORKFORCE INFORMATION

## Shared Financial Services

Employee Numbers			Gender		Age					
Total	FTE	Flexible Working	Male	Female	Under 25	25-39	40-54	55-65	Over 65	Unknown
30	26	4	15	15	3	8	18	1	0	0

Ethnicity					
White			Black/Black British		
British	Irish	Any other	African	Caribbean	Any other
30	0	0	0	0	0

Ethnicity								
Asian/Asian British				Chinese	Mixed			Any Other
Bangladeshi	Indian	Pakistani	Other		White/Black Caribbean	White/Asian	White/Black African	
0	0	0	0	0	0	0	0	0

Disability	
Considered Disabled	
1	

New Starters	Leavers & Staff Turnover	Early Retirement	Ill Health Retirement	Sickness
n/a	n/a	n/a	n/a	n/a



## BUSINESS IMPROVEMENT PLAN 2009/10

## Shared Assurance Services

Employee Numbers			Gender		Age					
Total	FTE	Flexible Working	Male	Female	Under 25	25-39	40-54	55-65	Over 65	Unknown
13	9.7	8	3	10	0	5	6	2	0	0

Ethnicity					
White			Black/Black British		
British	Irish	Any other	African	Caribbean	Any other
13	0	0	0	0	0

Ethnicity								
Asian/Asian British				Chinese	Mixed			Any Other
Bangladeshi	Indian	Pakistani	Other		White/Black Caribbean	White/Asian	White/Black African	
0	0	0	0	0	0	0	0	0

Disability	
Considered Disabled	
0	

New Starters	Leavers & Staff Turnover	Early Retirement	Ill Health Retirement	Sickness
n/a	n/a	n/a	n/a	n/a

## BUSINESS IMPROVEMENT PLAN 2009/10

## APPENDIX 2 - STANDARD KEY OUTPUTS

## SHARED ASSURANCE SERVICES

Key Outputs	Lead Officer	Timescale	Member Reporting	Officer Consultation / Reporting	Specific Requirements
<b>Assurance As A Whole</b>					
Assurance Strategy / Update	G Barclay	Annual by October	Joint Committee Audit / P&SR Scrutiny Committees	S151 Officers SMT / SG	
Local Code of Corporate Governance	G Barclay	Reviewed annually by June	Audit Committee (CBC) P&SR Scrutiny Committee / Accounts Committee (SRBC)	S151 Officers SMT / SG	
Annual Governance Statement	G Barclay	Annual by June	Audit Committee (CBC) P&SR Scrutiny Committee / Accounts Committee (SRBC)	Corporate Governance Groups	Signed off by Leader / CEO & published with the annual accounts
<b>Internal Audit</b>					
Audit Plan	C Ware	By March each year for the next financial year	Audit / P&SR Scrutiny Committees	S151 Officers SMT /SG	
Audit Plan Update Reports	C Ware	Quarterly	Audit / P&SR Scrutiny Committees	S151 Officers SMT	
Internal Audit Annual Report	C Ware	Annual by end of May	Audit / P&SR Scrutiny Committees	S151 Officers SMT	

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Outputs	Lead Officer	Timescale	Member Reporting	Officer Consultation / Reporting	Specific Requirements
<b>Risk Management</b>					
Corporate/Strategic Risk Register Update	A Armstrong	Annual in accordance with the corporate planning process	Audit / P&SR Scrutiny Committees	SMT / SG	
Risk Management Action Plans	A Armstrong	Annual in accordance with the corporate planning process	Audit / P&SR Scrutiny Committees	SMT / SG	For high priority risks and key projects as appropriate
Operational and Service Risk Registers	A Armstrong	Annual in accordance with the corporate planning process	Audit / P&SR Scrutiny Committees	SMT / SG	Incorporated in the relevant Service Plans of each Authority
<b>Insurance</b>					
Market Testing and Procurement of Insurance Cover and Associated Services	A Armstrong	As required by current arrangements and market conditions	Executive Cabinets	S151 Officers	All appropriate risks covered / within budget available / consider self-insurance
Annual Insurance Renewals	A Armstrong	Annual	Executive Cabinets	S151 Officers	All appropriate risks covered / within budget available / consider self-insurance
<b>Business Continuity (South Ribble Only)</b>					
Business Continuity Action Plan	A Armstrong	Reviewed half-yearly	Audit / P&SR Scrutiny Committees	S151 Officers SMT / SG	

## BUSINESS IMPROVEMENT PLAN 2009/10

## SHARED FINANCIAL SERVICES

Key Outputs	Lead Officer	Timescale	Member Reporting	Officer Consultation / Reporting	Specific Requirements
<b>Accountancy Services</b>					
Financial Strategy – initially 3 years for Chorley & 4 years for South Ribble	S Guinness	Updated annually in line with corporate & financial planning cycle	Executive Cabinets and Full Councils Policy & Service Review Scrutiny Committee	S151 Officers SMT	
Revenue and capital budget	S Guinness	Annual in line with statutory deadlines and corporate & financial planning cycle	Executive Cabinets and Full Councils Policy & Service Review Scrutiny Committee	S151 Officers SMT	
Financial Performance Management	S Guinness	<ul style="list-style-type: none"> <li>Monthly to directorates</li> <li>Quarterly to Members</li> <li>Monthly to the Chief Finance Officer</li> </ul>	Executive Cabinets Policy & Service Review Scrutiny Committee	S151 Officers SMT	
Year end Statutory Accounts	S Guinness	<ul style="list-style-type: none"> <li>Financial Statement by end June</li> <li>Published by end September</li> </ul>	Accounts Committees	S151 Officers	
Statutory Financial Returns	S Guinness	In accordance with deadlines for each return	None	S151 Officers	

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Outputs	Lead Officer	Timescale	Member Reporting	Officer Consultation / Reporting	Specific Requirements
Treasury Management Strategy	S Guinness	Quarterly and Annual updates of performance	Executive Cabinets and Full Councils	S151 Officers	
Treasury Management Report	S Guinness	Annual within 3 months of the year end	Executive Cabinets	S151 Officers	
Day to day Treasury Management	S Guinness	Daily	Portfolio Holders	S151 Officers	
<b>System Development &amp; Exchequer Services</b>					
Systems Development Plan	L Hurst	Fortnightly	None	Head of Shared Financial Services	
<b>Procurement Services</b>					
Procurement Policy & Strategy	J Hinds	Updated annually in line with corporate & financial planning cycle	Executive Cabinets and Full Councils Policy & Service Review Scrutiny Committee	S151 Officers	Targets to be set with reference to 'Modern Procurement Practice in Local Government – local performance indicator set for procurement -IDeA 2003
Procurement Services	J Hinds	Half-yearly and annual review of progress against the Strategy	Executive Cabinets Policy & Service Review Scrutiny Committee	S151 Officers	
Financial and budgetary targets	J Hinds	In line with annual budgetary cycles	Executive Cabinets Policy & Service Review Scrutiny Committee Joint Committee	S151 Officers	Ensure that CSR07 requirements relevant to procurement are met

## BUSINESS IMPROVEMENT PLAN 2009/10

<b>Key Outputs</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Member Reporting</b>	<b>Officer Consultation / Reporting</b>	<b>Specific Requirements</b>
Management of Supplier records within systems to ensure they are accurate and up to date	J Hinds	Ongoing throughout the year	Joint Committee	Head of Shared Financial Services	

## BUSINESS IMPROVEMENT PLAN 2009/10

## APPENDIX 3 - SERVICE DEVELOPMENTS 2009/10

## PARTNERSHIP LEVEL TASKS 2009/10

Key Task	Lead Officer	Start / Finish Dates	SMART Targets / Actions & Milestones	Outcomes / Success Measures	Member Reporting
Corporate Inductions	S Guinness & G Barclay	May 09	None applicable	% staff inducted	Joint Committee
Further development and integration of the Partnership Workforce Plan	S Guinness & G Barclay	Develop– June 09 Conclude – Mar 10	<ul style="list-style-type: none"> <li>• Performance Appraisals April/May 2009</li> <li>• Training Needs Assessment and Development Plan June 2009</li> <li>• Completion of Plan June 2009</li> <li>• Implement Year One Actions March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Training &amp; Development</li> <li>• Succession Planning</li> <li>• Recruitment &amp; Retention</li> <li>• Creation of a Common Culture</li> </ul>	Joint Committee
Further development and integration of the Partnership Communications Strategy	S Guinness & G Barclay	Develop– June 09 Conclude – Mar 10	<ul style="list-style-type: none"> <li>• Members</li> <li>• Corporate Management Groups</li> <li>• Management Meetings</li> <li>• Articles</li> <li>• Performance Appraisal</li> <li>• Intranet sites</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfied with service</li> </ul>	Joint Committee
Development of an Exit Management Plan	S Guinness & G Barclay	By December 09	None applicable	Approval of the Plan	Joint Committee

## BUSINESS IMPROVEMENT PLAN 2009/10

## SHARED ASSURANCE SERVICES TASKS 2009/10

Key Task	Lead Officer	Start / Finish Dates	SMART Targets / Actions & Milestones	Outcomes / Success Measures	Member Reporting
<b>Assurance As A Whole</b>					
Review & re-organise electronic & manual filing systems	C Ware & A Armstrong	June 09	Fully integrated archive & current storage	Readily accessible information system	Joint Committee
<b>Internal Audit</b>					
Retention of ISO 9001 standard	C Ware	January 2010 assessment	Update to incorporate merged audit processes	Extension of the standard to the Shared Service	Joint Committee
Revision of Quality System & re-branding of reports & standard documentation	C Ware	June 09	As above	As above	As above
<b>Risk Management</b>					
Member & Officer RM Training & Awareness programmes	A Armstrong	March 10	Programme to be delivered	Clear understanding of roles & responsibilities	Joint Committee Various others
Integration of annual & quarterly performance management & risk management reports	A Armstrong	Sept 09	In place for 1 <sup>st</sup> quarter reporting in 2009/10	Single integrated report	Joint Committee Executive Cabinets
Review of compliance with the new CIPFA "Red Book" in relation to anti-fraud & corruption	A Armstrong	June 09	Production of reports for each Council with gap analyses and action plans	Compliance with the new regulatory requirements	Joint Committee Audit / P&SR Scrutiny Committees



## BUSINESS IMPROVEMENT PLAN 2009/10

Key Task	Lead Officer	Start / Finish Dates	SMART Targets / Actions & Milestones	Outcomes / Success Measures	Member Reporting
Establishment of an Anti-Fraud & Corruption Risk Register at SRBC	A Armstrong	Sept 09	Completion of Register & Action Plan	Identification & mitigation of fraud risk exposure	Joint Committee P&SR Scrutiny Committee
Review of Effectiveness of RM Framework	A Armstrong	March 10	Partnerships (June 09) Procurement (Sept 09) Projects (Dec 09) Delegated decisions (Mar 10) Committee reports (Mar 10)	Re-enforcement of compliance requirements	Joint Committee P&SR Scrutiny Committee
Compliance checks of embeddedness of RM Framework	A Armstrong	March 10	Partnerships (June 09) Procurement (Sept 09) Projects (Dec 09) Delegated decisions (Mar 10) Committee reports (Mar 10)	Re-enforcement of compliance requirements	Joint Committee Audit Committee
Baseline review of BCP arrangements at SRBC	A Armstrong	June 09	Production of an action plan to address any issues identified	Re-enforcement of compliance requirements	Joint Committee P&SR Scrutiny Committee
Establishment of half-yearly & annual BCP reporting process	A Armstrong	Sep 09	A standard template to show elements of the BCP tested & training undertaken	Re-enforcement of compliance requirements	Joint Committee P&SR Scrutiny Committee
Review insurance broker arrangements across the Partnership	A Armstrong	June 09	Establishment of a single provider	Reduction in overall brokerage costs	Joint Committee Executive Cabinets
Convergence of insurance administration processes	A Armstrong	Sept 09	A common approach & procedures manual in situ	Ability for each Insurance Officer to cover for each other	Joint Committee
Preparatory work for future procurement activity	A Armstrong	March 10	Prepare a timetable and plan to enable joint procurement to be undertaken	Establishment of the timetable / plan	Joint Committee Executive Cabinets

## BUSINESS IMPROVEMENT PLAN 2009/10

## SHARED FINANCIAL SERVICES TASKS 2009/10

Key Task	Lead Officer	Start / Finish Dates	SMART Targets / Actions & Milestones	Outcomes / Success Measures	Member Reporting
<b>Financial Services As A Whole</b>					
Provide a common partnership platform for all financial processes, (eg final account process) Audit Processes Budget Monitoring Financial Information System feeder systems	S Guinness	Ongoing task throughout the year as part of continuous improvement	<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Implementation</li> <li>• Operational</li> </ul>	Integration and development of financial systems to achieve service improvement to users and long term efficiency savings	Joint Committee
<b>Accountancy Services</b>					
Prepare for the International Financial Reporting Standard (IFRS)	Principal Financial Accountant	April 2009 to Sept 2009	<ul style="list-style-type: none"> <li>• Comparator data required for 2009/10</li> </ul>	Effective systems in implemented to fulfil the requirements of IFRS assessed by Audit Commission	Joint Committee
Review the Treasury Consultancy Services at Chorley	Principal Financial Accountant	April 2009 to March 2010	<ul style="list-style-type: none"> <li>• Review of current arrangements and development of contract specification</li> </ul>	Improved Treasury Consultancy Services at Chorley	Joint Committee
Harmonisation of external leasing advice & renewals across the partnership	Principal Financial Accountant	June 2009	<ul style="list-style-type: none"> <li>• Agreement on Contract Specification</li> </ul>	Integrated contract for External Advice on Leasing Arrangements	Joint Committee

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Task	Lead Officer	Start / Finish Dates	SMART Targets / Actions & Milestones	Outcomes / Success Measures	Member Reporting
<b>System Development &amp; Exchequer Services</b>					
Integrate the Partnership Mortgage Administration systems and processes	Lee Hurst	Jan 2010 to Mar 2010	<ul style="list-style-type: none"> <li>Review of current arrangements and development of contract or systems specification</li> <li></li> </ul>	Improved and integrated Partnership Mortgage Administration	Joint Committee
<b>Procurement Services</b>					
Participate in regional developments and work programmes	J Hinds	April 2009 to March 2010	<ul style="list-style-type: none"> <li>RIEP</li> <li>Lancashire Hub</li> </ul>	Improve on Procurement Strategies	Joint Committee
Produce and publish <ul style="list-style-type: none"> <li>Equality Procurement Documentation</li> <li>Pocket Guides</li> <li>Intranet Information</li> </ul>	J Hinds	May 2009	<ul style="list-style-type: none"> <li>Production and publication of documents</li> </ul>	Improved Procurement procedures and training for customers	Joint Committee
Produce draft Joint Procurement Strategy	J Hinds	Draft by April 2009	<ul style="list-style-type: none"> <li>Draft Strategy to Chief Finance Officers</li> <li>Submit for Approval</li> </ul>	Efficiency Targets Achieved	Joint Committee Cabinet

## BUSINESS IMPROVEMENT PLAN 2009/10

**APPENDIX 4 - PERFORMANCE INFORMATION 2009/10**

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.

## BUSINESS IMPROVEMENT PLAN 2009/10

## PERFORMANCE INFORMATION - SHARED ASSURANCE SERVICES

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
<b>Assurance Services</b>					
% Overall Commissioner & User Satisfaction Index (VFM Primary 6)	ES	Annual questionnaire returned by end of May - relating to the previous financial year. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at <a href="http://www.public-audit-forum.gov.uk">www.public-audit-forum.gov.uk</a> .	Joint Committee	None available	80%
Assurance Services Staff Satisfaction	ES	Annual questionnaire returned by the end of May relating to the previous financial year	Joint Committee	None available	90%
Use of Resources Score (UoR) (relevant KLOE)	EI	Annual by January	Joint Committee Audit / P&SR Scrutiny Committees	New regime to be implemented by Audit Commission for UoR in 2009	Level 3
<b>Internal Audit Services</b>					
% of Audit Time Utilised	EI	Quarterly Audit Plan Update Reports & Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	100%	100%

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
% of Planned Time Used	EI	Quarterly Audit Plan Update Reports & Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	88%	90%
% Audit Plan Completed	EI	Quarterly Audit Plan Update Reports & Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	92%	92%
Percentage of Management Actions Agreed	EI	Quarterly Audit Plan Update Report & Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	97%	97%
% of Agreed Management Actions Implemented	EI	Quarterly Audit Plan Update Report & Audit Annual Report	Joint Committee Audit / P&SR Scrutiny Committees	100% Priority 1 Actions 80% Priority 2 Actions	100% Priority 1 Actions 80% Priority 2 Actions
% of Agreed Management Actions Implemented Within Agreed Timescales	EI	Quarterly Audit Plan Update Report & Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	100% Priority 1 Actions 80% Priority 2 Actions	100% Priority 1 Actions 80% Priority 2 Actions
Total Cost of Internal Audit Function as a % of Organisational Running Costs / Expenditure) (VFM Primary 1)	E	Annual Audit Report	Joint Committee Audit / P&SR Scrutiny 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 Audit / P&SR Scrutiny Committees	77%	88%

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
The Number of Management Practices that have been adopted - See Public Audit Forum website at <a href="http://www.public-audit-forum.gov.uk">www.public-audit-forum.gov.uk</a>	EM	Annual Audit Report	Joint Committee Audit / P&SR Scrutiny Committees	None available	5
<b>Risk Management Services</b>					
Total Cost of the Risk Management Function as a % of Organisational Running Costs / Expenditure) (VFM Primary 1)	E	Annual	Joint Committee	4.12%	4.12%
Average customer satisfaction score per insurance claim (max 5.0)	ES	Quarterly	Joint Committee	4.5	4.8

## BUSINESS IMPROVEMENT PLAN 2009/10

## PERFORMANCE INFORMATION - SHARED FINANCIAL SERVICES

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
<b>Financial Services – Overall</b>					
% Overall Commissioner & User Satisfaction Index (VFM Primary 6)	ES	Annual questionnaire returned by end of May - relating to the previous financial year. To help with this a list of commissioner and user statements can be found on the Public Audit Forum website at <a href="http://www.public-audit-forum.gov.uk">www.public-audit-forum.gov.uk</a> .	Joint Committee	None available	80%
Financial Services Staff Satisfaction	ES	Annual questionnaire returned by the end of May relating to the previous financial year	Joint Committee	None available	90%
Use of Resources Score (UoR) Managing Resources 1.1 Financial Planning and Financial Health 1.2 Understanding Costs and Performance 1.3 Financial Monitoring and Reporting	EI	Annual by January	Executive Cabinets & Joint Committee	New regime to be implemented by Audit Commission for UoR in 2009	Level 3
% of professionally qualified finance staff (FTEs) as a % of total finance staff (FTEs) (vfm Secondary 1)	EI	Annual	Joint Committee	Old structure not an suitable base for comparison	The new Shared Financial Structure requires 15% of FTE to be professionally qualified



## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
The number of management practices that have been adopted See Public Audit Forum website at <a href="http://www.public-audit-forum.gov.uk">www.public-audit-forum.gov.uk</a>	EM	Annual	Joint Committee	None available	5
<b>Accountancy Services</b>					
Over/Underspends within 1% of manageable/cash revenue budget	EI	Monthly to directorates Quarterly to Members Monthly to the Chief Finance Officer	Executive Cabinets & Joint Committee	1.5%	<1.0%
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (Vfm Primary 3)	EI	Annual	Executive Cabinets & Joint Committee	36.46%	30.0%
Total cost of the finance function as a % of organisational running costs (expenditure) (vfm Primary 1)	E	Annual	Joint Committee	New arrangements implemented in Jan 2009, benchmark full year position not available	16.0%
10 working days from period-end closure to the distribution of financial reports (vfm Primary 2)	EI	Monthly	Joint Committee	Process not measured in 2008/09	100%
Year end statutory accounts to contain no material errors and have an unqualified audit opinion	EI	Annual	Joint Committee Accounts Committees	2	0
Achievement of Prudential Indicators	E	Half Yearly and at Year End	Joint Committee Executive Cabinets	100% compliance with Prudential Indicators	100% compliance with Prudential Indicators

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
Achievement of Industry Investment Benchmarks	EI	Half Yearly and at Year End	Joint Committee Executive Cabinets	London Inter Bank Offered Rate (LIBOR)	London Inter Bank Offered Rate (LIBOR)
<b>Systems Development &amp; Exchequer Services</b>					
Supplier Payment within 30 days (local indicator)(linked to vfm Secondary 10)	EI	Monthly	Joint Committee	96.24%	97.5%
% of supplier payments by electronic means (vfm Secondary 7)	EM	Monthly	Joint Committee	74.6%	89.0%
% of remittances to suppliers by electronic means	EM	Monthly	Joint Committee	70.0%	83.0%
% of Financial Systems availability	E	Monthly	Joint Committee	No baseline data available	99%
% of Debtor income received (before bailiff referral)	E	Monthly	Joint Committee	74.01%	75%
Number of Debtor days (vfm Secondary 4) (measured at year end only)	E	Annual at year end	Joint Committee	121.79 days	90 days
Cost of customer invoicing function per customer invoice processed (vfm Secondary 3)	E	Quarterly	Joint Committee	£30.00	£25.00

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
Credit notes as a % of total customer invoices raised (vfm Secondary 5)	E	Monthly	Joint Committee	6.24%	6%
Proportion of outstanding debt that is more than 90 days old from date of invoice (vfm Secondary 8)	EI	Monthly	Joint Committee	14.9%	14.0%
Payroll admin cost per employee (vfm Secondary 11)	E	Quarterly	Joint Committee	£60.00	£60.00
<b>Procurement Services</b>					
Professionally qualified procurement employees (FTEs) as a % of total procurement employees (vfm Secondary 1)	EI	Annual	Joint Committee	42%	33%
LIB/P12 Satisfaction with the corporate procurement function	ES	Annual	Joint Committee	Not tested – 80% is the current target in SRBC Procurement Strategy	80%
Cost of procurement function as a % of non-pay expenditure (vfm Primary 1b)	E	Quarterly	Joint Committee	New arrangements implemented in Jan 2009, benchmark full year position not available	1.46%
Sustainable Procurement - Attain level 3 of the National Action Plan Framework by 2009 (Level 5 by 2011)	EI	Half-yearly and annual review of progress against the Strategy	Joint Committee	No target set for 2008	Achieve Level 2 by December 2009

## BUSINESS IMPROVEMENT PLAN 2009/10

Key Measures	Type	Timescale	Member Reporting	Benchmark 2008/9	Target 2009/10
Number of the Council's top 10 suppliers (by spend value) who have formal partnership/framework agreements with the authorities (vfm Secondary 3)	EI	Half-yearly and annual review of progress against the Strategy	Joint Committee	100%	100%
LIB/P9 Percentage of corporate spend placed with Small to Medium Enterprises (SME's)	EI	Half-yearly and annual review of progress against the Strategy	Joint Committee	Not currently recorded	Recording methodology to be set up in 2009 to provide benchmark position
LIB/P5 Percentage of corporate spend aggregated through collaboration with other public sector authorities.	E	Half-yearly and annual review of progress against the Strategy	Joint Committee	Not tested – 30% is the current target in SRBC Procurement Strategy	30%
LIB/P10 Percentage of corporate spend including grants placed with the third sector i.e. suppliers in the voluntary, community and social enterprise sectors.	EI	Half-yearly and annual review of progress against the Strategy	Joint Committee	Not tested – 10% is the current target in SRBC Procurement Strategy	10%
LIB/P22 Average invoice value Provision of Procurement Savings Report	E	Quarterly	Joint Committee	Not currently recorded	Recording methodology to be set up in 2009 to provide benchmark position
LIB/P24 Average Spend per Supplier	E	Quarterly	Joint Committee	Not currently recorded	Recording methodology to be set up in 2009 to provide benchmark position

## BUSINESS IMPROVEMENT PLAN 2009/10

## APPENDIX 5 – RISK REGISTER

Description of Risk	Probability	Potential Impact	Mitigation	Status
Service delivery failure	3	4	<ul style="list-style-type: none"> <li>Project Board continues to meet on a regular basis</li> <li>Project Management processes in place involving the use of detailed Implementation Plans</li> <li>Robust performance management arrangements in place reporting directly to the S151 Officers and the Joint Committee</li> </ul>	On track
Poor Communication	3	4	<ul style="list-style-type: none"> <li>Communications Strategy in place which sets the framework for all communications</li> </ul>	On track
Project fails to achieve stated aims	2	5	<ul style="list-style-type: none"> <li>Close of project report required to determine overall success against stated aims</li> <li>Detailed project arrangements and Implementation Plans in place</li> </ul>	On track
Lack of understanding / Fear of change / impact on staff morale	4	4	<ul style="list-style-type: none"> <li>Deliver on the Communications Strategy</li> <li>Continue to support staff through this unsettling time</li> <li>Continue to keep Unions informed</li> </ul>	On track

## BUSINESS IMPROVEMENT PLAN 2009/10

Description of Risk	Probability	Potential Impact	Mitigation	Status
Timescale slippage	3	4	<ul style="list-style-type: none"> <li>• Project Board meetings held weekly to keep on top of actions</li> <li>• Project Manager tasking actions and chasing up to ensure timely delivery</li> <li>• Adjustments to timescales made where essential</li> <li>• Joint Committee kept informed</li> </ul>	On track
Staff Recruitment & Retention	3	5	<ul style="list-style-type: none"> <li>• HR Strategy to be developed in the first quarter of 2009/10 to ensure:               <ul style="list-style-type: none"> <li>○ Better opportunities</li> <li>○ Improved leadership</li> <li>○ More capacity</li> <li>○ Good Training &amp; development</li> <li>○ Succession Planning</li> </ul> </li> </ul>	On track
Failure to develop an appropriate common culture for the FSSA	2	4	<ul style="list-style-type: none"> <li>• Communication Strategy in place</li> <li>• Devoting time &amp; resources to developing the right culture using external facilitation/workshops if necessary</li> <li>• Visible and high profile leadership by the project sponsors and senior staff within the Partnership</li> </ul>	On track
Failure to deliver changes to processes & systems	3	2	<ul style="list-style-type: none"> <li>• Joint Committee to monitor delivery of agreed plans</li> <li>• Effective service management once the phase 1 implementation is in place</li> <li>• Strong performance management</li> </ul>	Planned

## BUSINESS IMPROVEMENT PLAN 2009/10

Description of Risk	Probability	Potential Impact	Mitigation	Status
Failure to maintain key financial systems and communication systems	2	5	<ul style="list-style-type: none"> <li>• Dedicated link between the sites in place</li> <li>• Retain dual systems approach in the early stages of partnership working</li> <li>• Strong project management of any changes and developments</li> </ul>	On track
Lack of investment to achieve process and system efficiencies	2	5	<ul style="list-style-type: none"> <li>• Effective budget setting linked to each Council's strategic planning processes</li> <li>• High level Member and Officer support</li> </ul>	Planned
Change of political or management leadership	2	3	<ul style="list-style-type: none"> <li>• Partnership a high priority for both Councils</li> <li>• Partnership up and running</li> </ul>	On track
Lack of external publicity and recognition of the SSA	2	2	<ul style="list-style-type: none"> <li>• RIEP showcase events</li> <li>• Each council's communication staff to exploit opportunities to promote the success</li> </ul>	Planned

## BUSINESS IMPROVEMENT PLAN 2009/10

## APPENDIX 6 – CONTRACTS REGISTER

Company / Provider	Services Provided	End Date
<b>TREASURY</b>		
Butlers (SRBC)	Treasury Management Consultancy Service	31.3.10
Sector (CBC)	Treasury Management Consultancy Service	No Contract
Chrystal Consulting Limited (SRBC)	Leasing advice/renewals	31.3.09
Chrystal Consulting Limited (CBC)	Leasing advice/renewals	No Contract
HSBC (SRBC)	Banking Services	31.3.13
NatWest (CBC)	Banking Services	To be decided
<b>INSURANCE</b>		
Willis (SRBC)	Insurance Broker and tender services	31.12.10
Various (Royal & Sun Alliance, St. Pauls Travellers, anon) (SRBC)	Insurance Policies (Liability, motor, material damage)	31.12.11
Marsh Ltd (CBC)	Insurance brokerage	30.6.09
Zurich Municipal (CBC)	Insurance services	31.3.11
AIG Europe c/o Marsh broker (CBC)	Environmental warranty Insurance	31.3.18



## BUSINESS IMPROVEMENT PLAN 2009/10

<b>Company / Provider</b>	<b>Services Provided</b>	<b>End Date</b>
Chubb Insurance c/o Marsh broker (CBC)	Employment practices Insurance	31.3.09
<b>PAYROLL</b>		
Blackpool Borough Council (CBC)	Payroll Service	Rolling SLA
Lancashire Employment Services (SRBC)	Payroll	Extended for 2yrs to 31.3.09 as per contract
<b>SYSTEMS</b>		
Civica (SRBC)	Powersolve FMS system (including creditors, debtors, bank Rec)	Extended an annual basis from 1 <sup>st</sup> April
Intelco (SRBC)	Powersolve -licences	Extended an annual basis form 1 <sup>st</sup> April
Civica (SRBC)	ICON –cash files/ bank disk processing (Main user- Revenues)	
Bottomline Technolgy (SRBC)	Paybase (BACS payments/receipts for creditors, debtors)	Annually 1 <sup>st</sup> April
Bottomline Technolgy (SRBC)	Printers, toner, cheques	Annually 1 <sup>st</sup> April
Civica (CBC)	Financials Debtors & Creditors GL Purchasing Intelligent Imaging e-Modules (Cr, Dr, Pr) Budget Preparation	30.7.14

## BUSINESS IMPROVEMENT PLAN 2009/10

<b>Company / Provider</b>	<b>Services Provided</b>	<b>End Date</b>
Civica (CBC)	ICON Cash Receipting ICON Bank Reconciliation	19.3.13
<b>EXCHEQUER</b>		
Allpay (CBC)	Payments Service	Nov 2007 Currently on a contract extension
LAMAC (SRBC)	Mortgage Administration	31.3.09
CYGNUS (CBC)	Mortgage Administration	
<b>AUDIT</b>		
National Anti Fraud Network (SRBC)	Evidence for investigations	31.3.09
LCC (CBC)	Internal audit services	31.3.09
<b>PROCUREMENT</b>		
BIP Solutions Ltd (CBC)	Annual Subscription to Project Online	October 2008

BUSINESS IMPROVEMENT PLAN 2009/10

**APPENDIX 7 – COMMUNICATIONS PLAN**

The key aims of the plan are:

- Aim 1: To help ensure that all customers and users of the services display high levels of customer satisfaction***
- Aim 2: To help develop an appropriate culture within the Partnership***
- Aim 3: To raise the internal and external profile of the Partnership***
- Aim 4: To ensure that the performance of the Partnership is effectively reported to all partners***
- Aim 5: To ensure that Service providers understand the requirements of the Partnership***

The communications plan below identifies all key audiences and messages which will support them

Audience	Key Messages	Method/materials	Frequency	Resp
<b>INTERNAL</b>				
<b><u>FINANCIAL AND ASSURANCE SHARED SERVICES PARTNERSHIP staff</u></b>				
1. S151 Officers	<ul style="list-style-type: none"> <li>• Performance of the partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing reporting arrangements specified in the SLAs</li> </ul>	As specified in SLAs	SG/GB
		<ul style="list-style-type: none"> <li>• Reports to Joint Committee</li> </ul>	Quarterly	SG/GB
2. Section Heads	<ul style="list-style-type: none"> <li>• Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>• Service Management Team Meetings</li> </ul> <p>Ensure that the following are covered as appropriate:</p> <ul style="list-style-type: none"> <li>○ Service Plan &amp; SLA</li> <li>○ Budget Performance</li> </ul>	Weekly (FS) Monthly (AS)	SG/GB
		<ul style="list-style-type: none"> <li>• Performance Appraisal / Agreeing objectives &amp; monitoring performance</li> </ul>	Quarterly	SG/GB

## BUSINESS IMPROVEMENT PLAN 2009/10

Audience	Key Messages	Method/materials	Frequency	Resp
	<ul style="list-style-type: none"> <li>To foster broader partnership ethos and working</li> </ul>	<ul style="list-style-type: none"> <li>Joint Management Team Meetings</li> </ul>	Quarterly	SG/GB
3. All staff	<ul style="list-style-type: none"> <li>Ensure that staff are fully informed of all developments</li> </ul>	<ul style="list-style-type: none"> <li>Team Briefing – passing key information through the corporate process</li> </ul>	Monthly	SG/GB & MN/GH
		<ul style="list-style-type: none"> <li>Team Management Meetings – each sections own regular meeting</li> </ul>	Monthly (minimum)	Section Heads
		<ul style="list-style-type: none"> <li>Corporate Briefings – putting key messages out at Corporate Road Shows or similar</li> </ul>	Ad-hoc	SG/GB
		<ul style="list-style-type: none"> <li>Top 50 Managers/Leaders Forum</li> </ul>	Corporate Timetable	SG/GB
		<ul style="list-style-type: none"> <li>SSANews covering such things as progress, issues, developments, etc</li> </ul>	Quarterly	SG/GB
		<ul style="list-style-type: none"> <li>Performance Appraisal</li> </ul> <p>Agreeing objectives &amp; monitoring performance</p>	Quarterly	Section Heads
		<ul style="list-style-type: none"> <li>Intranet sites to include:               <ul style="list-style-type: none"> <li>Team profiles with photographs</li> <li>Full contact details</li> <li>Background information &amp; documents</li> </ul> </li> </ul>	To be established in February 2009	SG/GB to lead
		<ul style="list-style-type: none"> <li>Articles in Corporate magazines –</li> <li>E-News &amp; Insight</li> </ul>	Ad-hoc	SG/GB & MN/GB
	<ul style="list-style-type: none"> <li>To foster good social relations amongst staff</li> </ul>	<ul style="list-style-type: none"> <li>Social Events</li> </ul>	Ad-hoc	
		<ul style="list-style-type: none"> <li>Induction Events at each Council</li> </ul>	Initial events in February &	Human Resources

## BUSINESS IMPROVEMENT PLAN 2009/10

Audience	Key Messages	Method/materials	Frequency	Resp
			March 2009 As required for new staff thereafter	
<b><u>Other Officers</u></b>				
1. Corporate Management	<ul style="list-style-type: none"> <li>High level view of Service development &amp; performance</li> </ul>	<ul style="list-style-type: none"> <li>Presentation to SMTs</li> </ul>	Annual – first to take place in February 2009	SG/GB
2. Service Directors & Heads of Service	<ul style="list-style-type: none"> <li>Assurance on amount and quality of service received / Input to Service Plans for the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Face to face service review meetings</li> </ul>	Quarterly – first to take place in February 2009	SG/GB & All Section Heads
3. Direct Service users below Service Directors & Heads of Service	<ul style="list-style-type: none"> <li>Performance Information</li> </ul>	<ul style="list-style-type: none"> <li>Customer Liaison Group Meetings</li> </ul>	Initially monthly first to take place in February 2009	Section Heads
	<ul style="list-style-type: none"> <li>Details of planned changes to assess impact on service</li> </ul>	<ul style="list-style-type: none"> <li>Customer Liaison Group Meetings</li> </ul>	Initially monthly first to take place in February 2009	Section Heads
4. All Staff	<ul style="list-style-type: none"> <li>Ensure that staff are fully informed of all developments</li> </ul>	<ul style="list-style-type: none"> <li>Team Briefing – passing key information through the corporate process</li> </ul>	Monthly	SG/GB & MN/GH
		<ul style="list-style-type: none"> <li>Corporate Briefings – putting key messages out at Corporate Road Shows or similar</li> </ul>	Ad-hoc	SG/GB
		<ul style="list-style-type: none"> <li>Top 50 Managers/Leaders Forum</li> </ul>	Corporate Timetable	SG/GB

BUSINESS IMPROVEMENT PLAN 2009/10

Audience	Key Messages	Method/materials	Frequency	Resp
		<ul style="list-style-type: none"> <li>• Intranet sites to include:                             <ul style="list-style-type: none"> <li>○ Team profiles with photographs</li> <li>○ Full contact details</li> <li>○ Background information &amp; documents</li> </ul> </li> </ul>	To be established in February 2009	SG/GB to lead
		<ul style="list-style-type: none"> <li>• Access to all Joint Committee papers via each Council's Committee Admin System (this will require separate posting to Chorley's system)</li> </ul>	Ongoing	SG/GB
		<ul style="list-style-type: none"> <li>• Articles in Corporate magazines – Enews &amp; Insight</li> </ul>	Ad-hoc	SG/GB & MN/GB
<b><u>Members</u></b>				
1. Partnership Executive & JC Members	<ul style="list-style-type: none"> <li>• High level performance &amp; service information including:                             <ul style="list-style-type: none"> <li>○ Staffing</li> <li>○ Development proposals</li> <li>○ Budget issues</li> <li>○ Politically sensitive issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review meetings with S151 Officers &amp; Heads of Shared Service</li> </ul>	Monthly	MN/GB & SG/GB
		<ul style="list-style-type: none"> <li>• Joint Committee Briefings and Formal Meetings</li> </ul>	Quarterly	MN/GB & SG/GB
2. Executive Cabinet	<ul style="list-style-type: none"> <li>• Overall performance of the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management Reports to Executive Cabinet Meetings as part of Council wide PM arrangements</li> </ul>	At least quarterly	MN/GB & SG/GB
		<ul style="list-style-type: none"> <li>• JC Executive Portfolio briefing of other Executive Cabinet Members at informal meetings</li> </ul>	As required	JC Executive Members
3. All Councillors	<ul style="list-style-type: none"> <li>• Ensure that Members are fully informed of all developments</li> </ul>	<ul style="list-style-type: none"> <li>• Articles in the Member's Newsletters</li> </ul>	Quarterly starting February 2009	MN/GH & JC Executive Members

BUSINESS IMPROVEMENT PLAN 2009/10

Audience	Key Messages	Method/materials	Frequency	Resp
		<ul style="list-style-type: none"> <li>• Intranet sites to include:                             <ul style="list-style-type: none"> <li>○ Team profiles with photographs</li> <li>○ Full contact details</li> <li>○ Background information &amp; documents</li> </ul> </li> </ul>	To be established in February 2009	SG/GB to lead
		<ul style="list-style-type: none"> <li>• Access to all Joint Committee papers via each Council's Committee Admin System (this will require separate posting to Chorley's system)</li> </ul>	Ongoing	SG/GB
		<ul style="list-style-type: none"> <li>• Articles in Corporate magazines – Enews &amp; Insight</li> </ul>	Ad-hoc	SG/GB & MN/GB
<b>EXTERNAL</b>				
<b><u>Citizens / Council Tax Payers</u></b>				
1. Direct Service Customers	<ul style="list-style-type: none"> <li>• Details of any service changes &amp; the implications for them</li> </ul>	<ul style="list-style-type: none"> <li>• Direct contact via email or letter</li> </ul>	As required	Section Heads
	<ul style="list-style-type: none"> <li>• Staff Contact details</li> </ul>	<ul style="list-style-type: none"> <li>• Publication in Council A to Z</li> <li>• Direct contact via email or letter</li> </ul>	Include in 2009 edition	SG/GB
2. General Public	<ul style="list-style-type: none"> <li>• General information and awareness raising of the partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Articles in Council Newspapers</li> </ul>	First edition for 2009 then annual update	SG/GB
		<ul style="list-style-type: none"> <li>• Articles in local press</li> </ul>	Ad-hoc	MN/GH

## BUSINESS IMPROVEMENT PLAN 2009/10

<b>Audience</b>	<b>Key Messages</b>	<b>Method/materials</b>	<b>Frequency</b>	<b>Resp</b>
<b><u>Service Providers</u></b>				
1. Companies & other service providers	<ul style="list-style-type: none"> <li>Details of any service changes &amp; the implications for them</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads
	<ul style="list-style-type: none"> <li>Staff Contact details</li> </ul>	<ul style="list-style-type: none"> <li>Publication in Council A to Z</li> </ul>	Include in 2009 edition	SG/GB
		<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads
<b><u>Government Bodies</u></b>				
1. Central Government	<ul style="list-style-type: none"> <li>Staff contact details relevant to statistical and other returns</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads
2. Other Local Authorities	<ul style="list-style-type: none"> <li>General information and awareness raising of the partnership</li> </ul>	<ul style="list-style-type: none"> <li>Articles in Local Government Journals</li> </ul>	Ad-hoc	MN/GH
		<ul style="list-style-type: none"> <li>Speaking at seminars and workshops</li> </ul>	Ad-hoc	MN/GH
		<ul style="list-style-type: none"> <li>Supporting RIEP, Lancashire Hub and other regional/national initiatives</li> </ul>	Ongoing	SG/GB to lead
<b><u>Other Bodies</u></b>				
1. Audit Commission	<ul style="list-style-type: none"> <li>Performance Information</li> <li>Access to relevant documents such as plans, agendas, minutes, budgets, performance management information, etc</li> </ul>	<ul style="list-style-type: none"> <li>Regular review meetings</li> <li>Passing on of appropriate documents</li> <li>Access to all Joint Committee papers via each Council's Committee Admin System</li> </ul>	As determined in discussion with DA	MN/GH & SG/GB
	<ul style="list-style-type: none"> <li>Staff contact details</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	SG/GB
2. CIPFA & Other Professional Bodies	<ul style="list-style-type: none"> <li>Staff contact details relevant to statistical and other returns</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads



**BUSINESS IMPROVEMENT PLAN 2009/10**

<b>Audience</b>	<b>Key Messages</b>	<b>Method/materials</b>	<b>Frequency</b>	<b>Resp</b>
3. Peer & Working Groups	<ul style="list-style-type: none"> <li>Staff contact details</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads
4. Taxation	<ul style="list-style-type: none"> <li>Staff contact details</li> </ul>	<ul style="list-style-type: none"> <li>Direct contact via email or letter</li> </ul>	As required	Section Heads
	<ul style="list-style-type: none"> <li>Arrangements for submission of returns</li> </ul>			