REPORT TO	DATE OF MEETING	
Shared Services Joint Committee	23rd January 2012	SOUTH RIBBLE BOROUGH COUNCIL forward with South Ribble

Report template revised June 2008

SUBJECT	PORTFOLIO	AUTHOR	ITEM
Performance Management Report	N/A	Susan Guinness 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 2011/12 Business Improvement Plan (BIP).

The report shows progress as at the end of November 2011 and therefore covers the first 8 months of the year.

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

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

RECOMMENDATIONS

That the progress on overall performance, including financial performance is noted

DETAILS AND REASONING

The Shared Services 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 2011/12.

Full statements of the progress made on the key projects and the performance targets as at the end of November 2011 are shown at **Appendices 1 and 2.** The highlights from these statements are expanded on in the body of the report.

EXECUTIVE SUMMARY

29 of the 38 key projects for this year have been completed or are on track and plans are in place to address the remaining 9.

14 of the 39 performance measures are now at "red" status and there are some mitigating circumstances in each case. Please note than many of the KPIs that have a red status involve the performance of other functions, within both Councils, which is outside the direct control of Shared Services. In these circumstances we are taking action to address issues within our control and also assisting other sections and departments improve performance where it affects the KPIs within our Business Improvement Plan.

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 **£0.033m**. An explanation is provided later in the report.

KEY SERVICE DEVELOPMENTS

There are 38 key projects included in the BIP which represent service developments for 2011/12. Using a traffic light system, the progress is summarised in the table below.

Detail	Partnership Level	Assurance Services	Financial Services
Green Projects - on track	3	17	9
Amber Projects	0	1	3
Red Projects	0	5	0
Total	3	23	12

The following paragraphs provide commentaries on an exception basis for projects that are considered to have an Amber or Red status, together with proposed actions to bring those projects back on track.

ASSURANCE SERVICES PROJECTS

Red Projects

Although Chorley's **Anti-Fraud & Corruption Strategy** has now been updated it's subsequent re-issue and corresponding roll-out of the **"Meritec" Fraud Awareness Package** were delayed but are now programmed for January 2012.

The Head of Health, Environment & Neighbourhoods is still in a dialogue with Croston Parish Council to engage them in a **Joint Chorley/Croston Flood Plan Exercise**. In the meantime key staff have taken part in a multi-agency flood plan simulation in November which provided validation of both Councils' flood plans

The target date to support the Multi-Agency Flood Group to finalise & implement the **South Ribble Flood Action Plan** has not been met due to additional inputs that are required from the Drainage Officer. A revised completion date of February 2012 has been set**.**

The original target date for updating **Insurance Manuals** at both host authorities has been extended to enable the new insurance arrangements from January to be taken into account.

Amber Projects

The development of a programme for **Promoting Business Continuity** to local businesses in both host Boroughs is now on hold pending the imminent release of new national guidance in this area.

FINANCIAL SERVICES PROJECTS

Red Projects

There are no Red Projects for Shared Financial Services.

Amber Projects

There are three projects that have been allocated an AMBER status this is due to the fact that the projects have over-run compare to the original anticipated end date allocated when this year's BIP was approved:

1. **Construct and Deliver Financial Training Packages –** The intranet has been updated with CIPFA's *A Comprehensive Guide to Local Government Finance 2011.* Some packages and training have been delivered, particularly with regard to topical subjects e.g. Statement of Accounts. Training packages and training is being delivered in the preparation period and during particular work programmes throughout the course of the annual accounting cycle. It is considered that this timing throughout the year makes the training more relevant and topical and therefore more effective in terms of customer and user perspective.

2. **Base Budget Review** – This project has been progressed at both Councils. The project will, however, remain a work in progress as it is proposed to continue this review into 2012/13 to assist both Councils bridge their budget funding gap in future years.

3. **Common Platform for Management Accounting Procedures** - The two Management Accounting processes are currently being run within the same FMIS. The reporting tool within the system has been developed to generate to produce automated budget holder and senior management monthly reports. The project has been marked AMBER as the final stages of the project need to be concluded with regard to the accounts closure routine periodically during the financial year. It is currently proposed that this should be undertaken on a quarterly basis but this final stage still needs to be approved by the CFOs and detailed procedures implemented before the end of the financial year.

PERFORMANCE TARGETS

The BIP contains 39 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 as at the end of November 2011 is shown in the table below.

Detail	Assurance Services	Financial Services
Green on target	9	8
Amber – within 5% of target	1	1
Red – more than 5% off target	9	5
Not measured (*)	1	5
Total	**20**	**19**

(*) 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.

A detailed breakdown of the red and amber targets is shown below:

ASSURANCE SERVICES

Red Targets

These relate to the following indicators:

- % Audit Plans Completed
- (Timely) Implementation of Agreed Management Actions

The former is almost entirely due to workload profiling. A disproportionate amount of annual leave is taken during the first three quarters and there are ample staff days available to complete the remaining elements of the Audit Plans.

The latter also requires some caution. A "zero tolerance" stance is adopted to this indicator as the target set is 100% and therefore a degree of under achievement is almost inevitable. The Joint Committee will also be aware that this requires ongoing attention and action by service managers rather than ourselves. Members should be reassured that we are working closely with the Audit and Governance Committees of the host authorities on this and the January reports to those Committees do actually demonstrate significant improvements in this area.

Amber Target

This relates to an 88% Customer Satisfaction Rating for auditing Shared Services against a target of 90%. Only slightly off target and no significant issues to report.

FINANCIAL SERVICES

Measure	Target to date	Actual to date	Variation
Over/underspends within 1% of manageable/cash revenue budget	+/-1.0%	-1.6%	60%
15 working days from the period-end closure to the distribution of financial reports	100%	91.5%	8.5%
Statutory Grant Claims and Returns to be submitted on time	100%	85.6%	14.4%
Supplier Payment within 30 days	98%	87.33%	10.9%
Supplier Payment within 22 days	85%	79.54%	6.4%
% of remittances to suppliers by electronic means	87%	80.70%	7.2%

Red Targets

15 working days from period end to distribution of financial reports - One set of Budget Monitoring reports were delivered late to budget holders due to delays experienced in receiving payroll data from the provider. Issues are still ongoing with the service provider but we are working proactively with them to enable the payroll data be uploaded into our FMIS.

Statutory Grant Claims and Returns to be submitted on time – Both the RA forms at CBC and SRBC were submitted late. This was caused by the additional work resulting from the first closure following the new International Financial Reporting Standards (IFRS) regime.

Supplier Payment within 30 and 22 days - Target not achieved mainly attributable to non compliance by users and unfamiliarity with processes due to staff turnover in Shared Financial Services. A process of publicising the importance of system compliance is currently underway and is clearly working as the 10 day payment performance target is now on target. The 30 and 22 day target improvements are a high priority and performance is already vastly improved. This will take time to be reflected, however, in the cumulative target. The latest results for the most recent payment runs are 99.56% and 93.95% respectively.

The action taken has included increasing the detail of performance monitoring by recording the time taken to complete each task within the whole process which has enabled us to identify the precise points where improvements needed to be made. This has been done in consultation with budget holders and has resulted in a significant improvement in the results. In fact a 100% result has been achieved for payments within 30 days on numerous occasions. The Team are now looking at ways to ensure that this level of performance is sustained at the same time as reverting back to regular process monitoring levels. One of the new developments is a Payment Forecast report which identifies invoices which would just about go over the PI limits if they are not paid that day and gives the team a last and final chance to contact authorisers to inform them of the situation, explain the consequences and hopefully prevent a failure to meet the target.

% of remittances to suppliers by electronic means – This KPI is red due to the proportion of remittances sent electronically at SRBC. Previously, with the old FMIS, faxed remittances were classed as electronic but are no longer used as a result of introducing the new system. Continued development of the new FMIS will improve the number of electronic remittances sent to suppliers. Also as described above, a Payment Forecast report has now been developed which also provides details of the payments due to be made that day along with an indicator of whether they will be paid be cheque or BACS and whether remittance advice will be sent by post or email. This allows a member of the Team to contact the relevant supplier to ask them for an email address, or bank details.

Amber Targets

Over/Under spends within 1% of manageable/cash revenue budget – Both Councils are currently underspending against cash budgets. There are numerous reasons for budget variations occurring within all the costs centres managed across varied departments, functions spend types and Councils. Overall underspending this is mainly attributable to cost reduction in order to address budget gaps in future years within Medium Term Financial Strategies

BUDGET PERFORMANCE STATEMENTS

At each Joint Committee meeting up-to-date budget performance statements will be presented showing actual performance against the approved original 2011/12 partnership budget. Any variations will be highlighted together with any proposals for either reducing or increasing expenditure accordingly.

The following statement presents the projected out-turn position at 31 March 2012. The original partnership budget for 2011/12 is £1.513m which achieves a budget reduction of £0.221m (13%) from 2010/11.   The anticipated out-turn position at 31 March 2011 is currently £1.480m which equates to a budget saving at year end of £0.033m

Cost Category	Annual Budget £000	Projected Out-turn as at 31st March 2012 £000	(Under)/Over Spend £000
Employee Costs	1.449	1.419	**(0.030)**
Lancashire CC Audit Budget	0.010	0.010	**-**
Transport	0.014	0.012	**(0.002)**
Supplies and Services	0.040	0.039	**(0.001)**
TOTAL	**1.513**	**1.480**	**(0.033)**

Estimated Budget Variations

The current expected underspend against budget is mainly attributable to vacancies in Shared Financial Services.

WIDER IMPLICATIONS

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

FINANCIAL	The wider implication of the financial performance of the Partnership is the full year impact on both Councils' Medium Term Financial Strategies. Any under-spend achieved at year end against the Partnership's budget will be passed on in total to both Councils by means of a reduced recharge.

LEGAL	The partnership has been established with an informal structure which has low complexity and a low cost set up. The Shared Services Joint Committee, established under Section 101 of the Local Government Act 1972, provides the overall governance for this with its terms being set out in an Administrative Collaborative Agreement which has been signed by both Councils. Sound performance management arrangements are required to enable the Shared Services Joint Committee to effectively fulfil its obligations. Schedule 1 to this Agreement sets out the Service Level Agreements which form a key part of the performance management arrangements.

RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 2011/12.

OTHER (see below)	

Asset Management	*Corporate Plans and Policies*	*Crime and Disorder*	*Efficiency Savings/Value for Money*
Equality, Diversity and Community Cohesion	*Freedom of Information/ Data Protection*	*Health and Safety*	*Health Inequalities*
Human Rights Act 1998	*Implementing Electronic Government*	*Staffing, Training and Development*	*Sustainability*

BACKGROUND DOCUMENTS
1. Partnership Business Improvement Plan 2011/12.

APPENDIX 1 – KEY SERVICE DEVELOPMENTS 2011/12

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Partnership Level						
Ongoing Implementation of the Workforce Development Plan	SG/GB	April 2011	March 2012	As arranged with the respective HR departments at each authority	GREEN	Ongoing
Implementation of Customer Survey Actions	SG/GB	April 2011	March 2012	As per agreed action plan	GREEN	Ongoing
Participate in CBC & SRBC staff surveys	SG/GB	April 2011	Jan 2012	Timetable to be agreed	GREEN	Completed at CBC & in progress at SRBC
Assurance As A Whole						
Feed into new member inductions at SRBC & CBC	GB	May 2011	May 2011	To cover risk, audit and ethical governance	GREEN	Implemented
Arrange (joint) training for the Governance & Audit Committees following the May elections	GB	May 2011	June 2011	To be arranged	GREEN	Implemented
Facilitate control & risk self assessments in services at CBC & SRBC	GB	October 2011	Dec 2011	Timetable to be agreed	GREEN	Implemented
Internal Audit						
Finalise and roll-out the Meritec Fraud Awareness package at CBC	CW	May 2011	June 2011	Tailor to CBC needs Publicise & roll out on the LOOP	RED	Ready to roll out after updated Anti-Fraud & Corruption is finalised / issued (below)
Finalise the Anti-Fraud & Corruption Strategy at CBC	CW	May 2011	May 2011	Update document Publicise on the LOOP	RED	Updated Strategy being finalised

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Review the audit assignment process to identify potential efficiency improvements	CW	May 2011	June 2011	Arrange managers meeting(s) & review full process including reporting	GREEN	Implemented
Update the Quality System & retain the ISO 9001 standard	CW	Ongoing	Feb 2012	Regular review of IA processes & updates to the Quality System as necessary	GREEN	On course to be achieved
Further develop the use of IDEA to encompass more applications	CW	Ongoing	Ongoing	Add to repertoire of reports run for key financial & business systems (ongoing)	GREEN	Ongoing
Compare the assignment level self-assessments with customer questionnaire results and investigate any discrepancies	CW	Ongoing	Ongoing	Periodic reviews in-year	GREEN	Ongoing
Risk Management						
Review tree risk management arrangements at CBC	AA	June 2011	Oct 2011	Review systems, policies and procedures using SRBC report as control matrix.

Produce written report and improvement action plan (July 2011)

Conduct end of year review of actions implemented (October 2011) | GREEN | This was subsequently incorporated within the Internal Audit review of maintenance regimes as part of the 2011/12 Audit Plan and has now been completed |

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Emergency / Business Continuity Planning						
Establish monthly liaison meetings to enable the flow of information between Shared Assurance Services Environmental Services as the key responder	**AA**	**Ongoing**	**Ongoing**	**Schedule monthly liaison meetings & prepare agendas to include relevant actions, issues, feedback and monitoring information** **Prepare and circulate minutes from meetings**	**GREEN**	**Implemented & ongoing**
Update the Emergency Plans at both Councils to reflect structural & departmental changes & learning from recent simulation exercises	**AA**	**April 2011**	**Sept 2011**	**Update structure & content of existing EP's & issue hard copies** **Develop Rest Centre & Recovery Action Group appendices (CBC)** **Update EP Control Centre Procedures & arrange awareness session for relevant officers (CBC)** **Raise EP awareness with Customer Services Staff & Out Of Hours Contractor** **Arrange for electronic versions on Inter/Intranets & the National Resilience Extranet (NRE)**	**GREEN**	**Implemented**
Implement the National Resilience Extranet (NRE) at both Councils	**AA**	**July 2011**	**July 2011**	**Identify users & provide training as necessary** **Provide system administration function**	**GREEN**	**Implemented**

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Identify & agree additional alternative Rest Centres in South Ribble	AA	June 2011	Sept 2011	Draw up MOU's & incorporate within the EP	GREEN	Implemented
Develop and facilitate a Rest Centre test exercise at Chorley in conjunction with LCC Emergency Planning / Emergency Response Group & Active Nation	AA	April 2011	Dec 2011	Participate in Planning Team meetings Undertake exercise and provide necessary support and resources	GREEN	Implemented
Undertake a combined Chorley Flood Action Plan / Croston Community Flood Plan exercise	AA	Oct 2011	Oct 2011	Agree timetable and actions with other stakeholders on completion of Croston Community Flood Plan	RED	The Head of Health, Environment & Neighbourhoods is still in a dialogue with Croston Parish Council to engage them in a joint exercise. In the meantime key staff have taken part in a multi-agency flood plan simulation in November which provided validation of both Councils' flood plans
Support the South Ribble Multi-Agency Flood Group to finalise & implement the Borough Flood Action Plan	AA	April 2011	Aug 2011	Complete the Plan for the remaining 8 flood risk areas Forward Plan to LRF to complete Part 2 of the LRF Multi-Agency Flood Plan (MAFP)	RED	Target date not achieved due to additional inputs required from the Drainage Officer. Revised completion date February 2012
Develop a programme to promote BCM to local businesses in both host Boroughs	AA	Sept 2011	Dec 2011	Review of Web site content & undertake publicity campaign to raise awareness Facilitate an awareness seminar in conjunction with other agencies	AMBER	This is now on hold pending the imminent release of new national guidance in this area.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Update & Test Business Continuity Plans (BCPs) following restructures at SRBC	AA	April 2011	February 2012	Update core BCP to incorporate critical service and supplementary plans & new "loss of building plan". Ensure alignment with DR Plan. Issue hard copy & electronic versions on CONNECT as appropriate (September) Compile incident specific appendices for fuel shortage & pandemic flu (December) Arrange test exercise (February 12)	GREEN	On course to be achieved
Update & Test Business Continuity Plans following restructures at CBC	AA	April 2011	December 2011	Undertake facilitated development sessions to produce building-based BCP's Issue hard copy & electronic versions on LOOP as appropriate (September) Compile incident specific appendices for fuel shortage & pandemic flu (December) Arrange test exercise (December)	GREEN	On course to be achieved

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Insurance						
Update & distribute Insurance Manuals at both host authorities as a means of publicising the Insurance Service	AA	July 2011	Sept 2011	To be agreed	RED	This has been postponed to enable the new insurance arrangements to be taken into account. Revised date March 2012.
Complete a nine month extension of current Long Term Agreements (LTAs) for CBC's insurance Portfolio	AA	April 2011	April 2011	Agree extension with Director of Transformation & obtain necessary Member approvals and exemption of CPRs	GREEN	Implemented
Oversee the exercise for the procurement of new long-term insurance agreements by both councils	AA	April 2011	Jan 2012	Project / procurement plan (April 2011) Agree selection criteria (May 2011) Finalise proposal & arrange OJEC publication (June 2011) Issue ITT (June 2011) Tender deadline (end September 2011) Evaluation report to officers Recommendation report to members for approval (November 2011) Make appointments & place covers (December 2011)	GREEN	Implemented

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Financial Services As A Whole						
Construct and deliver financial training packages for Members and Budget Holders to include use of systems, process improvement and financial management techniques.	**SG**	**April 2011**	**Sept 2011**	**Consult customers** **Identify priority issues for customers and Shared Services** **Produce packages** **Deliver training**	**AMBER**	**The intranet is currently being updated with CIPFA's *A Comprehensive Guide to Local Government Finance 2011*. Some packages and training has been delivered particularly with regard to topical subjects e.g. Statement of Accounts. Training packages and training is being delivered in the run up and during the course of the annual accounting cycle. It is considered that this timing throughout the year makes the training more relevant and topical and therefore more effective.**
Ensure compliance with Service Reporting Code of Practice for Local Authorities including process improvement to facilitate the most efficient and effective data collection and publication processes	**SG**	**April 2011**	**December 2011**	**Consult customers and communications staff** **Set up templates for publication** **Identify issues and re-currant issues problems/problem solving approach** **Conduct training to solve problems**	**GREEN**	**COMPLETE**
Base Budget Review at CBC and SRBC based on subjective analysis of the total cash budget	**SG**	**April 2011**	**July 2011**	**Initial subjective analysis to establish de minimis level / scope of review.** **Examination and research - matching output/outcomes to optional additional expenditure invested.** **Consider more cost effective options.** **Consultation process - Conduct Star Chambers or other appropriate forum**	**AMBER**	**This project has been progressed at both Councils. The project will, however, remain a work in progress as it is proposed to continue this review into 2012/13 to assist both Councils bridge their budget funding gap in future years.**

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Accountancy Services						
Provide a common partnership platform for Management Accounting processes, Budget Monitoring and Budget Preparation – Revenue and Capital Review of monthly/quarterly close down procedures with reference to new requirement Enhanced Local Government Accrual Reporting (ELGAR) programme. functionality of the new and developed FMIS at SRBC and CBC respectively	MJ / JB	April 2011	December 2011	Identification of processes that do not add value Establish most efficiency and effective processes Consult with customers and stake holders Implement	AMBER	The two Management Accounting processes are currently being run within the same FMIS. The reporting tool within the system has been developed to generate to produce automated budget holder and senior management monthly reports. The project has been marked AMBER as the final stages of the project need to be concluded with regard to the periodic closure routine. It is currently proposed that this should be undertaken on a quarterly basis but this final stage still need to be approved by the CFOs and detailed procedures implemented before the end of the financial year.
Close down the accounts of both Councils in accordance with International Financial Reporting Standards (IFRS)	GW	April 2011	June 2011	Consultation with External Auditors Comply with the Code of Practice for Local Authority Accounting Comply with Closure of Accounts timetable	GREEN	COMPLETED AND ACHEIVEMENT ACKNOWLEDGED BY THE EXTERNAL AUDITOR
Preliminary Joint Bank Tender preparation (Contact effective from April 2013)	GW	Jan 2012	March 2012	Agree strategy for Tender preparation. Collect data Assess implications for both Councils	GREEN	On Track.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
System Development & Exchequer Services						
Explore the feasibility of extending the new platform for delivering the Financial Management Information System to other parties outside of the Partnership	LH	April 2011	Sept 2011	Assess resources implications with regard to implementation and sustainability Further test multi company system operations and responsibilities e.g. Disaster recovery outside the Partnership Soft Market testing	GREEN	This target has been achieved as the SFS team have been selected to lead on the project to create the business case for Lancashire wide financial systems hosting.
Implementation and development of the Asset Accounting, Budget and Payroll Budgeting Modules within CIVICA	LH	April 2011	Jan 2012	Consult Partnership internal and external customers Process re-engineering Test systems Implement including training	GREEN	Assessment of these new modules has now been completed. Implementation of the Budget Modules will be suspended pending further development work from the supplier as the current solution would not add value to our processes. We are working with the supplier on this development in light of the Lancashire wide FMIS hosting project. Asset Accounting module assessment has identified the need to complete the SerCoP work before implementation so a new target date of Jan 2012 is required to bring it in to line with SerCoP implementation timescales.
Set up Joint Financial Management Information User groups to enhance customer training and satisfaction	LH	Sept 2011	March 2012	Consult customers Set up group terms of reference and timetable	GREEN	This project is ahead of schedule as user groups have started. The next full meeting will be held in December to co-inside with the release of version 13, the financial year end and some other process improvements.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Procurement Services						
The Chest E-tendering systems – the Chest is in place however the process needs to be developed and embedded into core business	JH	April 2011	March 2012	Complete pilot period within procurement Raise awareness, training and roll-out if, and as, appropriate	GREEN	Pilot completed. The Chest is now effectively embedded at both Chorley and South Ribble Councils and is used for all intermediate and High Value procurements via the procurement team. All relevant procurement documentation and guides have been updated and a signpost to the Chest included on the respective Council websites for suppliers. Procuring officers across both authorities have been allocated "collaborator" roles as and when appropriate, and have accessed tenders and quotes via the system electronically.
Develop and implement Model Templates for Pre-Qualification, Request for Quotation and Tender documents	JH	April 2011	March 2012	Research best practice Develop template docs Publish and promote	GREEN	A template ITQ document has been developed and has been used on numerous occasions with the Chest. Additionally various template PQQ and other docs have been researched which can be adapted for individual projects. For the time being, it is considered appropriate to keep these documents within the procurement team and provide advice as appropriate.
Evaluate, implement and publish a range of Model Conditions of Contract	JH	April 2011	March 2012	Research best practice including consideration of NWIEP standard docs Consult with Legal Develop template docs Publish and promote	GREEN	Working with Legal services at both authorities NWIEP standard docs have been reviewed, updated and agreed and a Conditions Pack has now been published on the Procurement section of the Loop and Connect for access and use by officers.

APPENDIX 2 – PERFORMANCE TARGETS 2011/12

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
Assurance Overall								
Assurance Staff Satisfaction	GB	N/A	N/A	N/A	N/A	N/A	NM	Annual Indicator
Internal Audit								
% Planned Time Utilised	CW	CBC	98.5%	100%	65%	77%	GREEN	Above target
		SRBC	106%	100%	65%	53%	RED	See body of report
		SS	N/A	100%	55%	60%	GREEN	Above target
% Audit Plan Completed	CW	CBC	92%	92%	61%	63%	GREEN	Above target
		SRBC	95%	92%	61%	50%	RED	See body of report
		SS	N/A	92%	56%	50%	RED	See body of report
Percentage of Management Actions Agreed	CW	CBC	99%	97%	97%	100%	GREEN	Above target
		SRBC	98%	97%	97%	100%	GREEN	Above target
		SS	N/A	97%	97%	100%	GREEN	Above target

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
% of Agreed Management Actions Implemented	CW	CBC	69%	100%	100%	64%	RED	See body of report
		SRBC	89%	100%	100%	89%	RED	See body of report
		SS	N/A	100%	100%	67%	RED	See body of report
Of the Agreed Management Actions Implemented - % implemented On Time	CW	CBC	68%	100%	100%	50%	RED	See body of report
		SRBC	74%	100%	100%	67%	RED	See body of report
		SS	N/A	100%	100%	33%	RED	See body of report
% customer satisfaction rating – assignment level	CW	CBC	91%	90%	90%	93%	GREEN	Above target
		SRBC	90%	90%	90%	93%	GREEN	Above target
		SS	N/A	90%	90%	88%	AMBER	See body of report
Risk Management								
Average customer satisfaction score per insurance claim (max 5.0)	AA	N/A	4.7	4.7	4.7	4.7	GREEN	On target

SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
Finance As A Whole							
Customer Satisfaction	SG	Last survey in 2009/10	90%	N/A	Not measured yet	N/A	**For reference 82% was achieved in 2009/10**
Financial Services Staff Satisfaction	SG	81%	95%	N/A	Not measured yet	N/A	**To be measured during 2011/12**
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	25%	18%	18%	26%	GREEN	**Target Exceeded**
Accountancy							
Over/Underspends within 1% of manageable/cash revenue budget	SG	3.1%	<1.0%	<1.0%	SRBC 1.04% CBC 2.16%	AMBER	**Councils reducing costs via budget efficiency programmes and to address budget gaps in the Medium Term Financial Strategies**
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	120%	5%	N/A	Not measured yet	N/A	**To be measured at year end**
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	MJ/JB	N/A	100%	100%	91.5%	RED	**Improved position from last performance report from 83% to 91.5% as all reports subsequent have been sent out on time**
Achievement of Prudential Indicators	GW	100% compliance	100% compliance	100% compliance	100% compliance	GREEN	**On Target**

Key Measures	Lead Officer	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
Year end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	0	GREEN	ACHIEVED
Statutory Grant Claims and Returns to be submitted on time	MJ/JB/GW	85%	100%	100%	85.6%	RED	The RA forms were submitted late for both Councils. This was caused by the additional workload created by IFRS with particular regard to staff being unfamiliar this time round with the new process. This position has improved by 5.6% since the last performance report as all returns since the last report have been submitted on time
Achievement of industry investment benchmarks	GW	CBC = 0.65% SRBC = 1.12%	Out perform London Inter Bank Bid Rate (LIBID) by 10%	Out perform London Inter Bank Bid Rate (LIBID) by 10%	LIBID = 0.48% CBC = 1.03% SRBC = 1.03%	GREEN	Target of 0.48% exceeded. (N.B. coincidentally same rate achieved at both Councils)
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	98.09%	98%	98%	87.33%	RED	Target not achieved mainly attributable to non compliance by users and new staff unfamiliarity with processes due to staff turnover in SFS. A process of publicising the importance of system compliance has been undertaken and this continues where necessary. All delays within SFS have been resolved. This is a high priority and the target is already greatly improved from 71.35% in the last report. This will take time to be reflected in the KPI figures, however, as cumulative results are reported. The latest result is 96.15%.

Key Measures	Lead Officer	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
Supplier Payment within 22 days (local indicator)	LH	91.94%	85%	85%	79.54%	RED	Target not achieved mainly attributable to non compliance by users and new staff unfamiliarity with processes due to staff turnover in SFS. A process of publicising the importance of system compliance has been undertaken and this continues where necessary. All delays within SFS have been resolved. This is a high priority and the target is already greatly improved. This will take time to be reflected in the KPI figures, however, as cumulative results are reported. The latest result is 92.67%
Supplier Payment within 10 days (local indicator)	LH	61.67%	50%	50%	50.76%	GREEN	This KPI has been brought back on target
% of supplier payments by electronic means (VFM Secondary 7)	LH	93.62%	92%	92%	91.95%	GREEN	On Target
% of remittances to suppliers by electronic means	LH	93.04%	87%	87%	80.70%	RED	This KPI is red due to the proportion of remittances sent electronically at SRBC. Previously faxed remittances were classed as electronic but are no longer used. Continued development of the new system will improve the number of electronic remittances.
% of Financial Systems availability	LH	99.93%	99.5%	99.5%	99.9%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2010/11	Target 2011/12	Target to date 2011/12	Actual to date 2011/12	Status	Comments
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	**JH**	**67%**	**33%**	**33%**	**67%**	**GREEN**	**Above target**
LIB/P12 Satisfaction with the corporate procurement function	**JH**	**Last survey in 2009/10**	**87%**	**87%**	**Not measured yet**	**N/A**	**For reference 94% was achieved in 2009/10**
Number of Council's Top 10 suppliers (by spend value) who have formal partnership/framework agreements with the authorities	**JH**	**90%**	**100%**	**100%**	**Not measured yet**	**N/A**	**To be measured at half year and year end**