

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	20th September 2012

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 2012/13 Business Improvement Plan (BIP).

The report shows progress as at the **end of July 2012** and therefore covers the first **4 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

- (1) That members note the progress on overall performance and comment as appropriate on the report.
- (2) That members agree that the Key Performance Indicators (KPI's) relating to the implementation of Internal Audit recommendations be excluded from future Joint Committee reports for the reasons stated in the body of this report.

DETAILS AND REASONING

The Joint Committee has previously approved the Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged. The Business Improvement Plan translates these outputs and measures into specific deliverables and targets which need to be achieved during 2012/13.

Full statements of the progress made on the key projects and the performance targets as at the end of July 2012 are shown at **Appendices 1 and 2**. The highlights from these statements are expanded upon in the body of the report.

EXECUTIVE SUMMARY

25 of the **28** key projects for this year have been completed or are on track and plans are in place to address the remaining **3**.

7 of the **37** performance measures are at "red" status. Explanations for these are provided below.

The Partnership is also operating well within its approved budget and is currently expected to achieve a small under-spend against its budget by the end of the financial year of £0.005m. An analysis of variations is shown later in the report.

KEY SERVICE DEVELOPMENTS

There are 28 key projects included in the BIP which represent service developments for 2012/13. 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	14	8
Amber Projects	0	0	3
Red Projects	0	0	0
Total	3	14	11

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

ASSURANCE SERVICES PROJECTS

There are no red or amber projects to report at this stage.

FINANCIAL SERVICES BUSINESS AND PROJECT PERFORMANCE

In addition to the service's projects Shared Financial Services have continued to perform well with regard to core business delivery with the first three months witnessing the closure of the accounts at both Councils and the production of the Statement of Accounts. The external audit inspection is near to completion and regular meetings have been held with the auditors as it progresses. To date no errors have been identified but the final report will be presented to our Governance Committees later in the month.

Red Projects

There are no Red projects for Shared Financial Services

Amber Projects

Development of the current level/programme of financial training packages for Members and Budget Holders to include use of systems, process improvement and financial management techniques. This is to be undertaken to support the service's problem solving project on process and system compliance – this project has been delayed due to work being undertaken on other projects and an early start to the budget process. There are no further blockages to progress and therefore the project will be achieved in year.

Data use and storage policy for SFS to improve current practice and secure financial data within both Councils. This project will also include gearing up financial files for the implementation of sharepoint at CBC – The project was originally being implemented using external suppliers. To achieve improved value for money the project is now being implemented internally. This has changed to project implementation timetable and therefore the SFS project will be undertaken later in the year.

Review of the Management Accountancy processes post FMIS implementation (including specifically the Internal Recharges and commitment accounting regimes for both Councils) with a view to establishing a common basis for methodology, calculation and budget holder and corporate reporting - This project is progressing but the earlier production of initial budget forecasts has impacted on its finalisation date and therefore the project will continue after September 2012. The new proposed resource within Management Accountancy being formed as part of the current budget review will greatly assist in the finalisation of the project.

PERFORMANCE TARGETS

The BIP contains **37** 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 July 2012 is shown in the table below.

Detail	Assurance Services	Financial Services
Green on target	14	8
Amber – within 5% of target	0	2
Red – more than 5% off target	5	2
Not measured (*)	1	5
Total	20	17

(*) 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

Measure	Target to date	Actual to date
% of Agreed Management Actions Implemented (CBC)	100%	78%
% of Agreed Management Actions Implemented (SRBC)	100%	60%
Of the Agreed Management Actions Implemented – % implemented On Time (CBC)	100%	57%
Of the Agreed Management Actions Implemented – % implemented On Time (SRBC)	100%	0%
Of the Agreed Management Actions Implemented – % implemented On Time (SS)	100%	67%

At the last meeting of the Joint Committee members questioned whether a target of 100% was appropriate for these indicators on the basis that a degree of under achievement is almost inevitable, for a variety of reasons.

More importantly these indicators do not measure Internal Audit performance as the responsibility for implementing agreed actions lies with service managers rather than Internal Audit and this is an issue for the respective Governance Committees rather than the Joint Committee.

It is therefore recommended that these indicators are excluded from future Joint Committee reports.

This has also prompted a wider discussion in the respective Governance Committees as to whether these indicators add any value given that managers are directly accountable to the Governance Committees for any non-implementation.

Clearly it is important that the indicators adopted provide valuable performance information and not be administratively burdensome to collect and calculate.

We have therefore recommended to both Governance Committees that a baseline review of Internal Audit KPI's be undertaken and proposals be reported to the January meetings to enable any changes to take effect from 2013/14.

Amber Targets

There are no amber targets to report at this stage.

FINANCIAL SERVICES

Red Targets

Measure	Target to date	Actual to date	Variation
Over/Underspends within 1% of manageable/cash revenue budget	>+/- 1%	(3.05%)	205%
Comments: Underspends are mainly attributable to variations in Housing Benefits and reductions in employee costs brought about from pending budget reviews other transformation strategy and budget reduction regimes.			
Measure	Target to date	Actual to date	Variation
Statutory Grant Claims and Returns to be submitted on time	100%	94%	6%
Comments: Two returns have been submitted late this year due to priority attention being given to producing the Statement of Accounts.			

Amber Targets

Measure	Target to date	Actual to date	Variation
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	98%	97.52%	0.49%
Comments: One high volume user department's invoice payment processes did not run as smooth as they should have, this was identified and resolved by SFS with an action plan which has rectified the problem going forward.			
Measure	Target to date	Actual to date	Variation
% of supplier payments by electronic means (VFM Secondary 7)	95%	94.07%	0.98%
Comments: Annual payments at the beginning of the year that can only be made via cheque have had a negative impact on this KPI. As this was a one off occurrence performance should come back on track as the year progresses.			

BUDGET PERFORMANCE STATEMENTS

At each Joint Committee meeting up-to-date budget performance statements are presented showing actual performance against the approved original 2012/13 partnership budget. Any variations will be highlighted together with any action required to bring performance back on track.

The following statement presents the projected out-turn position at 31st March 2013. The original partnership budget for 2012/13 is £1.518m which achieves a budget reduction of £0.100m. The anticipated out-turn position at 31st March 2013 is currently £1.527m taking into account the budget adjustments detailed below.

Cost Category	Annual Budget £000	Revised Budget £000	Projected out- turn as at 31 st March 2013 £000	(Under) or Over Spend £000
Salary Costs	1.422	1.382	1.377	(0.005)
Other Staff Costs	0.037	0.037	0.037	-
Lancashire CC Audit Budget	0.010	0.022	0.022	-
Transport	0.014	0.014	0.014	-
Supplies and Services	0.135	0.086	0.086	-
Income	-	(0.009)	(0.009)	-
Savings Target	(0.100)	-	-	-

TOTAL	1.518	1.532	1.527	(0.005)
--------------	--------------	--------------	--------------	----------------

Estimated Budget Variations

The partnership's budget has been updated to recognise additional income generated by Shared Assurance Services from the arrangements with St Catherine's Hospice. There is also a transfer of costs from direct staffing costs to the cost of audit bought in from Lancashire County Council and also Shared Financial Services Carry Over to fund the restructure hand over of statutory duties and staff development. In summary the budget adjustments made since the original budget was approved are as follows:-

Budget Adjustment	£k
Direct Staff Costs - SAS	(12)
Additional LCC Audit Costs	12
St Catherine's Hospice - Income	(9)
St Catherine's Hospice – Insurance costs	1
SFS Carry Over	22
SFS Carry Over	14

The current estimated out-turn shows that a small saving will be achieved on staff costs, however, the Shared Financial Services Budget Review restructure is due to be implemented during September and October and depending on the outcome the forthcoming recruitment process further employee cost reductions may occur before the end of the year.

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	<p>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.</p> <p>Schedule 1 to this Agreement sets out the Service Level Agreements which form a key part of the performance management arrangements.</p>		
RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 2012/13.		
OTHER (see below)			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

BACKGROUND DOCUMENTS

1. Partnership Business Improvement Plan 2012/13.

APPENDIX 1 – KEY SERVICE DEVELOPMENTS 2012/13

PARTNERSHIP LEVEL

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Achieve the budget savings target set for the partnership	SG	Ongoing	Ongoing	<ul style="list-style-type: none"> Undertake detailed review of the budget for SFS and SAS and resources requirement. Identify different ways of working to achieve greater efficiency in delivering the service Amend the staffing structure if required following the Councils' relevant policies Consult with stakeholders Link project to development of managers and staff and plan for succession below 	GREEN	Report is being delivered to Chorley Executive Cabinet on Thursday 13 th September to finalise the Shared Financial services Budget Review recommendations. It will update Members on the responses received during the consultation period and subsequent amendments to the original proposals. Implementation will commence with immediate affect thereafter following the call in period.
Seek out viable opportunities to grow the Partnership	SG/GB	Ongoing	Ongoing	To be arranged	GREEN	
Further develop managers and staff and plan for succession	SG/GB	Ongoing	Ongoing	Implementation of the new staffing structure in SFS	GREEN	

SHARED ASSURANCE SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Assurance Services as a Whole						
Assist with new member inductions at CBC following the May elections	GB	April 2012	June 2012	June 2012	GREEN	Completed
Arrange training for new Governance & Audit Committee members following the May elections	GB	April 2012	June 2012	June 2012	GREEN	Completed
Internal Audit						
Update the Quality System & retain the ISO 9001 standard	CW	Ongoing	Feb 2013	Regular review of IA processes & updates to the Quality System as necessary.	GREEN	
Further develop the use of IDEA to encompass more applications	CW	April 2011	Ongoing	Add to repertoire of reports run for key financial & business systems	GREEN	
Risk Management						
Review the application of the Risk Management Frameworks at both Councils	AA	Apr 2012	Mar 2013	Implement a programme of checks to assess levels of compliance with existing processes Review and revise the RM Policy and Framework documents Provide training and awareness on the revised RM Frameworks	GREEN	

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Emergency & Business Continuity Planning						
Implement the findings of the Internal Audit reviews of EP & BCP at both Councils	AA	Jan 2012	Sep 2012	TBA	GREEN	In progress
Oversee the host Councils' elements of the "Riots and Disturbances" action plans	AA	Jan 2013	Mar 2013	TBA	GREEN	Completed - considered by the Community Safety Partnership. Rather than each District carry out separate actions the Police are updating their documentation which we would all work to generally.
Complete a training needs assessment and programme for EP responders at both Councils	AA	Jan 2013	Mar 2013	<p>Identify all relevant responders and key staff</p> <p>Develop an assessment questionnaire and undertake discussions with staff</p> <p>Formulate a consolidated training programme within the budgets available at both Councils</p>	GREEN	
Deliver a Flood Response Plan training and awareness session for SRBC staff	AA	Oct 2012	Dec 2012	<p>Develop the exercise order, briefing material and presentation</p> <p>Arrange the event and deliver the training session</p>	GREEN	

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Undertake a combined Chorley Flood Action Plan & Croston Community Flood Plan exercise	AA	TBA	TBA	<p>Agree timetable and actions with other stakeholders on completion of Croston Community Flood Plan</p> <p>Develop the Exercise order, briefing material and presentation</p> <p>Arrange and deliver the simulation</p>	GREEN	The Environment Agency is the lead body on this project & our role is one of support. A meeting of all stakeholders including Croston Parish Council is currently being arranged.
Deliver an “Operation Merlin” joint training session for relevant staff at both Councils in conjunction with the Environment Agency	AA	Apr 2012	Jul 2012	<p>Develop the exercise order, briefing material and presentation</p> <p>Arrange the event and deliver the training session</p>	GREEN	Completed
Undertake an EP/BCP out of hours contact exercise at both Councils	AA	Jun 2012	Mar 2013	<p>Telephone all contacts named in the Emergency Plans out of hours</p> <p>Complete a post exercise debrief and report findings to SMT/Strategy Group</p>	GREEN	Completed
On behalf of SRBC, assist in the Multi Agency Exercise “Heron 5” Springfields nuclear incident in conjunction with LCC and other local District Councils	AA	Jan 2012	Dec 2012	<p>Attend planning meetings & develop SRBC related scenario issues</p> <p>Participate in the Exercise</p>	GREEN	In progress

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Develop a programme to promote BCM to local businesses in both host Boroughs	AA	TBA	TBA	Review of Web site content & undertake publicity campaign to raise awareness Facilitate an awareness seminar in conjunction with other agencies	GREEN	No longer required at District level. To be undertaken at County level by a Local Resilience Forum (LRF) sub-group. Both host councils to feed into the process

SHARED FINANCIAL SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Financial Services As A Whole						
Development of the current level/programme of financial training packages for Members and Budget Holders to include use of systems, process improvement and financial management techniques. This is to be undertaken to support the service's problem solving project on process and system compliance.	HOS	April 2012	September 2012	<ul style="list-style-type: none"> • Identify priority issues for customers and shared services • Consult customers • Produce packages • Deliver training • Develop self-service continual training via intranets 	AMBER	This project will over run into later in the year as priority is being assigned to the restructuring arrangements and budget review.
Compliance and problem solving Project – Improve compliance with financial procedures and systems using a Problem Solving Approach	HOS	April 2012	September 2012	<ul style="list-style-type: none"> • Identify areas for improvement where non-compliance reduces the quality of data and the efficiency of financial tasks and functions • Where possible measure impact of non-compliance on efficiency and identify measure of improved productivity • Establish solutions and agree with CFOs, senior management teams and budget holders • Communicate and provide training where necessary such solutions and any required revisions to procedures to all users. 	GREEN	This project progressing but will be extended beyond September as some non-compliance issues have taken longer to address than originally anticipated.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Data use and storage policy for SFS to improve current practice and secure financial data within both Councils. This project will also include gearing up financial files for the implementation of sharepoint at CBC	HOS	April 2012	July 2012	<ul style="list-style-type: none"> • Establish requirements of data access and storage in the light of new ICT development • Produce data storage policy that enables SFS to adhere to both Councils' data storage policies • Ensure the security and integrity of key financial files (electronic and paper) to ensure that information cannot be corrupted or removed inappropriately 	RED	Sharepoint implemented is still progressing and therefore this project will be re-scheduled and undertaken later in the year
Management and Financial Accountancy Services (incorporating FMIS Development function)						
Review of the Management Accountancy processes post FMIS implementation (including specifically the Internal Recharges and commitment accounting regimes for both Councils) with a view to establishing a common basis for methodology, calculation and budget holder and corporate reporting	PMA's	July 2012	September 2012	<ul style="list-style-type: none"> • Consult with CFO • Re-evaluate current process with statutory requirements • Construct proposed process and new systems • Co-ordinate with FMIS development plan project • Consult with stakeholders: Members (portfolio holder), senior management teams and budget holders • Produce procedures notes and protocols • Determine and deliver communications/briefings/training as appropriate 	AMBER	This project is progressing but the earlier production of initial budget forecasts has impacted on its finalisation date and therefore the project will continue after September 2012. The new proposed resource within Management Accountancy being formed as part of the current budget review will greatly assist in the finalisation of the project.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Successful implementation of the FMIS Development Plan	FSM	April 2012	March 2013	<ul style="list-style-type: none"> • Identify the timescales, resources and priorities within the plan • Approval of the plan by the Councils' CFOs • Link and co-ordinate projects with management Accountancy processes project • Consult with users and Council's ICT sections • Use the Council's project management methodology • Successfully implement the developments within the financial systems development plan • Establish productivity gain measure where possible for each system improvement strand • Ensure all financial data complies with the Councils' Data Quality policies 	GREEN	Good progress is being made on the projects within this plan with regard to maintaining and enhancing the new FMIS
Prepare for the cessation of the mortgage administrators contract and the administration of remaining Council mortgages in-house	PFA	July 2012	December 2012	<ul style="list-style-type: none"> • Construct project documentation • Cost/benefit analysis • Communications strategy • Test new system • Introduce new policy and procedure notes • Secure appropriate approval from CFOs and internal audit • Notify Mortgagees of new arrangements • Provide Staff Training 	GREEN	Notice to terminate contracts have been issued and implementation of internal administration is progressing successfully

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Completion of the Bank tender exercise for both CBC and SRBC (includes participation of SFS Procurement function)	PFA	April 2012	March 2013	<ul style="list-style-type: none"> • Agree strategy for Tender preparation • Collect data • Assess implications for both Councils 	GREEN	The bank tender submissions are due to be submitted by 12 noon on Friday 14 th September.
Review of Treasury Consultants and advisors Contract	PFA	July 2012	September 2012	<ul style="list-style-type: none"> • Review current arrangement and assess appropriateness • Document alternative arrangements • Determine the best course of action to CFO on the service provision options to extend contract arrangements or undertake a re-tender exercise for the service 	GREEN	COMPLETE – contract with Sector has been extended for 12 months, this arrangement will be reviewed again next year.
Procurement Services						
Develop the use of Spend Pro data to enhance management information	PPO	April 2012	June 2012	<ul style="list-style-type: none"> • Review processes for the recording of data via spend pro • Assess its contribution to improving management information on performance • Set up processes that produce relevant & timely management data including Key Performance Indicators 	GREEN	Spend Pro has proved to be useful in gathering data about other organisations spending, however, the use of Spend pro as an internal reporting tool is limited due to the amendments made by Spend pro to categories of spend meaning that it no longer reconciles with our own general ledger (GL). GL is now being looked at in order to extract equivalent Spend pro analysis reports. This is on going.
Participate in the Bank tender exercise for both CBC and SRBC (includes participation of SFS Procurement function)	PPO	April 2012	March 2013	<ul style="list-style-type: none"> • Agree strategy for Tender preparation • Collect data • Assess implications for both Councils 	GREEN	The bank tender submissions are due to be submitted by 12 noon on Friday 14 th September.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Participation in the Problem Solving and compliance BIP project for procurement procedures – see above relevant project details	PPO	April 2012	September 2012	<ul style="list-style-type: none"> • Identify areas for improvement where non-compliance reduces the quality of data and the efficiency of financial tasks and functions • Where possible measure impact of non-compliance on efficiency and identify measure of improved productivity • Establish solutions and agree with CFOs, senior management teams and budget holders • Communicate and provide training where necessary such solutions and any required revisions to procedures to all users. 	GREEN	This project will be extended to continue to the end of the year to achieve further improvements with the procurement plan and timely notifications form budget holders

APPENDIX 2 – PERFORMANCE TARGETS 2012/13

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2011/12	Target 2012/13	Target to date 2012/13	Actual to date 2012/13	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%	90%	30%	35%	Green	Target exceeded
		SRBC	76%	90%	30%	37%	Green	Target exceeded
		SS	111%	90%	10%	18%	Green	Target exceeded
% Audit Plan Completed	CW	CBC	87%	100%	28%	28%	Green	Target achieved
		SRBC	100%	100%	30%	30%	Green	Target achieved
		SS	92%	100%	22%	22%	Green	Target achieved
Percentage of Management Actions Agreed	CW	CBC	99%	98%	98%	100%	Green	Target exceeded
		SRBC	100%	98%	98%	100%	Green	Target exceeded
		SS	100%	98%	98%	98%	Green	Target achieved

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2011/12	Target 2012/13	Target to date 2012/13	Actual to date 2012/13	Status	Comments
% of Agreed Management Actions Implemented	CW	CBC	88%	100%	100%	78%	Red	14 out of 18 management actions implemented 4 revised dates agreed
		SRBC	88%	100%	100%	60%	Red	3 out of 5 management actions implemented 2 revised dates agreed
		SS	78%	100%	100%	100%	Green	Target achieved
Of the Agreed Management Actions Implemented - % implemented On Time	CW	CBC	52%	100%	100%	57%	Red	8 out of 14 management actions implemented on time
		SRBC	67%	100%	100%	0%	Red	0 out of 3 management actions implemented on time
		SS	36%	100%	100%	67%	Red	6 out of 9 management actions implemented on time
% customer satisfaction rating – assignment level	CW	CBC	93%	90%	90%	91%	Green	Target exceeded
		SRBC	96%	90%	90%	97%	Green	Target exceeded
		SS	90%	90%	90%	97%	Green	Target exceeded
Risk Management								
Average customer satisfaction score per insurance claim (max 5.0)	AA	N/A	4.7	4.7	4.7	4.7	Green	Target achieved

SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2011/12	Target 2012/13	Target to date 2012/13	Actual to date 2012/13	Status	Comments
Finance As A Whole							
Customer Satisfaction	SG	-	90%	90%	Not yet measured	n/a	
Financial Services Staff Satisfaction	SG	91%	95%	95%	Not yet measured	n/a	
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	26%	18%	18%	27%	GREEN	Target exceeded
Accountancy							
Over/Underspends within 1% of manageable/cash revenue budget	SG	3.15%	<1.0%	<+/-1.0%	(3.05%)	RED	Underspends are mainly attributable to variations in Housing Benefits and reductions in employee costs brought about from pending budget reviews other transformation strategy and budget reduction regimes.
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	3.83%	5.0%	5.0%	Measured at year end	n/a	
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	MJ/JB	95%	100%	100%	100%	100%	On Target
Achievement of Prudential Indicators	GW	100% compliance	100% compliance	100% compliance	100% compliance	GREEN	On target
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	Not yet measured	n/a	The outcome of the External Audit of the Councils' Statement of Accounts will be reported to the relevant Governance Committees in September 2012.
Statutory Grant Claims and Returns to be submitted on time	MJ/JB/GW	89.50%	100%	100%	94%	RED	Two returns have been submitted late this year due to priority attention being given to producing the Statement of Accounts.

Key Measures	Lead Officer	Actual 2011/12	Target 2012/13	Target to date 2012/13	Actual to date 2012/13	Status	Comments
Achievement of industry investment benchmarks	GW	LIBID = 0.48% Achieved = 1.03%	Out perform London Inter-Bank Bid Rate (LIBID) by 10%	Out perform London Inter-Bank Bid Rate (LIBID) by 10%	LIBID = 0.43% Achieved = 1.36%	GREEN	Target exceeded
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	90.79%	98%	98%	97.52%	AMBER	One high volume user department's invoice payment processes did not run as smooth as it should have done, this was identified and resolved by SFS with an action plan which has rectified the problem going forward.
Supplier Payment within 10 days (local indicator)	LH	57.30%	60%	60%	78.05%	GREEN	Target exceeded
% of supplier payments by electronic means (VFM Secondary 7)	LH	91.38%	95%	95%	94.07%	AMBER	Annual payments at the beginning of the year that can only be made via cheque have had a negative impact on this KPI. As this was a one off occurrence performance should come back on track as the year progresses.
% of remittances to suppliers by electronic means	LH	82.15%	95%	95%	95.43%	GREEN	On Target
% of Financial Systems availability	LH	99.95%	99.5%	99.5%	100%	GREEN	On Target
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	66.70%	50%	50%	66.70%	GREEN	Target exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	-	90%	90%	Not yet measured	n/a	