

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	27 th January 2014

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SUBJECT	PORTFOLIO	AUTHOR	ITEM
Performance Management Report	N/A	Susan Guinness Garry Barclay	4

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report demonstrates the progress made so far against the key service developments and performance indicators in the 2013/14 Business Improvement Plan (BIP).

The report shows progress as at the **end of December 2013** and therefore covers the first **9 months** of the year.

The report also sets out the Partnership's financial performance as at 31st December 2013.

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

RECOMMENDATIONS

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

DETAILS AND REASONING

The Joint Committee has previously approved the Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged. The Business Improvement Plan translates these outputs and measures into specific deliverables and targets which need to be achieved during 2013/14.

Full statements of the progress made on the key projects and the performance targets as at the end of December 2013 are shown at **Appendices 1 and 2**. The highlights from these statements are expanded upon in the body of the report.

EXECUTIVE SUMMARY

27 of the **29** key projects for this year have been completed or are on track and plans are in place to address the remaining **2**.

4 of the **29** 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 an under-spend against its budget by the end of the financial year of **£0.019m**. An analysis of variations is shown later in the report.

KEY SERVICE DEVELOPMENTS

There are **29** key projects included in the BIP which represent service developments for 2013/14. Using a traffic light system, the progress is summarised in the table below.

Detail	Partnership Level	Assurance Services	Financial Services
Green Projects - on track	4	12	11
Amber Projects	0	0	0
Red Projects	0	1	1
Total	4	13	12

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

ASSURANCE SERVICES PROJECTS

The only red project relates to the bi-annual testing of emergency planning communications equipment at each host authority which will now be undertaken in the final quarter.

FINANCIAL SERVICES PROJECTS & BUSINESS PERFORMANCE

In addition to the service's projects Shared Financial Services has continued to perform well with regard to core business delivery with the early part of the year focussing on the closure of the accounts at both Councils and the production of the Statement of Accounts (SOAs). The external audit inspection has been completed and SFS has received very positive feedback from the External Auditor with regard to both the quality of working papers and also the helpfulness and speed of staff when dealing with their queries.

Budget setting processes commenced as the external audit concluded, presently they are very near to completion with final budget reports due to be issued imminently. The processes have required particular attention with regard to the Provisional Local Government Finance Settlement published in December 2013 and also the interpretation of information available in respect of the new Business Rates Retention (BRR) scheme which is in its first year of operation. Lack of clarity and the absence of up to date regulations in respect of BRR has made the process problematic with regard to determining accurate out-turn positions and forecasting the budgetary estimate going forward with the Medium Term Financial Strategies.

With regard to the projects within the BIP for 2013/14 there is one project that has been allocated a RED status.

Red Projects

Review of Management Accountancy processes post FMIS implementation

This project was reported as Amber in the previous report but has now been allocated a red status. This is due to the fact that it will now be carried forward and concluded in 2014/15 and as such included in the partnership's Business Improvement Plan also on this agenda. The issue regarding this project is in regard to delivering all the final outcomes to the deadline set, the objectives and outcomes of the project remain unchanged. In the first instance staff changes at a senior level

within SFS impacted on progression. Secondly, to effectively manage this project within existing resources, the planned schedule of review and change is will mirror the accounting cycle. This enables new systems and processes to be assessed and tested in real time. Unfortunately the release of the new Budget Module from the supplier has been delayed to the end of February 2014 which means this project is delayed further. This project will now run over into 2014/15.

PERFORMANCE TARGETS

The BIP contains **29** 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 2013 is shown in the table below.

Detail	Assurance Services	Financial Services
Green on target	11	11
Amber – within 5% of target	2	0
Red – more than 5% off target	0	4
Not measured (*)	0	1
Total	13	16

(*) 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

There are no red targets to report at this stage.

Amber Targets

There are no issues arising in relation to the 2 amber targets which are only marginally below target.

FINANCIAL SERVICES

Red Targets

Measure	Target to date	Actual to date	Variation
Financial Services Staff Satisfaction	95%	85%	10.5%
<p>Comments:</p> <p>This equates to 3 people, two who were neither satisfied nor dissatisfied. The partnership has a project specifically aimed at staff engagement. A presentation has been made to staff which resulted in some open and honest feedback. Intervention sessions and actions are in the planning stage.</p>			
Measure	Target to date	Actual to date	Variation
Over/(Underspend) within 1% of manageable/cash revenue budget	>+/- 1%	3.17%	217%
<p>Comments:</p> <p>(Actual as at 31/12/13) Underspent areas of spend are mainly employee vacancies held pending review, changes in demand for Housing Benefits to that originally anticipated and the rescheduling of new investments.</p>			
Measure	Target to date	Actual to date	Variation
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	0	1	-
<p>Comments:</p> <p>The external audit has not been finalised yet for SRBC. Regular meetings have been maintained throughout the audit process with the external auditors. Pre-Governance Committee reports set out that there has been one material misstatement made in the SOAs for CBC in 2011/12. Although the value of the misstatement at £1.750m puts it in the material category, the correction was simply to re-classify a provision as a reserve. Importantly this correction did not affect the financial position of the Council. The adjustment was done by SFS pro-actively and transparently as part of the close down process and prior to the audit, it was not an error that was discovered as part of the external audit process.</p>			
Measure	Target to date	Actual to date	Variation
Statutory Grant Claims and Returns to be submitted on time	100%	94.24%	5.8%
<p>Comments:</p> <p>The Whole of Government Accounts (WGA) returns were late as the requisite pro-formas that needed to be completed were received a month late. This was exacerbated by the fact that the guidance notes for completion were only issued after the deadline date had passed. In addition, one monthly treasury return was also submitted late due to staff annual leave. Both instances have been reviewed to strengthen resilience should the same circumstances be repeated.</p>			

Amber Targets

There are no amber targets to report.

BUDGET PERFORMANCE STATEMENTS

At each Joint Committee meeting an up-to-date budget performance statement is presented showing actual performance against the 2013/14 partnership budget. Budget variations are highlighted together with any action required to bring performance back on track.

The following statement presents the projected out-turn position to 31st March 2014 estimated as at 31st December 2013. The partnership budget is £1.441m which includes:

- (i) budget reductions achieved from Shared Financial Services (Management Accountancy function) and the Shared Assurance Service's staffing restructure.
- (ii) Budget carried over from 2012/13

The projected out-turn is expected to be £1.422m as at 31 March 2014 which results in an underspend position at the year-end of £0.019m. This is mainly attributable to an underspend with regard to the carry-over from 2012/13. The following carry budget was brought forward from 2012/13 to address the following commitments:-

Dual working - hand-over and transfer of expertise	£12k
Residual FMIS Development Costs	£10k
Staff Engagement Project	£ 3k
Cover for maternity leave	£ 8k
Total funds carried over from 2012/13	£ 33k

The timing of the recruitment process in Shared Financial Services has resulted in the dual working carry over provision not being spent. With regard to the individual budget lines, staffing costs have been reduced as a result of maternity leave and part-time working. The maternity leave has been covered by reallocating the work of audit staff and, in turn, their work has been covered via Lancashire County Council. The FMIS development costs came in below that originally budgeted.

Cost Category	Revised Budget £000	Projected Out-turn as at 31 st December £000	(Under) or Over Spend £000
Salary Costs	1.247	1.229	(0.018)
Other Staff Costs	0.054	0.054	-
LCC Audit Budget	0.018	0.023	0.005
Transport	0.010	0.010	-
Supplies and Services	0.048	0.046	(0.002)
Financial Management Information System (FMIS)	0.072	0.068	(0.004)
Income	(0.008)	(0.008)	-
TOTAL	1.441	1.422	(0.019)

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 Partnership's financial performance is the full year impact on both Councils' Medium Term Financial Strategies. Any under-spend achieved at the year-end against the Partnership's budget will be passed on, in total, to both Councils by means of a reduced recharge.
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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>
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RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 2013/14.
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OTHER (see below)	
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<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

BACKGROUND DOCUMENTS

Partnership Business Improvement Plan 2013/14

APPENDIX 1 – KEY SERVICE DEVELOPMENTS 2013/14

PARTNERSHIP LEVEL

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Staff Engagement	SG/GB	On-going	On-going	<ul style="list-style-type: none"> • Review findings of staff surveys • Consult/fact finding with staff • Facilitates contributions from staff • Agree outcome and actions with staff • Implement any changes required and recommendations agreed 	GREEN	On track
Achieve the budget savings target set for the partnership	SG	On-going	On-going	<ul style="list-style-type: none"> • Continual 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	Completed
Seek out viable opportunities to grow the Partnership	SG/GB	On-going	On-going	Continual review of opportunities throughout the year	GREEN	On track
Further develop managers and staff and plan for succession	SG/GB	On-going	On-going	Implementation of the new staffing structures	GREEN	On track

SHARED ASSURANCE SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Internal Audit						
Arrange training for any new Governance Committee members for 2013/14	GB	April 2013	June 2013	To be arranged	GREEN	Completed
Support the 2013 Annual Governance Statement process under revised CIPFA & SOLACE guidance	DH	April 2013	June 2013	Revise corporate assessment pro-forma Undertake corporate & service assessments	GREEN	Completed
Revise the Quality Operating Procedures to encompass the new Public Sector Internal Auditing Standards as they impact on Local Government	DH	April 2013	February 2014	Update procedures & train staff Obtain ISOQAR re-accreditation	GREEN	On track
Risk Management						
Oversee implementation of actions arising from the Physical Risk Management Reviews & Building Inspections (SRBC/CBC)	AA	April 2013	October 2013	Agree required actions, responsibilities and timescales for completion Maintain oversight of activity and provide advice and clarification where possible	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Emergency & Business Continuity Planning						
Update EP procedures in response to new Public Health Emergency Preparedness, Response and Resilience arrangements (CBC/SRBC)	AA	April 2013	June 2013	Incorporate revised arrangements within plans and procedures Arrange suitable training and awareness for key staff	GREEN	Completed
Complete biannual testing of EP communications equipment located at (CBC/SRBC)	AA	April 2013	October 2013	Undertake testing for effective operation of: <ul style="list-style-type: none"> • Satellite Phones • Radio Transmitters • Hand Held Radios • EP Laptops 	RED	Re-scheduled for the final quarter.
Conduct an out of hours contact exercise for the following (SRBC/CBC): <ul style="list-style-type: none"> • Emergency Plan • BCP • Flood Response Plan • Birkacre Reservoir Plans 	AA	November 2013	December 2013	Telephone all contacts named in the various plans out of hours & incorporate an "activation test" for each plan	GREEN	Completed
Assist LCC to develop Off-Site Reservoir Plans for Rivington & Lower Rivington to meet the requirements of the Flood and Water Management Act (CBC)	AA	May 2013	October 2013	Agree timetable, meetings and expected outputs Deliver agreed actions	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Insurance						
Transfer responsibility for the administration of engineering inspections to Steetscene (CBC) Neighbourhoods (SRBC) & Property Services (CBC/SRBC) utilising the ZM "CRIMSON" electronic database.	AA	April 2013	June 2013	<p>Develop proposal and procedures for implementation</p> <p>Liaise with appropriate Managers and staff to agree arrangements</p> <p>Arrange for ZM CRIMSON training sessions for operational staff.</p> <p>Undertake monitoring period prior to transfer sign off</p>	GREEN	Completed
Introduce a common insurance administration process following the service restructure	AA	April 2013	September 2013	<p>Develop unified record keeping procedures for manual files and documents</p> <p>Revise the electronic folder structure on the shared insurance drive</p> <p>Revise staff procedural guidance</p>	GREEN	Completed
Oversee the risk management activities undertaken by insurance providers	AA	April 2013	December 2013	<p>Zurich Municipal</p> <ul style="list-style-type: none"> • Event RM training (CBC/SRBC) • RM inspection training (CBC) • Water & Open spaces report (CBC) • Partnership & Procurement RM (SRBC) 	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Oversee procurement of new Insurance Broker under a combined agreement (SRBC/CBC)	AA	June 2013	December 2013	<p>Produce procurement plan, agree selection criteria, finalise proposal documentation & arrange publication.</p> <p>Assess responses using cost and quality criteria and interview shortlist of candidates</p> <p>Appoint successful candidate (November 2013)</p> <p>Implementation 1st January 2014</p>	GREEN	<p>Now postponed until 2014-15 with the agreement of both CEO's. Agreement has been reached with the existing provider JLT to extend their contract by 12 months. The current contract is only £6k p.a. and the quality of service is now good. More importantly the delay will enable the next broker appointment to be made in order to support the main tender for insurance policies which terminate at the end of the 2014 calendar year.</p>
Oversee annual Insurance Policy renewals (CBC/SRBC)	AA	September 2013	December 2013	<p>Complete the assimilation of all renewal information and submit to /liaise with the Insurers/Broker</p> <p>Participate in renewal meetings and assist with the generation and checking of renewal reports and premium information</p>	GREEN	On track

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.	Head of Service	April 2013	March 2014	<ul style="list-style-type: none"> Identify priority issues for customers and Shared Services Consult customers Produce packages Deliver training Develop self-service continual training via intranets 	GREEN	Due to work-plans and set timetables for delivering budget setting and closure of accounts processes together with implementing key system upgrades, this project will be progressed in the remaining months to March 2014.
Transition to new external audit arrangements.	Head of Service	April 2013	March 2014	<ul style="list-style-type: none"> Engage with new External Auditor to establish effective and appropriate relationship Establish and familiarisation with new requirements Review processes and systems in order to satisfy the requirements of the new auditor's requirements Plan for introduction of new external audit staff in anticipation of their staff rotation practices 	Complete	Regular meetings and communications between HOS SFS and the External Auditors have taken place. The external audit of both Councils' Statement of Accounts (SOAs) has been concluded with very positive feedback received from Grant Thornton staff. This positive feedback included the quality of working papers supporting the SOAs and also the speed and quality of responses to queries posed.
Council Medium Term Financial Strategy and Base Budget Reviews – Embed the role of the new post in Council transformational processes and programmes which are involved with maximising cost efficiency.	Head of Service and Management Accountant – Corporate Transformation	April 2013	March 2014	<ul style="list-style-type: none"> Establish effective relationships and roles within the transformation projects within each council Introduce a SFS process to monitor progress and report performance to each Councils CFO/CEO in terms of both: <ol style="list-style-type: none"> The role itself The transformation Programmes in each council 	GREEN	On track – this role will be further developed as both Councils' Medium Term Financial Strategies contain transformational programmes in order to deliver a sustainable and balanced budget position over the longer term.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>Data use and storage policy for SFS to improve current practices and secure financial data within both Councils. This project will also include gearing up financial files for the implementation of Sharepoint at CBC.</p>	Head of Service	April 2013	March 2014	<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 & integrity of key financial files (electronic & paper) to ensure that information cannot be corrupted or removed inappropriately 	GREEN	<p>On track – work is now focussing on establishing a safe and secure protocol. SFS have requirements in respect of technical working papers that are unique to the service. This work will include detailed procedures and controls to effectively manage storage and retrieval of data storage files to maintain data integrity.</p>
Management and Financial Accountancy Services (incorporating FMIS Development function)						
<p>Review of Management Accountancy processes post FMIS implementation (including specifically the Internal Recharges and commitment accounting regimes for both Councils) with a view to establishing a common basis for methodology, calculation, and Budget Holder & corporate reporting.</p> <p>Project to include review of management of the establishment and Payroll systems – this is directly linked to the development of FMIS project.</p>	Principal Management Accountants	April 2013	October 2014	<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 	RED	<p>The issue regarding this project is in regard to delivering all the final outcomes to the deadline set, the objectives and outcomes of the project remain unchanged.</p> <p>In the first instance staff changes at a senior level within SFS impacted on progression. Secondly, to effectively manage this project within existing resources, the planned schedule of review and change is will mirror the accounting cycle. This enables new systems and processes to be assessed and tested in real time. Unfortunately the release of the new Budget Module from the supplier has been delayed to the end of February 2014 which means this project is delayed further. This project will now run over into 2014/15.</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Review of core accounting system and process controls compliance	Principal Financial and Management Accountants and Principal Financial & Systems Accountant	April 2013	March 2014	<ul style="list-style-type: none"> Review all controls within accountancy processes and routines Evaluate adequacy and compliance/ non-compliance Evaluate efficiency of control processes and automate where possible using FMIS Report to HOS findings with recommendations for strengthening controls and re-enforcing compliance where required including any training requirements Update procedures notes if required and communicate to staff Provide required training 	GREEN	On track – this project will now be concluded at the end of the year as a more detailed review of exchequer process controls has been requested by HOS SFS. This is to ensure that there are no disconnections between all functions involved in the end to end processes of which the role of the exchequer is just a part.
Implementation of the new banking arrangements with a review of internal banking processes and systems to align arrangements across both Councils.	Principal Financial Accountant	April 2013	March 2014	<ul style="list-style-type: none"> Review all internal systems and processes relating to both Councils' banking services Evaluate efficiency of both Councils' systems/processes and make recommendations where alignment can be achieved to improve productivity and efficiency 	GREEN	The issue regarding this project is with the timescale, the objective and outcomes of the project remain unchanged. Priority has been assigned to Budget issues and in particular Business Rates Retention work. From a project management aspect It would be more efficient to link this project into the alignment of Management Accountancy processes.
Review of the Treasury Consultants and Advisors Contract.	Principal Financial Accountant	July 2012	Sept 2013	<ul style="list-style-type: none"> Review current arrangement and assess appropriateness Cross reference project with training project in this BIP Document alternative arrangements Determine the best course of action to CFO on service provision options to extend contract arrangements or undertake a re-tender exercise 	GREEN	COMPLETE. Sector is now known as <i>Capita Asset Services – Treasury Solutions</i>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<p>Successful implementation of the FMIS Development Plan</p> <p>With particular focus on the review and development of the following processes and systems and to achieve effective and efficient self-serve functionality: Payroll services Debtors and creditors</p>	Financial Systems Manager	April 2013	March 2014	<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 measures where possible for each system improvement strand Ensure all financial data complies with the Councils' Data Quality policies 	GREEN	On track
Procurement Services						
Review and update of Joint Procurement Strategy (JPS) in preparation for its renewal in 2014	Principle Procurement Officer	July 2013	March 2014	<ul style="list-style-type: none"> Review current JPS and recommend revisions Cross reference project with training project in this BIP Consult with key stakeholders Update JPS with agreed amendments and updates Get revised JPS approved Communicate new JPS and provide training where necessary 	GREEN	On track

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Development of a comprehensive staff guide to procurement to support the pocket guide already in existence	Principle Procurement Officer	April 2013	June 2013	<ul style="list-style-type: none"> • Review current guidance for updates and evaluate effectiveness to improve and user friendliness • Cross reference project with training project in this BIP • Consult with key stakeholders • Develop new guide • Circulate for specialist advice e.g. Legal/Equality to ensure full compliance whilst relevant and proportionate. • Update and finalise • Seek approved of new guide • Communicate new document and provide training where necessary 	GREEN	COMPLETE
Implementation of Fairtrade Town at CBC	Principle Procurement Officer	April 2013	March 2014	<ul style="list-style-type: none"> • Research the goals to be achieved and map out a route and timetable by which these can be achieved • Communicate to key stakeholders • Engage with relevant colleagues and partners • Ensure Communications Plan is agreed and approved and delivered • Review and revise all relevant policies 	GREEN	On track

APPENDIX 2 – PERFORMANCE TARGETS 2013/14

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2012/13	Target 2013/14	Target to date 2013/14	Actual to date 2013/14	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	84%	90%	60%	60%	GREEN	Target achieved
		SRBC	82%	90%	60%	58%	AMBER	Slightly below target
		SS	81%	90%	33%	35%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	82%	100%	60%	60%	GREEN	Target achieved
		SRBC	87%	100%	64%	64%	GREEN	Target achieved
		SS	100%	100%	25%	25%	GREEN	Target achieved
Percentage of Management Actions Agreed	DH	CBC	98%	98%	98%	100%	GREEN	Target exceeded
		SRBC	96%	98%	98%	100%	GREEN	Target exceeded
		SS	100%	98%	98%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2012/13	Target 2013/14	Target to date 2013/14	Actual to date 2013/14	Status	Comments
% customer satisfaction rating – assignment level	DH	CBC	88%	90%	90%	95%	GREEN	Target exceeded
		SRBC	96%	90%	90%	87%	AMBER	Slightly below target
		SS	100%	90%	0%	0%	GREEN	Not applicable
Insurance								
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 2012/13	Target 2013/14	Target to date 2013/14	Actual to date 2013/14	Status	Comments
Finance As A Whole							
Financial Services Staff Satisfaction	SG	91% (11/12)	95%	95%	85%	RED	This equates to 3 people, two who were neither satisfied nor dissatisfied. The partnership has a project specifically aimed at staff engagement. A presentation has been made to staff with open and honest feedback received. Intervention sessions and actions are in the planning stage.
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	28%	19%	19%	28.6%	GREEN	Target exceeded
Accountancy							
Over/Underspends within 1% of manageable/cash revenue budget	SG	4.8%	< (+/-) 1.0%	< (+/-) 1.0%	3.17%	RED	(projected out-turns as at 31/12/13) Underspent areas of spend are, in the main, employee vacancies held pending review, changes in demand for Housing Benefits to that originally anticipated and re-scheduling of new investments. Both Councils will be receiving s31 grant in respect on Small Business Rates Relief, however, although this value may be significant and decrease net expenditure the amounts are as yet unknown.
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	4.6%	< (+/-) 5.0%	Measured at year end	Measured at year end	N/A	Measured at year end.
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	MC/JB	100%	100%	100%	100%	GREEN	Target achieved
Compliance with the Prudential Code for Capital Finance in Local Government – amended KPI ref: June Joint Committee	MLJ	100%	100%	100%	100%	GREEN	Target achieved

Key Measures	Lead Officer	Actual 2012/13	Target 2013/14	Target to date 2013/14	Actual to date 2013/14	Status	Comments
Statutory Grant Claims and Returns to be submitted on time	MJ/JB/MC	97.4%	100%	100%	94.24%	RED	3 out of 52 returns made to date have been submitted late.
Achievement of industry investment benchmarks	MLJ	Target = 0.43% Achieved = 1.30%	Out perform London Inter Bank Bid Rate (LIBID) by 10%	Out perform London Inter Bank Bid Rate (LIBID) by 10%	Target = 0.40% Actual = 0.99%	GREEN	Target exceeded
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	1	RED	One material misstatement occurred in the SOAs for CBC in 2011/12. Although the value of £1.750m puts it in the material category the correction was to merely re-classify a provision as a reserve. This correction did not affect the financial position of the Council. It was a pro-active amendment made by SFS as part of the close down process prior to the audit. It was not an error that was discovered as part of the external audit process.
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	98.54%	98%	98%	99.77%	GREEN	Target exceeded
Supplier Payment within 10 days (local indicator) – target 60% in 12/13	LH	82.70%	70%	70%	84.69%	GREEN	Target exceeded
% of supplier payments by electronic means (VFM Secondary 7)	LH	95.14%	95%	95%	98.12%	GREEN	Target exceeded
% of remittances to suppliers by electronic means – target 95% in 12/13	LH	98.58%	98%	98%	100%	GREEN	Target exceeded
% of Financial Systems availability	LH	99.98%	99.5%	99.5%	99.93%	GREEN	Target exceeded

Key Measures	Lead Officer	Actual 2012/13	Target 2013/14	Target to date 2013/14	Actual to date 2013/14	Status	Comments
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	100%	50%	50%	100%	GREEN	Target exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	97%	90%	90%	97%	GREEN	Target exceeded