

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	29 th June 2015

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SUBJECT	PORTFOLIO	AUTHOR	ITEM
Financial & Assurance Shared Services Annual Report 2014/15	N/A	G Barclay & S Guinness	6

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report contains the Annual Report for the Financial and Assurance Shared Services Partnership which covers the sixth complete financial year of its operation.

The Committee has received regular performance reports during the course of 2014/15 highlighting the actions taken to deliver the planned service improvements and performance targets specified in the 2014/15 Business Improvement Plan. This report provides the final out-turn position for members' information.

The Shared Services Partnership is seen as a key service by both Chorley and South Ribble Councils and makes a direct and extensive contribution to the achievement of both Councils' strategic objectives.

RECOMMENDATIONS

That the Joint Committee note and comment on the attached 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 assessed. The Business Improvement Plan translated these outputs and measures into specific deliverables and targets which needed to be achieved during 2014/15.

The attached report summarises the highlights and achievements last year at Partnership level and individually by Shared Financial Services and Shared Assurance Services.

The report also contains final statements on the implementation of all the key projects and performance targets as at the end of March 2015. Members will note that we have been successful in achieving the vast majority of our planned service developments and performance targets for 2014/15.

WIDER IMPLICATIONS

FINANCIAL	The attached report provides a summary of the financial out-turn for the Partnership as at the end of the 2014/15 financial year and demonstrates that the Partnership met its financial objectives for the year.
LEGAL	<p>The Shared Services Joint Committee was established under Section 101 of the Local Government Act 1972 and provides the overall governance for the Shared Services Partnership.</p> <p>The terms of the Partnership are set out in an Administrative Collaborative Agreement which has been signed by both sponsoring Councils. The Collaborative Agreement in turn incorporates a Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged.</p> <p>The Business Improvement Plan for 2014/15 translated these outputs and measures into specific deliverables and targets which needed to be achieved during the last financial year and this Annual Report provides a summary of the Partnership's achievements in that regard.</p>
RISK	A dedicated Risk Register was established at the Partnership's inception and this has been updated to take account of the extensive progress that has now been made to mitigate the inherent risks that were faced at the outset, and to take account of any emerging risks now facing the Partnership. The updated Risk Register is set out in the Partnership Business Improvement Plan for 2015/16.
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 Plans 2014/15 and 2015/16



FINANCIAL & ASSURANCE SHARED SERVICES PARTNERSHIP

ANNUAL REPORT 2014/15

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HIGHLIGHTS & ACHIEVEMENTS

2014/15 represented another challenging yet successful year in which the Partnership continued to embed new ways of working as part of its continuous improvement ethos. The public finance arena continued to travel through a period of significant change which is now encompassed on a permanent basis with particular regard to core funding and the resulting year on year corporate budgetary fluctuations. Public finance teams need to effectively meet these challenges whilst also leading by example in respect of providing increasingly efficient services.

We are pleased to report that the vast majority of the service development projects for the year were progressed and completed, and the vast majority of the key performance targets were achieved.

A summary of the main service level successes in 2014/15 are as follows:-

Shared Assurance Services

Internal Audit

Retaining the ISO 9001 quality standard for Internal Audit
Achieving 100% professionally qualified staff in Internal Audit
Improving the Internal Audit reporting and customer feedback processes
Supporting the Annual Governance Statement reviews for SRBC, CBC and the Joint Committee
Delivering fraud awareness training to over 150 officers at CBC

Risk Management

Improving the service level risk management arrangements at both host councils
Supporting Zurich Municipal to deliver a Water and Open Spaces Risk Management Review at CBC
Supporting Zurich Municipal to deliver a Cyber Risk Management Review at CBC and SRBC

Emergency Planning

Working in partnership with other agencies to develop and implement an "Off Site COMAH Emergency Response Plan" & programme of public awareness for the Redcliffe international munitions storage site at Heapey, Chorley.
Updating the SRBC Flood Response Plan.

Insurance

Overseeing the renewal of both host councils' insurance portfolios under Long Term Agreements (LTA's)
Arranging insurance covers for the Market Walk shopping centre in support of its acquisition by CBC

Shared Financial Services

Successful progress towards Chartered Institute of Public Finance professional qualification.

Facilitation of a Business Rates Retention training session for the North West Region in partnership with LG Futures.

Procurement Team winners in the Chief Executive's Awards.

Liaison with the External Auditors to secure unqualified VfM (Value for Money) Conclusion at both Councils.

Continued support of each Councils' management teams, directors and budget holders to achieve budget efficiency programmes and budgetary efficiencies.

Management and Financial Accountancy Services

Providing the financial support for the continued financial management of Market Walk and the ongoing financial monitoring of this key and high profile asset in Chorley. Plus financial support to the Extra Care Scheme requiring new and specialist research.

Providing the financial support for the initiation and ongoing support for the City Deal arrangements between South Ribble, Lancashire County Council and Preston City Council. Plus being asked to lead in constructing the Business Rates Retention agreement.

Closure of Accounts and production of both Councils' statutory Statement of Accounts (SOAs) to the tight required statutory deadline with no errors. This brings the total of years completed to 6 and 12 SOAs produced incorporating all national, statutory changes required. Only one error has been made during this period which did not affect the bottom line of the Council affected.

Completion of base budget review at both Councils achieving budgetary savings contributing to balancing the overall Councils' budget.

Introduction of new budget monitoring reporting and budget holder briefings arrangements to support devolved budget management regime.

Procurement

Completion of the original 5 year Joint Procurement Strategy with all targets achieved and/or exceeded.

Adoption of new updated Joint Procurement Strategy (JPS).

Assistance providing to both Councils to achieve efficiency savings through procurement. Providing valued and expert procurement advice and support across both Councils from day to day general assistance to major procurement exercises and significant corporate projects. In particular essential support provided to the Waste Contract re-tendering exercise at South Ribble.

100% Customer Satisfaction achieved in Survey.

Essential support provided to achieve a Fairtrade Town application to be submitted in Chorley.

Systems Development and Creditor Payments

Providing Systems Development expertise in an efficiency programme project to a Lancashire district council.

Providing essential immediate helpdesk facilities to over 310 financial system users.

Driving the initiative to support small and medium sized businesses by paying our invoices quickly. During 2014/15 99% of our invoices are paid within 30 days and 81% are paid within 10 days. To date in 2015/16 these rates are 100% and 93% respectively.

Systems Development Plan – Achieving Payment Card Industry – Data Security Standard (PCI-DSS) compliance reducing the risk of fraud for our customers and preventing financial penalties for the Council.

KEY SERVICE DEVELOPMENTS

There were **22** key projects included in the BIP which represent service developments for 2014/15. Using a traffic light system, the outturn is summarised in the table below:

Detail	Partnership Level	Assurance Services	Financial Services
Green Projects	2	10	5
Amber Projects	0	0	3
Red Projects	0	2	0
Total	2	12	8

The following paragraphs provide commentaries on an exception basis for projects that were considered to have a Red or Amber status at year-end.

ASSURANCE SERVICES PROJECTS

Red Projects

All the Shared Assurance Services projects planned for 2014/15 have now been completed with the exception of the following which are to be undertaken in 2015/16:

- **Transfer EP/BCP documents to the SharePoint management information system (CBC only).** This has been delayed as the roll out of SharePoint is currently on hold.
- **Undertake an EP Contact Centre simulation exercise at each council.** This has been postponed to take account of revised out of hours contact procedures incorporating improvements in remote working.

FINANCIAL SERVICES PROJECTS

Red Projects

There are no RED projects for Shared Financial Services

Amber Projects

PROJECT - 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.

Training sessions and leaning hours plus 1-2-1 ad hoc training officer and member training has been carried out throughout the year. This project has been rolled over into 2015/16 to now focus on working with Budget Holders and also to develop or source on-line self-serve training packages.

PROJECT - Review of Management Accountancy processes post FMIS implementation.

The e-budgeting module is a fundamental and introductory component part of this project and facilitates many of the changes to procedures and core accounting tasks and projects. The viable version of this module is relatively new and suffered from a technical bug in 2014/15. The team worked closely with CIVICA and this is now fixed. Re-instatement of the project will coincide with new senior officers starting within the service which will also facilitate a full management accountancy development review. This project is included in the 2015/16 Business Improvement Plan for Shared Financial Services

PROJECT - Review of data interrogation in respect of all financial systems to ensure that full functionality is being utilised and data manipulation outwith systems is minimised.

Inextricably linked to the Management Accountancy processes project above – please refer to the explanation above for and update and RAG status assessment and action plan going forward into 2015/16.

PERFORMANCE TARGETS

There are 30 2014/15 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 status of these indicators as at the end of March 2015 is shown in the table below:

Detail	Assurance Services	Financial Services
Green on target	14	12
Amber – within 5% of target	0	1
Red – more than 5% off target	0	2
Not measured (*)	0	1
Total	14	16

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

ASSURANCE SERVICES TARGETS

There are no red or amber targets for Shared Assurance Services.

FINANCIAL SERVICES TARGETS

Red Targets

Measure	Target to date	Actual to date	Variation
(Over)/Underspend within 1% of manageable/cash revenue budget	<(+/-) 1%	1.44%	44%
<p><i>Comments:</i></p> <p>This equates to broadly £110K budget variation on the overall bottom line budget level of circa. £12.5m. This was caused in the main by additional vacancy savings than expected, increase in planning fee income, Waste Contract reduced costs and variations in the Housing benefits net budget offset by addition BRR levy paid in 2014/15 to Central Government. That said, the movement in the KPI from 2013/14 (5.15%) is very much improved.</p>			
Measure	Target to date	Actual to date	Variation
Statutory Grant Claims and Returns to be submitted on time	100%	91%	9%
<p><i>Comments:</i></p> <p>Equates to 7 returns out of 74, however, out of the 67 sent in on time 56 (84% were sent early). Red status has been caused by the impact on resources of the External Audit in 2014/15 and staff turnover.</p>			

Amber Targets

Measure	Target to date	Actual to date	Variation
% of remittances to suppliers by electronic means	100%	98%	2%
<p><i>Comments:</i></p> <p>Following a review within our creditors function it was decided that the dispatch of paper remittance advices (to creditors without e-mail addresses) strengthened system control by reducing the potential risk of using incorrect bank account details.</p>			

FINANCIAL OUT-TURN

At each Joint Committee meeting during 2014/15 up-to-date budget performance statements have been reported showing actual performance against the approved original 2014/15 budget. The following statement sets out the final out-turn position as at 31st March 2015:

Cost Category	Annual Budget £m	Out-turn as at 31st March 2015 £m	Under/(Over) Spend £m
Employee Costs	1.214	1.207	0.007
Car Leasing	0.027	0.025	0.002
Employee Related Insurance	0.011	0.010	0.001
Lancashire CC Audit Budget	0.010	0.012	(0.002)
Transport	0.013	0.010	0.003
Supplies and Services	0.053	0.049	0.004
Financial Management Information System (FMIS)	0.063	0.064	(0.001)
Income	(0.000)	(0.006)	0.006
TOTAL	1.391	1.371	0.020

Budget Variations

Comparing the year end out-turn to the budget, the service has achieved a variance (under spend) of 20k which equates to a 1.4% variation to the budget.

Employee Costs – Budget Variation £7k under spend

In January a forecast under spend of £42k mainly due to vacant posts; since this report was made a member of staff took voluntary redundancy at a cost of around £38k reducing the under spend by this amount.

Income – Budget Variation £6k over achieved

The Financial Shared Services team undertook some income generation opportunities in year that had not been budgeted for. These involved the hosting of a course on the new Business Rate Retention scheme, made available to staff from other council's therefore leading to both an income stream and a saving on sending Shared Services staff members on the same course hosted elsewhere. The Principal Systems and Financial Accountant also undertook a project with Burnley Council to share with them the way in which Shared Financial Services has developed the Financial Management Information System to transform financial business processes and so achieve budgetary efficiencies. The Business Case also included a proposal to expand our FMIS to include another company and therefore enable us to host their FMIS service provision.

Supplies and Services - Budget Variation £4k underspend

This is an amalgam of small variances over a range of budgets, for example, stationery, publications and disposal of records.

KEY SERVICE DEVELOPMENTS 2014/15

PARTNERSHIP LEVEL

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Staff Engagement and further manager development for succession planning	SG/GB	Ongoing	Ongoing	<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	Ongoing
Seek out viable opportunities to grow the Partnership	SG/GB	Ongoing	Ongoing	Continual review of opportunities throughout the year	GREEN	Ongoing

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 following the May elections	GB/DH	April 2014	June 2014	Identification of new members training needs Delivery of appropriate training materials	GREEN	Completed
Prepare the 2014 Annual Governance Statements in accordance with revised CIPFA & SOLACE guidance	GB/DH	April 2014	June 2014	Revise policies, procedures and corporate assessment pro-formas Undertake assessments & produce the AGS	GREEN	Completed
Review the operation of both host authorities' Governance Committees in respect of revised CIPFA Guidance on the Role of Audit Committees	GB/DH	June 2014	Sept 2014	Review arrangements with regards to the new Guidance Prepare reports & action plans for both Governance Committees	GREEN	Completed
Risk Management						
Co-ordinate actions arising from the Internal Audit review of service level risk management	AA	June 2014	December 2014	Identification of any areas that are non-compliant with agreed procedures Re-enforcement & monitoring of agreed procedures	GREEN	Completed
Oversee the risk management activities undertaken by insurance providers	AA	April 2014	December 2014	Arrange & facilitate new programmes for 2014	GREEN	Completed

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Emergency & Business Continuity Planning						
Transfer EP/BCP documents to the SharePoint management information system (CBC)	AA	April 2014	December 2014	TBA	RED	Roll out of SharePoint on hold
Support the Scrutiny Committee review of Flooding (SRBC)	AA	June 2014	March 2015	TBA	GREEN	Completed
Undertake an EP Contact Centre simulation exercise at each council (SRBC/CBC)	AA	September 2014	March 2015	Arrange the event and deliver the training session Complete a post exercise debrief & implement learning from the exercise	RED	Postponed to 2015/16 BIP pending revision of out of hours contact procedures
Insurance						
Oversee procurement of a new insurance broker under a combined agreement (SRBC/CBC)	AA	April 2014	July 2014	Produce procurement plan, agree selection criteria, finalise proposal documentation & obtain approval Assess responses using cost and quality criteria Appoint successful candidate	GREEN	Both South Ribble and Chorley currently have Long Term Agreements (LTA's) for insurance which were established on a "3+2" basis, i.e. for an initial 3 years with a 2 year extension option. 2014 was year 3 of the LTA's and both Councils' insurers indicated that they would offer the 2 year extension. Given that the insurance market is "hardening" both CEO's agreed that we should continue to work with the existing broker Jardine Lloyd Thompson to facilitate the extension process. To comply with Contract Procedure Rules each Cabinet received a report and approved the LTA extensions.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Work with the insurance broker to develop a Risk Financing Strategy for each host authority for implementation from 1 st January 2015 (SRBC/CBC)	AA	July 2014	December 2014	Identify and evaluate the alternative risk financing options available on a risk by risk basis, including traditional insurance procurement and self-insurance options Produce a report making recommendations for CEO consideration and member approval.	GREEN	See above
Oversee procurement of new insurance covers to take effect from 1 st January 2015 (SRBC/CBC)	AA	July 2014	December 2014	Produce procurement plan, agree selection criteria, finalise proposal documentation & obtain approval Assess responses using cost and quality criteria Appoint successful bidders	GREEN	Completed
Oversee annual Insurance Policy renewals (CBC/SRBC)	AA	September 2014	December 2014	Complete the assimilation of all renewal information and submit to /liaise with the Insurers/Broker Participate in renewal meetings and assist with the generation and checking of renewal reports and premium information	GREEN	Completed

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 2014	March 2015	<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	Training sessions and leaning hours plus 1-2-1 ad hoc training officer and member training has been carried out throughout the year. This project has been rolled over into 2015/16 to now focus on working with Budget Holders and also to develop or source on-line self-serve training packages
Management and Financial Accountancy Services (incorporating FMIS Development function)						
Review of data interrogation in respect of all financial systems to ensure that full functionality is being utilised and data manipulation outwith systems is minimised.	Head of Service	July 2014	March 2015	<ul style="list-style-type: none"> Identify all key points of data extraction and management information reporting Identify where data is extracted at a high level and needs to be expanded to provide information and reconciliation data and therefore improve process controls and information required for informed decision making Identify where data needs to be manipulated outwith systems to achieve the desired output Develop system reporting and data extraction routines that achieve appropriate output without additional manipulation 	AMBER	Inextricably linked to the Management Accountancy processes project below – please see explanation for update and RAG status assessment and action plan going forward into 2015/16

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
<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	March 2015	<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 Review output and outcomes with regard to reporting including frequency, content and formats 	AMBER	<p>The e-budgeting module is a fundamental and introductory component part of this project and facilitates many of the changes to procedures and core accounting tasks and projects. The viable version of this module is relatively new and suffered from a technical bug in 2014/15. The team worked closely with CIVICA and this is now fixed. Re-instatement of the project will coincide with new senior officers starting within the service which will also facilitate a full management accountancy development review. This project is included in the 2015/16 Business Improvement Plan for Shared Financial Services.</p>
Review of core accounting system and process controls compliance	Principal Financial and Management Accountants and Principal Financial & Systems Account-ant	April 2014	March 2015	<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 procedure notes if required and communicate to staff Provide training where required 	GREEN	<p>Completed with regard to Creditor, Payroll transactional function and FMIS feeder system reconciliations. The project has been rolled forward and included in the 2015/16 BIP to cover the forthcoming implementation of two new system modules (Budget Preparation and Assets)</p>

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> <p>To also include a review of all of the current products available to ensure that the system best supports the whole ICT infrastructure and strategies at both Councils.</p>	Financial Systems Manager	April 2014	March 2015	<ul style="list-style-type: none"> Identify the timescales, resources and priorities within the plan Approval of the plan by the Councils' CEOs/CFOs Link and co-ordinate projects with management Accountancy processes project Consult with users and Council's ICT sections Use the Council's project management methodology Successfully implement the developments within the financial systems development plan Establish productivity gain measures where possible for each system improvement strand Ensure all financial data complies with Data Quality policies 	GREEN	<p>This is an annual project and year on year development programme that seeks to achieve continual improvement and maximise system functionality and financial control. Key sub projects include Payment Card Industry Data Security Standard (PCI-DSS) compliance; Intelligence Scanning of invoices; Business Continuity improvements; Civica Financial Upgrade to version 16; new Budget Preparation module.</p>
Procurement Services						
Renew Joint Procurement Strategy (JPS)	Principal Procurement Officer	April 2014	August 2014	<ul style="list-style-type: none"> Cross reference project with training project in this BIP Consult with key stakeholders Update JPS with agreed amendments and updates taking account of the improved procurement environment within both Councils following on from improvements made post Shared Services implementation Get revised JPS approved Communicate new JPS and provide training where necessary 	GREEN	<p>During 2014/15 the Joint Procurement Strategy (JPS) was refreshed and renewed</p>

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Waste Contract Procurement Process at SRBC	Principal Procurement Officer	April 2014	November 2014	<ul style="list-style-type: none"> • Drafting/Managing OJEU, PQQ, ITT, Evaluation Documentation • Key member of project team • Publish OJEU • Publish PQQ • Support Evaluation PQQ Team Process • Support entire process including all contact with bidders through the Chest • ITT Issue • Support ITT Evaluation Team Process • Notification/Standstill letters • Contract award 	GREEN	The Principal Procurement Officer played a key role and continues to be heavily involved throughout this procurement process.
Implementation of Fairtrade Town at CBC	Principal Procurement Officer	April 2014	August 2014	<ul style="list-style-type: none"> • Arranging meetings, agendas, taking minutes • Develop, update and manage action plan • Manage Chorley Fairtrade Group website • Manage and maintain progress/evidence for subsequent application • Support application process, date to be determined by the Group but potentially Summer 2014 	GREEN	The Procurement Team supported the Chorley Fairtrade Group (CFG) and prepared the successful application for discussion, review, update and agreement by the Group. The team won a Chief executive's award for their contribution and achievement with regard to this project.

PERFORMANCE TARGETS 2014/15

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2013/14	Target 2014/15	Target to date 2014/15	Actual to date 2014/15	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	82%	90%	90%	94%	GREEN	Target exceeded
		SRBC	85%	90%	90%	94%	GREEN	Target exceeded
		SS	90%	90%	90%	101%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	68%	100%	100%	100%	GREEN	Target achieved
		SRBC	67%	100%	100%	100%	GREEN	Target achieved
		SS	100%	100%	100%	100%	GREEN	Target achieved
Percentage of Management Actions Agreed	DH	CBC	100%	98%	98%	98%	GREEN	Target achieved
		SRBC	100%	98%	98%	100%	GREEN	Target exceeded
		SS	100%	98%	98%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2013/14	Target 2014/15	Target to date 2014/15	Actual to date 2014/15	Status	Comments
% customer satisfaction rating – assignment level	DH	CBC	93%	90%	90%	92%	GREEN	Target exceeded
		SRBC	87%	90%	90%	91%	GREEN	Target exceeded
		SS	94%	90%	90%	97%	GREEN	Target exceeded
% Professionally Qualified Staff as a % of Total Internal Audit Staff (FTE's)	GB	N/A	82.5%	82.5%	82.5%	100%	GREEN	Target exceeded
Risk Management Services								
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 2013/14	Target 2014/15	Target 2014/15	Out-turn 2014/15	Status	Comments
Finance As A Whole							
Financial Services Staff Satisfaction	SG	85%	95%	95%	Not measured	N/A	The staff survey is not being completed for Chorley Council in 2014/15
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	28.6%	19%	19%	23%	GREEN	Target exceeded
Accountancy							
(Over)/Underspends within 1% of manageable/cash revenue budget	SG	5.15%	< (+/-) 1%	< (+/-) 1%	1.44%	RED	This equates to broadly £110K budget variation on the overall bottom line budget level of circa. £12.5m. This was caused in the main by additional vacancy savings than expected, increase in planning fee income, Waste Contract reduced costs and variations I the Housing benefits net budget offset by addition BRR levy paid in 2014/15 to Central Government. That said the movement in the KPI from 2013/14 is very much improved
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	(8.2%)	5%	5%	(2.97%)	GREEN	Target Achieved
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 Authorities	MJ	100%	100%	100%	100%	GREEN	Target Achieved
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	1	0	0	0	GREEN	Target Achieved

Key Measures	Lead Officer	Actual 2013/14	Target 2014/15	Target 2014/15	Out-turn 2014/15	Status	Comments
Statutory Grant Claims and Returns to be submitted on time	MC/JB/MJ	95.83%	100%	100%	91%	RED	Equates to 7 returns out of 74, however, out of the 67 sent in on time 56 (84% were sent early). Red status has been caused by the impact on resources of the External Audit in 2014/15 and staff turnover
Achievement of industry investment benchmarks	MJ	Target = 0.37% Achieved = 0.94%	Outperform London Inter-Bank (LIBID) rate by 10%	0.39%	0.52%	GREEN	Target exceeded
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	99%	99%	99%	99%	AMBER	Target achieved
Supplier Payment within 10 days (local indicator)	LH	80%	80%	80%	81%	GREEN	Target exceeded
% of supplier payments by electronic means (VFM Secondary 7)	LH	98%	95%	95%	99%	GREEN	Target exceeded
% of remittances to suppliers by electronic means	LH	100%	100%	100%	98%	AMBER	Following a review within our creditors function it was decided that the dispatch of paper remittance advices (to creditors without e-mail addresses) strengthened system control by reducing the potential risk of using incorrect bank account details
% of Financial Systems availability	LH	100%	99.5%	99.5%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	Actual 2013/14	Target 2014/15	Target 2014/15	Out-turn 2014/15	Status	Comments
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	100%	50%	50%	100%	GREEN	Target exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	100%	90%	90%	100%	GREEN	Target exceeded