

N REPORT TO	DATE OF MEETING
Shared Services Joint Committee	13 th October 2015



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 2015/16 Business Improvement Plan (BIP).

The report shows progress as at the **end of August 2015** and therefore covers the first **5 months** of the year.

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

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

RECOMMENDATIONS

That 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 2015/16.

Full statements of the progress made on the key projects and the performance targets as at the end of August 2015 are shown in **Appendices One** and **Two**. The highlights from these statements are expanded upon in the body of the report.

EXECUTIVE SUMMARY

20 of the **23** key projects for this year have been completed or are on track and plans are in place to address the remaining 3.

6 of the **32** performance measures have a “red” or “amber” status and 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 **£0.086m**. An analysis of variations is shown later in the report.

KEY SERVICE DEVELOPMENTS

There are **23** key projects included in the BIP which represent service developments for 2015/16. Using a traffic light system, the progress is summarised in the table below.

Detail	Assurance Services	Financial Services
Green Projects - on track	13	7
Amber Projects	1	1
Red Projects	0	1
Total	14	9

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

ASSURANCE SERVICES PROJECTS

AMBER PROJECTS

Deliver fraud awareness training to officers (SRBC)

Although originally due for implementation by June 2015 this has been rescheduled for October/November so that it can be incorporated within a wider governance awareness training programme relating to the full range of staff policies relating to personal conduct and ethical behaviour. This is included as a key action in the Council's Annual Governance Statement and will be a joint effort involving Legal, HR and Governance.

FINANCIAL SERVICES PROJECTS

RED PROEJCTS

Successful implementation of the FMIS Development Plan

Vacancies and reduced resilience in the team has delayed the progression of some key systems developments and projects. This issue is currently under review and a report will be brought to the next Joint Committee on the outcome.

AMBER PROJECTS

Zero Based Budget Exercise

Delays within the Statement of Accounts External Audit process impacted on key officers within the team involved in this project. Therefore the project will run over the original end date of the end of October 2015.

PERFORMANCE TARGETS

The partnership has **32** 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 to the end of August 2015 is shown in the table below:-

Detail	Assurance Services	Financial Services
Green on target	10	10
Amber – within 5% of target	0	0
Red – more than 5% off target	3	3
Not measured (*)	3	3
Total	16	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.

ASSURANCE SERVICES

Red Targets

Measure	Target to date	Actual to date	Variation
% Planned Time Used – SRBC	37%	30%	-7%
% Audit Plan Achieved – SRBC	20%	14%	-6%
% Audit Plan Achieved – CBC	20%	14%	-6%

Comments: The amount audit time spent on audit work at South Ribble was below the amount planned due to corresponding overspends at Chorley and Shared Services as a result of a lengthy investigation that has taken place into certain irregularities at Chorley.

This has in turn impacted on the delivery of the Audit Plans at both Councils. It should be noted however that in terms of the % Audit Planned Achieved indicators this represents 2 out of 3 planned audits being finalised in each case and the remainder were at draft audit report stage at the time of reporting.

Members should be reassured that both Audit Plans still remain firmly on course to be delivered by the end of the financial year.

Amber Targets

There are no Amber targets for Shared Assurance Services.

FINANCIAL SERVICES

Red Targets

Measure	Target to date	Actual to date	Variation
Over/Underspends within 1% of manageable/cash revenue budget	<(+/-) 1%	3.41%	341%
<p><i>Comments:</i></p> <p>Combination of reduced cost and additional income - Underspensing areas:- Employees – Vacancies and Turnover Premises – Utilities and Repairs and Mtce Net Financing – reduce cost of capital financing of major project Additional Income:- Property Rental Income Investment Income Additional New Homes Bonus</p>			
Measure	Target to date	Actual to date	Variation
% of remittances to suppliers by electronic means	100%	94.9%	(5.1%)
<p><i>Comments:</i></p> <p>Paper remittances are currently being dispatched where electronic contact details are not known to re-introduce an additional control on the accuracy of bank details. The effectiveness of this action as a control will be assessed and the target for 201617 may be reduced. An exercise can be undertaken to obtain a higher % of supplier electronic addresses, however, there are currently vacancies in the team pending a review of system and procedural developments in respect of transactional processing duties which impacts on capacity to undertake such exercises in the short term.</p>			
Measure	Target to date	Actual to date	Variation
Statutory Grant Claims and Returns to be submitted on time	100%	87.5%	(12.5%)
<p><i>Comments:</i></p> <p>To the end of August the service submitted 32 returns. Of these 32 return the submission statistics are: Sent in Early = 23 returns equating to 71.9% Sent in on Time = 5 returns equating to 15.6% Sent in Late = 4 returns equating to 12.5%</p> <p>The 4 late returns were:</p> <ul style="list-style-type: none"> • Whole of Government Accounts (WGA) return for both Councils. These were late due to the impact of the closure of accounts process and external audit. • One return was delayed due to additional work required as a result of an internal project. • One due to the underestimation of preparatory work required to complete the return. 			

Amber Targets

There are no Amber targets for Shared Financial Services.

BUDGET PERFORMANCE STATEMENTS

The table below compares the projected out-turn position, estimated as at 31/08/15, to the partnership's budget. The subsequent budget variations are highlighted together with any action required to bring performance back on track. The partnership's budget for 2015/16 is **£1.524m plus £0.015m** carried forward from last year's underspends, compared against an estimated out-turn of **£1.453m** the anticipated underspend is **£0.086m**.

Cost Category	Partnership Budget £m	Projected out-turn as at 31 st March 2016 £m	Under or (Over) Spend £m
Salaries Costs	1.340	1.263	0.077
Car Leasing	0.031	0.028	0.003
Employee Related Insurance	0.014	0.013	0.001
Lancashire County Council Audit Budget	0.010	0.010	-
Transport	0.012	0.011	0.001
Financial Management Information System	0.070	0.070	-
Supplies and Services	0.062	0.058	0.004
TOTAL	1.539	1.453	0.086

Estimated Budget Variations

The Shared Financial Services team has had three vacancies in the team for more than half the year. Two new qualified members of staff have started in September and the hand-over of duties has commenced. It is expected that this transitional period will continue to the end of the calendar year. In the short term temporary cover has been brought into the team to assist with the closure of accounts period and the processing of invoices.

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 below shows any implications in respect of each of the following areas.

FINANCIAL	The wider implication of the financial performance of the Partnership is the full year impact on both Councils' Medium Term Financial Strategies. Any under-spend achieved at year end against the Partnership's budget will be passed on in total to both Councils by means of a reduced recharge.		
LEGAL	The partnership has been established with an informal structure which has low complexity and a low cost set up. The Shared Services Joint Committee, established under Section 101 of the Local Government Act 1972, provides the overall governance for this with its terms being set out in an Administrative Collaborative Agreement which has been signed by both Councils. Sound performance management arrangements are required to enable the Shared Services Joint Committee to effectively fulfil its obligations. Schedule 1 to this Agreement sets out the Service Level Agreements which form a key part of the performance management arrangements.		
RISK	A full risk assessment is set out in the Partnership Business Improvement Plan for 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

Partnership Business Improvement Plan 2015/16

KEY SERVICE DEVELOPMENTS 2015/16

SHARED ASSURANCE SERVICES

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Internal Audit						
Prepare the 2015 Annual Governance Statements in accordance with the latest CIPFA & SOLACE guidance	GB/DH	April 2015	June 2015	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	April 2015	June 2015	Review arrangements with regards to the new Guidance Incorporate any actions to address aspects on non-compliance within the AGS Action Plan	GREEN	Completed. The action required is twofold (a) some slight changes to the terms of reference and (b) a skills review of Committee members to inform their development plans for 2016/17. Reports to go to the January meetings
Arrange training for new Governance Committee members following the May elections	GB/DH/ AA	April 2015	June 2015	Identification of new members training needs Delivery of appropriate training materials incorporating actions arising from the revised CIPFA Guidance on the Role of Audit Committees	GREEN	Completed
Deliver fraud awareness training to officers (SRBC)	DH	April 2015	June 2015	Establish on-line self-serve facilities in the ICT Training Suite Arrange appointments to train all "compulsory" officers in the Council	AMBER	The on-line fraud package is ready to use but is now to be incorporated within a wider governance awareness training programme incorporating Legal, HR and Governance policies in October/November.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Participate in the Lancashire District Audit Group peer review programme	GB/DH	Jan 2016	March 2016	To be determined	GREEN	On track. London boroughs have developed an approach currently being piloted in Cheshire prior to rollout in Lancashire.
Risk Management						
Work with insurance providers to develop and implement risk management reviews at both host councils	AA	April 2015	December 2015	Arrange & facilitate new programmes for 2015 alongside ZM and AIG Focus on public / employers liability risks and the need for sound inspection regimes and record keeping	GREEN	On track
Emergency & Business Continuity Planning						
Roll out Resilience Direct (RD) registration and responder/user awareness training (CBC / SRBC)	AA	April 2015	June 2015	Identify relevant personnel and oversee registration procedure Undertake an awareness training session(s) consistent with user needs & provide ongoing support and guidance where necessary Maintain and develop the SRBC/CBC "Landing Page" and "Filestore"	GREEN	Completed
Arrange refresher training for emergency responders on the overall EP/LRF landscape and local operating procedures (SRBC/CBC)	AA	September 2015	December 2015	Identify relevant personnel and target groups Develop & deliver an awareness training package combining local plans & arrangements and LRF material Provide follow up support as required	GREEN	On track

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Participate in the Heron 6 multi-agency simulation exercise of the Springfields Off site Nuclear Emergency Plan (SRBC)	AA	April 2015	December 2015	<p>Participate in the exercise planning and development meetings</p> <p>Undertake an assessment of need and scope SRBC involvement appropriately</p> <p>Coordinate relevant participation in the actual exercise (October 2015)</p> <p>Undertake an internal de-brief and participate in exercise follow up activity</p>	GREEN	On track
Participate in a multi-agency exercise to validate the Redcliffe International Munitions Site COMAH Plan at Heapey (CBC)	AA	April 2015	December 2015	<p>Attend planning meetings & develop SRBC related scenario issues</p> <p>Participate in actual exercise (November 2015)</p> <p>Undertake an internal de-brief and participate in exercise follow up activity</p>	GREEN	On track
Undertake testing of revised BCPs at both host councils	AA	January 2016	March 2016	<p>Complete a simulation exercise using suitable LRF scenario materials or develop an electronic awareness and training package</p> <p>Analyse responses, identify needs and provide follow up support as required</p>	GREEN	On track

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Insurance						
Oversee annual Insurance Policy renewals (CBC/SRBC)	AA	September 2015	December 2015	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	On track
Oversee procurement of a new insurance broker under a combined agreement to provide general support and advice and lead on the next insurance procurement tender exercise (SRBC/CBC)	AA	April 2015	December 2015	Produce procurement plan, agree selection criteria, finalise proposal documentation & obtain approval Assess responses using cost and quality criteria Appoint successful candidate	GREEN	On track. Since these tasks were set a new national insurance procurement framework has been released. This is due to be launched in the autumn of 2015 and will be available for new procurements from 1 st April 2016. Contract Procedure Rules fully support the use of such frameworks for significant areas of expenditure as they are administratively more cost effective and enable access to a wider range of suppliers than the direct tendering approach. For these reasons it has been agreed to adopt this framework for the next insurance broker and provider appointment processes in 2016.
Undertake preparatory work for the procurement of new long-term insurance agreements by both host councils	AA	January 2016	March 2016	Working alongside the broker and assuming a start date of 1st January 2016 - produce a project / procurement plan (Jan/Feb 2016)	GREEN	

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 2015	March 2016	<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	On Track
Management and Financial Accountancy Services						
<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 and the implementation of the e-budgeting module.</p>	Principal Management Accountants	April 2015	March 2016	<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, protocols and agreed timetable Determine and deliver communications/briefings/training as appropriate Review output and outcomes with regard to reporting including frequency, content and formats. 	GREEN	On Track

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Review of core accounting system and process controls compliance (retained to cover planned new modules and training of new staff and users)	Principal Financial and Management Accountants and Principal Financial & Systems Accountant	April 2015	March 2016	<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 training where required 	GREEN	On Track
Zero Based Budget Exercise	HOS	April 2015	October 2015	<ul style="list-style-type: none"> Establish budget heads within scope Agree process strategy (including operational approach, methodology and timetable) with SFS staff Liaison with Chief Finance Officers (S151) Report findings to SMT (SRBC) and Strategy Group (CBC) Feed into 2016/17 MTFS cycle in November 2015 	AMBER	Delays within the Statement of Accounts External Audit process impacted on key officers within the team involved in this project. Therefore the project will run over the original end date of the end of October 2015.

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Business Rates Retention	Principal Financial Accountant	April 2015	November 2015	<ul style="list-style-type: none"> • Corporate review of processes and systems involved in setting the budget for the BRR regime including completion of NNDR1 and NNDR3 • Corporate review of processes and systems involved in monitoring BRR regime • Report and recommendations for new end to end process to HOS SFS and CFOs (s151s) • Publication of end to end procedures notes including timetable • Staff training 	GREEN	On Track
Fees and Charges (Including a review of internal recharging systems and processes)	Senior Management Accountants	April 2015	January 2016	<ul style="list-style-type: none"> • Review all income streams that are now subject to cost recovery only criteria to confirm compliance • Recommend corrective action where required • Undertake benchmark exercise with other Authorities • Work with SFS Management Team to formulate a strategy to consider and included the Political perspective • Report findings to SFS Management Team and also CFOs (s151s) • Make recommendations to maximise contributions to MTFs and bridging forecasted budget gaps 	GREEN	On Track

Project / Task	Lead Officer	Start Date	Finish Date	SMART Targets / Actions & Milestones	Status	Update
Procurement Services						
Roll out use of The Chest to key users	Principal Procurement Officer	April 2015	August 2016	<ul style="list-style-type: none"> Liaise with users selected to be The Chest 'key users' Undertake training as appropriate Provide reference material and aide memoires to assist with remote self-serve support 	GREEN	Completed
Systems Development & Exchequer Services						
Payment Card Industry – Data Security Standard PCI-DSS (version 3) Compliance	Financial Systems Manager	April 2015	June 2015	<ul style="list-style-type: none"> Review contents of regulation and requirements Translate into project plan Communications strategy Liaison with internal partners Implement required internal process change Collate evidence and submit self-assessment questionnaire 	GREEN	Completed
<p>Successful implementation of the FMIS Development Plan with particular focus on the review and development of the following processes and systems and to achieve effective and efficient self-serve functionality:-</p> <ul style="list-style-type: none"> Payroll services – Case Study including alternative solutions for partnership working or in house service delivery Debtors and creditors <p>To also include a review of the all current products available to ensure that the system best supports the whole ICT infrastructure and strategies at both Councils</p>	Financial Systems Manager	April 2015	March 2016	<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 & 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 	RED	Vacancies and reduced resilience in the team has delayed the progression of some key systems developments and projects. This issue is currently under review and a report will be brought to the next Joint Committee on the outcome.

PERFORMANCE TARGETS 2015/16

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2014/15	Target 2015/16	Target to date 2015/16	Actual to date 2015/16	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	94%	90%	37%	44%	GREEN	Target exceeded
		SRBC	94%	90%	37%	30%	RED	Below Target
		SS	100%	90%	29%	32%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	100%	100%	20%	14%	RED	Below Target
		SRBC	100%	100%	20%	14%	RED	Below Target
		SS	100%	100%	9%	9%	GREEN	Target achieved
Percentage of Management Actions Agreed	DH	CBC	98%	98%	98%	100%	GREEN	Target exceeded
		SRBC	100%	98%	98%	100%	GREEN	Target exceeded
		SS	100%	98%	98%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	CBC/ SRBC/ SS	Actual 2014/15	Target 2015/16	Target to date 2015/16	Actual to date 2015/16	Status	Comments
Percentage of customer satisfaction rating – assignment level	DH	CBC	92%	90%	90%	100%	GREEN	Target exceeded
		SRBC	91%	90%	90%	91%	GREEN	Target exceeded
		SS	97%	90%	90%	100%	GREEN	Target exceeded
Total Cost of Internal Audit as a % of Organisational Running Costs / Expenditure	GB	N/A	8.28%	8.28%	N/A	N/A	NOT MEASURED	Annual Indicator
% Professionally Qualified Staff as a % of Total Internal Audit Staff (FTE's)	GB	N/A	100%	82.5%	100%	100%	GREEN	Target Exceeded
Risk Management Services								
Total Cost of the Risk Management Function as a % of Organisational Running Costs / Expenditure	GB	N/A	4.12%	4.12%	N/A	N/A	NOT MEASURED	Annual Indicator
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 2014/15	Target 2015/16	Target to date 2015/16	Actual to date 2015/16	Status	Comments
Finance As A Whole							
Financial Services Staff Satisfaction	SG	N/A	95%	95%	n/a	Annual Indicator	Results of the CBC staff survey are currently being analysed. The survey did not identify services therefore this KPI should be deleted from this year's BIP.
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	28.6%	19%	19%	23.8%	Green	Target exceeded
Accountancy							
Over/Underspends within 1% of manageable/cash revenue budget	SG	(1%)	< (+/-) 1%	< (+/-) 1%	3.41%	RED	Combination of reduced cost and additional income - Underspending areas:- Employees – Vacancies and Turnover Premises – Utilities and Repairs and Mtce Net Financing – reduce cost of capital financing of major project Additional Income:- Property Rental Income Investment Income Additional New Homes Bonus
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	N/A	5%	5%	n/a	Annual Indicator	n/a
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

Key Measures	Lead Officer	Actual 2014/15	Target 2015/16	Target to date 2015/16	Actual to date 2015/16	Status	Comments
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	0	GREEN	Target Achieved
Statutory Grant Claims and Returns to be submitted on time	MC/JB/MJ	88.24%	100%	100%	87.5%	RED	To the end of August the service submitted 32 returns. Of these 32 return the submission statistics are: Sent in Early = 23 returns equating to 71.9% Sent in on Time = 5 returns equating to 15.6% Sent in Late = 4 returns equating to 12.5%
Achievement of industry investment benchmarks	MJ	0.59%	Outperform London Inter-Bank (LIBID) rate by 10%	0.39%	0.48%	GREEN	Target Exceeded
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to AVFM Secondary 10)	LH	98.34%	99%	99%	99.88%	GREEN	Target Exceeded
Supplier Payment within 10 days (local indicator)	LH	80.56%	80%	80%	91.29%	GREEN	Target Exceeded
% of supplier payments by electronic means (VFM Secondary 7)	LH	99.03%	95%	95%	99.41%	GREEN	Target Exceeded
% of remittances to suppliers by electronic means	LH	100%	100%	100%	94.9%	RED	Paper remittances are currently being dispatched where electronic contact details are not known to re-introduce an additional control on the accuracy of bank details.
% of Financial Systems availability	LH	99.98%	99.5%	99.5%	99.95%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2014/15	Target 2015/16	Target to date 2015/16	Actual to date 2015/16	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	N/A	90%	90%	n/a	Annual Indicator	