



# ShEx Dashboard

September 2015

*(Work in progress: updates to Michael Dollin)*

OFFICIAL - SENSITIVE

OFFICIAL - SENSITIVE

## Mission Statement

	<b>The Shareholder Executive provides corporate finance expertise and advice across Government.</b>
<b>Our mission is to:</b>	<p><i>Ensure the Government is an effective and intelligent shareholder in its part or wholly-owned businesses.</i></p> <p><i>Manage Government's interventions in the private sector to secure best value for the tax payer.</i></p>
<b>What do we do to deliver our mission?</b>	<p><i>We manage the Government's shareholder relationships with its wholly or partly owned businesses</i></p> <p><i>We provide corporate finance expertise and advice to Government Departments to ensure the taxpayer gets the best value from the assets it owns</i></p> <p><i>We deliver growth and boost the economy in new and innovative ways, - via entities like the <b>IRRELEVANT</b> <b>IRRELEVANT</b> helping finance markets to work better for smaller businesses.</i></p>
<b>How do we deliver our mission?</b>	<p><i>By recruiting, motivating, developing and supporting outstanding <b>PEOPLE</b> from the private sector and from within the Civil Service</i></p> <p><i>By ensuring we have the right <b>PROCESSES</b> in place to take on appropriate new business, identify and mitigate risk, maintain workforce flexibility, and manage our knowledge and information.</i></p>
<b>How do we measure success?</b>	<p><i>We have a balanced performance scorecard, reviewed monthly by our Executive Committee and which our Board reviews quarterly</i></p>

OFFICIAL - SENSITIVE

## Governance (1/5)

Area	Objective	Annual Performance Target	Key
<b>Governance</b>	Ensure the taxpayer gets best value from its assets	90% of top three annual priorities set out in ShEx Investment Reviews are met by 31 <sup>st</sup> March 2016  90% of ShEx investment review traffic light analysis at either [amber/green or green]	<b>LR = Last Review date</b>   = Risk reduced  = Risk increased  = No risk change

Asset	Governance - Top Priorities	Assessment	Lead																		
 LR = 12-May-15	Ensure POL on track to break even (excluding subsidy) by 2017/18 Commence consultation on national access criteria before Christmas 2015 Conclude the Network Transformation programme before end 2017/18. Protect 3,000 rural branches as per the Government's manifesto commitment. Minimise POL exposure (financial and reputational) to Project Sparrow (Horizon IT system).	<table border="0"> <tr> <td><b>R</b></td> <td><b>M</b></td> <td><b>T</b></td> <td><b>S</b></td> <td><b>F</b></td> <td><b>B</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	<b>R</b>	<b>M</b>	<b>T</b>	<b>S</b>	<b>F</b>	<b>B</b>													<b>Justin</b>
<b>R</b>	<b>M</b>	<b>T</b>	<b>S</b>	<b>F</b>	<b>B</b>																
																					
																					

# IRRELEVANT

OFFICIAL - SENSITIVE

- = Risk reduced
- = Risk increased
- ⊖ = No risk change

## Governance (2/5)

Asset	Governance - Top Priorities	Assessment	Lead
<h1>IRRELEVANT</h1>			

OFFICIAL - SENSITIVE

● = Risk reduced  
● = Risk increased  
⊖ = No risk change

## Governance (3/5)

Asset	Governance - Top Priorities	Assessment	Lead
-------	-----------------------------	------------	------

**IRRELEVANT**

OFFICIAL - SENSITIVE

- = Risk reduced
- = Risk increased
- NC = No risk change

## Governance (4/5)

Asset	Governance - Top Priorities	Assessment	Lead
-------	-----------------------------	------------	------

**IRRELEVANT**

OFFICIAL - SENSITIVE

- = Risk reduced
- = Risk increased
- NC = No risk change

## Governance (5/5)

Asset	Governance - Top Priorities	Assessment	Lead
-------	-----------------------------	------------	------

**IRRELEVANT**

OFFICIAL - SENSITIVE

● = Risk reduced  
● = Risk increased  
⊖ = No risk change

## Governance and Corporate Finance Projects (1/4)

Asset	Governance and accompanying Corporate Finance Project	Assessment	Lead
	Agreement from German government on proceeding with Dutch legislation to open path to a possible		

**IRRELEVANT**

**Governance key**

- R** Stakeholder Relationship
- M** Implementation of Shareholder Model
- T** Quality of Management Team & Board
- S** Strategy
- F** Financial Performance
- B** Balance Sheet & Risk

**CF Project key:**

- S** ShEx role agreed
- R** Resources Secured: team, budget, etc.
- A** Stakeholder Alignment: on key objectives and project plan
- T** On Track: assessment of progress against plan
- C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

● = Risk reduced  
● = Risk increased  
⊖ = No risk change

## Governance and Corporate Finance Projects (2/4)

Asset	Governance and accompanying Corporate Finance Project	Assessment	Lead
-------	---	------------	------

**IRRELEVANT**

**Governance key**

<b>R</b> Stakeholder Relationship	<b>M</b> Implementation of Shareholder Model	<b>T</b> Quality of Management Team & Board	<b>S</b> Strategy	<b>F</b> Financial Performance	<b>B</b> Balance Sheet & Risk
-----------------------------------	--	---	-------------------	--------------------------------	-------------------------------

**CF Project key:**

<b>S</b> ShEx role agreed	<b>R</b> Resources Secured: team, budget, etc.	<b>A</b> Stakeholder Alignment: on key objectives and project plan	<b>T</b> On Track: assessment of progress against plan	<b>C</b> Completed: Project concluded, including close-out review
---------------------------	--	--	--	---

OFFICIAL - SENSITIVE

● = Risk reduced  
● = Risk increased  
⊖ = No risk change

# Governance and Corporate Finance Projects (3/4)

Asset	Governance and accompanying Corporate Finance Project	Assessment	Lead
-------	---	------------	------

IRRELEVANT

**Governance key**

**R** Stakeholder Relationship
**M** Implementation of Shareholder Model
**T** Quality of Management Team & Board
**S** Strategy
**F** Financial Performance
**B** Balance Sheet & Risk

---

**CF Project key:**

**S** ShEx role agreed
**R** Resources Secured: team, budget, etc.
**A** Stakeholder Alignment: on key objectives and project plan
**T** On Track: assessment of progress against plan
**C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

● = Risk reduced  
● = Risk increased  
⊖ = No risk change

# Governance and Corporate Finance Projects (4/4)

Asset	Governance and accompanying Corporate Finance Project	Assessment	Lead
<h1>IRRELEVANT</h1>			

**Governance key**

**R** Stakeholder Relationship    **M** Implementation of Shareholder Model    **T** Quality of Management Team & Board    **S** Strategy    **F** Financial Performance    **B** Balance Sheet & Risk

---

**CF Project key:**

**S** ShEx role agreed    **R** Resources Secured: team, budget, etc.    **A** Stakeholder Alignment: on key objectives and project plan    **T** On Track: assessment of progress against plan    **C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Corporate Finance Projects (1/3)

Asset	Corporate Finance Project	Assessment	Lead
<h1>IRRELEVANT</h1>			

**CF Project key:**

**S** ShEx role agreed    **R** Resources Secured: team, budget, etc.    **A** Stakeholder Alignment: on key objectives and project plan    **T** On Track: assessment of progress against plan    **C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Corporate Finance Projects (2/3)

Asset	Corporate Finance Project	Assessment	Lead
<h1>IRRELEVANT</h1>			

**CF Project key:**

**S** ShEx role agreed

**R** Resources Secured: team, budget, etc.

**A** Stakeholder Alignment: on key objectives and project plan

**T** On Track: assessment of progress against plan

**C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Corporate Finance Projects (3/3)

Asset	Corporate Finance Project	Assessment	Lead
<h1>IRRELEVANT</h1>			

**CF Project key:**

**S** ShEx role agreed

**R** Resources Secured: team, budget, etc.

**A** Stakeholder Alignment: on key objectives and project plan

**T** On Track: assessment of progress against plan

**C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Special Situations Projects (1/2)

Asset	Corporate Finance Project	Assessment	Lead
-------	---------------------------	------------	------

**IRRELEVANT**

**CF Project key:**

**S** ShEx role agreed

**R** Resources Secured: team, budget, etc.

**A** Stakeholder Alignment: on key objectives and project plan

**T** On Track: assessment of progress against plan

**C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Special Situations Projects (2/2)

Asset	Corporate Finance Project	Assessment	Lead
<h1>IRRELEVANT</h1>			

**CF Project key:**

**S** ShEx role agreed

**R** Resources Secured: team, budget, etc.

**A** Stakeholder Alignment: on key objectives and project plan

**T** On Track: assessment of progress against plan

**C** Completed: Project concluded, including close-out review

OFFICIAL - SENSITIVE

## Operational Objectives

Area	Objective	Annual Performance Target	Status (updated monthly)
<b>Overarching</b>	Clients are satisfied (Robert Swannell)	90% of the feedback from key Whitehall stakeholders is positive	[X/X] Meetings Positive
<b>Finance</b>	ShEx remains VFM (Rachel James)	ShEx to remain within its annual "core" admin budget - £11.025m in 2015-16	<ul style="list-style-type: none"> <li>End- May: Total spend [£350k]</li> <li>[ ]% forecast [under][over]spend</li> </ul>
<b>People</b>	Maintain a flexible, engaged, high-performing and diverse and engaged workforce (Rachel James)	<p><i>Flexible:</i> Maintain a workforce of 95 in ShEx (+/- 10%), which (at G7 and above) is split 50/50 (+/- 5%) between people with public/private sector backgrounds</p> <p><i>Diverse:</i> Aim for 30% women at SCS in ShEx</p> <p><i>Engaged:</i> &gt;90% of staff complete annual people survey; overall engagement index stable year-on-year notwithstanding uncertainty associated with UKGI transition</p> <p><i>High performing:</i> Everyone to have a PDP and to complete at least 5 L&amp;D days</p>	<p>Workforce: 92 (G7+ :36 public, 37 private)</p> <p>SCS: [ ] % women</p> <p>[ ] % completion; engagement index 58%</p> <p>Following chaser- 32% of ShEx replied. Of these 91% PDP completion; 27% completed 5 L&amp;D days. 83% of respondents have completed 1+ L&amp;D days.</p>
<b>Risk</b>	Risk is minimised to the fullest extent possible (Rachel James)	<p>ShEx identifies and reviews all major risks using portfolio reviews, project monitoring and ExCo discussions.</p> <p>The Risk Committee ensures that proposed mitigating actions are followed up within two weeks of identification</p> <p>No material risk is missed and no such risk identified is then not mitigated as far as possible</p>	<p>Risk Registers last updated [DATE]</p> <p>Risk action log completed [ ] with [ ] outstanding actions</p>
<b>Corporate</b>	ShEx makes a corporate contribution to ShEx, BIS or OGDs (Rachel James)	<p>Everyone has a clear corporate contribution objective</p> <p>95% of corporate contribution objectives are met</p>	[ ]% of corporate contribution objectives met