

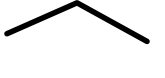

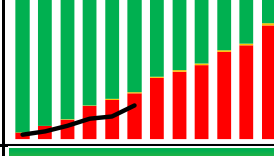
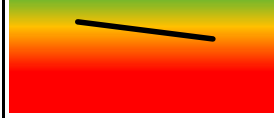

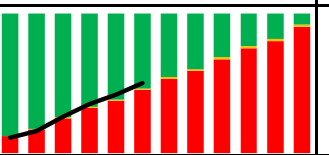
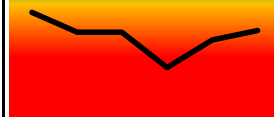
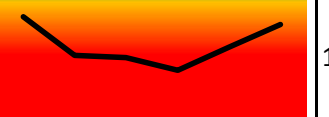
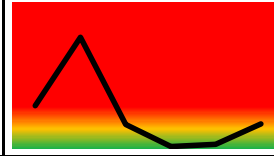
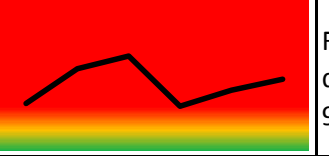
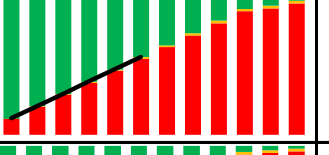

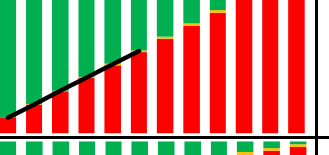

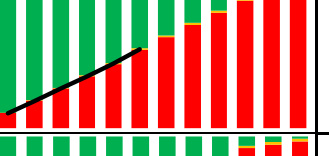

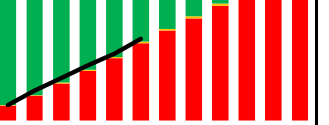
WEST SUFFOLK - RESOURCES & PERFORMANCE BALANCED SCORECARD

MONTH Sep 15

QUARTER Jul 15 - Sept 15

HALF YEARLY Apr 15-Sept 15

* These indicators are at organisational level

		Current Value	Target	Frequency	Type	Trend	Comments			Current Value	Target	Frequency	Type	Trend	Comments		
RESOURCES	FINANCIAL	Year end forecast variance (under) / over spend against budget - FHDC	£ 47,000.00	-	M	Cumulative		See budget monitoring report for more details.	CUSTOMERS	SATISFACTION	Number of formal complaints	3	No target	B	Period only		All complaints relate to ARP.
		Year end forecast variance (under) / over spend against budget - SEBC	(£58,000.00)	-	M	Cumulative		See budget monitoring report for more details.			Number of formal compliments	0	No target	B	Period only		
		Income generated from SLAs	(£116,262.64)	(£160,706.00)	M	Cumulative		ICT income relating to services provided to ARP is not yet included in these figures. Expected to be achieve income target by the end of the financial year.	ORGANISATIONAL	Organisational year end forecast variance (under) / over spend against budget - FHDC *	-	M	Cumulative		See budget monitoring report for more details.		
		% return on the investment of reserves and balances - FHDC	1.34	1.70	Q	Cumulative		Due to higher levels of balances than anticipated, actual income received for the year to date is £22,000 higher than budget.		Organisational year end forecast variance (under) / over spend against budget - SEBC *	(£83,500.00)	-	M	Cumulative		See budget monitoring report for more details.	
	% return on the investment of reserves and balances - SEBC	0.71	0.90	Q	Cumulative		Due to higher levels of balances than anticipated, actual income received for the year to date is £48,500 higher than budget.	Total income generated by organisation £ *		(£12,614,710.64)	(£11,570,616.00)	M	Cumulative				
	FINANCE & PERFORMANCE	% of non-disputed invoices paid within 30 days	86.79	95.00	M	Period only		53 invoices processed in September.		% of total non-disputed invoices paid within 30 days *	87.96	95.00	M	Period only		1,038 invoices processed in September.	
		% of debt over 90 days old	16.68	10.00	M	Cumulative		FHDC debt £24,601.78 - 7.85% over 90 days. SEBC debt £3,877.74 - 72.66% over 90 days.		% of total debt over 90 days old *	47.25	10.00	M	Cumulative		FHDC debt £157,699.33 - 44.28% over 90 days. SEBC debt £636,287.17 - 47.99% over 90 days.	
		Current Value	Target	Frequency	Type	Trend	Comments			Current Value	Target	Frequency	Type	Trend	Comments		
INTERNAL PROCESSES	FINANCE	% of all payments made to us by BACS, Direct Debit, online as opposed to cash & cheque *	0.00	0.00	Q	Period only		This indicator is to be developed going forward, so not available for second quarter.	OUTCOMES	ARP	% Collection of Council Tax - FHDC	56.41	56.36	M	Cumulative		
	ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	93.25	90.00	Q	Period only					% Collection of Council Tax - SEBC	58.03	58.27	M	Cumulative		
	ARP	Days taken to process Housing Benefit new claims and changes - FHDC	5.90	12.00	M	Period only					% Collection of Business Rates - FHDC	56.06	56.93	M	Cumulative		
		Days taken to process Housing Benefit new claims and changes - SEBC	5.50	12.00	M	Period only					% Collection of Business Rates - SEBC	58.77	56.74	M	Cumulative		

PROJECTS	Name	Project Lead	Project Stage	Project Status	Approval details	Approved budget	Forecast Spend	Variance	Comments

RISK	RISK ID NUMBER	Type	Title	Description - What are we trying to avoid?	WS Inherent Risk	WS Residual Risk	Last updated
		WS1 A	Financial	Poor financial management	Failure in specific areas to achieve projected income, or expenditure exceeds the approved budgets (revenue or capital).	Probability - 3; Impact - 5	Probability - 2; Impact - 3
	WS1 B	Financial	Poor financial planning	Failure to deliver a sustainable Medium Term Financial Strategy, especially in view of continued financial uncertainty around areas such as Comprehensive Spending Review, localisation of Business Rates, localising Council Tax, increased service demand, and use of reserves. Over reliance on any one particular MTFs theme such as behaving more commercially or being an investing authority.	Probability - 3; Impact - 4	Probability - 2; Impact - 4	September 2015
	WS6 (on all scorecards)	Political	Managing public / councillor expectations with less resources	Falling short of providing the level of service that the public and councillors expect and demand.	Probability - 5; Impact - 4	Probability - 3; Impact - 4	September 2015
	WS7	Technological / Financial / Customer	Poor project management	Key strategic outcomes not being delivered due to projects failing to be completed on time. Budgets are overspent due to delays. Peaks and troughs in resource demands for support services are not managed, resulting in unmanageable workloads for e.g. IT team, exacerbating the delays.	Probability - 4; Impact - 4	Probability - 2; Impact - 4	September 2015
	WS7a	Technological	ICT integration	Integration of ICT across services and systems not being achieved.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	September 2015
	WS11	Economic / Financial / Competitive	Failure to adapt to new public sector models, explore opportunities with partners	West Suffolk fails to deliver better services for public sector customers (regardless of the organisation), fails to close its budget gap due to missing opportunities for new sources of funding and opportunities for savings through economies of scale and better integration.	Probability - 4; Impact - 4	Probability - 3; Impact - 3	September 2015
	WS13	Partnership / Financial	Partner / Public Sector failure	Partners or partnerships failing; cost shunting (transfer of costs between partners); partnerships not achieving desired outcomes.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	September 2015
	WS14 (on all scorecards)	Physical / Social / Legal	Service failure through unplanned events	Reduced level or failure to deliver services to both internal and external clients due to unforeseen events.	Probability - 3; Impact - 4	Probability - 2; Impact - 2	September 2015
	WS18	Customer / Financial / Professional	Poor performance management	Risk of individual services having below par performance levels and possible dips in performance while establishing new service models.	Probability - 4; Impact - 4	Probability - 3; Impact - 3	September 2015