

WEST SUFFOLK - RESOURCES & PERFORMANCE BALANCED SCORECARD

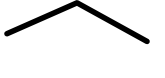

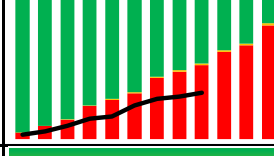
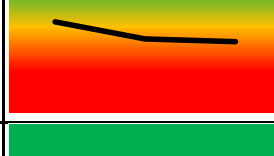

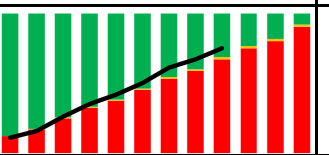

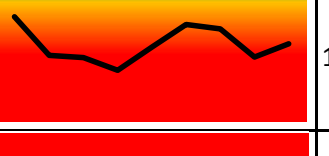
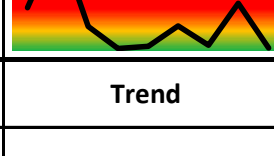
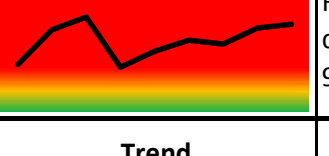
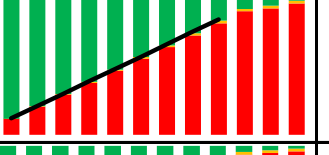

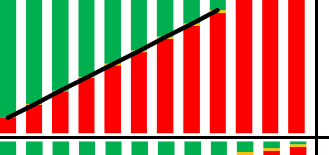
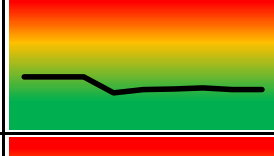
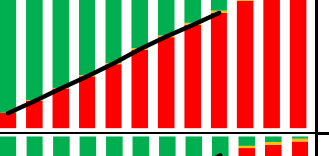

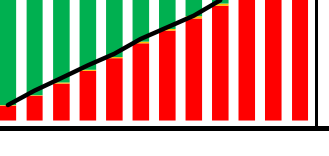
Appendix A

MONTH Dec 15

QUARTER Oct 15 - Dec 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	£ 81,000.00	-	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	£ 96,000.00	-	M	Cumulative		See budget monitoring report for more details.			Number of formal compliments	0	No target	B	Period only		
		Income generated from SLAs	(£159,639.20)	(£259,768.00)	M	Cumulative		Full year income from ARP still be included.		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	1.29	1.70	Q	Cumulative		Due to higher levels of balances than anticipated, actual income received for the year to date is £27,500 higher than budget.		Organisational year end forecast variance (under) / over spend against budget - SEBC *	(£60,500.00)	-	M	Cumulative		See budget monitoring report for more details.	
		% return on the investment of reserves and balances - SEBC	0.74	0.90	Q	Cumulative		Due to higher levels of balances than anticipated, actual income received for the year to date is £106,000 higher than budget.		Total income generated by organisation £ *	(£18,749,909.40)	(£17,187,942.00)	M	Cumulative			
	FINANCE & PERFORMANCE	% of non-disputed invoices paid within 30 days	93.22	95.00	M	Period only		59 invoices processed in December.		% of total non-disputed invoices paid within 30 days *	82.49	95.00	M	Period only		1,633 invoices processed in December.	
		% of debt over 90 days old	1.48	10.00	M	Cumulative		FHDC debt £8,394.05 - 0.00% over 90 days. SEBC debt £15,432.84 - 2.28% over 90 days.		% of total debt over 90 days old *	57.63	10.00	M	Cumulative		FHDC debt £117,731.36 - 51.90% over 90 days. SEBC debt £818,413.97 - 58.46% 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			OUTCOMES	ARP	% Collection of Council Tax - FHDC	83.57	82.52	M	Cumulative		
	ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	93.51	90.00	Q	Period only					% Collection of Council Tax - SEBC	86.45	86.55	M	Cumulative		
	ARP	Days taken to process Housing Benefit new claims and changes - FHDC	5.80	12.00	M	Period only					% Collection of Business Rates - FHDC	82.20	83.74	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	86.32	84.13	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	December 2015
	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	December 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	December 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	December 2015
	WS7a	Technological	ICT integration	Integration of ICT across services and systems not being achieved.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	December 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	December 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	December 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	December 2015
WS18	Customer / Financial / Professional	Managing poor performance	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	December 2015	