

		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	(£20,731.00)	-	M	Cumulative		See budget monitoring for more details.	SATISFACTION	Number of formal complaints	9	No Target	B	Period only		All relating to ARP
		Year end forecast variance (under) / over spend against budget - SEBC	£ 329,893.00	-	M	Cumulative		See budget monitoring for more details.		Number of formal complaints	0	No Target	B	Period only		
		Income generated from SLAs	(£45,970.07)	(£116,916.00)	M	Cumulative		Most SLA income relating to ARP will be received at the end of the year	CUSTOMERS	Organisational year end forecast variance (under) / over spend against budget - FHDC *	£ 865.00	-	M	Cumulative		See budget monitoring for more details.
		% return on the investment of reserves and balances - FHDC	0.99	1.50	Q	Cumulative		Due to increase in short term investments		Organisational year end forecast variance (under) / over spend against budget - SEBC *	(£176,017.00)	-	M	Cumulative		See budget monitoring for more details.
		% return on the investment of reserves and balances - SEBC	0.87	0.90	Q	Cumulative		Please enter a comment to explain variance		Total income generated by organisation £ *	(£7,275,995.74)	(£7,005,907.97)	M	Cumulative		
	FINANCE & PERFORMANCE	% of non-disputed invoices paid within 30 days	98.26	95.00	M	Period only		115 invoices processed in June.	ORGANISATIONAL	% of total non-disputed invoices paid within 30 days *	93.17	95.00	M	Cumulative		1,318 invoices processed in June.
		% of debt over 90 days old	17.97	10.00	M	Cumulative		FHDC debt £0.00 - 0.00% over 90 days. SEBC debt £1,769.50 - 17.97% over 90 days.		% of total debt over 90 days old *	62.25	10.00	M	Cumulative		FHDC debt £111,792.86 - 63.70% over 90 days. SEBC debt £446,661.31 - 61.89% 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 currently being developed	ARP	% Collection of Council Tax - FHDC	29.12	29.08	M	Cumulative		The amount collected as at end of June 2016 is £7,743,192
	ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	94.76	90.00	Q	Period only				% Collection of Council Tax - SEBC	29.60	29.43	M	Cumulative		The amount collected as at end of June 2016 is £16,428,716
	ARP	Days taken to process Housing Benefit new claims and changes - FHDC	7.40	8.00	M	Period only				% Collection of Business Rates - FHDC	29.86	28.49	M	Cumulative		The amount collected as at end of June 2016 is £6,647,284
		Days taken to process Housing Benefit new claims and changes - SEBC	6.80	8.00	M	Period only				% Collection of Business Rates - SEBC	30.75	31.08	M	Cumulative		The amount collected as at end of June 2016 is £14,532,913
										BUSINESS RATES	Business Rate Growth - FHDC	22,947,002	22,143,933	M	Cumulative	
									Business Rate Growth - SEBC		47,382,408	45,886,675	M	Cumulative		This is the forecast business rates figure. SEBC will receive 40% share of growth which will be £598,293 based on this forecast.

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	June 2016
	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 MTF5 theme such as behaving more commercially or being an investing authority.	Probability - 3; Impact - 4	Probability - 2; Impact - 4	June 2016
	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	June 2016
	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 - 3; Impact - 4	June 2016
	WS7a	Technological	ICT integration	Integration of ICT across services and systems not being achieved.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	June 2016
	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	June 2016
	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	June 2016
	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	June 2016
	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	June 2016