

FY 2016 - 2017

WEST SUFFOLK - RESOURCES & PERFORMANCE BALANCED SCORECARD

Appendix A

MONTH Sep 16

QUARTER Jul 16 - Sep 16

HALF YEARLY Apr 16 - Sep 16

ANNUAL Apr 15 - Mar 16

* 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	(£5,817.00)	-	M	Cumulative		See budget monitoring reports for more detail.	SATISFACTION	Number of formal complaints	9	No Target	B	Period only		All of these complaints relate to ARP.	
		Year end forecast variance (under) / over spend against budget - SEBC	£ 582,068.00	-	M	Cumulative		See budget monitoring reports for more detail.		Number of formal complaints	0	No Target	B	Period only			
		Income generated from SLAs	(£98,478.00)	(£89,898.00)	M	Cumulative				CUSTOMERS	Organisational year end forecast variance (under) / over spend against budget - FHDC *	-	-	M	Cumulative		See budget monitoring for more details.
		% return on the investment of reserves and balances - FHDC	1.07	1.50	Q	Cumulative		Rate has dropped due to the number of short term investments placed, which tend to be at lower rates, coupled with the drop in the Bank of England base rate.	Organisational year end forecast variance (under) / over spend against budget - SEBC *		-	-	M	Cumulative		See budget monitoring for more details.	
		% return on the investment of reserves and balances - SEBC	0.84	0.90	Q	Cumulative		Due to higher levels of balances than anticipated, the actual income received in the year is forecast to be £90,000 higher than budget.	Total income generated by organisation £ *		(£12,987,658.44)	(£12,176,961.94)	M	Cumulative			
	% of non-disputed invoices paid within 30 days	91.07	95.00	M	Period only		56 invoices processed in September.	% of total non-disputed invoices paid within 30 days *	87.63		95.00	M	Cumulative		1,180 invoices processed in September.		
	% of debt over 90 days old	22.27	10.00	M	Cumulative		FHDC debt £0 - 0.00% over 90 days. SEBC debt £1,428.00 - 22.27% over 90 days.	% of total debt over 90 days old *	61.97		10.00	M	Cumulative		FHDC debt £99,524.82 - 80.43% over 90 days. SEBC debt £527,271.82 - 58.48% over 90 days.		
INTERNAL PROCESSES	FINANCE	% of all payments made to us by BACS, Direct Debit, online as opposed to cash & cheque *	93.09	No Target	M	Period only			CUSTOMERS	% Collection of Council Tax - FHDC	57.44	56.82	M	Cumulative		The amount collected as at end of September 16 is £15,274,717	
	ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	95.01	90.00	Q	Period only		2,446 total calls, of which 2,324 were on time		% Collection of Council Tax - SEBC	58.84	58.12	M	Cumulative		The amount collected as at end of September 16 is £32,662,386	
	ARP	Days taken to process Housing Benefit new claims and changes - FHDC	7.49	8.00	M	Period only				% Collection of Business Rates - FHDC	59.61	56.92	M	Cumulative		The amount collected as at end of September 16 is £13,271,694	
		Days taken to process Housing Benefit new claims and changes - SEBC	6.44	8.00	M	Period only				% Collection of Business Rates - SEBC	60.50	59.6	M	Cumulative		The amount collected as at end of September 16 is £28,594,555	
									BUSINESS RATES	Business Rate Growth - FHDC	23,624,934	22,143,933	M	Cumulative		This is the forecast business rates figure. FHDC will receive 40% share of growth which will be £325,884 based on this forecast	
										Business Rate Growth - SEBC	48,348,030	45,886,675	M	Cumulative		This is the forecast business rates figure. SEBC will receive 40% share of growth, which will be £984,542 based on this forecast.	

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

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