

		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	£ 39,423.00	-	M	Cumulative		General Fund £225k, Resources (£44k), ICT (£81k), C/Tax (£25), Benefits (£37k)	SATISFACTION	Number of formal complaints	27	No Target	B	Period only		26 - ARP, 1 Insurance	
		Year end forecast variance (under) / over spend against budget - SEBC	£ 397,031.00	-	M	Cumulative		General Fund £530k, C/Tax (£70k), Benefits (£35k), Corporate Non-Distributed (£28k)		Number of formal complaints	0	No Target	B	Period only			
		Income generated from SLAs	(£510,063.80)	(£467,667.00)	M	Cumulative			CUSTOMERS	Organisational year end forecast variance (under) / over spend against budget - FHDC *	-	-	M	Cumulative		Year End Outturn in line with budget as per budget monitoring report	
		% return on the investment of reserves and balances - FHDC	1.06	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 *	(£159,782.00)	Data missing	M	Cumulative		Year end outturn underspend of £160k as per budget monitoring report	
		% return on the investment of reserves and balances - SEBC	0.76	0.90	Q	Cumulative		Due to higher levels of balances than anticipated, the actual income received in the year is forecast to be £145,000 higher than budget.		Total income generated by organisation £ *	(£27,218,897.63)	(£23,722,344.00)	M	Cumulative			
	FINANCE & PERFORMANCE	% of non-disputed invoices paid within 30 days	95.70	95.00	M	Period only		93 invoices processed in March.	% of total non-disputed invoices paid within 30 days *	94.19	95.00	M	Cumulative		1,412 invoices processed in March.		
		% of debt over 90 days old	0.00	10.00	M	Cumulative		FHDC debt £0.00 - 0% over 90 days. SEBC debt £0.00 - 0% over 90 days.	% of total debt over 90 days old *	68.72	10.00	M	Cumulative		FHDC debt £79k - 49.36% over 90 days. SEBC debt £408k - 71.80% 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 *	88.28	No Target	M	Period only			OUTCOMES	ARP	% Collection of Council Tax - FHDC	102.00	100	M	Cumulative		The amount collected as at the end of March is £27,124,236.
		ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	96.03	90.00	Q	Period only				% Collection of Council Tax - SEBC	102.23	100	M	Cumulative		The amount collected as at the end of March is £56,747,587.
	ARP		Days taken to process Housing Benefit new claims and changes - FHDC	6.38	8.00	M	Period only				% Collection of Business Rates - FHDC	105.91	100.00	M	Cumulative		The amount collected as at the end of March is £23,578,429.
		Days taken to process Housing Benefit new claims and changes - SEBC	5.33	8.00	M	Period only		% Collection of Business Rates - SEBC			100.75	100	M	Cumulative		The amount collected as at the end of March is £47,622,080.	
										BUSINESS RATES	Business Rate Growth - FHDC	23,606,981	22,143,933	M	Cumulative		This is the forecast business rates figure. FHDC will receive 40% share of growth which will be £585,195 based on this forecast.
											Business Rate Growth - SEBC	48,520,655	45,886,675	M	Cumulative		This is the forecast business rates figure. SEBC will receive 40% share of growth which will be £1,053,592 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? Why is this important	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	March 2017
	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, 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	March 2017
	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	March 2017
	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	March 2017
	WS7a	Technological	ICT integration	Integration of ICT across services and systems not being achieved. Failure to keep Business Applications aligned.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	March 2017
	WS11	Economic / Financial / Competitive	Failure to adapt to new public sector models, explore opportunities with partners	budget gap due to missing opportunities for new sources of funding and opportunities for savings through economies of scale and better integration; or fails to take account of wider changes in national and local government legislation and policy (including EU).	Probability - 4; Impact - 4	Probability - 3; Impact - 3	March 2017
	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	March 2017
	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	March 2017
	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	March 2017