

FY **2017 - 2018**

WEST SUFFOLK - RESOURCES & PERFORMANCE BALANCED SCORECARD

Appendix A

MONTH **Jun 17**

QUARTER

Apr 17 - Jun 17

HALF YEARLY

Oct 16 - Mar 17

ANNUAL

Apr 16 - Mar 17

* 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	(£36,739.00)	-	M	Cumulative		Expected underspends within Corporate (£14k) and General Fund (£20k). As detailed in the budget monitoring report.	CUSTOMERS	SATISFACTION	Number of formal complaints	27	No Target	B	Period only		All complaints relate to ARP.
		Year end forecast variance (under) / over spend against budget - SEBC	£ 4,552.00	-	M	Cumulative		Slight overspends expected within Internal Audit (£4k), ICT (£4k) and Business Rate Admin (£4k) offset partly by an expected underspend in R&P (£11k). As detailed in the budget monitoring			Number of formal compliments	0	No Target	B	Period only		
		Income generated from SLAs	(£317,496.66)	(£314,657.73)	M	Cumulative		Income currently slightly exceeding expectations, and expected to be in line as at the year end		Organisational year end forecast variance (under) / over spend against budget - FHDC *	(£27,869.00)	-	M	Cumulative		R&P (£-37k), HR & LD £18k, F&C (£-17k), P&R £96k, Ops (£-61k), Growth (£-27k). As detailed in the budget monitoring report.	
		% return on the investment of reserves and balances - FHDC	0.67	0.75	Q	Cumulative		£33k Interest received to date, against a budget of £45k. Full year budget totals £181k.		Organisational year end forecast variance (under) / over spend against budget - SEBC *	(£95,110.00)	-	M	Cumulative		R&P £5k, HR & LD £8k, F&C (£-33k), P&R £66k, Ops (£-165k), Growth £25k. As detailed in the budget monitoring report.	
		% return on the investment of reserves and balances - SEBC	0.61	0.55	Q	Cumulative		£88k Interest received to date, against a budget of £61k. Full year budget totals £251k.		Total income generated by organisation £ *	(£9,134,911.00)	(£9,005,751.48)	M	Cumulative		Income currently exceeding Budget.	
	FINANCE & PERFORMANCE	% of non-disputed invoices paid within 30 days	98.53	95.00	M	Period only		86 invoices processed in June.		% of total non-disputed invoices paid within 30 days *	94.30	95.00	M	Cumulative		1,352 invoices processed in June.	
		% of debt over 90 days old	0.41	10.00	M	Cumulative		SEBC debt £14k - 0.0% over 90 days. FHDC debt £59k - 0.51% over 90 days.		% of total debt over 90 days old *	42.89	10.00	M	Cumulative		SEBC debt £663k - 45.16% over 90 days. FHDC debt £131k - 31.43% 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 *	94.56	100.00	M	Period only			OUTCOMES	ARP	% Collection of Council Tax - FHDC	28.98	28.69	M	Cumulative		The amount collected as at the end of June is £8,096,580.
	ICT	% of ICT Helpdesk calls completed 'on time' as defined in SLAs	93.46	90.00	Q	Period only					% Collection of Council Tax - SEBC	29.15	28.84	M	Cumulative		The amount collected as at the end of June is £16,892,888.
	ARP	Days taken to process Housing Benefit new claims and changes - FHDC	8.38	8.00	M	Period only					% Collection of Business Rates - FHDC	28.10	27.06	M	Cumulative		The amount collected as at the end of June is £6,886,707.
		Days taken to process Housing Benefit new claims and changes - SEBC	7.81	8.00	M	Period only					% Collection of Business Rates - SEBC	32.48	30.71	M	Cumulative		The amount collected as at the end of June is £14,421,878.
										BUSINESS RATES	Business Rate Growth - FHDC	23,728,878	23,031,392	M	Cumulative		This is the forecast business rates figure. FHDC will receive 40% share of growth which will be £278,994 based on this forecast.
											Business Rate Growth - SEBC	44,510,431	42,479,078	M	Cumulative		This is the forecast business rates figure. SEBC will receive 40% share of growth which will be £812,541 based on this forecast.

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 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, 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	June 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	June 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	June 2017
WS7a	Technological	ICT integration	Integration of ICT across services and systems not being achieved.	Probability - 4; Impact - 4	Probability - 3; Impact - 4	June 2017
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 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	June 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	June 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	June 2017