

Transformation & Resources Directorate Performance, Finance and Risk Report as at 31st July 2014



No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
PERFORMANCE													
DOMAIN 3: TRANSFORMATION AND RESOURCES													
Resources													
TRCP01	Implementation of Windows 7 & Office 2010 across the Council	Silver Project reports	N/A	N/A	100%	0%	0%	100%	G	↑	Apr - Jun 14	V Quayle	Pilot activities started 15 July 2014 as planned. 50 machines mainly for training and support deployed.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£11.291	NYA	A		May-14	V Quayle	£11.291m savings delivered at May 2014 and £24.968m to be delivered. Of the savings to be delivered £5.932m is rated Green (on track), £8.335m is rated Amber (concerns) and £10,701m is rated Red (high risk/not achieved). Compensatory savings and mitigation have been identified for a number of areas reducing the risk of a forecast overspend to £3 million. The next update (June / July 2014) will be available in the September 2014 report.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	10.00%	12%	100%	G	↑	Apr - Jun 14	V Quayle	Delivery of the Audit Plan is on target.
TRDP06	Suppliers paid (or payment terms) within 30 days	Accounts Payable System	83.02%	N/A	90.00%	90.00%	82.20%	90.00%	R	↓	Jul-14	V Quayle	82.20% (4977) invoices paid within 30 days, performance has fallen by 3.26% compared to June 2014. This is due to seasonal variations in receipting of invoices. The Payments Manager has contacted departmental managers to ensure all invoices are receipted in time to meet payment deadlines. Improvement in performance is expected in August and September 2014.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	35.00%	34.78%	60.00%	G	↑	Jul-14	V Quayle	New performance process implementation is due in September 2014.
Legal & Member Services													
TRDP08	Reduction in the total number of Extraordinary Council and Special Meetings of Cabinet and Committees	Mod.Gov System	18	N/A	15	4	2	15	G		Apr - Jun 14	S Tour	One additional Extraordinary Council / Special Meeting took place during July 2014. It is forecast, based on performance to date, that the year end target will be met.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	2	3	8	R		Apr - Jun 14	S Tour	The quarter one target was exceeded due to key decision items or items relying on exempt information not being included in the forward plan, thereby not allowing the correct notice to be provided prior to the key decision and/or items relying on exempt information being considered /made. No further general exception notices have been issued during July 2014. With increased awareness to Departmental Management Teams / Heads of Service (via the Chief Executive Strategic Group) to highlight the importance of keeping the forward plan up to date and ensuring that key decisions and/or decisions relying on exempt information are publicised for at the very least 28 clear days in advance, to avoid the need to issue general exception notices under the Access to Information Rules; It is forecast that performance will be back on track to meet the year end target.
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	4	3	25	G		Apr - Jun 14	S Tour	A further 6 supplementary agendas have been published during July 2014. It is forecast, based on performance to date, that the year end target will be met.

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Human Resources & Organisational Development													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	20%	2%	25%	R		Apr - Jun 14	C Hyams	As at July 2014 9% of Performance Appraisals (PA's) have been completed. The message to complete PA's was communicated in May, June and July One Briefs and via the Chief Executive Strategic Group. All PA's are to be carried out during June to August 2014, and reminders will be sent out via CESG during August 2014. Relevant training for managers and employees has been taking place since June 2014. It is forecast, based on current performance to date, that only 25% of PAs will be completed by the end of August 2014 (55% below the target set).
TRCP04	Sickness Absence: The number of working days / shifts lost due to sickness (cumulative)	Data collected via HR SelfServe	10.47	N/A	9.75	2.49	2.14	8.39	G	↓	Apr - Jun 14	C Hyams	The indicator definition and calculation is now based on all Council employees (including temporary staff but not including schools) and not on the old national Best Value Performance Indicator. The old indicator included schools but excluded temporary staff employed for less than 12 months. The new definition is more representative of actual lost time and is based on the same formula for delivering team performance to all line managers using the HR Management Information System. This will also provide better benchmark comparison with councils in North West region. The provisional sickness absence rate of 2.14 days for April - June 2014 is accurate based on input. The provisional April - July figure of 2.70 is based on input to the 25 July 2014.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	50%	50%	90%	G	↑	Apr 13 - Jul 14	C Hyams	Of the 40 Senior Managers still to complete the programme, 12 are registered and regularly attending the programme sessions. The final session is scheduled for the 1st August 2014.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	10%	12%	90%	G	↑	Apr 13 - Jun 14	C Hyams	Attendance on the Management Development Programme is continuing throughout the summer months.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	36.99%	61.71%	75.00%	G	↑	Jun-14	M Flanagan	The return at this point is time is better than anticipated and may be evidence of proactive work to collect charges relatively soon after invoicing the client. Resources have however been depleted in this work area over the last month and may not be brought back up to adequate levels in the near future. As such it remains inappropriate to review the year end target on the basis of present achievement as this level of improvement might not be maintained
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	37.4%	37.0%	95.5%	G	↔	Apr - Jul 14	M Flanagan	Performance is in line with the 37.4% recovery rate for April - July 2013 and it is forecast the year end target will be met.
TRDP15	Recovery of National Non Domestic Rates (NDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	34.3%	36.2%	96.4%	G	↓	Apr - Jul 14	M Flanagan	Performance is 1.9% above the target and is forecast to meet the year end target. It is slightly below the 39.8% recovery achieved for April - July 2013, but this reflects a lower collection due to 25% of customers taking up the offer of 12 instalments rather than 10 offered for the 1st time from 1 April 2014.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	742.0%	222.0%	G	↑	Jul-14	M Flanagan	Level of demand has eased off a little although spend remains very high - significantly this is due to impacts of welfare reforms with the majority of awards being made in respect of rental shortfalls as a result of local housing allowance and the social sector size criteria changes. Officers are considering what else can reasonably be done to slow down the rate of spend - it is prudent to note that there is no LA contribution and that there remains scope for consideration of this.

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Description		Data Source	Performance 2013/14		Target 2014/15		Forecast 2014/15		Overall forecast		Reporting	Accountable	Comments
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£20.200	-	£34.761	£20.178	G		Apr - May 14	V Quayle	April - May 2014 as per Cabinet Report 7th July 2014. Expenditure to date seems high but is not an issue as substantial recharge income arrives at year end
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£4.000	-	£0.081	£4.000	G		Apr - May 14	V Quayle	April - May 2014 as per Cabinet Report 7th July 2014.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£0.613	£3.908	A		Apr - May 14	V Quayle	April - May 2014 figures based on P&P Committee 15th July. 2 options £786K classed as red with compensatory savings identified so far for £706K. Remaining £80K will be identified

Risk



Performance is improving
Lower is better



Performance is improving
Higher is better



Performance is deteriorating
Lower is better



Performance is deteriorating
Higher is better



Performance sustained
in line with targets set

G
A
R

Performance within tolerance for target set.

Performance target slightly missed (outside of tolerance).

Performance not on track, action plan required.

Lik = Likelihood

Imp = Impact

Total = Risk score

A qualitative description of the probability or frequency of the risk happening.

The evaluated effect or result of a particular risk happening.

Assessment of the combined scores, for the likelihood and impact of the risk happening, after taking into account any controls in place to manage the risk (Lik x Imp).