

## Transformation &amp; Resources Directorate Performance, Finance and Risk Report as at 30th November 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
<b>PERFORMANCE</b>													
<b>DOMAIN 3: TRANSFORMATION AND RESOURCES</b>													
<b>Resources</b>													
TRCP01	Implementation of Windows 7 & Office 2010 across the Council	Silver Project reports	N/A	N/A	100%	40%	40%	100%	G	↑	Apr - Sep 14	V Quayle	The implementation of Windows 7 & Office 2010 is 55% as at the end of November 2014. Additional resources have improved the number of appointments that have been made and kept, however there is still a gap which needs to be closed.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£16.293	NYA	A		Oct-14	V Quayle	£16.3m delivered with remaining savings rated as £4.2m green (on track), £10.7m amber (concerns) and £5m red (high risk/not achieved) after mitigation from adjusted growth assumptions is included. Additional mitigation has been identified which reduces risk. Overall revenue budget is forecasting an overspend of £2.1m as at 31st October 2014. November 2014 figures will be available after publication of 15th January 2015 Cabinet financial monitoring report.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	35%	35%	100%	G	↑	Apr - Sep 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%	81.96%	90.00%	R	↓	Nov-14	V Quayle	November 2014 performance has decreased from the previous month, by 4.26%, the Payments Manager has been contacting departments to ensure that processing issues are dealt with without delay, but the responses are disappointing. There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In January 2015 all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	45.00%	33.47%	60.00%	R	↑	Nov-14	V Quayle	November 2014 performance has increased marginally from the previous month, by 3.01%, the Payments Manager has been contacting departments to ensure that processing issues are dealt with without delay, but the responses are disappointing. There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In January 2015 all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.
<b>Legal &amp; Member Services</b>													
TRDP08	Reduction in the total number of Extraordinary Council and Special Meetings of Cabinet and Committees	Mod.Gov System	18	N/A	15	9	7	15	G		Apr - Sep 14	S Tour	One additional meeting for a Call-in matter and one special Cabinet meeting took place during November 2014.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	4	4	8	G		Apr - Sep 14	S Tour	No exception notices were issued in November 2014.
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	10	15	30	R		Apr - Sep 14	S Tour	A further five supplementary agendas have been published in November 2014. It is forecast that the 2014/15 year end performance will be 30, exceeding the year end target by 5.

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<b>Human Resources &amp; Organisational Development</b>													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	70%	29%	50%	R	↓	Apr - Sep 14	C Hyams	As at November 2014 the completion of performance appraisals has risen to 46%. Monthly breakdown of figures by Directorate continue to be sent to Heads of Service to encourage further activity. By the end of December 2014, based on current performance to date, it is anticipated that 50% will be achieved, 30% below the year end target of 80%.
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	5.84	5.70	9.62	G	↓	Apr - Oct 14	C Hyams	The provisional sickness absence rate of 5.70 days for April - October 2014 is 0.56 below the 6.26 rate for April - October 2013 and is forecast to be 9.62 at 2014/15 year end, 0.13 below the 9.75 target.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	60%	68%	68%	G	↑	Apr 13 - Sep 14	C Hyams	68% of Senior Managers have completed the programme. However, due to the pressures placed on Senior Managers as a result of the Future Council programme, a fourth Cohort is scheduled to run from February - May 2015 to allow the remaining 26 Senior Managers to attend. Therefore the 90% 2014/15 year end target is not forecast to be achieved until May 2015.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	30%	14%	60%	R	↑	Apr 13 - Sep 14	C Hyams	Performance against this target as at November 2014 is 16%. The low attendance may be due to the continuing impact of consultations being undertaken across the organisation as the Future Council programme rolls out. A further targeted e-mail has been sent to stimulate attendance, but it is forecast that the year end performance will be 60%, which is 30% below target.
<b>Business Processes</b>													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	49.99%	67.89%	75.00%	G	↑	Oct-14	M Flanagan	The diversion of resources to Benefits grant claim, charging and assessment work, together with the operational difficulties with invoicing process at Core system conversion, may have an impact on billing/collection. The situation will be monitored closely and any impacts on the year-end collection target will be reported.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	75.0%	73.3%	95.5%	R	↑	Apr - Nov 14	M Flanagan	Recovery rate is lower than anticipated collection, but only slightly below the ambitious target set for November 2014 and 0.1% ahead of the recovery rate for April - November 2013.
TRDP15	Recovery of National Non Domestic Rates (NDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	66.1%	72.4%	96.4%	G	↓	Apr - Nov 14	M Flanagan	Performance is ahead of target but is 5% down on April - November 2013, reflecting lower collection due to 25% of customers paying over new 12 monthly instalments offer (rather than 10) set up from 1 April 2014. It will be impossible to accurately estimate how the current economic climate impacts on collection until the end of March 2015.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	999.0%	137.0%	G	↔	Nov-14	M Flanagan	The fund is now at 92% spend, just £82k remains with a further 4 months before the new government grant can be accessed . As previously reported it is unlikely that residual funds will be sufficient to support those in need much beyond early in the New Year. Officers continue to closely scrutinise applications, with awards being made only where alternative risk of significant hardship is otherwise evident.

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<b>Directorate Financial position</b>													
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£19.732	-	£48.126	£19.400	G		Apr - Oct 14	V Quayle	The budget has been reduced to £19,732 (m) following a budget virement in October 2014 relating to review of growth assumptions. Spend may appear high but is due to recharge income only arising at year end. The directorate is forecasting a year end underspend, mainly due to savings in Treasury Management arising from the reprofiling of spend in the capital programme into 2015/16. November 2014 figures will be available on publication of 15th January 2015 Cabinet agenda.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£2.500	-	£2.400	£2.500	G		Apr - Oct 14	V Quayle	Cabinet 6th November 2014 approved reprofiling of £1.5m of programme relating to Oracle upgrade into 2015/16. Spend has increased by £415K in month as corporate IT refresh programme continues. November 2014 figures will be available when 15th January 2015 Cabinet Agenda is published.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£0.913	£3.908	A		Apr - Oct 14	V Quayle	No change since previous month. 3 options with £798K still to be delivered are rated as red. Compensatory measures have been identified for the majority of this. A further 5 options are amber rated £766K to be delivered and are being closely monitored. A number of options are back loaded with savings to be released at year end once exact savings figures are calculated.

**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).