

Transformation & Resources Directorate Performance, Finance and Risk Report as at 31st January 2015



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%	100%	70%	100%	R	↑	Apr - Dec 14	M Zammit	92% of all known Phase 1 deployments have now been completed with an estimated 172 remaining. Phase 2 deployments to Leisure, Merseyside Pensions Fund and Members are going ahead as planned, with planning progressing well for the deployments to the extended scope areas of Children's Centres and Adult Learning. Scheduling appointments continues to be an issue. An increasing concern is the volume of Service Desk calls that continue to be logged for Windows XP machines. The project team is currently focusing on these windows XP calls to determine whether there are still XP machines in use, which have not been declared.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£23.079	NYA	A		Dec-14	T Sault	£23.1m delivered with remaining savings rated as green £2.8m (on track), £9.2m amber (concerns) and £1.1m red (high risk/not achieved). Additional mitigation has been achieved which means that the revenue monitor is forecasting an overspend of £0.8 million at 31st December 2014. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	65%	65%	100%	G	↑	Apr - Dec 14	T Sault	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%	74.79%	90.00%	R	↓	Jan-15	T Sault	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.37% drop in performance from December. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will be back on target next month and the year end target will be met.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	55.00%	34.50%	50.00%	R	↓	Jan-15	T Sault	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.59% drop in performance. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will improve next month and that the year end forecast of 50.00% will be met.
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	13	13	15	G		Apr - Dec 14	S Tour	No additional meetings took place in January 2015.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	6	6	8	G		Apr - Dec 14	S Tour	No additional exception notices were issued in January 2015.

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TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	18	23	25	R		Apr - Dec 14	S Tour	One further supplementary agenda was published in January 2015.
Human Resources & Organisational Development													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	80%	47%	48%	R	↑	Apr - Dec 14	C Hyams	This is the first year that Performance Appraisal has been delivered across the Council. Where there have been delays, the remodelling programme has impacted on delivery. The programme timescales are complete for 2014/15. The final outturn figure will be confirmed in February 2015. • For 2015/16 a new programme of delivery will be developed. This will include a bespoke programme for each strategic Directorate, led by each Strategic Director. • Bespoke arrangements will be put in place for the large groups of staff who work on a part time/ dispersed basis to enable them to participate in performance appraisals.
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	7.43	7.71	10.20	G	↓	Apr - Dec 14	C Hyams	The sickness absence rate of 7.71 days for April - December 2014 is verified. It is 0.27 below the 7.98 rate for April - December 2013. However, due to a rise in the December absence figures the year forecast is now 10.20 at 2014/15 year end, missing the 9.75 day target by 0.45. All Strategic Directors are meeting with every Head of Service on an individual basis to go through all employee absence on a case by case basis. Further work on the Council's Self-Serve system, to incorporate records of warning against absence has begun, and is due to be completed within three months.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	80%	68%	68%	R	↔	Apr 13 - Dec 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%	60%	16%	20%	R	↑	Apr 13 - Dec 14	C Hyams	There has been considerable attendance on Management Development Programmes during January 2015, and numerous programmes are scheduled to be run through February and March 2015. The number of modules completed is currently at 17%, the low percentage is due to the addition of a further module (Dignity at Work) for all managers to complete by the end of January 2015.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	59.99%	65.02%	74.00%	G	↓	Dec-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, is having an impact on billing/collection, which has fallen by 2.65% compared to November 2014. It is forecast that the year-end collection target will be missed by 1%, but the situation will continue to be monitored closely.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	92.0%	91.4%	95.5%	A	↓	Apr 14 - Jan 15	M Flanagan	Performance is below target and 0.1% below the recovery rate for April 2013 - January 2014.
TRDP15	Recovery of National Non Domestic Rates (NNDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	82.2%	88.7%	96.4%	G	↓	Apr 14 - Jan 15	M Flanagan	Performance is ahead of target but is 5.5% down on April 2013 - January 2014, 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.

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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%	118.0%	G	↔	Jan-15	M Flanagan	At the end of January 2015 the fund was 103% spent, however an LA contribution of £70k reduced the fund spend to 97%. It is forecast that there will be a projected year-end overspend, unless there is further LA contribution, or claim consideration ends at or around the end of February 2015. Officers review the spend/demand position on a weekly basis and continue to apply stringent criteria with consideration now only being given to cases where the risk of hardship is evident, with no alternative capacity to remedy.
Directorate Financial position													
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£19.978	-	£52.348	£19.306	G		Apr - Dec 14	T Sault	Budget has increased due to recalculated depreciation charges and allocation of pay award budget. Actual spend to date appears high due to recharge income only being received at year end. There has been an improvement of £33k in the month. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£2.500	-	£2.700	£3.000	G		Apr - Dec 14	T Sault	Spend is now ahead of revised in year budget but within programme total. Originally was £4 million with £1.5million re-profiled to 2015/16. Re-profiling can now be revised accordingly. Relates to corporate wide IT refresh programme. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£2.417	£3.908	A		Apr - Dec 14	T Sault	Movement in month reflects achievement of number of savings incl service restructures, supplies and services and Discretionary relief revised scheme arrangements. A number of options are back loaded with savings released at year end once exact savings are calculated. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.

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).