

Transformation & Resources Directorate Performance, Finance and Risk Report as at 31st March 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%	100%	N/A	G	↑	Apr 14 - Mar 15	M Zammit	Phases 1 and 2 are now both complete. Work continues to roll out Windows 7 to Children's Centres and Adult Learning. These were originally out of scope and have included only latterly. The delivery of computers from now on will become part of the business as usual activities of the IT Service.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	£36.259	£27.252	£27.252	A		Mar-15	T Sault	Year end accounts are closed. Shortfall against original programme but has been fully mitigated as year end authority budget shows a small underspend position. Variances around commissioning, slippage to remodelling timetable and some families savings.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	100%	100%	N/A	G	↑	Apr 14 - Mar 15	T Sault	The successful delivery of the Audit Plan has enabled the completion of the Annual Chief Internal Auditors report and provide the Council with an opinion on the effectiveness of the overall control environment in compliance with the Accounts and Audit Regulations of the Local Government Act, as well as the provision of the evidence and input to support the production of the Councils Annual Governance Statement for 2014/15.
TRDP06	Suppliers paid (or payment terms) within 30 days	Accounts Payable System	83.02%	N/A	90.00%	90.00%	87.03%	N/A	A	↓	Mar-15	T Sault	March 2015 performance has dropped by 3.82% compared to previous month, missing the year-end target by 2.97%. This has been due, mainly, to the none PO (Free Standing) invoices only delivering a 76.58% performance, a drop of 9.65% on February 2015. This, coupled with year end, has had an adverse effect on performance. The full implementation of No PO, No Pay will enable the delivery of the target performance in 2015/16 and possibly improve overall.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	60.00%	47.49%	N/A	R	↑	Mar-15	T Sault	March 2015 performance has improved by 2.98% compared to previous month, but has missed the year-end target by 12.51%. The full implementation of No PO, No Pay will enable the delivery of the target performance in 2015/16 and possibly improve overall.
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	15	14	N/A	G		Apr 14 - Mar 15	S Tour	One additional meeting for a call-in matter took place in Quarter four (February 2015), and the year-end target has been met.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	8	10	N/A	R		Apr 14 - Mar 15	S Tour	4 additional exception notices were issued in Quarter Four (1 - February, 3 - March 2015), exceeding the year-end target by 2. The introduction of a 'reports management' system through modgov system should lead to an improvement in helping to reduce the numbers of exception notices issued, and the PI will continue to be monitored through the directorate plan during 2015/16 to measure the effectiveness of the implementation of the reports management system.
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	25	30	N/A	R		Apr 14 - Mar 15	S Tour	A further 7 supplementary agendas were published in Quarter Four (1 - January, 1 - February, 5 - March 2015), exceeding the year-end target by 5. The introduction of a 'reports management' system through modgov system should lead to an improvement in helping to reduce the numbers of supplementary agendas, and the PI will continue to be monitored through the directorate plan during 2015/16 to measure the effectiveness of the implementation of the reports management system.

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Human Resources & Organisational Development													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	80%	49%	N/A	R	↑	Apr - Sep 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 is 49% • 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	9.75	10.31	10.31	R	↓	Apr 14 - Mar 15	C Hyams	The sickness absence rate of 10.31 days for April 2014 - March 2015 is verified. It is 0.16 below the 10.47 rate for April 2013 - March 2014. During the verification a number of submissions which have been over reported have been identified, where sickness levels in excess of 36 hours per week were submitted. Allowing for this over reporting forecast is now 10.31 at 2014/15 year end, missing the 9.75 day target by 0.56.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	90%	68%	68%	R	↔	Apr 13 - Mar 15	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, the fourth Cohort commenced in February and will continue to run until May 2015 to allow the remaining 26 Senior Managers to attend. Of the managers who were due to start the programme 20 have completed an element of the programme. Therefore it is forecast that 85% completion of the programme will be achieved in May 2015 (5% below the 2014/15 target).
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	90%	20%	N/A	R	↑	Apr 13 - Mar 15	C Hyams	The Management Development Programme has now been revised to take into consideration an individual manager's prior learning and an overall reduction in time managers will take to complete the management development elements of the programme. Learning will be more accessible via e-learning modules and managers will no longer be required to attend a high number of face to face delivery sessions therefore taking managers away from the workplace. As part of the ongoing monitoring of this programme, monthly reports will be produced to reflect completions on e-learning and attendance at the direct delivery sessions. Reporting will be based on individual modules completed as opposed to an overall completion figure. This will reflect a robust reflection of completions as we implement the revised Management Development Programme.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	75.00%	74.54%	N/A	G	↑	Mar-15	M Flanagan	The final year end position would appear to be reflective on the activity to effect some positive change in client response to invoiced charges, underpinning the value in taking time to engage directly with the service user. It is prudent to note however, that the loss of one experienced member of the team, as a result of the operational need to return that officer to their substantive role in supporting key annual Grant claim work, and the introduction of the payment / telephony changes may impact on 2015/16 performance. This will be kept under review, as there is an associated risk of impact on collection, particular given the nature of the client group concerned and their ability to navigate the customer access channels now in place.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	95.5%	95.5%	N/A	G	↑	Apr 14 - Mar 15	M Flanagan	Performance is on target and above the 95.4% recovery rate for April - March 2014.

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TRDP15	Recovery of National Non Domestic Rates (NDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	96.4%	98.2%	N/A	G	↑	Apr 14 - Mar 15	M Flanagan	Volatility of NNDR collection. Increase assumed to be due to Government Retail Relief, up to £1,000 for the majority of properties, plus the introduction of payment over 12 instalments.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	100.0%	N/A	G	↔	Apr 14 - Mar 15	M Flanagan	The total available fund in respect of 2014/2015 (Government grant and local contribution) has been fully utilised. Awards may now be considered in respect of 1 April 2015 onwards (only) - many applications remain in respect of 2014/2015 received at a point where financial capacity to support ended.






FINANCE: Corporate Financial position (based on projections at year end 2014/15)

Directorate Financial position

TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£18.857	£18.857	£16.357	£16.357	G		Apr 14 - Mar 15	T Sault	The 2014/15 position is being finalised. The provisional figure shows a £2.5m underspend for T&R. Some savings have arisen in business processes but the majority of the saving is in Treasury Management reflecting savings on financing due to the underspend on the authority wide capital programme.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£2.500	£2.500	£1.100	£1.100	G		Apr 14 - Mar 15	T Sault	Capital spend below programme budget as opportunity was taken to switch financing of some IT to non-capital revenue/reserve resources thereby reducing future borrowing costs. Programme originally £4 million with £1.5 million re-profiled to 2015/16. Relates to corporate wide IT refresh.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	£ 3.908	£3.122	£3.122	A		Apr 14 - Mar 15	T Sault	Year end accounts are closed. Savings achieved through mitigation was required and agreed in year for 2 savings Libraries £466K and Discretionary Relief £320K. Amber rating reflects use of mitigation in year

RISK: Remaining significant risks to achievement of non-compliant target

Ref	Priority / Objective	Risk Description	Existing Controls	Current Scores			Risk Review Frequency	Reporting Period	Accountable Officer (Head of Service)	Planned Additional Controls (including dates to be implemented / expected to take effect)	Target Scores		
				Lik	Imp	Total					Lik	Imp	Total

-  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	Performance within tolerance for target set.
A	Performance target slightly missed (outside of tolerance).
R	Performance not on track, action plan required.

Risk

Lik = Likelihood A qualitative description of the probability or frequency of the risk happening.

Imp = Impact The evaluated effect or result of a particular risk happening.

Total = Risk score 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).