

CAB 49/08

Cabinet: 2 September 2008

QUARTERLY PERFORMANCE AND FINANCIAL REPORT

Report by Policy and Performance Manager

EXECUTIVE SUMMARY

1. The Council has adopted the Balanced Scorecard performance methodology that allows Members and Officers to determine, focus on and monitor its priorities. At the Cabinet meeting, details of the Council's performance against selected performance indicators, financial performance indicators and performance in risk management for the first quarter 2008/09 (1 April to 30 June 2008) will be presented.

Wards Affected:	All Wards
Cabinet Member: Cllr R J Herring	Leader of the Council

Supporting Officers

Mr D Ablett
Head of Finance and Central Services

Alison Matthews
Policy and Performance Manager

BACKGROUND PAPERS

None

Reference: r:\bvpi\Cabinet –Qtlly Performance Report (1st Qtr) 08-09

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1. INTRODUCTION

- 1.1 This report provides an overview of the Council's performance during the first quarter of the financial year 2008/09 (1st April 2008 – 30th June 2008). The report consists of details of performance in key service delivery areas, a statement on the financial performance and an update on the Council's Corporate Risk Register.
- 1.2 As from 1st April 2008 the Best Value Performance Indicators (BVPIs) have been discontinued and replaced by a new set of National Indicators (NIs). In effect this means that some of the indicators which we used to report on quarterly no longer exist whilst others have changed slightly in their focus. In some cases where a BVPI has been deleted and not directly replaced by an NI, Service Heads have made the decision to keep the indicator as a Local Indicator (LI) so that we can continue to report on it as usual. The table below outlines these changes:

Indicator topic	Prior to 1 st April 2008	From 1 st April 2008
Domestic Burglaries	BV 126	NI 16
Vehicle Crime	BV 128	NI 16
Leisure usage	LPI 1b	LPI 1b (no change)
Planning applications	BV 109 a, b & c	NI 157 - Processing of planning applications (major, minor and other)
Total tonnage of waste - % recycled	BV 82ai	NI 192 - Household waste (recycled and composted)
Total tonnage of waste - % composted	BV 82bi	
Kg of household waste collected per head	BV 84a	NI 191 - Total tonnage of household waste arisings minus % recycled and composted
Council tax collection	BV 9	No directly corresponding NI Now a local indicator
NNDR collection	BV 10	No directly corresponding NI Now a local indicator
Sickness absence	BV 12	No directly corresponding NI Now a local indicator
Average length of stay in hostel accommodation	BV 183b	Deleted
Spend against the B&B budget	LPI 14	Deleted
Number of cases moved from temp to permanent accommodation	LPI 15	Deleted. Will now report on NI 156 (Number of h/holds in temporary accommodation)
Speed of processing Benefits Claims (new)	BV 78a	NI 181 – Speed of processing new claims and changes
Speed of processing Benefits Claims (changes)	BV 78b	
Accuracy of processing	BV 79a	Deleted
Complaints/compliments	LPI 8	LPI 8 (no change)

- 1.3 Appendix 1 of this report shows performance against targets for a set of Performance Indicators and ranking against other Local Authorities using the Best Value quartiles. In some cases where the NI differs from the old BVPI the Council targets will be determined over the course of the coming year. For comparison with other Local Authorities we have used the most recent available quartiles (07/08) which are as yet un-audited, but should nevertheless give a better indication than using out of date audited data. We will continue to use these quartiles for the coming year until new NI quartiles are available.
- 1.4 In response to Member and public feedback we will continue to make improvements to these reports, one of which (provision of year to date figures) has already been implemented.
- 1.5 The Council has adopted the Balanced Scorecard methodology that allows both Members and Officers to determine, focus on and monitor progress against their priorities. The Council's budgetary process is also closely aligned to the scorecard methodology. The format of this report is based around the Council's seven medium term priorities agreed in December 2006.

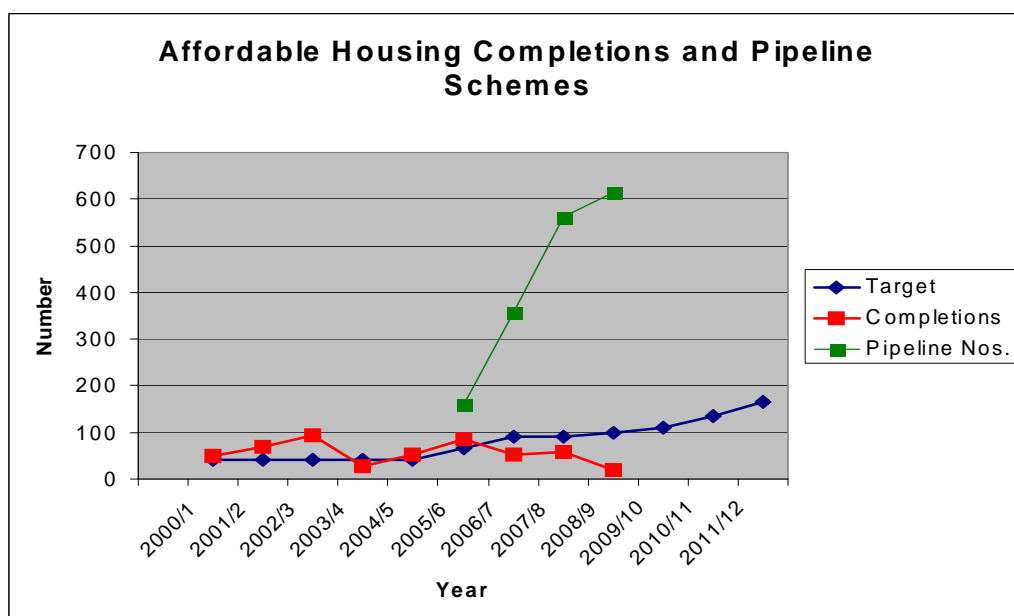
2. INCREASING ACCESS TO HOUSING

HOMELESSNESS

- 2.1 The Council's housing stock used to provide temporary accommodation was transferred to Orwell Housing Association on 19 November 2007. The Association and the Council have been working in partnership since that time to manage the stock and those households who have to be accommodated there.
- 2.2 The Council's homelessness prevention measures continue to deliver good results. Only two new families had to be accommodated in Bed and Breakfast accommodation during the quarter, neither for more than 6 weeks (the statutory maximum). As a result the average time spent in Bed and Breakfast accommodation was 3.14 weeks which is below the average for last year (3.34 weeks).
- 2.3 The criteria and resulting guidance for collection of data on Homelessness Prevention changed significantly at the beginning of this quarter, meaning that many more categories of contacts have now to be included in the statistics. This has resulted in a sharp increase in the numbers recorded in the past and therefore any comparison with previous figures is not meaningful until this new method of recording data has been in place for a suitable period.
- 2.4 There are currently 18 voids in the stock that has been transferred to Orwell HA. However, eight of these are managed voids created in order to allow for major refurbishment and improvement. One of the two hostels is to be converted into eight self contained flats. This will provide much improved accommodation for the households who have to be accommodated there and overcome many of the problems that have been encountered in the past with shared facilities. A second house is to be converted from two into three self contained flats.
- 2.5 The average length of stay in hostel accommodation during quarter 1 was 14.90 weeks, well below the target of 20 weeks. This improvement is in part due to three households being permanently re-housed during the previous quarter, after having been in the accommodation for between 1 and 3 years. The vacancies in one of the hostels mentioned above will continue to impact on these figures until the conversion work is completed.

HOUSING ENABLING

- 2.6 The graph below shows units completed (red) against targets (blue) for each of the last eight years together with the information for the first quarter of 2008/9. It also shows, on the green line, the number of affordable dwellings "in the pipeline" (i.e. dwellings which were being worked up or subject to a planning application or granted planning approval or in progress but not completed in the period) for 2005-06 onwards (the only years for which data is available).



	31 March 2007	31 March 2008	30 June 2008
Dwellings where proposals are being worked up	Not available	167	167
Dwellings for which a planning approval has been made	158	130	154
Dwellings with planning approval granted but not yet started on site	160	179	221
Dwellings under construction	40	87	72
Totals	358	563	614

2.7 Of the schemes that have been granted permission but not yet started on site, 152 (68%) are to be provided by private developers as a result of planning gain agreements made in accordance with Local Plan policy. This is an increase of 5% over the position reported at the end of the last quarter, but the fact that many have not yet started on site further reflects the general slow down in the construction of private housing development, over which the Council has no direct control.

3. FEELING SAFE / BEING SAFE FROM CRIME (WAS COMMUNITY SAFETY)

3.1 The figures relating to the new National Indicators which have replaced the BV Indicators show a decrease in crime rates (compared to Q4 2007/8) in three out of the four indicators comprising a 21% reduction (12 offences) in Domestic Burglary, a 50% reduction (4 offences) in Robberies and a 7% reduction (18 offences) in Violent Crime. Vehicle crime shows an increase over the previous quarter but it is apparent that many of the vehicles concerned were left insecure or with property and personal effects on view. Despite this rise however, in common with the other 3 indicators, the figure for vehicle crime is still down on the same quarter (Q1) in 07/08. The table below shows a comparison against our CDRP family group (made up of other Local Authorities with a similar profile to Suffolk Coastal) where Suffolk Coastal is currently ranked as 4th best performing, with an annual rate of 46.73 crimes per 1,000 head of population (the lowest for 3 years) against a family average of 56.4.

3.2 This table includes information on SCDC's position within the Family Group.

BVPI	Description	April	May	Jun	Qtr 1 Total	Q4 07/08	Crime rate	Family Group average
NI 16	Domestic burglaries	17	20	8	45	57	0.87 per 1,000 h/holds	1.25 (2 nd place)
NI 20	Violent crime	76	87	78	241	259	1.79 per 1,000 pop.	2.39 (4 th place)
NI 16	Robberies	2	2	0	4	8	0.03 per 1,000 pop.	0.05 (5 th place)
NI 16	Vehicle crime	64	68	38	170	151	1.39 per 1,000 pop.	1.67 (6 th place)

Table: Suffolk Coastal crime statistics Qtr 1

3.3 With the introduction of the Government's assessment of Policing and Community Safety a whole new raft of targets have been introduced for the Community Safety Partnership Plan 2008 -11. Overall crime rates (which are the figures reported by the Suffolk Constabulary) in the District continue to fall showing a reduction of 9% or 140 offences over the same quarter last year. National figures for the perception of anti-social behaviour show that Suffolk still records the lowest level nationally.

3.4 The new Community Safety Partnership Plan commenced on the 1st April 2008. Their crime reduction targets will be in line with those set for Suffolk Constabulary (2% annual reduction in overall crime). Whilst Suffolk Coastal remains a safe area to live in, we must not become complacent. Overall all crime in the District has been reduced from 6,016 offences between July 2006/June 2007, to 5,709 between July 2007/June 2008, a reduction of 5%. Work continues, to reduce the level of all crime and the perception of crime.

3.5 The Coastal Sports Alliance and the Skatepark both made an appearance at the Suffolk Show and used the opportunity to promote the activities taking place in the summer for young people. One of the activities which the team has been busy planning during quarter 1 is Xtremefest, which will include a mobile climbing wall, a mobile skate park, a mobile ice rink and a mobile police unit. Another example of

an event in the planning stages this quarter is Operation Camouflage (army based activities). This project will work with a total of 50 local children, with at least 10 of those being offered places coming from young people who are deemed to be at risk of offending / antisocial behaviour.

4. STRENGTHENING THE ECONOMY

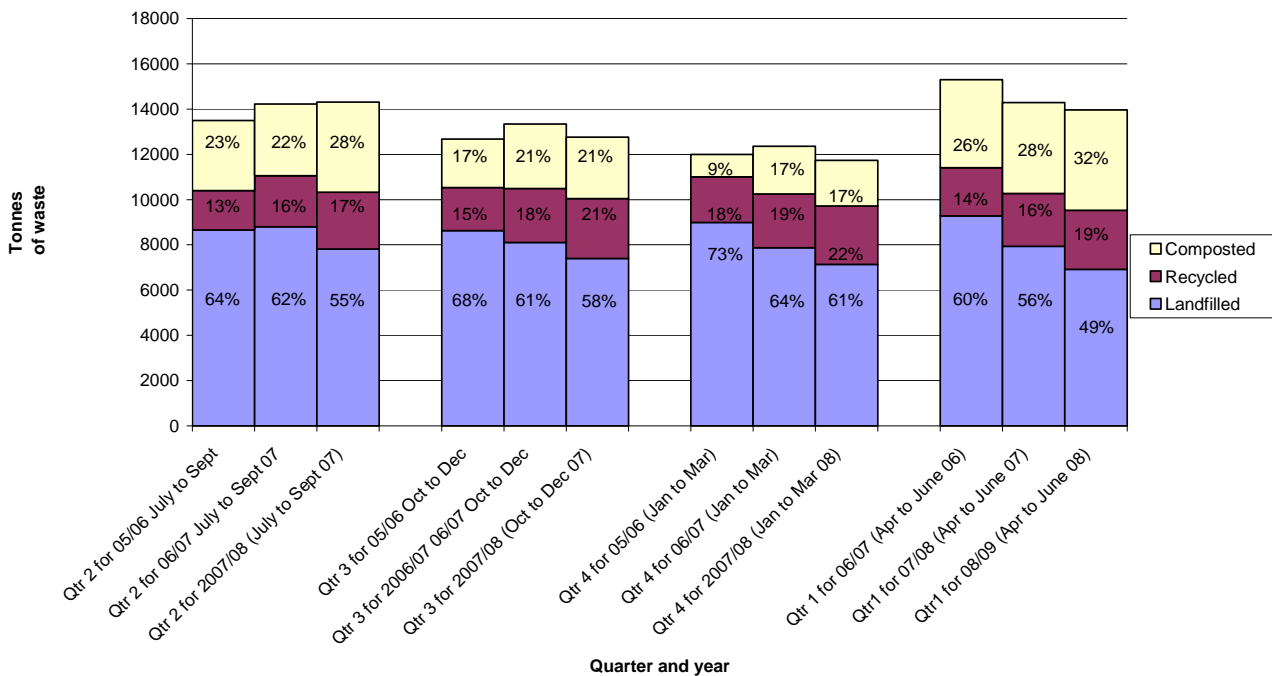
- 4.1 Suffolk Coastal has strengthened its position with regard to Haven Gateway project funding. The allocation of funding from the HGP has been agreed at £2.5 million. This figure is being reviewed in July and it is hoped that the process will result in the allocation of additional funds.
- 4.2 A logistics study relating to the Port of Felixstowe is being undertaken. The study will seek to identify possible locations for employment land for logistics activities, consider the transport infrastructure ramifications of where that land might be located, and assess employment opportunities. A draft logistics report has been delivered and further work is anticipated for completion of the study, which should be finalised by mid-August. Discussions are underway with the Haven Gateway Project for the output of this study to contribute towards a Dry Port study project.
- 4.3 Tourist Information Centre (TIC) visitor numbers targets were exceeded for the year 2007/08 and TICs continue to introduce new initiatives which will further increase revenue and improve and expand services. One such initiative is the addition of a booking facility at TICs for Airdirect Coaches, a new coach service from Ipswich to Stanstead.

5. IMPROVED WASTE MANAGEMENT

- 5.1 The Council's 5 year programmed roll out of its combined recycling and waste collection service saw a further 6,000 domestic properties plus businesses join the scheme from 14th April. They will be followed by an additional 5,000 domestic properties plus businesses joining the scheme on 14th July, bringing the total domestic properties to around 29,400.
- 5.2 There continues to be an improvement in the levels of waste diverted for recycling and composting. The figures for the months of April and May have been audited, with June to be audited shortly. Indications are that the Council is on course to achieve its target of 46% by the end of March 2009.
- 5.3 The option of having smaller (140 litre) wheeled bins has been taken up by 1,093 householders that will be part of the scheme roll out in July. SCS continues to promote and deliver these smaller bins in support of the Council's waste minimisation and prevention initiative. So far a total of 5,086 householders have taken up the smaller bin option since the improved recycling scheme was introduced in 2006.

The amount of waste collected (LPI) and the amount of waste going to landfill in quarter 1 shows a year on year reduction.

Graph showing year on year quarterly performance against BVPI 82a and BVPI 82b



6. COAST AND ESTUARY MANAGEMENT

6.1 South Felixstowe Groyne Replacement Scheme

The Environment Agency's £10 millions scheme involving the construction of 21 new rock T-shaped groynes, between the War Memorial and Landguard Common, progressed to programme. Completion is planned for August 2008. Work continues on a 24 hours, seven days a week basis to allow sea deliveries of rock and beach recharge material at the most appropriate state of the tide. Liaison meetings were held with representatives of Felixstowe Town Council, local leisure and tourism based organisations and businesses. Residents were kept informed on progress through monthly newsletters delivered to their properties.

6.2 Central Felixstowe Coastal Defence Strategy

The application for £159k grant aid to cover the Council's costs of the preparation of a Project Appraisal Report for capital works was approved on 9 June 2008.

Monitoring of the beach condition and the Council's defences continued on a fortnightly basis.

6.3 East Lane Bawdsey Defences

The contract documents, for the construction of new defences between the steel piles south of East Lane and the southern end of the cliff below the Martello Tower, were completed and issued to five companies on 30 May. Tenders were due back on 11 July. Negotiations on external funding of the works continued with the East Lane Trust Initiative.

6.4 Dunwich Demonstration Project

The Project Team met on 6 May 2008 to review a draft of the Interim Report on the construction and performance of the scheme and its "post winter" condition. The scheme has performed well, particularly the rear washwall, but a few minor repairs were identified. These repairs, subject to funding, will be undertaken during the summer.

Photographic and topographic surveys continue to be taken on a monthly basis to monitor and record changes in the beach condition and its profile.

6.5 Blyth Estuary Strategy

The Local Authority Blyth Estuary Strategy Group, comprising Member and officer representatives from the Council, Suffolk County Council and Waveney District Council, met with the Environment Agency to explore alternative management proposals on the future management of the Blyth Estuary.

In June, the Regional Minister for the East of England, Barbara Follett MP, saw the £10 million coastal defence improvement works that are underway at Felixstowe to protect 1,600 homes and businesses. The Minister also had talks with Guy McGregor, Andy Smith and Simon Tobin, senior councillors from the County, Suffolk Coastal and Waveney Councils, as well as representatives of Norfolk councils and local MP John Gummer. The meeting followed a letter to the Government from the three Leaders of the local councils expressing urgent concerns about the Environment Agency's (EA) proposed policies towards river estuaries.

The Group organised a Coastal Conference at Southwold Pier on 14 June 2008, attended by 80 representatives from local organisations, and County, District, Parish and Town Council representatives. A summary of the meeting can be viewed at <http://www.suffolk.smp2.org.uk/consult/index.php> A formal response from the Environment Agency is awaited.

6.6 Shoreline Management Plan (SMP) Review

The officers' Client Steering Group met on 13 May to review responses on the draft plan objectives from the Key Stakeholder Forum held on 27 February objectives. It met again on 23 June to discuss the approach to be used to develop the draft policies for the plan. The project is approximately six weeks behind programme as the Environment Agency and Natural England representatives have asked for

more time to respond to proposals. Work on the preparation of the draft policies at the interface of the coast and the three Suffolk estuaries (Blyth, Alde/Ore and Deben) was delayed pending completion of the Environment Agency's strategies.

The project website was updated – see <http://www.suffolk.smp2.org.uk/>

6.7 Term Contract for Repairs and Maintenance of Coastal Defence Assets

The current contract expired on 31 March 2008. The process to appoint a new contractor continues. Two contractors have been approved to receive the tender documents. In the meantime, any necessary work will be ordered by SCS Ltd through its contract procedures.

7. GREEN POLICIES

- 7.1 Following support from SCDC and CRed Suffolk to help communities assess and cut their carbon emissions, Wenhaston Energy Support Group (WESG) in Suffolk, has been awarded £70,000 from the Cut your Carbon competition to install electricity generating solar panels and a biomass system using wood pellets to replace a 20 year old boiler at their village hall. Work to increase householders' uptake of solar thermal panels and insulation measures is ongoing with help from SCDC. To date 8 households have indicated they will be going ahead with solar installations with 4 being completed by the end of the quarter. Work also continues with Boyton to help support Suffolk Coastal's third community to measure their carbon footprint and develop an action plan to reduce carbon emissions. Council officers have been involved in 'door stepping' local residents to encourage greater participation and to gather more accurate data on which to assess the communities carbon footprint. Other communities have expressed an interest in the programme and a draft funding bid has been submitted to the Board of the LSP to help support further work with local communities.
- 7.2 The Green Issues Task Group has considered and commented on the Energy Saving Trust's Sustainable Energy Management report and draft action plan which will form part of a wider Climate Change Strategy.
- 7.3 Staff communication initiatives surrounding recycling and composting are ongoing and internal audits of energy conservation and waste and recycling have been carried out and will be reviewed by the Green Team and CMT.
- 7.4 A steering group has been established and work has started on the Council Travel Plan. As part of this work the Energy Saving Trust has been engaged to carry out a free fleet review and the results of this review will be presented to a meeting of the Green Issues Task Group in September.
- 7.5 Work continues with insulation installers to promote free and discounted insulation schemes which are available to all. A mail out with the Heat Project has been completed and planning begun with Aran Services to secure further mailings to households before winter.
- 7.6 The final draft of the revised fuel poverty strategy was received from National Energy Foundation and work has begun to develop an action plan targeting priority areas.

8. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

8.1 Introduction

This section has regular updates on certain areas:

- Planning applications,
- Benefit claims processing,
- Sickness absence,
- Health and safety,
- Customer complaints and compliments, and
- Leisure usage.

It also gives information on the latest progress in delivering well-performing efficient services. The focus for this section of the report may vary from one quarter to another to include information from different service areas as new projects get underway.

Planning Services

Quarter 1 Development Control (DC) performance has proven to be one of the busiest quarters for some time in terms of the numbers of applications on hand at the beginning of the quarter and thereafter determined. At the beginning of the quarter there were 641 undetermined applications and at the end this had been reduced to 517 with 601 applications determined. The reason for this upturn in workloads was as a result of applicants wanting to make applications in advance of Planning Fee increases in April and the introduction of the new 1App standard application form process.

The statistical returns now have changed and have sub-divided the Major category into two parts - "Largescale Majors" and "Smallscale Majors". We determined 20 Major application in the quarter which is higher than average with a performance well ahead of the target.

Minor Application performance is the area of concern at present. The performance has again for the third quarter in succession just exceeded the government target and not met the local target. The explanation for this is down to the increased workload and resources available with competing priorities at a time when the government changed the application process and significantly raised planning fees. Another minor factor may be the rate of delegation. Members may well recall that there is a national target delegation rate of 90% whereas for this quarter our delegation rate is at 77%. This means more applications are being determined by the relevant sub-Committee which may be having a slight impact upon the speed of determination. The Head of Service has highlighted this to the Portfolio holder and further investigations will be undertaken.

Other performance is above the government target but below the local target.

Members should note that at the end Quarter 1 the DC team became fully staffed for the first time in almost a year. This should, over the course of 2008/09 result in an improvement in performance.

8.2 Housing Benefits, Council Tax and NNDR

The average time for processing new housing benefit claims in quarter 1 was 13.19 days which was in line with the previous quarter's performance and well within the government (DWP) targets for 07/08 (30 days). Likewise the average time taken in quarter 1 to process changes in circumstances was reported as 4.92 days against the DWP 07/08 target of 9 days. Due to the change from the old BVPIs to the new combined National Indicator (NI 181) for reporting processing rates the DWP have not set targets for 08/09 and this year will be used to establish a baseline and set new targets internally. The introduction of on-line claims forms in April has already had a positive impact on processing rates and by the end of quarter 2 this improvement should be reflected in the processing outturns.

The collection rate for Council Tax continues to reflect good performance compared with previous years. Quarter 1 for 2008/09 showed a slight increase compared to the same quarter in 2007/08. However, the collection rate for NNDR for the first quarter of 2008/09 shows a slightly decreased % performance compared to the same quarter last year. This is believed to be the result of a change in legislation affecting empty properties where 100% rates are now chargeable in most circumstances. It is anticipated that as the year progresses the legislative change will have an increasing, adverse, impact upon the overall collection rate. While some authorities have already adjusted their NNDR collection rate targets downwards in anticipation of the expected impact, officers here consider that it is too early to accurately judge the level of that impact. Accordingly, the annual target will not be adjusted until later this financial year or the beginning of the next financial year.

	Tax Collected by end of Q1 07/08 (%)	Tax Collected by end of Q1 08/09 (%)
Council Tax	30.80%	31.1%
NNDR	32.5%	30.4%

8.3 Sickness Absence

Sickness absence had increased in the middle quarters of last year due largely to seasonal infections. However by the fourth quarter of 07/08 the number of working days per full time

equivalent lost had dropped significantly to 1.71 days. Figures for the first quarter 2008-09 remained relatively low at 1.80, compared to 2.01 for the same period in 2007-08.

8.4 Health & Safety

The SCDC Joint Health and Safety Committee met on the 4 June 2008. The minutes of the meeting are on DORA. Agenda items included feedback from the first-aider meeting held on the 17 April 2008, consideration of incident reports, smokers' shelter, a risk assessment exchange of information and late business.

A member briefing on the Corporate Manslaughter and Corporate Homicide Act 2007 was held on the 12 May 2008.

The Melton Hill Emergency Plan (covering evacuation in the event of fire) was revised and re-issued on the 26 June 2008.

There were five incidents reported in SCDC. None of these require reporting under RIDDOR by the Council. Four partner incidents were recorded under RIDDOR, two involved members of the public and two involved employees.

8.5 Customer complaints & compliments

This quarterly report now includes information on complaints received by our partners and their response performance (where available). The table below shows the complaints received over the fourth quarter by the organisation, and the percentage of those complaints handled within the Suffolk Coastal corporate standard (which is currently set at 20 working days). A breakdown of Suffolk Coastal District Council complaints by service area is given in the appendix.

Organisation	Complaints	Dealt with within timescales
Suffolk Coastal	29	86%
SCS	49	98%
DC Leisure	37	100%
NPS	0	n/a
Openwide	unreported	

Due to a change of manager, the statistics relating to complaints and compliments at Openwide are not available for this quarter. Full reporting will resume next quarter.

NB Different organisations currently have different definitions of "complaints", which mean that the above figures are not directly comparable. NPS currently have different reporting periods therefore statistics for NPS are for the previous quarter. We are working with partners to develop an improved process for recording complaints, compliments and comments (see the explanatory note at Appendix 3).

Customer compliments are now also being published. These have traditionally been under-recorded, and the processes are also being reviewed.

Organisation	No. of compliments
Suffolk Coastal	34
SCS	18
DC Leisure	6
NPS	3
Openwide	unreported

8.6 Leisure Usage

	Actual Figures for Quarter 1	Target Figure for Quarter 1
Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	159,993	179,742

Deben Pool and its Health and Fitness suite reported a reduction in attendance numbers compared with the same quarter last year, largely due to closures in both May (four half days due to sand in the pool from old filters) and towards the end of June, when the filters were being replaced. Until this point the facility had been operating above last years figures.

Felixstowe Leisure Centre has reported an overall increase in attendance for the quarter compared to last year, with attendances up by 1.5%. This is mainly attributed to the group fitness sessions which appear to go from strength to strength with new classes regularly being added to the timetable. Figures for the main hall hires, and casual swimming are also up on last years figures.

Brackenbury Leisure Centre has experienced a rise in the bookings for parties and in main hall hirings, and figures are up by over 13% on this quarter in the last financial year.

Leiston Leisure Centre was forced to close for a three week period in April due to problems with the gas heating system. However since re-opening numbers have shown an increase in the areas of casual swimming and group fitness.

DC Leisure are acutely aware of the need to constantly review and develop their programmes in order to retain and improve market share amidst growing competition such as the new AstroTurf at Orwell High School and the opening of a new sports hall in Kesgrave. Some examples of initiatives introduced by DC Leisure are the Free Kelloggs Swim promotion, and development of their programmes to include combat and yoga classes within their programme of activities.

8.7 Services for All

The revised Services for All schemes were approved by Cabinet. The Equality Standard for Local Government is currently being revised and the Services for All group will develop the action plan for the new standard when it is announced.

8.8 Staff Training

CMT having approved the content of the Performance Management programme and that it be made compulsory for all staff, the first cohort of the programme was advertised. 2 cohorts of "Positive Performance" training were delivered in this quarter, and another 3 are being planned for later this year. This should mean that all line managers will have been through this by the end of the financial year.

8.9 LAA/Community Strategy

Following a review of "Suffolk Coastal 2021" the Community Strategy for the district, a revised draft has been produced for public consultation in August and September. The focus of the revised strategy is to confirm the key issues for the district until 2021 and identify the priority outcomes the LSP is seeking to achieve itself over that period. 10 key issues have been identified that need to be addressed by 2021, the following six of which are priorities for the LSP:

- Access to Services
- Strong, supportive communities
- Climate change and the environment
- Economy and skills
- Healthier lives for all
- Young people

The remaining four issues are considered as important but organisations and partnerships are already focusing on them and the LSP will support work where they can make a difference:

Community Safety

Coastal and estuary management

Housing

Support for vulnerable people to live independently in their own communities

Suffolk has now submitted its Local Area Agreement (LAA 2) indicators and targets to GO-East - the full list of indicators can be viewed at:

<http://www.onesuffolk.co.uk/laa/LAA2/>

It is clear that most elements of the new Local Area Agreement (LAA 2) are picked up in the priorities above and the LAA 2 targets are being integrated into the new Community Strategy. The LSP has worked closely with the Suffolk Strategic Partnership to ensure local priorities and issues are reflected in Suffolk's countywide Community Strategy and LAA 2 and work is currently underway to disaggregate LAA targets to district level. The Suffolk Strategic Partnership has agreed that 50% of any future Performance Reward Grant (expected to be approx £8m in total) will continue to be allocated to LSPs to deliver Community Strategy and LAA 2 outcomes.

8.10 **Member Briefings**

Since the beginning of April 2008, two member briefings have been held on "Olympics 2012". and the "Corporate Manslaughter and Corporate Homicide Act 2007" as well as "University Campus Suffolk".

The first briefing was well attended but attendance at the second one was disappointing particularly as outside speakers had attended. The general opinion was that both briefings were interesting and relevant to the work of councillors. Feedback continues to be sought on the individual briefings from those in attendance and the general view appears to be that they are well organised, meet Member expectations and are effectively presented. A visit to Sizewell B power station was held on 18 June 2008 which was extremely successful and all who went found it interesting. Four more briefings are scheduled for 2008. In addition two visits to Gt Blakenham Recycling Centre and Otley College have been organised for the summer of 2008.

9. **FINANCIAL PERFORMANCE**

Attached (Appendix 2) is a summary of the Council's financial performance.

10. **RISK MANAGEMENT**

A copy of the Corporate Risk Register can be found at Appendix 4.

11. **RECOMMENDATION**


- 11.1 Cabinet is asked to note the information in this report and to decide whether there are any performance issues it wishes to pursue further.

APPENDIX 1





OVERVIEW OF PERFORMANCE














This section of the Quarterly Performance Report sets out Suffolk Coastal's performance against quarterly Performance Indicators (PIs)

Performance Indicator reference

Ref	Indicator	1st Quarter (Actual)	Performance
COMMUNITY WELL BEING			
NI 16	Domestic burglaries per 1,000 households	0.87	









Each Performance Indicator is classified according to its performance level:

Symbol	Description	Measurement:
		(Where no comparable data is available for other councils, quartiles are based on local targets)
	Excellent	in the top 25% of councils based on the latest unaudited comparative data: 2007/08 Performing over 15% better than target
	Good	in the second best 25% of councils based on the latest comparative data: 2007/08 Performing at or above target
	Fair	In the second worst 25% of councils based on the latest comparative data: 2007/08 Performing below target (up to 15% lower)
	Poor	in the bottom 25% of councils based on the latest comparative Performing more than 15% below target

Ref	Indicator	1st Quarter (Actual)	1st Quarter Target	Performance comparison (1st Quarter)
COMMUNITY WELL BEING				
NI 16	Domestic burglaries per 1,000 households	0.87	Target not available	
NI 16	Vehicle crimes per 1,000 population	1.39	Target not available	
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	159,993	179,742	 *
ENVIRONMENT				
NI 157	% of largescale major applications determined within 13 weeks	100%	70%	 *
NI 157	% of smallscale major applications determined within 13 weeks	73.68%	80%	 *
NI 157	% of minor applications determined within 8 weeks	67.76%	80%	
NI 157	% of other applications determined within 8 weeks	83.18%	88%	
NI 191	Kg of residual household waste collected per head	55.21kg	63kg	 *
NI 192	Total tonnage of household waste arisings - % recycled and composted	50.43%	46 %	
FISCAL AND DEMOCRATIC				
LPI 20	% of Council Tax collected	31.1%	31.2%	
LPI 21	% of business rates which should have been received during the year that were received	30.4%	33%	
LPI 22	The number of working days/shifts lost due to sickness absence per FTE employee	1.80 Days	Target not set	
HOUSING				
NI 156	Number of households in temp accommodation (B&B and Hostel)	15	Target not available	Not available
NI 181	Speed of processing: average time for processing new claims and changes	6.98 days	9 days	 *

* Based on internal targets

NI 191 is one of the new National Indicators which we will be reporting on quarterly in place of LPI 23. As this indicator seeks to measure the reduction in residual waste collection, a lower number demonstrates an improved level of performance. This complements NI 192 and is therefore more meaningful as we are now showing the total waste recycled & composted, and the total residual waste.

Ref	Indicator	4 th Quarter (Actual)	Target	Performance against our target
LPI 8	Number of complaints by service area and % dealt with within timescales. (Number of complaints received are shown followed by % dealt with within timescales in brackets)	Target and performance are based on % of complaints dealt with within timescales. Ratings are as follows: 95% or above = Green 85% - 95% = Amber 85% or below = Red		
	a) Legal & Democratic	2 (50%)	95%	
	b) Community & Economic Services	2 (100%)	95%	
	c) Planning services	4 (50%)	95%	
	d) Housing & Benefits	9 (100%)	95%	
	e) Health	1 (0%)	95%	
	f) Audit	1 (100)	95%	
	g) Customer & Strategic Services	2 (100%)	95%	
	h) Finance	3 (100%)	95%	
Compliments by service area (nb – under-recorded)			Targets not set	
	a) Legal & Democratic	0		
	b) Community & Economic Services	1		
	c) Planning services	2		
	d) Housing & Benefits	12		
	e) Health	2		
	f) Audit	0		
	g) Customer & Strategic Services	14		
	h) Finance	0		

1 April 2008 to 30 June 2008

RIDDOR incidents										
	Deaths		Major injuries		Over 3 day injuries		Diseases		Dangerous occurrences	
	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public
Suffolk Coastal	0	0	0	0	0	0	0	0	0	0
DC Leisure	0	0	0	2	1	0	0	0	0	0
NPS	0	0	0	0	0	0	0	0	0	0
Openwide	0	0	0	0	0	0	0	0	0	0
SCS	0	0	0	0	1	0	0	0	0	0

APPENDIX 2

BUDGET MONITORING REPORT 2008/09

April 2008—June 2008

1. Revenue Spending Plans

Strategic Theme	Spending Plan at Period Start	Budget Virement	Spending Plan at Period End
	£	£	£
Community Well Being	5,077,100	77,100	5,154,200
Economy	117,700	49,000	166,700
Housing	2,296,700		2,296,700
Natural & Built Environment	6,061,500	161,100	6,222,600
Fiscal & Democratic Services	1,376,900	-20,600	1,356,300
Use of Reserves and Balances		-266,600	-266,600
Net Expenditure	14,929,900	0	14,929,900

Budget Virements

Budget Virements in the quarter, as shown in the above table, represent the £266,600 'between year' virements brought forward from last year and approved by Cabinet on the 1st April and 17th June 2008.

Significant Influences on Revenue Spending Plans

The current economic climate is beginning to show adverse effects on the spending plans for 2008-09. Looking at income collection pressures the following table illustrates the position at the end of June. Taking a profile from 2007-08 actual collection patterns the position is: -

		Profile	Actual
		£000	£000
Car Parks	Parking	278	272
	Season Tickets	14	14
	Excess Charges	25	76
		317	351
Planning Fees	Application etc fees	199	275
Building Control	Fees	153	143
Land Charges	Search Fees	113	62

Members' attention is specifically drawn to Building Control and Land Charges income. The position in the latter is an indicator of the impact the 'credit crunch', lending market and HIPS are having, not only on the finances of the Council but also on our community. Building control fees,

although less than might be expected only show a shortfall of £10k to the end of June. These areas will be carefully monitored and reported on as part of the budget review process.

Energy and fuel price increases are also having an effect which is highlighted by a request from SCS to review the current year budgets. Further information is being sought before any recommendations are made.

An analysis of employee costs for the first three months indicates that expenditure is slightly in excess of budget (allowing for the pay award which is still outstanding). However, as has been experienced recently in Finance, the uncertainty around Local Government Review (LGR) is already having an impact on this council's ability to attract staff should posts become vacant. Ensuring that services can continue to function to the standards required may put adverse strain on the budget. This is an area that will need to be revisited both during the currency of 2008-09 and the forward year 2009-10.

Variations to approved Revenue Spending Plans.

In response to a grant bid the council has received £45k in respect of Air Quality Grant from DEFRA. This income is to be spent in accordance with the terms of the grant bid and is fully committed.

The provisional amount for the Planning Delivery Grant for 08/09 is £437,700. Whilst the grant is not ring fenced Members should be aware that it currently supports the provision of four planning officers.

With reference to the Crime Strategy Partnership some £86K has been received in respect of the Safer and Stronger Communities Fund. It is anticipated that programmes of expenditure will match this sum.

Licensing. The Impact Statement for 08/09 identified a need for training in Licensing Law for one person at a cost of £2k per annum for a period of two years. Due to organisational changes within the department a request has been received for an additional person to be trained. In addition the cost has increased to £3k per person per annum, therefore a supplemental estimate of £4k is requested for 2008/09 and for provision to be made in spending plans for 2009/10 for the additional £4k.

Community and Culture. Play Areas. A request is made for a supplementary estimate of £10k in respect of the maintenance of Skateboard Parks. The approval for the capital expenditure for the skateboard park omitted any revenue provision. This item will be an ongoing commitment.

In total the above supplementary estimate requests for which approval is sought amount to £14k.

2. Treasury Management

Interest Rates

In the Council's Treasury Management Policy for 2008/09 it was forecast that interest rates would be at 4.75% for the first three quarters of the year. However the Bank of England Monetary Policy Committee has maintained the base rate at 5% throughout the year to date. To the end of the first quarter the accrued interest on investments is calculated to have exceeded budget by approximately £90k. Whilst interest rates remain higher than originally assumed (rates of return are currently averaging 5.7%) an increased return on investments will continue.

Cash and Investments

The Council did not enter into any external borrowing during the first quarter of 2008-09 and therefore continues to be debt free. Although current forecasts (see the details on the capital programme below) are that a small sum may need to be borrowed in this financial year, past experience indicates that some slippage will occur and that therefore no borrowing will be incurred.

The performance indicator for the Cleared Bank Balance is set at zero i.e. the council should endeavour to hold as little money as possible in the current account overnight. The new banking arrangements, operational from the 1st April, closure of the cash office and training of new (temporary) staff have combined to make this a difficult quarter. However recent remedial action indicates an improvement.

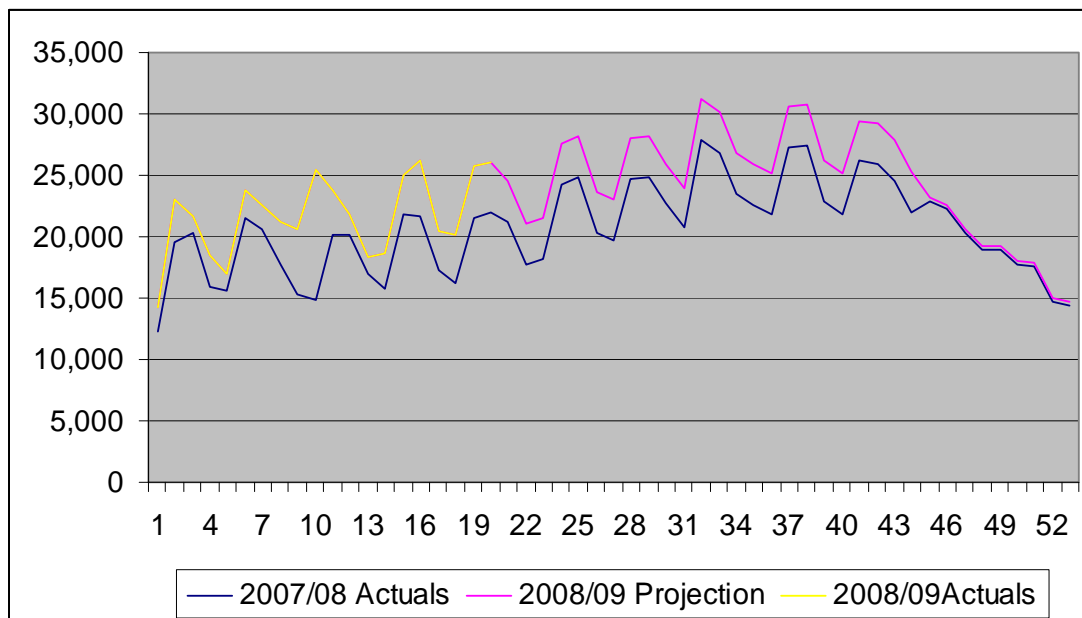
	DR/CR	NUMBER OF DAYS		
		2006/07	2007/08	2008/09
CLEARED BANK BALANCE RANGE				1 st Quarter
Greater than £250,000	DR	0	7	2
Between £100,000 and £250,000	DR	0	2	2
Between £25,000 and £99,999	DR	0	6	3
Between £5,000 and £24,999	DR	13	5	1
Between Zero and £4,999	DR	100	107	19
Between Zero and £4,999	CR	159	91	15
Between £5,000 and £24,999	CR	79	101	45
Between £25,000 and £99,999	CR	7	10	3
Between £100,000 and £250,000	CR	0	4	1
Greater than £250,000	CR	7	33	0

Prudential Indicators

There has been no breach of the prudential indicators for this quarter. There is currently no long term borrowing

CashFlow

The Cashflow forecast below represents the daily cash reserves available for investment. The forecast is based on actual figures to date and projections based on previous years experience for the remainder of the year. Previous year actuals are shown for comparison. Because major elements of income (e.g. NNDR payments) and expenditure (e.g. Precepts) are received or paid to fairly standard pre-defined schedules the profiles tend to follow similar trends year on year.



3. Capital

The tables below set out the changes to capital programme for 2008-09 resulting from slippage, review of costs and funding. The net effect of the various changes is to reduce the possibility of external borrowing within the financial year as referenced above.

	Spending Plan approved by Cabinet	Estimated change in costs	Re-Phasing from prior year	Estimated re-phasing to later years	Estimated spend at end of period
Capital Programme	£000	£000	£000	£000	£000
Community Well Being	1201		428	-506	1123
Economy	5				5
Housing	817		93		910
Natural and Built Environment	2858	61	117		3036
Fiscal and Democratic Services	506	38	361		905
Total Gross Cost	5387	99	999	-506	5979
Capital Financing Plan	£000	£000	£000	£000	£000
Grants and Contributions	3011	942			3953
Borrowing	1480	-1104			376
Other Capital Resources	896	754			1650
Total Financing	5397				5979

<u>Main reasons for change in plan</u>	£000
Estimated Change in costs	
CCTV (funded via grant)	38
Central Felixstowe Emergency Works Coastal Protection (funded via grant)	61
	99
Deferred Items	
Acquisition of Cemetery Land	-386
Refurbishment of Crescent Rd Public Convenience deferred until review of area complete.	-120
	-506
Capital Financing	
Additional Grants and Contributions	
South Felixstowe Coast Protection previous years reimbursement	305
Cobbolds Point Coast Protection previous years reimbursements	62
Decent Homes Grant	160
Additional capital receipt	30
Brought forward and miscellaneous items	385
	942
Slippage	
Community Well Being	
Public conveniences - various	103
Skateboard Park	140
Play area equipment	75
Beach Huts - electrics	20
South Seafront	60
Miscellaneous	30
Housing – Renovation Grants	93
Natural & Built Environment	
Recycling Initiatives	67
Shoreline Man Plan Review	44
Miscellaneous	6
Fiscal & Democratic Services	
E Govt & IT - various	82
Property Efficiency review	56
Melton Hill – alterations etc	78
Ufford Depot	97
Miscellaneous	48

APPENDIX 3**Explanatory Notes for Members on the Development of the Performance Report
Complaints and Health and Safety****Complaints, compliments and comments.**

Officers are currently reviewing the complaints system to ensure that it is working effectively. This entails discussing the use of the system with Heads of Service to ensure it meets their needs, discussing complaint, compliments and comments handling with partners and analysing how complaints, compliments and comments are used in the organisation and its partners.

At present SCDC collects data on complaints, compliments and comments but cannot demonstrate how this data is used effectively to improve services or help to shape policy. Part of improving our awareness and use of this valuable source of customer feedback is to review the data we collect and report to ensure that we are able to carry out analysis and take appropriate action.

The quarterly report has been expanded to include complaints and compliments received by partners and any action taken in response to those complaints. The information reported will be expanded over the next financial year and will eventually enable Members to easily identify areas of concern either in service delivery or in policy.

As well as looking at the data we collect Customer and Strategic Services under the direction of the Portfolio Holder for Customers and Partners will be reviewing the Complaints Procedure to ensure this procedure is effective and incorporates the latest thinking in this area of policy for example the guidance recently issued by the Local Government Ombudsman in relation to unreasonable complainants. A revised Complaints Policy will be presented to Members during the course of this financial year.

Customer and Strategic Services will also be investigating a number of other options for capturing customer feedback that make the feed back process as easy as possible for the customer. We also intend to consult customers and stake holders on our current service standards to give us some feedback on how appropriate our service standards are from the Customer viewpoint. We will be doing this through existing mechanisms such as the Housing Benefit Customer focus Group.

Health and Safety reporting

The Quarterly report has been extended to include some Health and Safety Reporting, again this area of reporting will be expanded over this financial year and it will eventually include a checklist which will inform Members of whether SCDC and its partners have up to date risk assessments on a variety of area including topics such as Legionella and whether key Health and Safety tasks have been completed.

One of the key messages that emerged from the Barrow enquiry was that Members should be part of the management of Health and Safety within an organisation and that Members should be aware of the actions taken by officers to ensure compliance with legislation and good practice.

The information contained in the report will eventually give members the high-level assurance they require to carry out this function.

Suffolk Coastal District Council Corporate Risk Register

11-Sep-08

Current priority for action

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
	Local Government Review	Impact of draft proposal stage on the council's ability to maintain business as usual Corporate objective: Ensure that the Council's people are deployed effectively Have strategic leadership that yields a flexible and dynamic culture	Difficulty in retaining/recruiting staff Work related stress General financial resource implications of draft proposal stage Impact on partners and other stakeholders Negative impact on ability to deliver services Negative impact on Council's reputation	Member Working Group established. Officer Project Team established. Regular item on key agendas eg Cabinet Briefing and CMT. Retention/Recruitment Strategy. Provision of additional short-term support where necessary. Staff briefings delivered and future briefings planned on situation Stress management scheme Actions Ensure existing staff are reminded of need to maintain "business as usual". Ensure where possible that staff are equipped with the skills to meet future challenges. Develop additional appropriate Retention / Recruitment Strategies. Further develop communications to ensure all key stake holders including staff, are kept informed and reassured. Regular review of position and associated risks.	Potential to influence the future direction of the Council	10/07/2008	10/07/2008	Stephen Baker	Tony Osmanski	tbc	tbc	tbc	tbc
002/00x	Succession Planning	Lack of timely identification of and planning for gaps occurring in key management positions and key skills Corporate objective: Have staff and members who are equipped with the skills to achieve the Council's aims	Lack of continuity. Negative impact on performance. Failure to identify appropriate training needs.	A culture of team working/shared responsibility Survey of Service Heads carried out to assess levels of risk in each service area and appropriate action taken Team and service area mentoring and communication improved Workforce development plan developing and being implemented Actions Continue work on WDP Continue to employ a policy of interim management where appropriate Continue to develop shared services Continue with core training to develop skills of all managers Continue to implement Grow Your Own strategy re professional qualifications Continuous review of Recruitment/retention strategy 1. Include a note on the report to Cabinet that this will be a priority risk area for constant review (monthly) over the next 12 months thus indicating that it is our top concern and that risk level could change 2. Place on next CRMG agenda as a separate agenda item by which time we will have been able to assess the Retention/Recruitment Strategy that Shani is developing	Positive development for staff Protect continuity of service		10/07/2008	Tony Osmanski	Steve Whelan	M	M	M	4

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
005/00n	Business Continuity	<p>Failure to develop robust processes to ensure business continuity in the event of a significant disaster</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	Inability to deliver basic business services	<p>Health HofS has responsibility for EP and BC. County wide Joint EP Unit established. ICT Disaster Recovery Plan in place. Reviewed and updated Business Continuity Plan developed according to best practice in partnership with SCDC, JEPU and Zurich Insurance, in place. Agreed by CMT, Signed off by CE, taken to Scrutiny committee. Training programme scheduled for SMT and key officers</p> <p>Ongoing programme of exercises underway to test BC Plan and identify possible weaknesses. 1st element of test programme carried out (loss of staff). 2nd element scheduled (loss of building)</p> <p>Actions Address actions within the BC Plan Review elements of the Plan Action plan arising from test 1 to be drawn up and completed Complete 2nd element (test 2) and any resulting action plan JEPU to publish schedule for future testing Head of JEPU to liaise with Melton Mowbray BC over recent loss of building re lessons learned and best practice Develop BC guidance for inclusion in Staff Induction Programme Develop processes to identify any further training needs</p>	<p>Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise</p>		10/07/2008	Stephen Baker	Phil Gore	L	H	H	3
014/00q	Governance and Development of Partnerships	<p>Failure to establish a robust governance framework for the Councils Service Delivery partnerships Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims</p> <p>Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy & action plan</p>	<p>Failure to identify and select most appropriate partners. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.</p>	<p>BCAs including risk assessment introduced for all p/ships. P/ship board established. Training on contracts delivered. Comprehensive framework for governance of p/ships and management of risks being developed. Potential impact of SCC Securing the Future initiative to be considered. Partnership review presented to CMT. Briefing to Portfolio holder in Dec 07. Scoping exercise re existing partnerships completed. P/ship board meetings held (at Member level) for NPS/SCS/SCDC (7/1/08) DC Leisure (29/01/08) and Openwide (27/1/08). Report taken back to Council by portfolio holder. Board meeting arrangements to be reviewed with Audit. BC p/ship meeting with Babergh and Ipswich scheduled. Doing Business Better p/ship review their risks regularly. P/ship board met 6/05/08 to consider future proofing.</p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p>	10/01/2008	08/05/2008	Stephen Baker	Tony Osmanski	L	H	H	3

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
		<p>Failure to establish a robust governance framework for the Councils Community partnerships</p> <p>Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims</p> <p>Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan</p>	<p>Failure to identify and select most appropriate partners. Failure to optimise skills within 3rd sector. Partnerships do not meet Council's priorities for improvement. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.</p>	<p>Partnership board established. Training on contracts delivered. Comprehensive framework for governance of partnerships and management of risks being developed. Potential impact of SCC Securing the Future initiative to be considered. Partnership review presentation to CMT by JD. Briefing to Portfolio holder in Dec 07. Scoping exercise re existing partnerships completed. Guidance notes published on management of Service Planning Partnerships and assessing the inherent risks. Partnership database completed and now on Dora. HofS to update. Review at CMT twice yearly.</p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p> <p>Increased community involvement</p>	10/01/2008	10/07/2008	Tony Osmanski	John Davies	L	M	H	3
		<p>Failure to maximise opportunities for appropriate effective Shared Services</p> <p>Corporate objective as above</p>	<p>Missed opportunities. Failure to identify appropriate partners/partnership opportunities. Negative impact on reputation, staff and future of Council.</p>	<p>Suffolk Integration Group working on shared services. Shared Services task group established. Leaders group reviewing options. SIG meeting 17/3/08 to develop county wide shared services agenda in the light of LGR. SCDC SS task group mtg 19/3. SC to focus on key elements of the SS agenda involving working with Waveney DC. Paper to SS task Group 16 July re opportunities for joint working with WDC.</p>	<p>Sharing of resources and expertise</p> <p>Cost savings</p> <p>Improved opportunities for staff</p> <p>Strengthening of SC's position in light of LGR</p>	10/01/2008	10/07/2008	Stephen Baker	Tony Osmanski	L	H	H	3

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
024/00e	Performance Management framework	Lack of an effective performance management framework Corporate objective: Improve effectiveness of key processes	Inability to effectively manage performance resulting in negative impact on the councils reputation and finances and failure to meet the Council's objectives.	Balanced Scorecard methodology implemented across all levels of the council with each team and service area having its own scorecard linking to the objectives of the corporate scorecard. Frameworks being developed for effective governance of projects and partnerships. Risk management as part of performance management being imbedded at all levels. IPAD system in place. Scorecards reviewed regularly. Priorities for improvement reviewed and agreed. Positive scores achieved for latest Use of Resources inspection. Guidance on new NIs delivered to all relevant staff. New Perf Management handbook under development.	Ability to evidence continuous improvement and enhance the reputation of the Council, it's future prospects and those of it's staff		10/07/2008	Stephen Baker	Steve Whelan	L	M	L	5
010/00n	Ethical standards and Officer/Member protocol	Lack of strategic approach to the promotion and maintenance of ethical standards and the development of productive Officer/Member relationships Corporate objectives: Have staff and members who are equipped with the skills to achieve the Council's aims	Impact on quality of decision making and service delivery. Lack of mutual trust between Officers and Members leading to increased bureaucracy, damage to reputation, blame culture, high staff turnover.	C.Exec and L of Council weekly meeting. Monthly meetings of Designated Statutory Officers. All relevant Codes and Protocols in place inc. Members Code of Conduct, Whistle Blowing, Anti-corruption, Member /Officer relationship protocol, Planning/RofW protocol, Employee Code of Conduct on Intranet, Staff cultural survey undertaken, Register of Members Interests, Register of Gifts/Hospitality up to date and accessible. Training on Member Code of Conduct delivered. Probity and Planning Standards training delivered 22/04/08. Procedures in place to enable new complaints process regulations to be followed. T&PCs informed. Code of conduct training to PCs 18th July.	Ensure greater transparency. Ensure Members are equipped with the skills to enable better quality of decision making resulting in a better overall service.		10/07/2008	Stephen Baker	Hilary Slater	L	L	H	3

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
006/00m	Communication	Ineffective internal and external communication Corporate objective: Keep the Community informed about their district and encourage involvement in the decisions that affect their quality of life Increase public participation in the democratic process through improving awareness of the Council's work	Poor productivity--Poor morale Failure to meet partnership needs. Loss of public confidence. Poor reputation.	Comprehensive programme of internal comms in place including CE Bulletin. CMT briefing note. Service Team meetings. Media release notification. DORA, new intranet, launched and continuing to be developed. Review of Coastline undertaken. Staff Budget Briefings and others, introduced. Scoping exercise completed. Need recognised to establish effective lines of communication with WDC. New Hof S appointed who will continue review to improve continuity of approach to communications. Report to Scrutiny Committee 10 July	Improved Customer Access to information and services through reviewing and improving communications Potential to increase community involvement through innovative communication		10/07/2008	Tony Osmanski	Viv Hotten	L	L	L	5
Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
027/00a	Corporate governance	Failure to have all relevant policies and procedures in place to ensure compliance with key legislative requirements, all statutory obligations and internal policy Corporate objective: Improve effectiveness of key processes	External censure, financial loss, loss of reputation, adverse audit reports, reduced service provision, increased costs	Compliance with all current new and emerging legislation. Relevant and timely staff training. Independent review of financial and operational reporting. Sound internal controls. Member engagement with strategy and service delivery. Robust risk management. Robust Performance management framework and internal policies including Balanced Scorecard, reporting framework, guidance on compliance with FOI, Data Protection, Data Quality, Officer/Member protocol etc, Robust Procurement Policy and action plan. Revision of Corporate Code of Governance almost complete. Action plan being developed using the CIPFA/SOLACE framework for benchmarking. Internal Audit review of CG underway. Statement of Accounts taken to CMT. FOI training 25th April. Draft Internal Audit report being considered.	Financial savings Ensuring compliance Increased transparency		10/07/2008	Stephen Baker	Hilary Slater	L	M	M	5

Note: The risks in this category are currently being treated as priority for action as they are deemed to be risks which can be further mitigated and action is ongoing to achieve this.

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
001/00r	Long Term Planning/Vision	Lack of concrete long-term strategic planning, partnership planning and District wide perspective (3.5, 3.3, 3.6) Corporate objective: Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan Have strategic leadership that yields a flexible and dynamic culture	Failure to prioritise appropriately --Making wrong decisions and undertaking wrong activities. Poor use of resource--Reactive culture--Loss of opportunity--Impact on long term plans (hinder capacity for change). Conflict	Corporate Scorecard and Community Strategy in place. Monitoring via Strategic Leaders Group and CMT. Commissioned presentation received on State of the District. Time line and cycle of input requirements from Hs of S incorporated into Corporate Planner. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Local futures presentation delivered to Members, April 05. Corporate Plan on website. S A scorecards in place. Priorities reviewed regularly. Annual Report for year 06/07 published. Medium term priorities considered at Cabinet along with budget report. Need to maintain business as usual during LGR draft proposal stage communicated to all staff.	Influence the future of the Authority		10/07/2008	Stephen Baker	Steve Whelan	L	H	H	3
003/00r	Corporate Financial Management	Lack of a suitably robust and flexible financial management plan Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Poor use of resources--Short term reactive culture--Potential for statutory intervention--Failure to prioritise	MTFS for years 2008/09 to 2010/11 approved by Cabinet in Sept 07. Budget Impact Assessment process underway to identify possible savings with update paper going to Dec 07 Cabinet. Staff briefings delivered and P&T Council briefings concluded. 3 year grant settlement to be announced Dec 07 to enable better planning. CSR07 also announced in Oct 07 - 3% cashable efficiencies. Council approved budget on 28 Feb 08. Staff briefings completed. Interim Head of Finance appointed.	Opportunity to engage officers and the community with the financial process		10/07/2008	Stephen Baker	David Ablett	L	H	M	3

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
	Budgetary Management	Failure to manage budgets effectively across the Authority including Members Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	Review undertaken of CIPFA FM model to determine if applicable to SCDC. Review undertaken of training requirements across the Council - Local Government Finance session presented by Head of F&CS to Members at October briefing. Finance Training presentation to staff on Accountancy page of DORA. Individuals had training on Navision as requested and manuals made available on DORA. 2008/09 Budget Consultation through - Town & Parish Liaison meetings, Staff briefings, Parish Bulletin - Coastline. Budget update report to Cabinet 4/12/07. Survey results to inform action plan. Members given briefing on LG finance. Work commenced on 2009-10 budget.	Opportunity to engage officers and the community with the financial process	16/11/2006	10/07/2008	Stephen Baker	David Ablett	L	M	M	5
	Capital Programme Expenditure	Failure to plan, fund and monitor the Council's capital expenditure. Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Ineffective use of financial resources.	Capital Investment Plan agreed by Cabinet. Capital Programme Expenditure Plan monitored and updated at Asset Management Group meetings. New NPS Asset Manager in post. 5 year indicative programme discussed 16th October. New focus on transparent management of capital expenditure. Expenditure on target. NPS annual report taken to partnership board. Asset management reviewed by O&S 15th March. NPS achieved 82% spend against Capital Prog. Capital Investment Programme agreed by Cabinet 8 Jan 2008. Reviewed bi-monthly by Asset Management Group. Weekly meetings between NPS Asset Manager & Strategic Services Head of Service to discuss potential issues. Recruitment of Projects Manager underway to support corporate/community projects, ensuring effective delivery/spend	Ensure successful implementation of Asset Mgt Strategy.	16/11/2006	07/08/2008	Tony Osmanski	Steve Whelan	L	L	H	3

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
026/00	Emergency Planning/Community disaster	Inability to respond effectively to an emergency situation in the District requiring Council support Corporate objective: Continue to provide a healthy and safe environment for the community	Damage to or loss of persons, property, the natural and the built environment. Loss of reputation. Financial loss.	Suffolk Coastal Emergency Plan in place. Suffolk wide EPU in place to assist in co-ordination of response to emergencies in p/ship with other relevant agencies. SC Head of Health with responsibility for EP. Dedicated EP Officers based PT at SC offices. Team of trained Warning Officers providing 24/7 cover on a rota basis. Emergency Plan tested for effectiveness and outcomes used to inform update to EP. Regular participation in multi agency EP exercises. JEPU ran coordinated training programme for all LAs. Exercise around flooding planned for CMT. Members development session on EP planned. Member Briefing delivered on EP/BC. Flood Plan review underway. Work ongoing to liaise with TCs & PCs to develop co-ordinated response to emergencies. Operation Nymph - resulting action plan being drawn up. proposed Common EP Strategy presented to TClerks mtg 19/05/08. Sizewell exercise planned for 27/08/08. Series of community EP workshops commenced with T&PCs.	Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies Testing effectiveness of emergency response		10/07/2008	Stephen Baker	Phil Gore	L	H	H	3
023/00	Internal Controls	Failure to effectively implement all internal controls including risk management, data quality management, prevention of fraud and corruption, internal/external audit functions. Corporate objective: Improve effectiveness of key processes	Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.	Relevant framework of policies/codes and protocols in place (see Ethical Standards risk) including Statements of Internal Control, Compliance with Contract Procedure and Financial Procedure rules, Whistle blowing policy, Risk Management policy, Fraud and corruption policy and FOI framework for dealing with requests. Members' declarations of interest. Continuous audit process. New Audit Code ISA 315 systems reviewed - showed no material weakness. HS responsible for annual review of Member Register of Interests in line with AC recommendations. Development of data quality policy and procedures being undertaken. Data Quality audit report issued in January. Risk Register reported to Scrutiny (will go annually). HoS Statements of Internal Control for 2007/08 accounts to be reviewed and updated as part of move to Annual Governance Statement. Revised Risk Management Strategy agreed at Cabinet 06/08. Currently reviewing money laundering regulations. DQ audit report delivered and resulting action underway. Annual Gov. Statement to Scrutiny 10 July.	Financial savings Ensuring compliance Increased transparency		10/07/2008	Stephen Baker	David Ablett	L	L	L	5

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
015/00o	Health and Safety	Lack of robust H-S policies and procedures for ourselves and our partners Corporate objective: Continue to provide a healthy and safe environment for the community	Loss of life or serious injury. The Council being held culpable in the event of injury. Damage to Councils reputation. Financial loss.	Regular discussion of H-S risk at CRMG meetings. Risk assessment training introduced. Well-being policy implemented. H&S issues reported quarterly to Cabinet. H&S committee meet quarterly. New legislation on Corporate Manslaughter considered at CMT and decisions taken on action re accreditation / benchmarking etc. Mtg with BSI on ISO 18001. Audit of H&S ongoing.	Improve staff well-being/safety Financial savings Ensure compliance with H&S Exec legislation.		08/05/2008	Stephen Baker	Mark Sims	L	H	H	3
	Corporate Manslaughter	Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007 Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	The impact of the new provisions making it more likely that the authority as a body could be convicted if found negligent under the Act. Financial costs. Reputational impact.	Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated. CMT & Informal Cabinet briefed. Member Dev. session delivered and training delivered at WDC 9/5/08.	Opportunity to review and improve processes and investigate opportunities for closer working/service integration in light of LGR. Identify and meet training needs.	13/03/2008	08/05/2008	Stephen Baker	Mark Sims	L	H	H	3

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
028/00a	Legionella	Insufficient measures in place to prevent legionellosis arising from Council property Corporate objective: Continue to provide a healthy and safe environment for the community	Damage to health of persons. Financial impact. Damage to reputation.	Risk assessments programme in place. Monitoring in place. Head of C&SS identified as responsible person. Briefing note with Action Plan for improvements presented to CMT on 26/9/07. Revised Plan published on DORA. NPS drafted Legionella policy to go to Council. Informal Cabinet to be updated on Legionella issues. £30,000 in budget for Legionella control. Investigating purchase of relevant software.	Improve staff well-being/safety Financial savings Ensure compliance with H&S Exec legislation. Public welfare safeguarded	06/09/2007	13/03/2008	Stephen Baker	Steve Whelan	L	H	H	3
004/00p	Organisational Culture	Failure to embed a flexible and dynamic culture with appropriate focus on staff wellbeing and development (values and behaviour) Corporate objective: Ensure that the Council's people are deployed effectively	Poor performance-- Increased Costs-- Missed opportunities-- High staff turnover	Regular cultural survey process introduced. IIP re accreditation granted. PPAD process implemented. Staff wellbeing policies implemented. Robust H-S policy. Stress Management Scheme implemented and training rolled out. Confidential Staff Advisors trained and in place. Staff briefings delivered on 2nd cultural survey findings. Results communicated through team meetings and key member meetings. HR coordinating action plan resulting from survey. Accreditation attained for AAT level scheme. Staff briefed on LGR.	Financial savings Increase staff satisfaction/motivation/retention		10/07/2008	Stephen Baker	Tony Osmanski	M	M	M	4

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
025/00b	Services for All	Failure to meet imposed Equality Standards and effectively prioritise response. Failure to provide accessible services to all where needed. Corporate objective: Ensure the Council meets equality standards	Inequality of access to services resulting in marginalisation of sections of the community. Inappropriate use of resources. Adverse impact on reputation. Poor audit results. Sanctions imposed.	SforA working group led by Cabinet Member. S4A policy and action plan agreed by Cabinet. Stage 1 Impact assessments undertaken and action plan implemented. DES working group established and DES published with input from WG. Action plan developed and incorporated into revised S4A plan. New CRM system enabling monitoring of service use to inform improvements to access. Age related training rolled out. Gender Equality policy to Cabinet in 6/07. SC represented on Suffolk Community Cohesion group, SJDWG and Gypsy and Travellers forum. Disability focus group mtg 23/11/07 to discuss Equality Standard for LG. Strategy reviewed and agreed at Cabinet 6/5/08. Very positive assessment of SC website by Shaw Trust. Work ongoing for Access to Services inspection. Corporate approach to software accessibility to be reviewed.	Increase community engagement and access to services Enhance public perception of the Council	16/11/2006	13/03/2008	Tony Osmanski	Shani Howard	L	M	M	5
007/00t	Governance of Projects	Failure to establish a robust governance framework for the Councils projects Corporate objective: Improve effectiveness of key processes	Projects running over time or budget. Projects failing to realise adequate benefits. Inappropriate projects undertaken. Negative impact on service delivery, finances, reputation.	Project management guidance notes including risk assessments published. Project Boards/steering groups established. Comprehensive framework for the governance of projects being developed. CRMG agreed project planner now robust and risk can be downgraded and moved to "being monitored". Project management training developed Updated Guidance Notes on DORA.	Cost savings Improved efficiency		10/01/2008	Stephen Baker	Steve Whelan	L	L	M	5

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
008/00x	Performance Improvement Plans	Failure to develop and implement effective improvement plans for under performing services in line with imposed standards Corporate objective: Improve effectiveness of key processes	Inability to achieve required improvements to targeted services resulting in possible increased focus on Council performance, reduced opportunity of funding, government intervention and negative impact on council's reputation.	Regular meetings with CPA Relationship Manager. Best Value review of Housing completed. Best Value review of planning completed. Planning now rated as 2*. CAA consultation responded to 15/02/08. Preparation for Access to Services inspection ongoing (inspection postponed due to LGR). Customer Access strategy considered at Policy Dev task group. Access to Services initial paper taken to Scrutiny Committee 06/08. Evidence to be produced by 18 Aug.	Improve funding opportunities, service delivery and Council's reputation Improve Council's CPA/CAA rating		10/07/2008	Stephen Baker	Steve Whelan	L	M	M	5
	Joint Chief Executive	The Chief Executive role being shared equally between SCDC and Waveney DC Corporate objective: Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan Corporate objective: Have strategic leadership that yields a flexible and dynamic culture	Absence of CE for unforeseen reasons will affect both authorities. Negative public perception. Impact on communications between Cllrs and CE. Impact on staff morale. Impact on CE in terms of work/life balance. Impact on service delivery. Loss of identity of both/either authority.	Each LA retains its own identity and branding. Existing availability of strong Management Team at SCDC supports CEx in Joint CEx role. New Management Team at Waveney being created. Effective communications in place between both LA. Performance Management Framework. Effective management of post holder's work/life balance and monitoring of the situation. Commitment of all leadership concerned. Robust Agreement in place including exit strategy. Monitoring Officer and 151 Officer attending SMT meetings in CEs absence. Report to SS task group 16 July.	Cost savings Opportunity to strengthen links with Waveney in support of the East Suffolk concept Sharing of knowledge and expertise Enhanced opportunities for staff	13/03/2008	10/07/2008	Stephen Baker	Tony Osmanski	L	L	H	3

Note: The risks in this category are deemed to be risks the level of which is not likely to change unless there is a significant new development. It is thought that these risks can be accepted by the Council, given the current controls in place, and whilst their status is "business as usual". They will however remain on the register and be monitored regularly in case developments indicate they should be transferred to the "Current priority for action" category.

Under Consideration

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score

