

Cabinet: 4 May 2010

**SUFFOLK COASTAL DISTRICT COUNCIL - QUARTERLY PERFORMANCE AND FINANCIAL REPORT  
QUARTER 4 2009/10**

Report by Head of Customer & Strategic Services

**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 third quarter 2009/10 (1 January 2010 to 31 March 2010) will be presented.

**Wards Affected:**

All Wards

**Cabinet Member: Ray Herring**

Leader of the Council

Supporting Officers

Mr Eric Norman  
Head of Finance and Central Services

Alison Matthews  
Policy and Performance Manager

**BACKGROUND PAPERS**

None

Reference: R:\Performance reporting\NI quarterly reports Qtr1 2008-09 onwards\2009-10\Q4 2009-10\Qtly Performance Report (4th Qtr) 09-10 FINAL V7.doc

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## 1. INTRODUCTION

- 1.1 This report provides an overview of the Council's performance during the fourth quarter of the financial year 2009/10 (1 January – 31 March 2010). The report shows performance in key service delivery areas, a statement on financial performance and an update on the Council's Corporate Risk Register.
- 1.2 In response to member requests, Appendix 1 of this report has been revised to show performance against local targets for our set of key National Indicators and Local Performance Indicators.
- 1.3 The Council uses the Balanced Scorecard methodology to enable Members and Officers to determine, focus on and monitor progress against the Council's 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 which were reviewed in December 2008.

## 2. REPORT SUMMARY

- 2.1 The key points from the report, for consideration or action:

- **INCREASING ACCESS TO HOUSING** – The Council's homelessness prevention measures continue to deliver excellent results overall. There were only 4 households in temporary accommodation in this quarter. The total for the year was 20, compared to 27 in 2008/09.
- **FEELING SAFE AND BEING SAFE FROM CRIME** – There has been an 11% decrease in crime compared to the previous quarter. End of year figures show a 13% increase in all crime compared to 2008/09 when very low levels of crime were recorded. The overall crime rate remains below the average for our family group, and Suffolk Coastal remains a safe place to live.
- **THE ECONOMY** – By the end of March, approximately 40,000 copies of the Suffolk Coastal 2010 Holiday Guide had been requested. During the year, the Economic Development Team responded to planning consultations on applications which, when approved, contributed to Business Development investment worth £5,353,408. These projects have:
  - created 64 jobs,
  - safeguarded 6 jobs, and
  - brought in £3,282,668 of financial investment.
- **IMPROVED WASTE MANAGEMENT** – During March 2010 the roll out of the Council's combined household recycling and waste collection service was completed. As a lead up to the final tranche of households joining the scheme, service promotion and information roadshows were held in January 2010. The amount of collected domestic waste recycled or composted was 52.6% in quarter 4 and overall for 2009/10 was 51.8%.
- **COAST & ESTUARY MANAGEMENT** – Good progress continued with the Coastal Defence schemes and strategies including the Shoreline Management Plan Review and the Central Felixstowe frontage coast protection Project Appraisal Report. Work on the production of a Coastal Monitoring Strategy for the Council's defence assets was completed. Essential and planned repairs and maintenance of the coastal defence assets were undertaken.
- **GREEN POLICIES** - Suffolk Coastal facilitated a Greenprint Forum meeting which was attended by 19 individuals on 25 January 2010. Reusable cups have been placed in the main meeting rooms in line with policy to cut down the use of single use plastic items with estimated savings of up to £400 a year. 22 members of staff trialled the Energy Saving Trust Smarter Driver Training program learning driving techniques to reduce fuel consumption. Savings from more efficient driving are being estimated at just over 4 tonnes of carbon dioxide. 24 business audits were carried out between January and March with total energy spend of £287,684 and total carbon footprint of 1,208 tonnes. This is included in the potential cumulative total of annual savings of over £69,755 and 351 tonnes of carbon dioxide emissions with an additional potential saving of 370 tonnes of carbon dioxide equivalent from diverting waste from landfill. The pilot Greener Homes project was completed at the end of March resulting in energy efficiency improvements to over 500 homes and the granting of 9 renewable energy loans.
- **DELIVERING WELL-PERFORMING SERVICES** – Initial indications are that Suffolk Coastal has attracted the 2<sup>nd</sup> highest participation figures for over 60's free swimming in the East of England, with only Tendring in

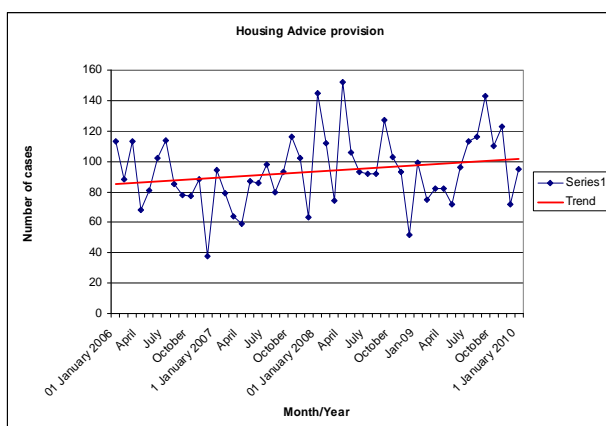
Essex higher, and that across England we are ranked 33<sup>rd</sup> out of 253 participating local authorities after the first 9 months of the programme.

Collection rates for Council tax have met the target of 98.4%, mirroring the performance of the last two years. The NNDR collection rate for the year was 98.6%, compared with a target of 99.3%. Taking into account the amount deferred, and the amounts subject to write off as above the overall collection rate would have been around the target of 99.2%.

- **PLANNING SERVICES** – Small scale Major, Minor and other applications all met government targets. A majority of the applications relate to householder and other minor types of applications, continuing to reflect the economic downturn.
- **BUDGET REPORT** - The current economic climate has continued to have an impact on the outturns for 2009-10 and these trends are still being monitored. There has been no breach of the prudential indicators for this quarter and there is currently no long term borrowing. The Bank of England Monetary Policy Committee has maintained base rate at 0.5% and daily investment levels are continuing to be at levels slightly lower than in 2008/09. Capital expenditure is running within budget in accordance with the Capital Programme agreed by Cabinet in January 2010.
- **RISK REGISTER** – At the last Corporate Risk Management Group the risks associated with the *Medium Term Financial Strategy, Budgetary Management and Corporate Financial Management* were reviewed and amended following the success in setting a balanced budget for the coming year. The immediate financial risk has declined, and the risks to the Council in the medium term were felt to be sufficiently manageable for the probability to be reduced. The next CRMG will begin to develop the register into a more fluid and dynamic tool by focussing on a set of key risks that need to be actively pursued to reduce the level of risk

### 3. INCREASING ACCESS TO HOUSING

- The Council's homelessness prevention measures overall continue to deliver excellent results with the Council again only having to place 4 households in temporary accommodation prior to permanent re-housing in Housing Association accommodation during this quarter. The total for the year was 20, a further reduction on the numbers who had to be accommodated in 2008/09 (27 households).
- Cabinet has previously been advised that the substantial increase in the number of enquiries recorded in September was the result of an administrative tidying up exercise rather than a real increase during the month. The graph below shows the level of such enquiries since 1 January 2006 with the underlying trend illustrated by the red line which has not altered significantly.

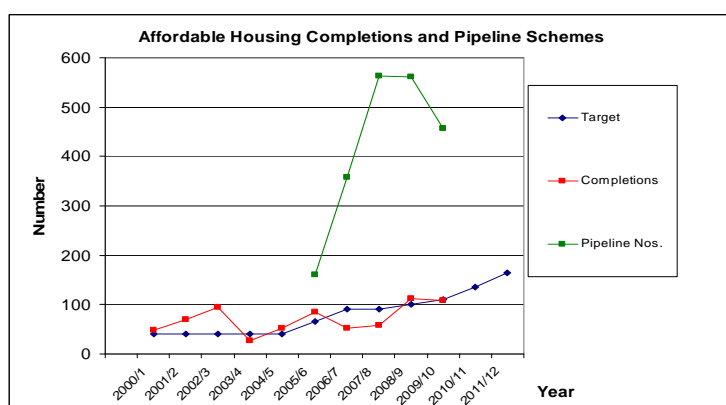


## HOUSING ENABLING

- Work started on the construction of 19 new dwellings during the quarter and 65 new dwellings were completed. As a result the total number of new affordable dwellings completed during the year amounted to 107, just 3 short of the target of 110, which in the current economic climate is an excellent result.
- However, general housing development activity continues to remain very low with few, if any, private developments progressing once planning approval has been secured primarily because of the recession. This will have a significant impact on the likely achievement of the Council's original 5 year delivery target between 1 April 2007 and 31 March 2012 of 600 dwellings, unless there is an upturn in the housing market over the remaining two years of the target period.
- At present a total of 50 dwellings are expected to be completed during 2010/11, against a target of 135 and all of these are as a result of direct activity by the Council's Housing Association partners. At present no dwellings are expected to be started or completed as a result of planning gain requirements from private sector development.
- At the end of the 3<sup>rd</sup> year of the 5 year period 279 new affordable dwellings have been completed against an expectation of 300.
- The table and graph below provide details of the overall affordable housing activity. In particular, the graph shows units completed (amber) against targets (blue) for each of the last ten years. It also shows, on the green line, the pipeline numbers (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). These figures do not include any dwellings that might be delivered from the outline application submitted by British Telecom for Adastral Park, Martlesham.

### Affordable Housing Activity

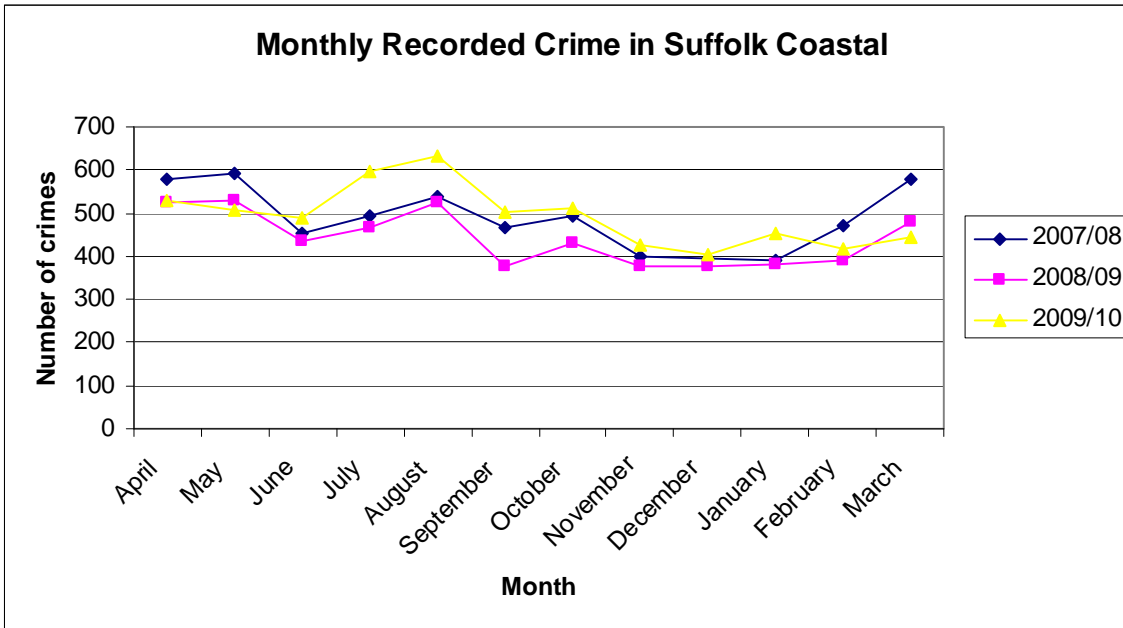
	31 March 08	30 Sept 08	31 Dec 08	31 March 09	30 June 09	30 Sept 09	30 Dec 09	31 March 2010
Dwellings where proposals are being worked up	167	129	97	93	93	92	108	92
Dwellings for which a planning applications have been made	130	175	157	78	55	55	59	59
Dwellings with planning approval granted but not yet started on site	179	212	268	303	322	272	217	256
Dwellings under construction	87	72	96	87	86	71	97	50
Totals	563	588	618	561	556	490	481	457



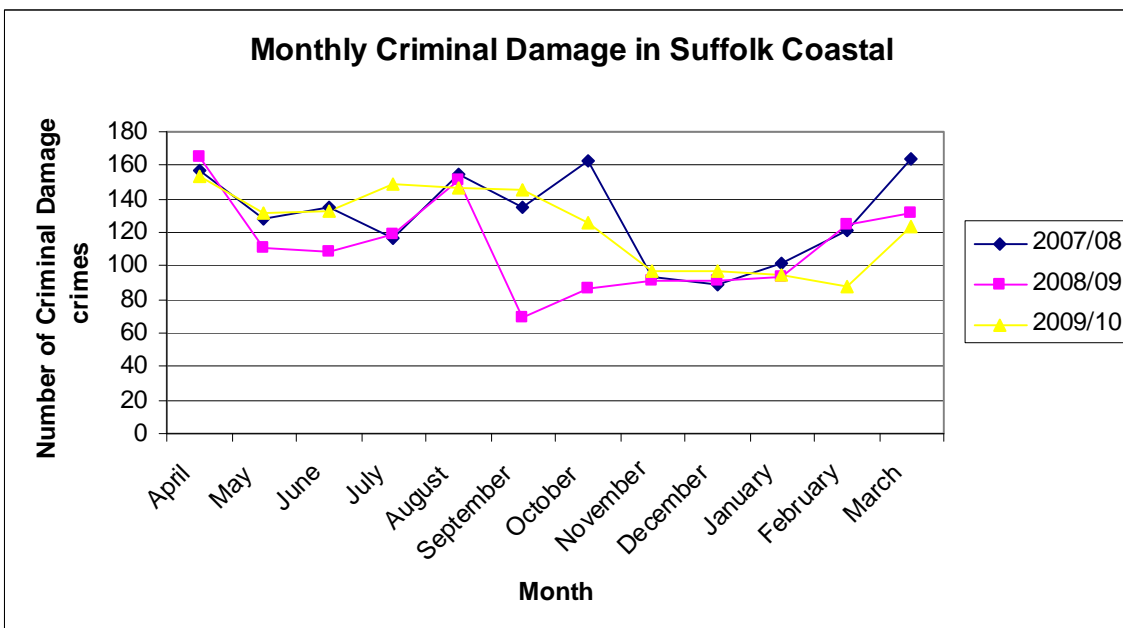
**4. FEELING SAFE AND BEING SAFE FROM CRIME (WAS COMMUNITY SAFETY)**

4.1 There has been an 11% decrease in crime compared to Quarter 3 (October to December): 450 crimes were recorded in January, 419 in February and 445 in March. Looking at the year as a whole (April 2009 to March 2010), crime has increased by 12% compared to 2008/09. However, low levels of crime were recorded in 2008/09: September 2009 recorded the lowest level of crime in any month since 2001.

The chart below shows the variations for 'All Crime in Suffolk Coastal' for the last three years. Usually more crimes are recorded during the summer (the second quarter of the year). The increase in crimes usually recorded in the first quarter (January to March) was significantly lower this year than in previous years, and the figure for March the lowest for two years.



4.2 Criminal Damage accounts for 25% of total crime recorded for this financial year. There were 95 offences in January, 88 in February and 113 in March, compared to 93 in January 2009, 125 in February 2009, and 132 in March 2009. This is a drop of 15% compared to quarter 4 of 2008/09.



Since April 2009, there have been 1,473 criminal damage offences in contrast to 1,343 in the corresponding period last year, an increase of 130. As the chart below shows, this increase can partly be accounted by the historically low figures

in September and October 2008.

- 4.3 The increase in crime during the summer period has been attributed to: better weather, increased visitor numbers, and an increase in opportunist thefts of or from property which was on display or insecure (which may also be due to the impact of the recession). Events such as the vehicle crime day at Felixstowe, and work by SNTs to promote safety and security (such as the recent distribution of Neighbourhood Watch information in Aldeburgh, and better signage in car parks) are intended to reduce such opportunistic thefts.
- 4.4 Suffolk Coastal has an annual crime rate of 5.79 crimes per 1,000 head of the population compared with a family group average of 6.00. There are 15 authorities in Suffolk Coastal's family group.

National Indicator	Description	Oct	Nov	Dec	Quarter 4 2009/10 Total	Quarter 3 2009/10 Total	Crime rate Nov 2009	Family Group Average (Position) Nov 2009 A lower number indicates positive performance
NI 16	Domestic burglaries	17	12	18	61	47	1.10 per 1,000 households	1.20 (1 <sup>st</sup> )
NI 20	Violence against Person	95	89	73	254	257	2.02 per 1,000 population	2.54(6 <sup>th</sup> )
NI 16	Robberies	1	2	0	2	3	0.02 per 1,000 population	0.052(6 <sup>th</sup> )
NI 16	Vehicle crime	53	42	53	175	148	1.39 per 1,000 population	1.28 (6 <sup>th</sup> )

- 4.5 The following events have been held during this quarter to address areas of concern such as vehicle crime and criminal damage (which is often alcohol-related):

- **Training for Licensees**  
Conflict Management Training held in February and March for licensees in Leiston, Saxmundham and Felixstowe. Police and CSP held drugs training session for licensees in Saxmundham and Leiston in February.
- **Vehicle Crime Day 18<sup>th</sup> March in Felixstowe**  
Partner organisations were involved in this event to tackle theft from cars in car parks. Two venues were visited: Solar and Morrison's supermarkets. Spotter forms were completed to highlight vulnerable vehicles, and advice was offered on keeping cars locked and valuables out of sight.
- **Cannabis Campaign**  
County-wide project which began in February and will continue until the end of April. There is a media campaign with three key messages 1) Cannabis and the health consequences. 2) Cannabis and your career/job prospects. 3) Cannabis factories and how to detect and report them.
- **Rock Barracks Health day**  
Raising awareness of alcohol-related crime and its implications. A survey was also carried out to determine drinking trends and to find out where army personnel drink.

## 5. STRENGTHENING THE ECONOMY

### 5.1 Holiday Guide

The Suffolk Coastal 2010 Holiday Guide has been printed (60,000 copies). Distribution has begun through various channels including Tourist Information Centres nationwide and in response to individual requests from prospective holiday makers wishing to consider Suffolk Coastal as their holiday destination. By end of March 2010, approximately 40,000 copies of the guide had been requested. The most recent figures suggest that tourism generates £260m worth of business in the district. Tourism remains a key element of the Suffolk Coastal economic activity with approximately 1 in 10 jobs in tourism related industries.

### 5.2 Economic Development Support Fund

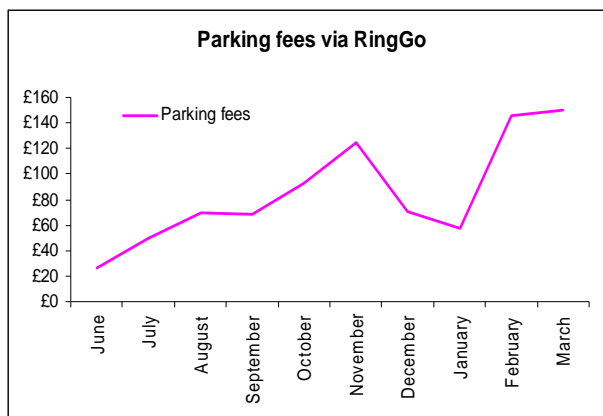
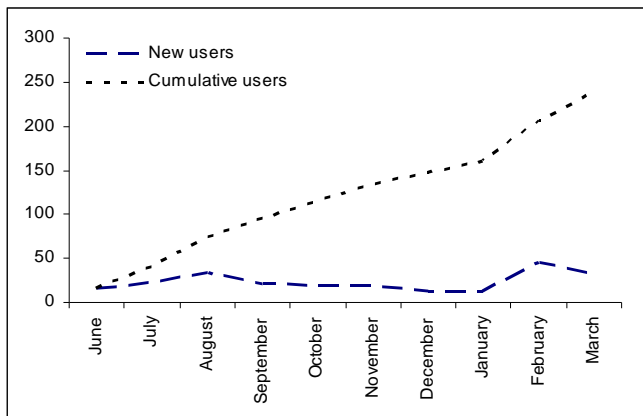
Businesses, community groups and town and parish councils are urged to apply for a grant from Suffolk Coastal's Economic Development Support Fund (EDSF) to kick-start projects promoting growth and the district's economy. The EDSF is part of Suffolk Coastal's two-year programme to promote economic vitality in the district. The funding comes from the Local Authority Business Growth Incentive (LABGI) scheme, which gives money to local authorities based on the amount they have collected from business rates. Funding rounds will be held quarterly up to March 2011 or until the £150,000 available has been allocated. In Q4, one application was received. £40,589.57 has been granted since the EDSF was launched.

### 5.3 Seafront gardens

Lanarca has been awarded the Lead Consultant contract for the restoration project of the Seafront Gardens in Felixstowe. Davis Langdon has been appointed as the Cost Consultant for the project. Surveys have commenced in the Gardens. Comments and opinions on the Gardens can be emailed to [seafrontgardens@lanarca.co.uk](mailto:seafrontgardens@lanarca.co.uk). People can also complete on-line GreenSTAT questionnaires at [www.greenstat.org.uk](http://www.greenstat.org.uk) - select East of England/ Suffolk/ Friends of Felixstowe Seafront Gardens. The Friends have a new chair and information on the activities of this group can be obtained from Julie Smith (chair) on [julie\\_235@hotmail.co.uk](mailto:julie_235@hotmail.co.uk)

### 5.4 RingGo

The use of RingGo continued to grow with 239 registered users by end March 2010 and a total of £854 of car park charges paid by phone instead of coin since the system was introduced. Following the successful pilot, the system was rolled out in Felixstowe on 28<sup>th</sup> January.



### 5.5 Planning

The Economic Development Team has been involved with consultation responses for 6 planning applications in the district.

### 5.6 Business Development

The Economic Development Team has responded to planning consultations on projects which have:

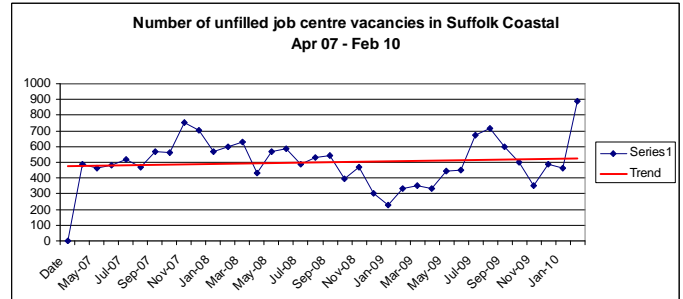
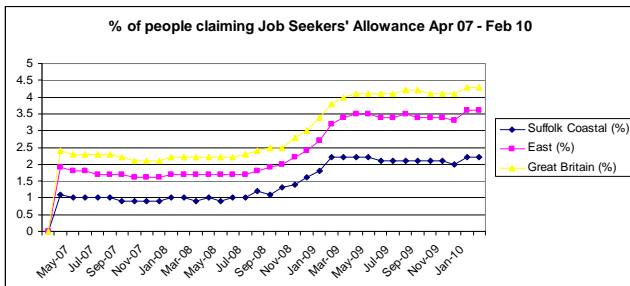
- created 64 jobs,
- safeguarded 6 jobs, and
- brought in £3,282,668 of financial investment.

(Jobs values are based upon ASHE figures for annual earnings at £29,582 per job)

Such responses have contributed to Business Development investment worth £5,353,408 in the district between April 2009 and March 2010 (Compared to August 2008 to March 2009 figures of £855,000, the only comparable figures).

## 5.7 Unemployment

The percentage of the population claiming Job Seekers Allowance remains below national and regional figures. The general rise in claimants since November was lower in Suffolk Coastal than the general trend. The number of unfilled vacancies has increased sharply in quarter 4, and is now higher than at any point in the previous two years.



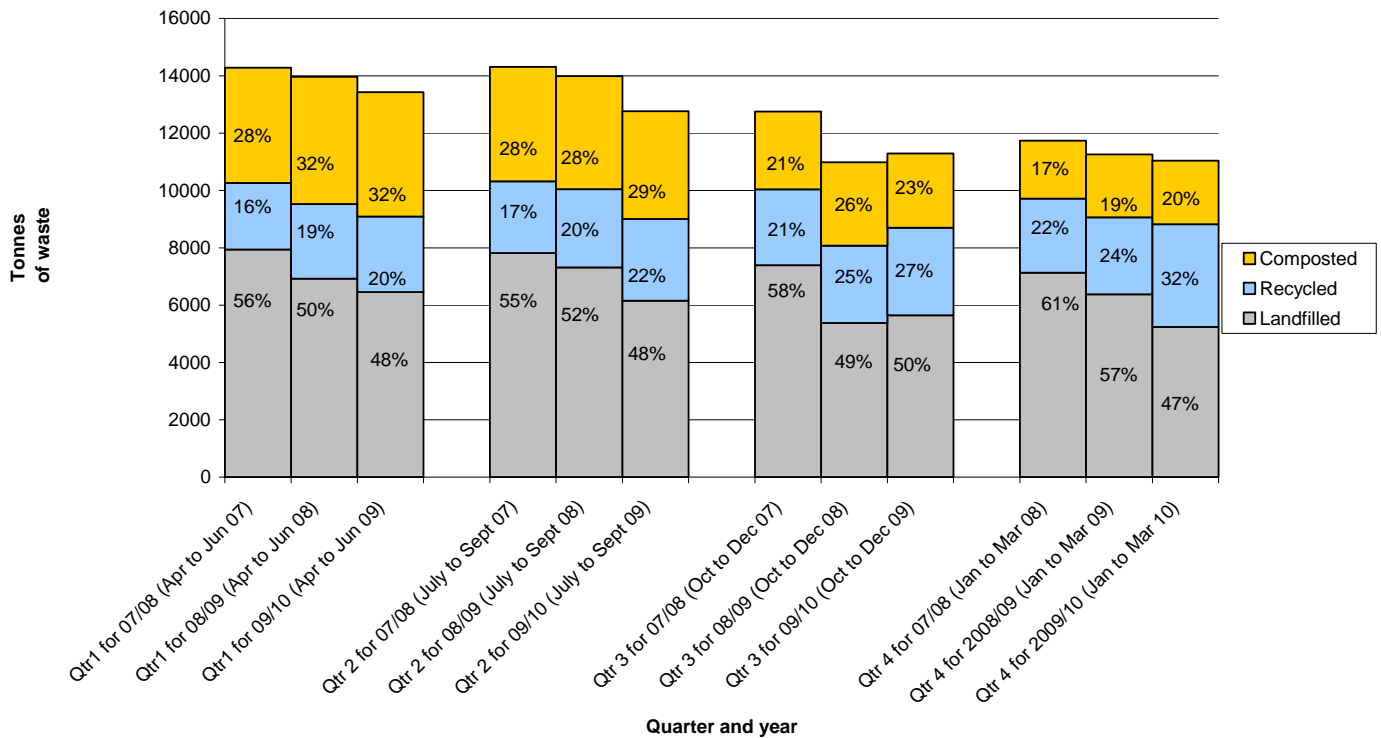
Information-sharing and partnership working with key agencies such as JobCentre Plus and Business Link continues, in order to mitigate effects of the recession by making sure individuals and businesses are aware of the advice and financial support available to them if needed, such as help with Council Tax or business rates.

Further data on the impact of the economic downturn is contained in Appendix 4.

## 6. IMPROVED WASTE MANAGEMENT

- 6.1 In March 2010 the remaining 4,900 domestic properties, plus additional businesses joined the combined waste and recycling scheme. This brought the total number of households on the combined recycling and waste collection service to 57,511 and means all of the households in the District have access to this service.
- 6.2 Despite the severe weather conditions, the planned January 2010 service promotion and information roadshows were held, and attended by members of the public, as a lead up to this final tranche of households joining the scheme.
- 6.3 In quarter 4, overall 52.6% of domestic waste collected was recycled or composted. The seasonal impact affecting amounts of garden waste to be composted is reflected in this quarter's performance figure. The cumulative amount of domestic waste collected that was recycled or composted after 12 months is 51.8%, and means the 2009/10 annual target of 51% has been met.

Graph showing year on year quarterly performance



## 7. COAST AND ESTUARY MANAGEMENT

### 7.1 South Felixstowe Groyne Replacement Scheme

Some remedial work that was agreed following a joint inspection with the Environment Agency (EA) is now planned for April 2010.

### 7.2 Central Felixstowe Coastal Defence Strategy

The Project Appraisal Report (PAR), presenting the business case for improvements to the coastal defences between the War Memorial and Jacob's Ladder (known as Central Felixstowe), was submitted to the Environment Agency in December 2009 with a request for grant-in-aid to cover the Council's costs in undertaking the works.

The EA's National Review Group (NRG) has examined the PAR and is expected to recommend approval of its proposals in April 2010. This should result in an offer of grant-in-aid to cover the costs of implementing the scheme during 2011/12. There are a number of additional steps to be undertaken during 2010/11 in respect of the design and approvals process before works can be undertaken in 2011/12. Grant-in-aid of £245,000 will be available in 2010/11 to cover the cost of this preparatory work.

### 7.3 Dunwich Demonstration Project

Photographic and topographic surveys continue to be taken on a monthly basis to monitor the need for the proposed repair works and to record changes in the beach condition and its profile. The third annual report on the performance of the scheme was submitted to the EA's Research & Development team in March 2010.

### 7.4 Shoreline Management Plan (SMP) Review

The draft Final Shoreline Management Plan, was completed in January 2010, and posted on the project website.

Cabinet approved the draft at its meeting on 2 February 2010, subject to the agreement of Waveney DC and the EA.

The SMP2 website ([www.suffolksmp2.org.uk](http://www.suffolksmp2.org.uk)) hosts full details of the draft SMP.

**7.5 Repairs and Maintenance of Coastal Defence Assets**

Works in Felixstowe have been undertaken on the deteriorating groynes at Central Beach, on the promenade and seawall/wave return wall at the Dip, and at Brackenbury on the promenade and seawall. Also at Brackenbury, the cliff above the promenade has been stabilised with retaining walls, and supports to the end of groyne markers, where they have failed, are being replaced.

At Aldeburgh the handrails on the sea wall had some temporary repairs to keep them safe prior to replacement in the next financial year.

**7.6 Monitoring of Coastal Defence Assets**

Following consultation with the EA and other key stakeholders, work on the production of a Coastal Monitoring Strategy for Council's defence assets was completed.

**8. GREEN POLICIES**

- 8.1 Suffolk Coastal facilitated a Greenprint Forum meeting which was attended by 19 individuals on 25 January 2010. The meeting shared some insights from Tastes of Anglia Ltd, local successes and challenges, and prepared the work programme for the coming year.
- 8.2 Reusable cups have been placed in the main meeting rooms in line with policy to cut down the use of single use plastic items with estimated savings of up to £400 a year.
- 8.3 22 members of staff trialled the Energy Saving Trust Smarter Driver Training program learning driving techniques to reduce fuel consumption (such as keep your windows closed in summer and use air conditioning, switch off the engine where delays at traffic lights or on roads are likely, change gears up as early as possible and down at the last moment.) Estimated savings of just over 4 tonnes of carbon dioxide are being made. Feedback from one staff member was "I found the lesson very useful. I am certainly a lot more aware and conscious of my driving now."
- 8.4 Landguard Partnership have now had the air source heat pump system for Landguard Bungalow installed. This is instead of an oil heating system, so reducing our reliance on fossil fuels as well as being more aesthetically pleasing than an oil tank on the sensitive site.
- 8.5 A further 24 business audits were carried out between January and March with total energy spend of £287,684 and total carbon footprint of 1,208 tonnes. This is included in the potential cumulative total of annual savings of over £69,755 and 351 tonnes of carbon dioxide emissions with an additional potential saving of 370 tonnes of carbon dioxide equivalent from diverting waste from landfill. Further information and case studies available on <http://www.suffolkcoastal.gov.uk/yourbusiness/energyadvice/default.htm>.
- 8.6 The pilot Greener Homes project was completed at the end of March resulting in energy efficiency improvements to over 500 homes and the granting of 9 renewable energy loans. The two pilot authorities were Suffolk Coastal DC and St Edmundsbury BC. Full analysis of the measures installed and predicted energy savings is still being evaluated. The success of the pilot has led to funding of £156K being confirmed by Go-East for the roll out of the project to the rest of Suffolk in 2010/11.
- 8.7 The first phase of the Suffolk-wide Heatseekers thermal imaging project was completed and we await phase two, which will involve contacting those households showing signs of high heat loss to advise them of the opportunity to insulate to reduce losses.

## 9. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

### 9.1 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.

### 9.2 Planning Services

The quarter started with 359 applications on hand, 368 applications were determined in the quarter. 27 applications have been withdrawn, 434 applications have been received during this time, resulting in 398 applications being on hand at the end of the quarter.

% of large scale major developments determined within 13 weeks 100% of 2 applications  
 % of small scale major developments determined in 13 weeks 66.67% of 8 applications  
 % of minor applications determined in 8 weeks 73.03% of 89 applications  
 % of other applications determined within 8 weeks 80.07% of 271 applications

Type of application determined	Volume (%)
Additions to existing dwellings (e.g. extensions)	200 (54)
New dwellings	38 (10)
Miscellaneous	64 (18)
Listed building consent	45 (12)
Retail or industrial	13 (4)
Changes of use	8 (2)

Although more applications have been received this quarter, a majority of the applications relate to householder and other minor types of applications continuing to reflect the economic downturn.

During the quarter 55 enforcement cases were received with 63 cases being determined or closed (240 cases are on hand) which is commendable considering the Principal Enforcement Officer post remained unfilled. This post has now been combined with that of the Principal Planner (Minor applications) and an Assistant Enforcement Officer has been appointed (Jim Selby commenced work in March 2010). Jim will be taking over the enforcement cases previously dealt with by Derek Jarman who now works 2 days per week in the Development Control Admin Section.

6 appeals have been lodged this quarter, 10 appeals have been determined all of which have been dismissed including 4 Enforcement Notice appeals at Hill Farm, Clopton.

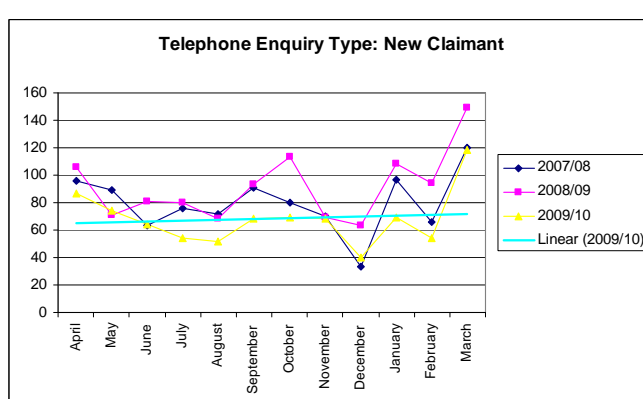
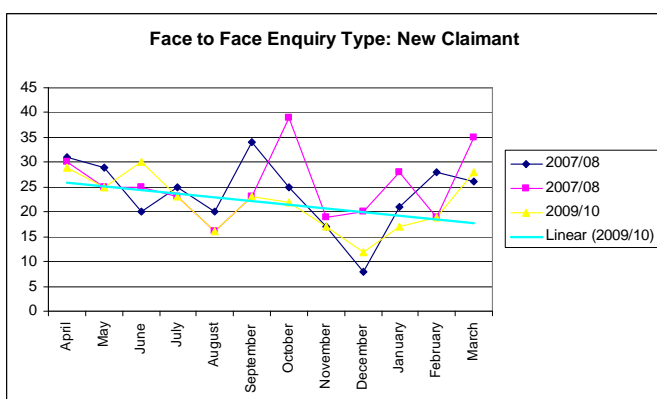
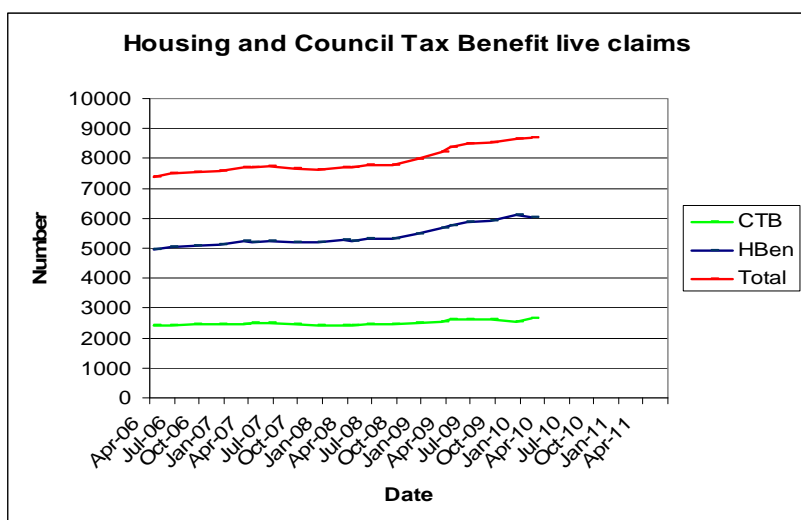
Fees received for the quarter were £129,079 compared with £118,393 for the previous quarter and £117,095 for the same quarter last year.

Performance levels this quarter are similar to the last quarter which is encouraging bearing in mind that one officer has left and the post remains vacant, one officer is seconded to the Planning Policy Team, and the Development Control Manager has been dealing, exclusively, with the Adastral Park revised planning application.

### 9.3 Housing Benefits, Council Tax and NNDR

The quarterly figures for the processing of benefits are now reported under one new single National Indicator in the Single Housing Benefit Extract (SHBE) monthly data sent to the Department of Work and Pensions (DWP).

The Team have continued to process new claims and changes of circumstance within the 9 days target despite a 4.75% increase in caseload since March 2009. 3.94 days has been achieved for Quarter 4 and 5.99 days achieved for 2009/10 overall. Compared to the same time in 2008/09, there has been an increase of 0.25% increase in new claims received; and for change events an increase of 29.99%. New claims have levelled off, but there has been an increase in change events for customers.



The collection rate for council tax compares favourably with previous years. The collection rate in quarter 3 was slightly down on the same quarter last year, although still above the target despite the difficult economic situation. Performance in quarter 4 has been strong, meeting the performance of the last two years and achieving the target for 2009/10 even though the economic climate continues to be challenging.

	Tax Collected by end of Quarter 4 2008/09 (%)	Tax Collected by end of Quarter 4 2009/10 (%)	Target Quarter 4 2009/10 (%)
Council Tax	98.4%	<b>98.4%</b>	98.4%
NNDR	99.40%	<b>98.60%</b>	99.3%

The NNDR collection rate for the financial year ending 31 March 2010 was 98.6% compared to 99.4% at the same stage last year, and against a target of 99.3%. Taking the amount subject to write off into consideration the projected collection rate would have been around 99.2%.

There were 123 NNDR accounts where the ratepayers had applied to defer 3% of any increase in their rates bill from 2009/10 to 2010/11 & 2011/12, the amount actually deferred being £386,008.13 or 1% of the total due. Of the remaining NNDR accounts, 98.6% had been collected by the end of the quarter against a target of 99.3%.

There are 5 rate accounts where the company has gone into administration and the amounts are such that they must go through the Cabinet decision making process. These 5 cases amount to £219,754.41. Some further cases have already been submitted for "write off" totalling £26,951.18 which were too late to be included in the 2009/10 end of year figures.

Collections being made by the bailiffs have improved slightly. One or two problems have also been encountered with owners of large empty properties.

#### 9.4 **Sickness Absence**

Sickness absence rates for quarter 4 were 1.65 days per full time equivalent. This is down from the previous quarter when a rate of 2.09 days per full time equivalent was recorded, as the number of viruses and other seasonal complaints has declined. Although this is higher than the same quarter last year (1.20), it still represents good performance. The figure for the same quarter in 2007-08 was 2.36.

#### 9.5 **Health & Safety**

The SCDC Joint Health and Safety Committee met on the 24 March 2010. Agenda items included consideration of incident reports, work-related road risk, customer alert list, DSE assessments and risk assessment exchange of information.

The Council's policies and programmes were recognised by the presentation of a silver award following an application to the *Healthy Ambitions Suffolk Business Award Scheme*. The application was assessed on evidence provided under the following criteria:

- corporate sign up
- mental health and stress management
- musculoskeletal disorders
- tobacco and smoking cessation
- alcohol and other substance abuse
- physical activity and
- healthy eating.

The award is valid for two years. The assessors' feedback on the application will be used to review existing policies and procedures where appropriate.

Liaison with SCS Ltd was undertaken to consider the Health and Safety Executive's recently launched guidance *Health and safety management of waste and recycling of waste and recycling services – the role of local authorities and clients*. The guidance has been used as a basis to jointly assess and provide evidence of whether there are the satisfactory arrangements in place for the range of waste management services provided by SCS Ltd. on behalf of SCDC.

In accordance with good practice and to inform members, information on enforcement action taken by the Health and Safety Executive (HSE) is being included in this report. No enforcement actions, e.g. notices/prosecutions etc., were taken by the HSE against the Council or partner organisations during this quarter.

The Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) prescribe incidents that are reportable. Explanations of the main categories of incident that are reportable are provided in Appendix 1. There were three recorded incidents in Suffolk Coastal District Council involving:

- an employee whose car was hit from behind by another driver
- an employee who slipped over
- an employee who cut their hand.

These incidents did not cause severe injuries and did not require reporting under RIDDOR.

SCDC's LPI4 (No. of FTE days lost due to incidents at work) = nil

A partner organisation reported two RIDDOR incidents. One of these involved a member of the public who slipped on some steps and another involving a fall from some soft play equipment.

## 9.6 Customer complaints & compliments

The 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 each organisation.

Organisation	Complaints
Suffolk Coastal	30
SCS	42
DC Leisure	26
NPS	0
Openwide	4

NB We have previously reported that the discrepancies in the way different organisations record and report complaints has meant that the figures have not been directly comparable. After reviewing our use of the data around complaints it was decided that in order to identify any weaknesses and make improvements it is more useful to focus on the performance for dealing with complaints and not on the actual numbers of complaints received. The numbers received can depend on a variety of elements.

Members will also note an increase in compliments, which is partly because recorded has improved.

Organisation	Compliments
Suffolk Coastal	45
SCS	35
DC Leisure	18
NPS	0
Openwide	3

The quarterly report now includes a summary of customer feedback for the quarter from GovMetric. Levels of satisfaction are recorded for a range of services, and across three access channels: face to face, telephone and the web. The table below shows a breakdown of this information (including the number of responses). Charts are available as part of Appendix 1.

Service	Good	Average	Poor
Benefits	88% (28)	3% (1)	9% (3)
Council Tax	58% (18)	10% (3)	32% (10)
Environmental Services	51% (24)	11% (5)	38% (18)
Housing	58% (25)	19% (8)	23% (10)
Licensing	78% (7)	11% (1)	11% (1)
Planning & Building Control	55% (50)	4% (4)	37% (41)
Roads & Transport	43% (6)	14% (2)	43% (6)
Waste & Recycling	76% (60)	6% (5)	18% (14)
Other Services	66% (188)	10% (29)	24% (67)

## 9.7 Leisure Usage

From April 1st 2009 Suffolk Coastal's swimming pools offered free swimming to the over 60's as part of the Department of Culture, Media and Sport's drive to increase the number of active older people across the nation.

During the first three quarters of 2009/10 the Free Swimming for over 60's attracted more than 32,200 swimmers across the 3 sites. The final quarter figures for free swimming were 10,062, which is the 3<sup>rd</sup> highest quarter of the year, bringing the total annual figure to 43,306. Complete national statistics for the full year are not yet available, however initial indications are that Suffolk Coastal has attracted the 2<sup>nd</sup> highest participation figures for over 60's free swimming in the East of England, with only Tendring in Essex higher. Suffolk Coastal was ranked 33<sup>rd</sup> out of 253 participating local authorities in England after the first 9 months of the programme. The scheme is run at no cost to Suffolk Coastal.

Recent Display Energy Certificate ratings have improved across all 4 sites from the previous year. Deben Pool appears to have benefitted from the installation of new boilers in the summer, with a revised rating of 69, down from 76 in 2008. Felixstowe Leisure Centre has dropped from 69 in 2008 to 43 in 2009 due to improved energy efficiency measures across the site. Leiston Leisure Centre's recent Display Energy Certificate shows the centre

to be operating at an energy efficiency rating of 'B', with the average rating from similar buildings being a band 'D'.

Compared to the same quarter in 2008/09, the overall attendance across the contract is down from 168,694 to 158,446, a drop of 10,248 attendances or 6.1%. The full year attendance figure for 2009/10 is 631,046 compared to 643,017 in 2008/09, a drop of 11,971 or 1.86% overall. It is likely that this is due to the impact of the economic recession, site closure at Deben Pool for boiler replacement and an uncharacteristically cold snap during December and January, when historically leisure facilities are normally busy with clients committed to adhering to their New Year's resolutions. 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.

The recent Display Energy Certificate for The Spa has shown an improved rating of 50 compared with the previous assessment of 51 in 2008. Whilst a marginal improvement, this demonstrates that facility operators are endeavouring to work more energy efficiently.

Theatre attendees were down 36% for the quarter with 6,083 tickets compared to 9,480 for the same period last year.

The main reasons for this significant change in numbers are: the poor weather experienced during the quarter, the number of shows and only having 2 pantomimes during the quarter. During the same quarter in 2009 the Theatre had 10 shows including 5 performances of Dick Whittington from the Dennis Lowe Theatre Company (DLTC), 4 performances of Peter Pan by FMT and 1 other professional show. In 2010 there were 4 performances of Jack & the Beanstalk from DLTC and 3 other professional shows. Pantomimes always bring in big crowds, but are not always easy to attract.

Booking a show for January 2010 proved to be extremely difficult for Openwide Coastal Limited, with most companies not touring until late February or early March. The bad weather conditions didn't support ticket sales, and resulted in the restaurant being closed for almost 2 weeks due to the extreme temperatures. Poor ticket sales, possibly due to the bad weather, meant that one show had to be postponed and rescheduled for July, which hasn't helped increase visitor numbers.

Ticket sales for the year are 42,271 for 2009/10 compared to 45,841 for 2008/09, which is a difference of 3,570 (-7.8%).

Staff at The Spa Theatre have been building new databases over the past few weeks and forging new relationships with local businesses in order to try and bring more people into the town, and more specifically to the theatre. They have been researching, updating and contacting specific groups for specific types of shows. New links have also been forged with the local pubs in Felixstowe for them to promote comedians and tribute bands which initially appear to be working quite well.

## 9.8 Local Area Agreement and Community Strategy

During 2009/10 LSP partners implemented the second year of the 3 year delivery plan (2008/11) which sets out how the partnership will address its key outcomes in the medium term.

Performance Reward Grant for Suffolk was made available to the LSP to help support delivery of the Sustainable Community Strategy Priorities and Local Area Agreement (2) Targets. Appendix 3 shows a summary of Q4 outcomes for a range of the match funded projects and initiatives being delivered.

## 9.9 Member Briefings

The following Member Briefings were held in this quarter:

- "How Well Do You Know Your Ward?" on 20 January 2010. 18 Members attended, including 1 County Member. The purpose of the briefing was to provide a comprehensive profile of Suffolk Coastal wards. Members received detailed results from the Place Survey showing what residents in their ward think about our services and their neighbourhood. In addition, other data about ward population, diversity and employment was presented. Feedback was very positive and attendees found the information interesting.
- "NHS Suffolk" on 15 February 2010. 27 Members attended and the Chairman and Chief Executive of NHS Suffolk attended to informally discuss health issues.

- “New Nuclear Build Programme for Sizewell” – 23 February 2010. 20 SCDC Members attended, along with representatives from Suffolk County Council, Leiston Town Council and the Sizewell Parish Liaison Group. EDF Energy provided an update on the new nuclear build programme for Sizewell.

Work is currently underway to put together a varied and interesting programme for 2010.

## **10. FINANCIAL PERFORMANCE**

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

## **11. RISK MANAGEMENT**

Corporate Risk Management Group (CRMG) met on 1<sup>st</sup> April 2010. The results of the Staff Cultural Survey relating to risk management were reviewed. Although broadly positive, it was felt that the level of staff uncertainty around the Local Government Review / Shared Services may have impacted upon the results.

The financial risks were reviewed and amended following the success in setting a balanced budget for the coming year. The immediate financial risk has declined, and the risks to the Council in the medium term were felt to be sufficiently manageable for the probability to be reduced.

Following the successful integration of risk management into Suffolk Coastal operations in recent years, and building on positive assessments of our risk management approach, CRMG will review how the Risk Register is managed. The next CRMG will begin to develop the register into a more fluid and dynamic tool by focusing on the key risks that need to be actively managed.

Staff involved in risk management at Suffolk Coastal and Waveney are developing closer working through sharing information and good practice and attending events on behalf of both teams.

A copy of the Corporate Risk Register can be found at Appendix 5.

## **12. RECOMMENDATION**




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 national indicators (NIs) or local performance indicators (LPIs).

Each Performance Indicator is classified according to its performance against the local target:

Symbol	Description	Local assessment
	Good	Performing at, or above target
	Fair	Performing below target (up to 15% lower)
	Poor	Performing more than 15% below target

Reference	Indicator	4th Quarter			End of Year figure
		Actual	Target	Performance	
<b>COMMUNITY WELL BEING</b>					
NI 16	Domestic burglaries per 1,000 households	1.11	No target		0.92
NI 16	Vehicle crimes per 1,000 population	1.39	No target		1.17
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	158,446	179,742		631,046
<b>ENVIRONMENT</b>					
NI 157	% large scale major applications determined within 13 weeks	100%	70%		64.17%
NI 157	% small scale major applications determined within 13 weeks	66.67%	70%		58.34%
NI 157	% of minor applications determined within 8 weeks	73.03%	70%		73.57%
NI 157	% of other applications determined within 8 weeks	80.07%	80%		83.59%
NI 191	Kg of residual household waste collected per head*	42.1kg	53.3kg	n/a	187.91kg
NI 192	Total tonnage of household waste arisings - % recycled and composted*	52.6%	51%		51.8%
<b>FISCAL AND DEMOCRATIC</b>					
LPI 20	% of Council Tax collected	98.4%	98.4%		98.4%
LPI 21	% of business rates which should have been received during the year that were received	98.6%	99.3%		98.6%
LPI 4	Average days lost through incidents at work	0	0		0.00
LPI 22	The number of working days or shifts lost due to sickness absence per FTE employee	1.65 Days	Target not set	Not applicable	5.70
<b>HOUSING</b>					
NI 156	Number of households in temporary accommodation (B&B and Hostel)	0	Target not available	Not applicable	Not applicable**
NI 181	Speed of processing: average time for processing new claims and changes	3.94	9 days		5.99

\* NI 191 measures the reduction in residual waste collection. This complements NI 192 as we are showing the total waste recycled & composted, and the total residual waste.

\*\* NI 156 is an indicator which provides a snapshot of the number of people in temporary accommodation. It is therefore not possible to aggregate this indicator to provide a year to date figure.

RIDDOR incidents 1st January 2010 – 31st March 2010										
	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	0	0	0	0	0	0
NPS Property Consultants Ltd	0	0	0	0	0	0	0	0	0	0
Openwide	0	0	0	0	0	0	0	0	0	0
SCS Ltd	0	0	0	0	1	0	0	0	0	0
X = no figures supplied.										

**RIDDOR**

**term**

**Explanation of term**

Deaths Accidents connected with work where the employee, or self-employed person working on the premises, or a member of the public is killed.

Accidents connected with work where an employee, or self-employed person working on the premises sustains a major injury, or a member of the public suffers an injury and is taken to hospital from the site of the accident. Reportable major injuries include:

- fracture, other than to fingers, thumbs and toes;
- amputation;
- dislocation of the shoulder, hip, knee or spine;
- loss of sight (temporary or permanent);
- chemical or hot metal burn to the eye or any penetrating injury to the eye;
- injury resulting from an electric shock or electrical burn leading to unconsciousness, or requiring resuscitation or admittance to hospital for more than 24 hours;
- any other injury: leading to hypothermia, heat-induced illness or unconsciousness; or requiring resuscitation; or requiring admittance to hospital for more than 24 hours;
- unconsciousness caused by asphyxia or exposure to harmful substance or biological agent.

Major injuries

Accidents connected with work (including an act of physical violence) where an employee, or a self-employed person working on premises, suffers an over three day injury. An over three day injury is one which is not "major" but results in the injured person being away from work or unable to do their full range of their normal duties for more than three days.

Over three day injuries

Diseases Diseases specified in RIDDOR where a doctor notifies the employer that an employee is suffering from a reportable work-related disease

Diseases

Dangerous For further information on these terms and information on RIDDOR see:

occurrences <http://www.hse.gov.uk/riddor/guidance.htm>

**CUSTOMER SATISFACTION STATISTICS – QUARTER 4 2009/10**

This report is based on the responses of customers put through to GovMetric.

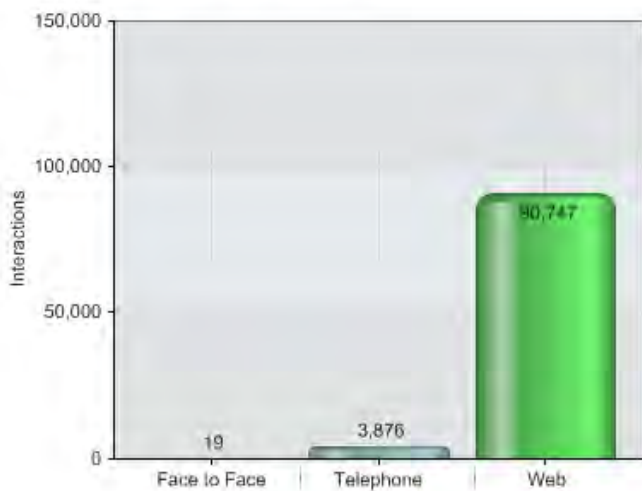
**Channel Summary**

<b>Face to Face</b>	<b>Good</b>	😊
<b>Telephone</b>	<b>Good</b>	😊
<b>Web</b>	<b>Average</b>	😐

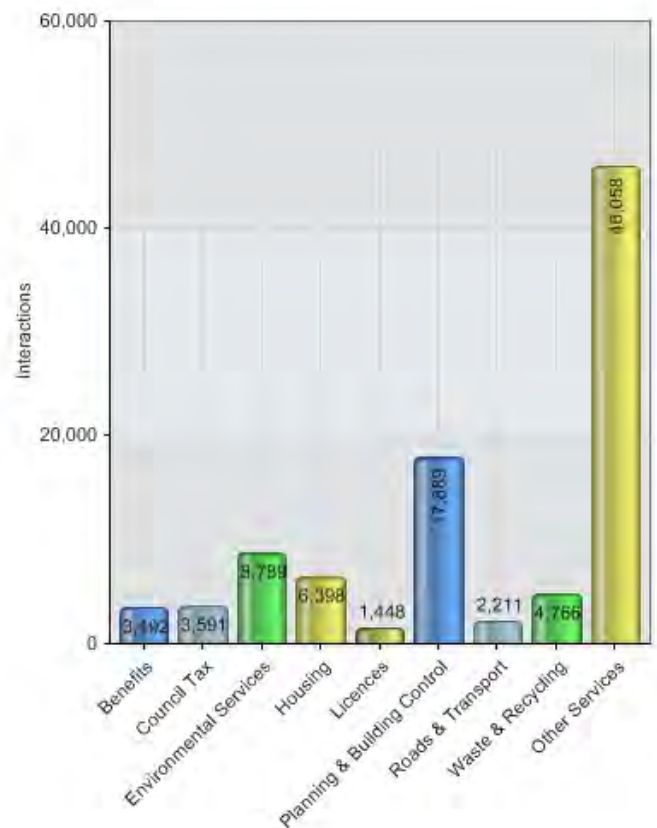
**Service Summary**

<b>Benefits</b>	<b>Good</b>	😊
<b>Council Tax</b>	<b>Average</b>	😐
<b>Environmental Services</b>	<b>Average</b>	😐
<b>Housing</b>	<b>Average</b>	😐
<b>Licences</b>	<b>Good</b>	😊
<b>Planning &amp; Building Control</b>	<b>Average</b>	😐
<b>Roads &amp; Transport</b>	<b>Average</b>	😐
<b>Waste &amp; Recycling</b>	<b>Good</b>	😊
<b>Other Services</b>	<b>Good</b>	😊

**Interaction Volume by Channel**



**Interaction Volume by Service**



**BUDGET MONITORING REPORT 2009/10****APPENDIX 2****January 2010 – March 2010****1. Revenue Spending Plans**

The revised estimate was reported to Cabinet on the 5<sup>th</sup> January 2010 and mentioned in the Council Tax Setting report on the 25<sup>th</sup> February 2010

Although the economic climate is starting to show signs of improvement, there continues to be an impact particularly on Council income. The table below shows the probable position (pending any month 12 adjustments) for certain income streams at the end of March 2010.

		<b>Budget</b>	<b>Actual</b>
		£000	£000
Car Parks	Parking	1,205	1,104
	Season tickets	46	42
	Excess parking fees	233	174
Planning Fees	Application fees	638	528
Building Control	Fees	456	434
SCS	SCDC share of operating surplus	100	135
Port Health	Inspection fees	3,067	3,104
Land Charges	Search fees	251	258

These trends will continue to be monitored during 2010/11.

A full report on the revenue outturn and major variances will be presented to Cabinet on 22<sup>nd</sup> June.

**2. Treasury Management****Interest Rates**

As the Bank of England Monetary Policy Committee have maintained the base rate at an unprecedented 0.5% since 5<sup>th</sup> March 2009 current investment returns are still averaging under 1%.

**Cash, Borrowing and Investments**

The Council did not enter into any external borrowing during 2009-10 and therefore continues to be debt free.

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 amount of times that the balance exceeded £250,000 credit is partly due to the Council offices being closed on 24<sup>th</sup> and 31<sup>st</sup> Dec (this accounted for 8 of the 10 days shown below).

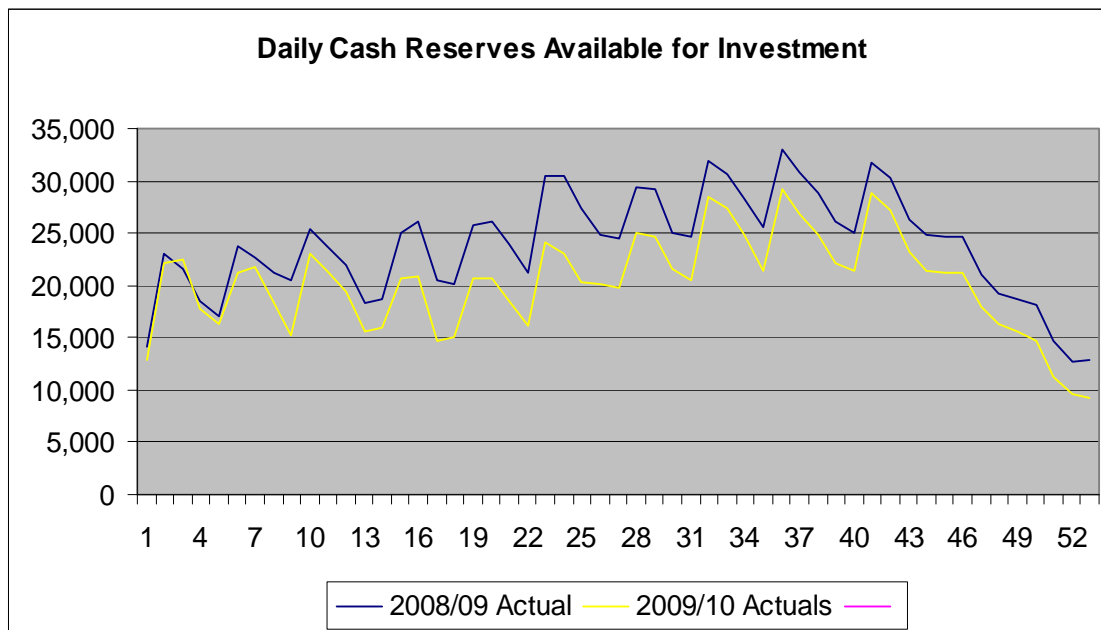
Cleared Bank Balance Range	DR/CR	Number of Days		
		2007/08	2008/09	2009/10
Greater than £250,000	DR	7	4	2
Between £100,000 and £250,000	DR	2	7	1
Between £25,000 and £99,999	DR	6	5	6
Between £5,000 and £24,999	DR	5	7	37
Between Zero and £4,999	DR	107	98	103
Between Zero and £4,999	CR	91	98	68
Between £5,000 and £24,999	CR	101	120	111
Between £25,000 and £99,999	CR	10	15	20
Between £100,000 and £250,000	CR	4	7	7
Greater than £250,000	CR	33	4	10

### Prudential Indicators

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

### Cash Flow

The cash flow forecast below represents the daily cash reserves available for investment. Previous year actuals are shown for comparison. Because major elements of income and expenditure are received or paid to fairly standard pre-defined schedules the profiles tend to follow similar trends year on year.



### 3. Capital

Members were provided with full details of the Capital programme for 2009-10 and 2010-11 at the Cabinet meeting of the 5<sup>th</sup> January 2010. The following table summarises that information and compares it to the Capital programme approved by Cabinet in January 2009.

Theme	2009-10 Original £000 (net)	2009-10 Revised £000 (net)
Community Well Being	519	332
Economy	0	0
Housing	175	109
Natural and Built Environment	520	391
Fiscal and democratic Services		
ICT and E-Government	357	276
Corporate Activities	436	255
<b>Total Expenditure</b>	<b>2,007</b>	<b>1,363</b>
<b>Funded by:</b>		
Capital Receipts/Earmarked Reserves	2,007	1,363
Borrowing	0	0
		<b>1,363</b>

The gross capital spend was estimated to be £3.7m. Outturn for 2009-10 has not yet been finalised but it is expected to be approximately £3.5m.

#### Capital Receipts

Capital receipts for the year to date total £906,000.

## APPENDIX 3

## Suffolk Coastal Local Strategic Partnership PRG funding outcomes. (summary of full performance report)

Quarter 4 (1<sup>st</sup> January to 31<sup>st</sup> March) 2009/10.

Suffolk Coastal 2021 Priority: Climate Change and the Environment		
	Activity	Performance against key outcomes:
1	<p><b>C Change community action</b>  <u>Sustainable Community Strategy priority outcome:</u>            Reducing Energy Wastage and cutting carbon emissions.            Preparing for changes in the climate.  <u>Related LAA Target:</u>            NI188 – Adaptation to Climate Change.            NI186 – Reducing per capita carbon dioxide emissions.</p>	<p>3 Communities actively engaged with the need to tackle climate change:            Greener Fram <a href="http://www.greenerfram.co.uk">www.greenerfram.co.uk</a> .            Otley Green <a href="http://www.otleygreen.com">www.otleygreen.com</a>            Transition Woodbridge  <a href="http://www.transitionwoodbridge.org.uk">www.transitionwoodbridge.org.uk</a>            Bulk purchase of energy efficiency measures            Greener Fram has had 17 solar hot water installations and 62 insulation installations from bulk buy.            Otley Green 52 orders (out of 250 houses) for DIY insulation products.</p>
2	<p><b>Deben Estuary Partnership</b>  <u>Sustainable Community Strategy priority outcome:</u>            Ensure communities are inclusive and raise the quality of life for Suffolk Coastal residents.            Preparation for climate change.  <u>Related LAA Target:</u>            NI 188 Planning to adapt to climate change.            NI 4 % people who feel they can influence decisions locally.</p>	<p>2 sites on the Deben have been chosen for saltmarsh restoration as an adaptive measure to climate change.            A wildlife audit has been started by the Land Management group with FWAG to identify losses and gains behind and in front of the defences in a surge event.            Data/access group have started work on ground truthing the state of sea walls and footpaths measured against the EA strategy chainage information.</p>
3	<p><b>Biodiversity in the community</b>  <u>Sustainable Community Strategy priority outcome:</u>            Safeguard, enhance and manage the distinctive high quality landscape and biodiversity of the district.            Ensure communities are inclusive and raise the quality of life for Suffolk Coastal residents.  <u>Related LAA Target:</u>            NI8 adult participation in sport and active recreation.            NI2 increasing the percentage of people who feel that they belong to their neighbourhood.            LT1 increased numbers of people volunteering.            LT5 helping people with mental health problems.</p>	<p>Suffolk Coastal community wildlife sites database launched 25 January 2010            17 parishes now involved including 3 new parish Wildlife action plans and 3 projects in each of the parishes of Yoxford, Kirton and Snape coordinated by The Green Light Trust  <a href="http://www.suffolk.gov.uk/Environment/Biodiversity/Projects">www.suffolk.gov.uk/Environment/Biodiversity/Projects</a></p>
4	<p><b>Aide and Ore Futures</b>  <u>Sustainable Community Strategy Priority outcome:</u>            Ensure communities are inclusive and raise the quality of life for Suffolk Coastal residents.            Preparation for climate change.  <u>Related LAA Target:</u>            to establish a policy framework (s) for the coastal zone of Suffolk.</p>	<p>More than 80 local people contributed a total of over 1000 hours of input through more than 20 individual Topic Area meetings including with the Suffolk Coast Futures Steering group.            2 community leaders conferences (109 and 101 attendees respectively)</p>
Suffolk Coastal 2021 priority: Strong, Supportive Communities		
	Activity	Performance against key outcomes
5	<p><b>Volunteer Suffolk Coastal</b>  <u>Sustainable Community Strategy priority outcome:</u>            Increase volunteering opportunities in Suffolk Coastal and promote volunteering for targeted parts of the sector  <u>Related LAA Target</u>            LT1 increased numbers of people volunteering....</p>	<p>Quantative evaluation has been gathered that shows the demographics of volunteers recruited.            90 volunteers recruited to date            Working with 66 groups to date</p>

6	<p><b>Developing the capacity of Voluntary and Community sector (VCS) organisations.</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Ensure the Voluntary and Community sector organisations in Coastal have the skills, governance and capacity to deliver services.                  Related LAA Target:                  NI 2 Percentage of people who feel they belong to their neighbourhoods</p>	<p>14 1:1 appointments/funding surgeries                  1 Networking event, 44 attendees with presentations from Big Lottery, Suffolk Foundation and Suffolk Climate Change Partnership                  1 information event, SCRNs represented at ICVS Destination Day, 100+ attendees                  1 funding workshop, 10 participants.                  £163,564 has been secured by groups in the period from December.                  Rural Coffee Caravan has been enabled to employ a development worker and a second who will result in extended services in rural isolated areas.</p>
7	<p><b>Community Led Planning</b>  <u>Sustainable Community Strategy Priority outcome</u>                  Ensure communities are inclusive and raise the quality of life for Suffolk Coastal residents                  Increased number of people benefiting from initiatives that develop neighbourliness and build communities, by reducing the effects of rural isolation.                  Related LAA target:                  NI2 % of people who feel they belong to their neighbourhood                  NI4 % of people who feel they can influence decisions in their locality</p>	<p>27 Parish Plan groups covering 33 communities have been contacted to identify where support is required to help deliver their action plans.                  A workshop with Parishes completing plans has been undertaken with information about formatting to allow partners to more quickly identify those areas requiring input.</p>
8	<p><b>Distraction burglary</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Ensure communities are inclusive and raise the quality of life for Suffolk Coastal residents                  Related LAA Target:                  LT 6 Progressively increase the number of older people reporting that they feel their home is a safe environment</p>	<p>30 memo cams in use across the East BCU policing area.                   One successful capture of an image of a perpetrator of a distraction burglary.</p>
<b>Suffolk Coastal 2021 priority: Economy and Skills</b>		
	Activity	Performance against key outcomes
9	<p><b>Collaboration between business, education and young people</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Better links between businesses, employers, education providers and young people to raise awareness of opportunities available and raise aspirations of young people                  Related LAA Target:                  NI 165 proportion of population qualified to at least L2                  NI 165 proportion of population qualified to at least L4</p>	<p>RE: NOCN Certificate in Skills Toward enabling Progression (Step Up).                  30 young people mentored by local companies                  15 young people achieving accreditation with an additional 39 registered in September 2009 for achievement by Easter 2010                   Audit tool for existing employer engagement across the Partnership and a rolling programme of how we might encourage more involvement by employers has been written and is awaiting sign off with the NICE Partnership.                   Work-related learning event Exercise Storm Surge event held. Target 100 students –Achieved</p>
10	<p><b>Integrated program of employability skills</b>  <u>Sustainable Community Strategy priority outcome:</u>                  The maximum number of individuals acquire employment skills                  Integrate basic skills provision with other agencies and services                  Related LAA Target:                  NI 19 % of 17 yrs old in education or training                  NI 163 proportion of population qualified to at least level 2 or higher</p>	<p>learners engaged across the county-119                  Suffolk Coastal area 30                   35 received accredited training (Level 1)                  2 clients entering employment with training                  1 learner supported into employment                  1 learner now employed as volunteer in Suffolk Coastal area having completed skills for jobs course</p>

11	<p><b>Expansion of the Heritage Coast Market Town Initiative</b>  <u>Sustainable Community Strategy priority outcome:</u>                  The maximum number of individuals acquire employability skills                  Explore, increase and improve access to routes out of poverty for adults                  Related LAA Target:                  NI 172 Percentage of small businesses showing employment growth                  LT4 Increase the percentage of employment in Suffolk's key sectors                  NI 163 Proportion of population qualified to L2 or higher</p>	<p>Extended to accommodate work in Orford and Wickham Market.</p> <p>Establishment of a website for the project, scheduled for full launch during April. to give a boost to the profile of the area and help considerably with collaboration, event planning and local supply chains.</p> <p>Programme of Briefings for Town Councillors and Clerks on the aims and objectives of the project, and opportunities for information sharing and collaboration</p>						
12	<p><b>Business needs analysis</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Evidence to support <i>cross cutting outcomes</i>                  Related LAA Target:                  Evidence to support <i>cross cutting outcomes</i></p>	<p>Outputs include up-to-date qualitative analysis of the needs of businesses in the area to provide a better understanding of the needs of businesses in Suffolk Coastal by key infrastructure partners.</p>						
<b>Suffolk Coastal 2021 priority: Healthier Lives for All</b>								
	Activity	Performance against key outcomes						
13	<p><b>Healthier homes – to address fuel poverty</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Agencies work more effectively together to ensure everyone has a decent home environment to live in.                  Related LAA Target:                  NI 121 Mortality rate from circulatory diseases                  LT 6: Progressively increase the number of older people reporting that they feel their home is a safe environment</p>	<p>Training workshop held with partner organisations.                  8 publicity events attended.                  Leaflet developed for use by Health and other professionals.                  302 clients contacted                  47 have been referred onto insulation schemes                  17 completed jobs to date.</p>						
14	<p><b>Healthier homes – proposal to overcome resistance to residents insulating their lofts</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Agencies work more effectively together to ensure everyone has a decent home environment to live in.                  Related LAA Target:                  NI 121 (Mortality rate from circulatory diseases)                  LT6 (older people who feel their home is a safe environment)                  NI 186 per capita reduction in CO2 emissions</p>	<p>Have assisted one client with loft clearance, now waiting for the Warm Front scheme to install the insulation and improve her heating.                  4 more active cases where investigations into loft clearance are taking place.</p>						
<b>Suffolk Coastal 2021 priority: Young People</b>								
	Activity	Performance against key outcomes						
15	<p><b>Young people – diversionary activities</b>  <u>Sustainable Community Strategy priority outcome:</u>                  Better access to leisure facilities for young people                  Provide a balanced activity programme for children and young people throughout the year                  Related LAA Target:                  NI 2 % of people who feel they belong to their neighbourhood                  NI 110 Young peoples participation in positive activities                  NI 56 Obesity in primary school age children</p>	<p>Quarter 4 Feedback                  Bands in the Bar                  Attendees 140                  Bands involved 11 x an average 3 members = 33</p> <p>Total contacts for activities throughout 2009 / 2010:</p> <table border="0"> <tr> <td></td> <td>Participants</td> <td>Throughput</td> </tr> <tr> <td>TOTALS</td> <td>7,730</td> <td>8,912</td> </tr> </table>		Participants	Throughput	TOTALS	7,730	8,912
	Participants	Throughput						
TOTALS	7,730	8,912						
16	<p><b>'Go with the flow' youth bus project</b>  <u>Sustainable Community Strategy priority outcome</u>                  Better access to leisure facilities for young people, especially in evenings                  Undertake joint work in specific hotspots to tackle issues of deprivation.                  LAA Target:                  NI 110 Young peoples participation in positive activities                  NI 2 % of people who feel they belong to their neighbourhood                  LT1 Increased number of people volunteering</p>	<p>Project is currently delivering to young people four nights a week.                  5 different localities visited since January                  The role of the bus is being developed and interviews for Project Manager scheduled for 1<sup>st</sup> April 2010.                  2 new youth workers have also been trained to Level 2 standard.</p>						

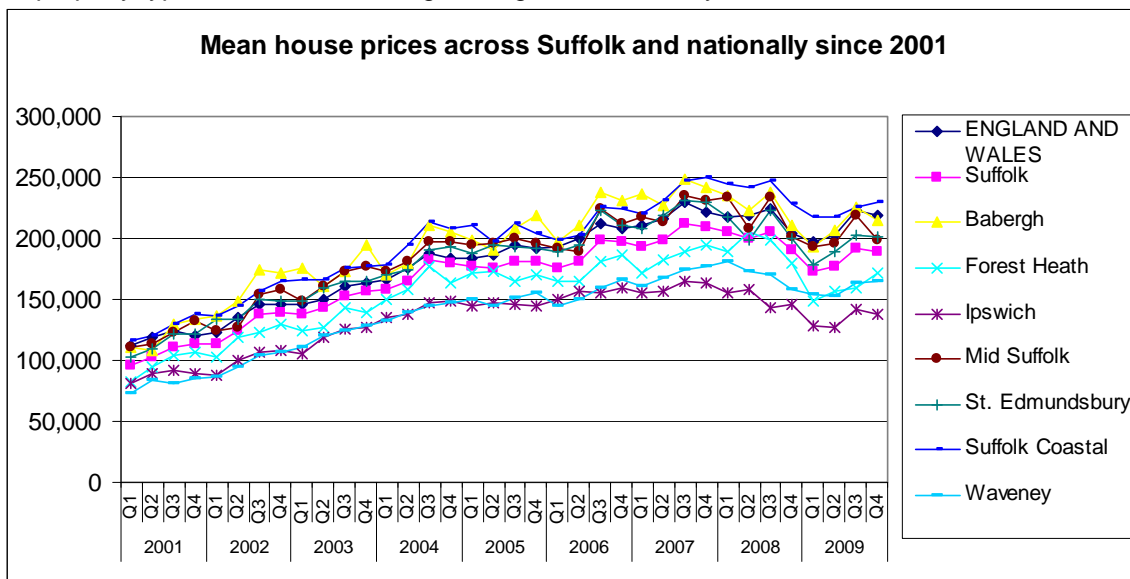
17	<p><b>'Going Somewhere' – young peoples transport</b>  <u>Sustainable Community Strategy Sustainable Community Strategy</u>                  Better access to leisure facilities for young people, especially in evenings                  Related LAA Target                  NI 110 Young peoples participation in positive activities</p>	<p>For groups/clubs a vehicle brokerage service has been launched within Suffolk Coastal.                  For individuals a Demand Led Service within Suffolk Coastal planned to launch April 2010</p>
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**APPENDIX 4**

**BACKGROUND: Economic Position**

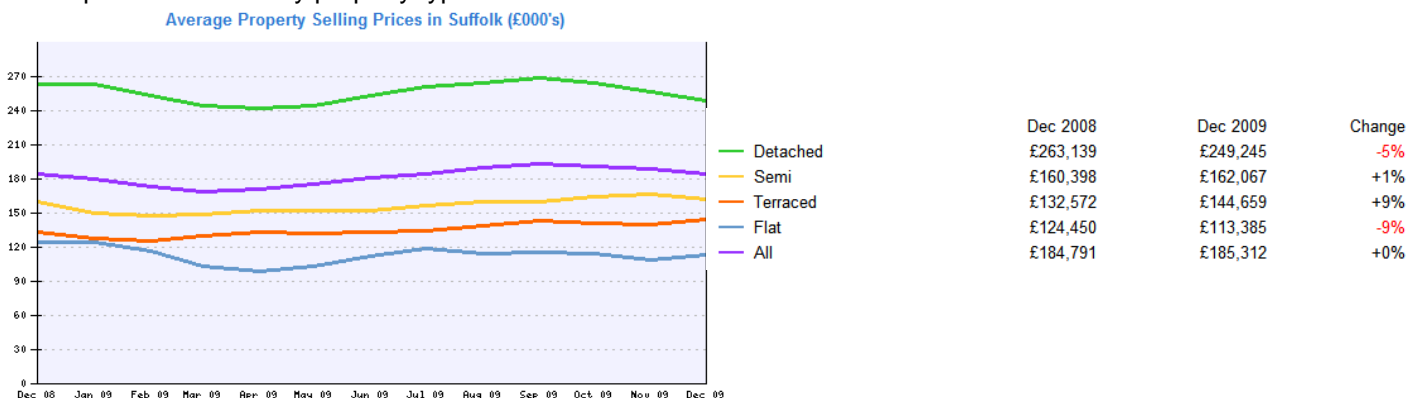
Suffolk Coastal District Council continues to monitor and address the impact of the current recession where feasible. We are sharing information and working with other Suffolk organisations to mitigate the downturn. Service areas are also monitoring the impact on service use or contacts, as well as the effect on our finances. Corporate Risk Management Group also monitors the effect of the recession on the Council's finances.

House prices in Suffolk Coastal continue to reflect the national picture as the graph shows, although prices in the district have been more resilient than the county and national figures in this quarter, showing a continued modest rise, while the figures for Suffolk as a whole and England & Wales have declined slightly. In the last two quarters, the rise has been mainly limited to detached properties. In this quarter, detached houses have shown a decline in prices over the last year, while terraced houses show a 9% increase. Flats continue to perform badly in the market. The volume of sales has continued to rise. By the end of November 2009 the number of sales had doubled since January 2009. All property types have shown strong sales growth over the year.



Data taken from Communities.gov.uk  
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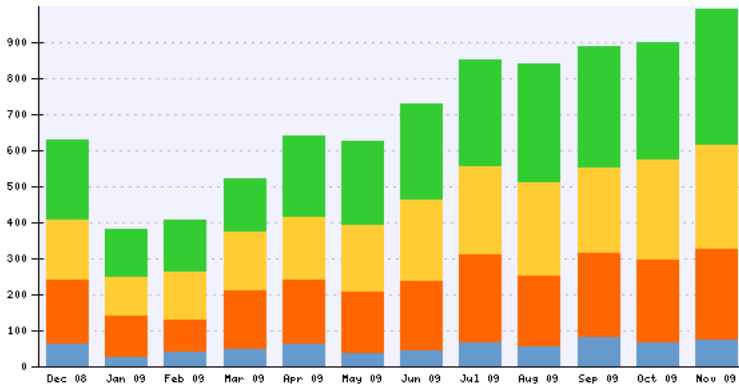
**House prices in Suffolk by property type**



**Number of properties sold in Suffolk**

# Suffolk Coastal District Council Quarterly Performance & Financial Report Quarter 4 2009-10

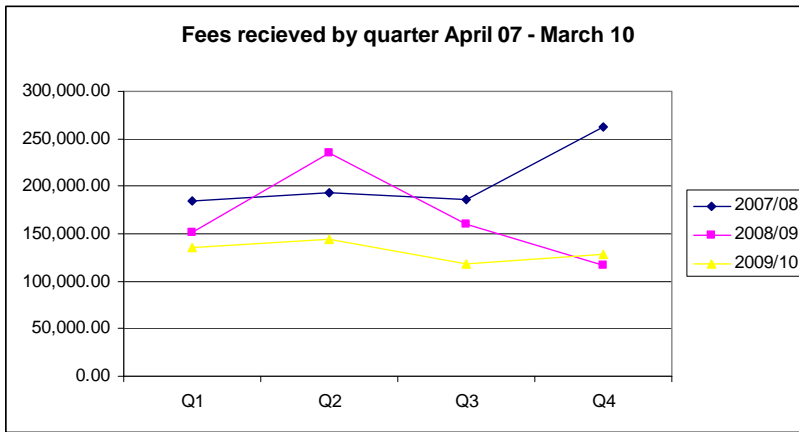
Number of Properties Sold in Suffolk



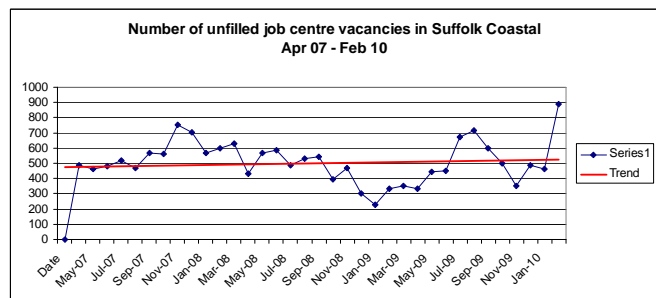
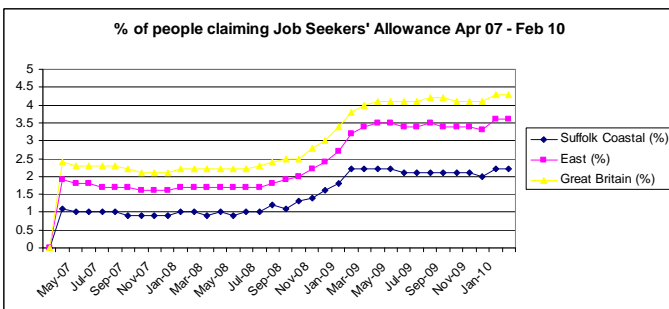
	Dec 2008	Nov 2009	Change
Detached	221	373	+69%
Semi	167	291	+74%
Terraced	175	253	+45%
Flat	68	76	+12%

Data taken from Home.co.uk

Income from planning applications has been very low compared to previous years over the course of 2009/10, however in quarter 4, income from fees was higher than the same period last year for the first time since July to September 2008. It is too early to say whether this will continue.



The last quarterly report noted that the number of people claiming Job Seeker's Allowance in Suffolk had declined in quarter 3, possibly due to seasonal variations. The number of unfilled vacancies has increased sharply in quarter 4, and is now higher than at any point in the previous two years. The trend remains static.



Information-sharing and partnership working with key agencies such as JobCentre Plus and Business Link continues, in order to mitigate effects of the recession by making sure individuals and businesses are aware of the advice and financial support available to them if needed, such as help with Council Tax or business rates.

**APPENDIX 5**

**GLOSSARY**

<b>Abbreviation</b>	<b>Term</b>	<b>Description</b>
APACS	Assessment of Policing and Community Safety	
B&B	Bed and Breakfast	
BIDS	Business Improvement Districts	
BVPI	Best Value Performance Indicators	
CDRP	Crime & Disorder Reduction Partnership	
CRed	Community Carbon Reduction Project	
DORA	Suffolk Coastal's intranet	
DWP	Department of Work and Pensions	
EERA	East of England Regional Assembly	
FANS Scheme	Free Access for National Standard Sports People	
FTE	Full Time Equivalent	
GovMetric		An automated system for local authorities and partner organisations to capture and report on the quality of customer interactions.
Kg	kilogram	
JSA	Job Seekers Allowance	
LAA	Local Area Agreement	
LDF	Local Development Framework	
LPI	Local Performance Indicator	
LSP	Suffolk Coastal Local Strategic Partnership	
NI	National Indicators	
NNDR	National Non-Domestic Rates	
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations	
SEAL	Suffolk Energy Action Link	
SMP	Shoreline Management Plan	
SSP	Suffolk Strategic Partnership	

**12. RISK ASSESSMENT**

<b>Risks</b>	<b>Opportunities</b>
There are no risks arising from the Quarterly Report itself, but the report does contain a copy of the Corporate Risk Register, and therefore any significant risks, actions and controls	The Quarterly Report provides information on a broad cross section of the Council's activities. Where opportunities exist, these are highlighted either within the report narrative, or the risk register included as an appendix.

**13. SERVICES FOR ALL**

<b>2. Who is intended to benefit and in what way?</b>
The report monitors performance against our priorities to monitor and improve the Council's work.
<b>3. What outcomes are wanted?</b>
Members to note performance and decide whether there are any performance issues it wishes to pursue further.
<b>4. Do you consider that some groups of people could be affected differently? Is there evidence to support your judgement? – if so please provide details.</b>
No.
<b>5. Do you consider that the issues of poverty or low income in combination with any of the above could have a particular negative impact? If yes please describe.</b>
No.
<b>6. Do you consider there could be a negative effect on certain groups or damage relations between different groups?</b>
No
<b>7. Do you consider that this could actively increase or promote equality of opportunity? Is there evidence to support your judgement? – if so please provide details.</b>
No
<b>8. Have any complaints or concerns regarding this or similar reports been received or raised in relation to equality issues? If yes, please outline below.</b>
No
<b>9. Given the answers to the above, do you consider that you have enough evidence to judge the potential impact? Please provide details of your sources of evidence.</b>
Yes
<b>10. Given the answers to the above, do you consider that a full Equality Impact Assessment should be carried out? Please state your reasons.</b>
No

**14. STRATEGIC ASSESSMENT: SCORECARD**

Area (the Corporate themes, perspectives or priorities affected)	Type of impact Positive / Negative / None / Not applicable	Brief outline of why it is positive	Possible actions to mitigate any negative impact
Rural issues	N/A	Reports performance against priorities including economic development & green issues	
Economy	N/A	Reports performance against priorities including economic development & the impact of the recession	
Meeting housing needs	N/A	Reports performance against priorities including Information on increasing access to housing, and housing enabling	
Fiscal & Democratic services	N/A	Reports financial performance & on member briefings	
Protecting & enhancing the Environment	N/A	Reports performance against priorities including green issues, waste management, coastal protection and economic development activity	
Community well-being	N/A	Reports performance against priorities including feeling safe / being safe from crime, green issues, waste management, economic development activity, the local economy	

## Current priority for action

Risk Title	Risk Description	Consequences	Control/Mitigation	Opportunities	Date added last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
Local Government Review	Impact of any LGR proposal stage on the council's ability to maintain business as usual	Difficulty in retaining/recruiting staff Work related stress General financial resource Impact on partners and other stakeholders Negative impact on ability to deliver services Negative impact on Council's reputation	<p>The Council has been faced with the uncertainty of LGR for nearly three years. This has involved submitting proposals for an East Suffolk Unitary Council in partnership with other Councils; responding to the proposals put forward by the Boundary Committee; comprehensive stakeholder consultation/liaison and significant Member &amp; officer time/effort plus undertaking a legal challenge through a Judicial Review.</p> <p>Although the Government announced unitary councils proposals for Norfolk (Norwich) and Devon (Exeter), no changes were proposed for Suffolk. Instead it has been proposed to hold a County-wide Constitutional Convention to try and reach a consensus on a unitary solution for Suffolk. The working assumption is that LGR is now unlikely to proceed and therefore the focus is on joint working with Waveney.</p>	Potential to influence the future direction of the Council	16/04/2010	Stephen Baker	Tony Osmanski	L	M	M	5
Business Continuity	Failure to develop robust processes to ensure business continuity in the event of a significant disaster  Corporate objective: Continue to provide a healthy and safe environment for the community	Inability to deliver basic business services	<p>Tactical Management Team monitoring swine flu cases. Risk lower than initial expectations, no significant impact expected. <a href="#">Impact Assessments reviewed</a>. <a href="#">BC training for staff delivered</a>. <a href="#">Surgeries on BC held &amp; action cards reviewed</a>, <a href="#">BC Plan revised as a result</a>. <a href="#">Exercise Crispy Duck (loss of Avocet House) held</a>.</p> <p><b>Actions</b> Address actions in BC Plan. Complete action plans resulting from Test. Develop BC guidance for inclusion in Staff Induction Prog. Develop processes &amp; identify further training needs. Flu Pandemic Group meeting 12/08. Review WDC's ICT BC Plans. Take Action Plan to CMT. Continue Firestorm Action Plan. Mtg to be held with WDC JEPUs officers to consider joint working - possible pilot for rest of County JEPUs. Response to adverse weather good, key learning points to be shared at Suffolk Resilience Forum in Feb. <a href="#">Action card to be reviewed &amp; debrief re Ex. Crispy Duck in May</a>.</p>	Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise	16/04/2010	Stephen Baker	Phil Gore	L	H	H	3
Governance and Development of Partnerships	Failure to establish a robust governance framework for the Councils <b>Service Delivery</b> partnerships  Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims  Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan	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>Partnership board established. Comprehensive framework for governance of partnerships and management of risks developed. Process for continuous review of partnerships in place. Reporting framework in place for partnership issues. Scrutiny review, Portfolio Holder briefings, partnership liaison meetings. Partnership board continues to operate. Strategic Property Group meeting regularly. HS checking all live contracts contain provisions on data handling to reduce risk of data loss. <a href="#">Contract between SCDC and NCC has been changed from a delegation agreement to a contractual agreement</a>. <a href="#">Contract risk training delivered with Zurich</a></p> <p><b>Actions</b> Further develop partnership RM framework Need to raise awareness of partnerships governance - investigating training opportunities through Zurich. <a href="#">Zurich to look at RM training for 3rd sector</a></p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p>	14/01/2010	Stephen Baker	Tony Osmanski	L	H	H	3

<p>Failure to establish a robust governance framework for the Councils <b>Community</b> partnerships</p> <p>Corporate objective: Build partnership structures which deliver &amp; 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. Comprehensive framework for governance of partnerships and management of risks being developed. 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. IDeA supplied with database following request. Audit Commission value for money draft report into the third sector has been received. Shared Services Task Group 20/5 postponed pending LGR update</p> <p><b>Actions</b> Review at CMT twice yearly. Review database to identify further pship options. Review AC draft report. Exploratory discussions SCDC &amp; Waveney re joint working in the event of no LGR LSP rolling out risk register to working groups</p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p> <p>Increased community involvement</p>	10/09/2009	Tony Osmanski	John Davies	L	M	H	3
<p>Failure to establish a robust governance framework to develop and govern shared services</p> <p>Corporate objective: Build partnership structures which deliver &amp; 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><b>Future or emerging shared services</b> Failure to identify appropriate opportunities to share services. Choosing the wrong partners to share services with. Failure to learn from past/current experiences and apply to new projects. Decline in service delivery, loss of reputation, resistance to change</p> <p><b>Existing shared services</b> Negative impact on organisation resulting from absence of shared key staff. Perceived lack of leadership. Failure to effectively adapt to new ways of working. Failure to learn from current experiences and apply to future projects. Perceived loss amongst staff and public of Suffolk Coastal identity. Loss of motivation. Negative impact on reputation and future of Council. Negative impact on customer experience. Negative impact on culture &amp; identity within the shared service, and perception of the shared service among other staff and public.</p>	<p>Risk assessments carried out at proposal stage. Application of lessons learned through regular assessment of existing arrangements. Preferred partner status with Waveney agreed October 2009. <a href="#">Joint Partnership Board (JPB) established to provide governance overview. The JPB has met twice.</a></p> <p><b>Actions</b> Program of training in development with Zurich, including partnership risk. <a href="#">Partnership Manager currently being recruited with funding from the RIEP</a></p> <p>Risk assessments carried out at proposal stage. On-going risks managed through relevant scorecards. Good communication with partner organisation. Regular assessment of existing arrangements and communication of lessons learned.</p> <p><b>Actions</b> <a href="#">Options review for current Building Control shared service being undertaken.</a></p>	<p>Improved service delivery. Cost savings Sharing best practice Access to broader knowledge/skills base</p>	16/04/2010  16/04/2010	Stephen Baker  Stephen Baker	Tony Osmanski  Tony Osmanski	L  L	M  M	L  L	5  5

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 Councils objectives.	Balanced Scorecard methodology implemented. Frameworks 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. Community strategy consulted and put in place Access to Services results incorporated into Customer Access Strategy. Positive annual audit letter received. CAA briefing to members held. Report has gone to Cabinet and Policy Development Task Group. TIC centres in SCDC had a low results on mystery shopper. <a href="#">Positive meeting with Audit Commission held. Further evidence of outcomes on green issues required.</a> <b>Actions</b> Further develop guidance on perf management and make accessible through DORA. Prepare for CAA. Prioritisation of Services commenced as part of efficiency review. Extent to which risk management processes are embedded cross the organisation to be reviewed. Service efficiencies have been identified and continue to be reviewed. <a href="#">Continue gathering evidence for UoR</a>	Ability to evidence continuous improvement and enhance the reputation of the Council, it's future prospects and those of it's staff	16/04/2010	Stephen Baker	Steve Whelan	L	M	L	5
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.	Regular meetings between C.Exec and L of Council. Regular meetings of Designated Statutory Officers. All relevant Codes and Protocols in place and published on Intranet, Procedures in place to enable new complaints process regulations to be followed. Review of gifts & hospitality taken to standards committee <b>Actions</b> New guidance on ethical standards around invitations to be issued following discussion at CMT. Joint county-wide training for Members of Standards Committees on Planning & the Code of Conduct being arranged for 8/9/09. <a href="#">Member Indemnities Report to be taken to Council</a>	Ensure greater transparency.  Ensure Members are equipped with the skills to enable better quality of decision making resulting in a better overall service.	14/01/2010	Stephen Baker	Hilary Slater	L	L	H	3
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 iNeed recognised to establish effective lines of communication with WDC. New Hof S appointed who will continue review to improve continuity of approach to communications. <a href="#">Favourable report received from audit</a> <b>Actions</b> Comms team supporting Council goal of supporting its communities through economic downturn. Agree revised comms strategy Support the work of LSP through comms team Comms team playing active role in informing internal and external audiences about LGR. Prepare for Increased in comms due to economic downturn and LGR when applicable. Ways of developing processes for communication with Members under review.	Improved Customer Access to information and services through reviewing and improving communications  Potential to increase community involvement through innovative communication	12/11/2009	Steve Whelan	Viv Hotten	L	L	L	5

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 delivered. 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. Robust Procurement Policy and action plan. Annual Governance Statement Working Group formed. Annual Governance Statement approved by Corporate Services Scrutiny Committee & Council June 2009. Annual report of Standards Committee approved by Standards Committee & Council July 09. Annual report to Standards Board picked up as example of good practice. Internal Audit report favourable. Annual Governance Statement well received at Scrutiny and Council. <b>Actions</b> Action plan being developed using the CIPFA/SOLACE framework for benchmarking.	Financial savings  Ensuring compliance  Increased transparency	12/11/2009	Stephen Baker	Hilary Slater	L	M	M	5
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Being monitored \* (see footnote)

Risk Title	Risk Description	Consequence	Current Control Measures		Date added last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
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 & . monitored via SLG and CMT. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Corporate Plan on website. S A and team scorecards in place. Priorities reviewed regularly. Regular Annual Report published . Medium term priorities considered at Cabinet with budget report. Need to maintain business as usual during LGR communicated to all staff. LDF project risk discussed and added to CRR. Cabinet report 1/9/09 identified Waveney as a preferred partner. MTFP developed and report taken to Cabinet. Joint Partnership Board (JPB) established to provide governance overview. The JPB has met twice. <b>Actions</b> Policy Development 2009 reviewed corporate priorities & out to consultation. Remind staff of need to maintain business as usual through period of change / LGR. Monitor impact on legal resources due to LDF project. Strategic review of corporate priorities & service delivery now underway. Prioritisation of Services report to Cabinet 1/9/09. LGR / Shared Services communication plan under review. Consultation on corporate objectives & Service Efficiency Review process to take place, involving T & PCs, hard to hear groups, 3rd Sector. Partnership Manager currently being recruited with funding from the RIEP	Influence the future of the Authority	10/07/2008 16/4/2010	Stephen Baker	Steve Whelan	L	H	H	3
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 and appropriate action taken Team and service area mentoring and communication improved Workforce development plan developing and being implemented Revisions to Code of Corporate Governance completed Suffolk Joint Development Programme (Succession Planning) underway. Leadership programme champions appointed. Retention & Recruitment at historically low levels, possibly due to economic uncertainty <b>Actions</b> In light of LGR monitor and implement any necessary review/changes to policy. Toolkit being developed re staff retention. SMT continue to approve any recruitment / new staff. Appointment of 'champions' to continue. Access to SCC/IPS BC Mentoring scheme. EN to be kept informed of recruitment & retention rates to determine impact on finances. Recruitment & Retention to be reported to Informal Cabinet & Portfolio Holder	Positive development for staff  Protect continuity of service	16/04/2010	Tony Osmanski	Steve Whelan	M	M	M	4
Corporate Financial Management framework	Lack of a suitably robust framework for effective Corporate financial management  Ensure that the Council's finances are managed prudently & ensure that Council's	Poor use of resources. Short term reactive culture. Potential for statutory intervention. Failure to prioritise	IFRS regulations commence 4/2010, requires preparatory work for next 6-9 months. Need greater financial planning throughout the corporate planning cycle. SMT having regular meetings with Head of Finance & Section 151 Officer. Chief Accountant role temporarily filled by Karen Alexander. Interim Head of Finance contract extended to March, pending resolution on structure. Service efficiency reviews well advanced, initial organisational assessment positive. Financial risk restructure agreed to reflect profile of short and medium term financial risks <b>Actions</b>	Improve the framework in line with current and future needs	16/04/2010			M	M	M	4

Medium term financial strategy	<p>Failure to balance the Council's medium term budget</p> <p>Corporate objective: Achieve 20% cost reduction over next three years, either by reduced cost or increased revenue</p>	<p>Negative impact on service provision. Negative impact on reputation and on future of the Council. Possibility of Intervention</p>	<p>MTFS for years 2009/10 to 2011/12 approved by Cabinet in September 08 . Budget Impact Assessment process in place. 3 year grant settlement in place (2008-09 1st year). 3% cashable efficiencies incorporated. Council Approved budget Feb 08. Service prioritisation with planned changes to service delivery. Prioritisation of Services taking place alongside MTFP review. Workstream 2 underway</p> <p><b>Actions</b> PCs and TCs Budget Consultations Develop regular "health check" reports to CMT and SMT on both Council progress and economic position. MTFP well developed with service efficiencies progressing well. Deep dives yielded more savings. <b>Financial risks restructured to reflect profile of short &amp; medium term financial risks. Experience suggests financial pressures in the medium term can be managed effectively over the time available, will also be eased by joint working with Waveney, service efficiency review, collaboration with other Suffolk LAs</b></p>	<p>Improve the future prospects of the Council and its employees</p> <p>Engage officers and the community with the financial process</p> <p>Develop more efficient and effective aervices</p>	16/04/2010			L	H	M	3
Capital Programme Expenditure	<p>Failure to plan, fund and monitor the Councils capital expenditure.</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently &amp; ensure that Council's resources are spent effectively</p>	<p>Ineffective use of financial resources.</p> <p>Need greater financial planning throughout the corporate planning cycle. Service prioritisation with planned changes to service delivery</p>	<p>Capital Investment Plan agreed by Cabinet. Capital Programme Expenditure Plan monitored and updated at Asset Management Group meetings. NPS Asset Manager in post. 5 year indicative programme discussed. New focus on transparent management of capital expenditure. NPS annual report to partnership board. Asset management reviewed by O&amp;S. Reviewed bi-monthly by Asset Management Group. Weekly meetings between NPS Asset Manager &amp; Strategic Services Head of Service to discuss potential issues. Works completed are on target. No need for borrowing for Capital Programme.AMG reviewed capital programme to assist budgetary process. AM project Officer recruited, working closely with NPS.</p> <p>Profiled capital programme to assist with medium term financial planning. Asset Management Group met 11/5/09. 89% of capital budget spent 08/09. Property capital expenditure programme reviewed - on track. Slight underspend on ICT capital expenditure, in discussion. Report to Cabinet Briefing in December and formal Cabinet in January</p> <p><b>Actions</b> Review Asset Register. Prioritisation of Services will affect capital spend. Project Leads are aware of this risk. Interim audit report will have findings re capital accounting. Draft Capital Programme Expenditure to Asset Management Group.</p>	<p>Ensure successful implementation of Asset Mgt Strategy.</p>	16/11/2006 14/1/10	Tony Osmanski	Steve Whelan	L	L	H	3
Emergency Planning/ Community disaster	<p>Inability to respond effectively to an emergency situation in the District requiring Council support</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	<p>Damage to or loss of persons, property, the natural and the built environment. Loss of reputation. Financial loss.</p>	<p><b>Graham Seward appointed. New Cabinet Office guidelines on emergency planning self assessment for Cat. 1 &amp; 2 responders has been issued. Assessment underway</b></p> <p><b>Actions</b> <b>Complete self assessment. Set up Emergency Preparedness Group to oversee Suffolk Coastal's EP activities.</b></p>	<p>Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies</p> <p>Testing effectiveness of emergency response</p>	16/04/2010	Stephen Baker	Phil Gore	L	H	H	3

Internal Controls	<p>Failure to effectively implement all internal controls including risk management, data quality management, prevention of fraud and corruption, internal/external audit functions.</p> <p>Corporate objective: Improve effectiveness of key processes</p>	<p>Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.</p>	<p>Relevant framework of policies/codes and protocols in place. Continuous audit process. Governance Statement and Risk Register reported to Scrutiny annually. AGS approved by Corporate Services Scrutiny &amp; Council June 2009. Annual Report of Standards Committee approved by Standards Committee &amp; Council July 2009. <a href="#">ALARM Risk Management Self Assessment completed. A piece of work has been done to identify all existing 106 balances</a></p> <p><b>Actions</b> Implement DQ audit report action plan. Review Treasury Management Procedures in light of Economic Climate. Increased controls in development. Risk management training planned. Audit of risk management planned for later in the year. External auditors assessing internal controls.</p> <p><a href="#">Assessment report from Zurich recieved. Report to May Cabinet identifying section 106 charging scales for future section 106 receipts. Reconcile play space section 106 monies to Navision. Apply monitoring charge to future 106 agreements. Appoint section 106 compliance officer (appropriate appointment to be informed by information in Cabinet report).</a></p>	<p>Financial savings</p> <p>Ensuring compliance</p> <p>Increased transparency</p>	16/04/2010	Stephen Baker	Eric Norman	L	L	L	5
Health and Safety	<p>Lack of robust H-S policies and procedures for ourselves and our partners</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	<p>Loss of life or serious injury. The Council (including individuals) being held culpable in the event of unacceptable risks to health/safety or actual injury. Damage to Council's reputation. Financial loss.</p>	<p>Regular discussion of H&amp;S risk at CRMG meetings. Risk assessment training introduced. Well-being policy implemented. H&amp;S issues reported quarterly to Cabinet. H&amp;S committee meet quarterly. New ISOH guidance issued on members role on H &amp; S now available on DORA. H &amp; S course for managers held in Feb/March</p> <p><b>Actions</b> Implement Action Plan arising from audit of H&amp;S. New ISOH guidance issued on members role on H &amp; S. To be disseminated to members. Healthy Ambitions Suffolk and WDC Health and Safety Advisor to share examples of good practice in managing health and safety. <a href="#">Joint policy on road safety in workplace adopted by SCDC &amp; WDC. H&amp;S policy to be updated &amp; possible joint working to be explored</a></p>	<p>Improve staff well-being/safety</p> <p>Financial savings</p> <p>Ensure compliance with legislation.</p>	14/01/2010	Stephen Baker	Mark Sims	L	H	H	3
Corporate Manslaughter	<p>Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently &amp; ensure that Council's resources are spent effectively</p>	<p>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.</p>	<p>Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated. CMT &amp; Informal Cabinet briefed. Member Dev. session delivered and training delivered at WDC 9/5/08. Fleet Review completed</p> <p><b>Actions</b> Consider implications of fleet review for 'Grey' fleet. Fleet review implications for carbon emmissions to go to Green Issues Task Group Staff declarations for essential users, random checks to be considered <a href="#">Random checks on driving licenses and insurance</a></p>	<p>Opportunity to review and improve processes and investigate opportunities for closer working/service integration in light of LGR.</p> <p>Identify and meet training needs.</p>	13/03/2008 12/11/09	Stephen Baker	Mark Sims	L	H	H	3
Legionella	<p>Insufficient measures in place to prevent legionellosis arising from Council property</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	<p>Damage to health of persons. Financial impact. Damage to reputation.</p>	<p>Risk assessments programme in place. Monitoring in place. Head of C&amp;SS identified as responsible person Revised Plan published on DORA. Informal Cabinet to be updated on Legionella issues. Guidelines approved at Asset Management Group. <a href="#">Policy adopted.</a></p> <p><b>Actions</b> Asset Managers attending legionella training.</p>	<p>Improve staff well-being/safety</p> <p>Financial savings</p> <p>Ensure compliance with H&amp;S Exec legislation.</p> <p>Public welfare safeguarded</p>	06/09/2007 14/1/10	Stephen Baker	Steve Whelan	L	H	H	3
Organisational Culture	<p>Failure to embed a flexible and dynamic culture with appropriate focus on staff wellbeing and development (values and behaviour)</p> <p>Corporate objective: Ensure that the Council's people are deployed effectively</p>	<p>Poor performance--Increased Costs--Missed opportunities--High staff turnover</p>	<p>cultural survey process &amp; Staff wellbeing policies in place. Staff briefed on LGR. IIP accreditation retained. Positive Access to Services result recieved. IPAD process simplified. Staff health &amp; wellbeing questionnaire conducted. Fit for Work Team set up. Leadership Champions appointed</p> <p><b>Actions</b> HR to coordinate action plan resulting from survey. Health Fair (Sept). Evaluating 'Mindful Employer'. Positive Performance. Team Dev't resources produced, &amp; need to be rolled out. Staff suggestion page on DORA for service efficiencies. Add Accreditation ACCA. <a href="#">Staff survey undertaken, analysis underway. Dissemination throughout Suffolk Coastal underway.</a></p>	<p>Financial savings</p> <p>Increase staff satisfaction/motivation/retention</p>	16/04/2010	Tony Osmanski	Shani Howard	M	M	M	4

Services for All	<p>Failure to meet imposed Equality Standards and effectively prioritise response. Failure to provide accessible services to all where needed.</p> <p>Corporate objective: Ensure the Council meets equality standards</p>	<p>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.</p>	<p>S4A working group, Policy &amp; processes in place. SCDC leading across county in promoting best practice through service delivery partnerships. <b>Services for All and Community Cohesion favourably received at Policy Development Task Group. Focus groups held. Figures taken to PDTG</b></p> <p><b>Actions</b> Review corporate approach to software accessibility. Continue to embed S4A culture. Review implications of Access to Services audit. Contribute to LAA Community Cohesion Delivery Partnership. Review guidance to ensure diverse groups considered in reports.</p>	<p>Increase community engagement and access to services</p> <p>Enhance public perception of the Council</p>	16/11/2006 14/1/10	Tony Osmanski	Shani Howard	L	M	M	5
Governance of Projects	<p>Failure to establish and embed a robust governance framework for the Councils projects</p> <p>Corporate objective: Improve effectiveness of key processes</p>	<p>Failure to provide adequate support for major projects. Projects running over time or budget. Projects failing to realise adequate benefits. Inappropriate projects undertaken. Negative impact on service delivery, finances, reputation.</p>	<p>Project management guidance notes including risk assessments published. Project Boards/steering groups established. 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. Contracts training delivered. All Performance Improvement Officers have completed Prince2 training. Presentation on projects given to CMT. Mietool Project Management Training delivered</p> <p><b>Actions</b> Develop Comprehensive framework for the governance of projects. Audit of IT Projects possibly in March. Monitor the risks around delivery of the LDF including level of legal input required. Provide support for the governance framework around LDF project. Training day on use of a project management tool scheduled for April. Guidance on project management to be relaunched. <a href="#">Project register being updated and relaunched</a></p>	<p>Cost savings</p> <p>Improved efficiency</p>	16/04/2010	Stephen Baker	Steve Whelan	L	L	M	5
Performance Improvement Plans	<p>Failure to develop and implement effective improvement plans for under performing services in line with imposed standards</p> <p>Corporate objective: Improve effectiveness of key processes</p>	<p>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 councils reputation.</p>	<p>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. Customer Access strategy considered at Policy Dev task group. Improvement Plan approved by Cabinet 2/9/08. Access to Services initial paper taken to Scrutiny Committee 06/08. Positive results for Access to Services Inspection. Prioritisation of Services report taken to Cabinet 1/9/09.</p> <p><b>Actions</b> Implementation of Customer Access Strategy action plan ongoing. CAA self-assessment to form the basis of performance improvement plans moving forwards. <a href="#">Improvement plans being developed with key staff</a></p>	<p>Improve funding opportunities, service delivery and Council's reputation</p> <p>Improve Council's CPA/CAA rating</p>	14/01/2010	Stephen Baker	Steve Whelan	L	M	M	5
Climate Change	<p>Failure to have effective processes in place to manage and take advantage of the effects of climate change</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community.</p>	<p>Failure to meet statutory requirements including targets negotiated under the Local Area Agreement 2 to address climate change in Suffolk Negative impact on ability to deliver services Negative impact on Council's reputation (incl. in CPA/CAA audits)</p> <p>Personal and property losses due to extreme weather.</p>	<p>Public commitment made. Senior management briefed. Workshops held with service areas to raise awareness &amp; identify vulnerabilities and opportunities for LA services. Climate Change Steering Group and Green Issues Task Gp in place. SCDC member of CRed Suffolk partnership. Business Energy Advisor appointed. <a href="#">Plan adopted</a></p> <p><b>Actions</b> PD &amp; DW meeting with Service Heads to ensure issue is in scorecards. Action Plan for Use of Resources KLOE 3.1 in development <a href="#">LSP funding for community advisor. Working to get more funding</a></p>	<p>Work in partnership with other authorities and key organisations to strengthen the County-wide ability to respond effectively to a changing climate. Financial savings. Opportunity to engage officers and the community with the Green Agenda thus enhancing wider community cohesion. Opportunity to strengthen community economic resilience and reduce traffic congestion. Enhance public perception of the Council and ability to influence their approach to climate change. Opportunities for innovation and new markets</p>	17/12/2008 14/1/10	JS	PG	M	M	M	4

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 Title	Risk Description	Consequences	Control/Mitigation	Opportunities	Date added last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
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