

CAB 24/08

Cabinet: 6 May 2008

QUARTERLY PERFORMANCE AND FINANCIAL REPORT

Report by Lead Knowledge Management Officer

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 fourth quarter 2007/08 (1 January to 31 March 2008) will be presented.

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

Mr A McFarlane
Head of Finance and Central Services

Alison Matthews
Lead Knowledge Management Officer

BACKGROUND PAPERS

None

Reference: r:\bvpi\Cabinet –Qtly Performance Report (4th Qtr) 07 08

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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 2007/08 (1st January 2008 – 31st March 2008). The report consists of details of performance in key service delivery areas, a statement on the financial performance and an update on the Council's Corporate Risk Register.
- 1.2 Appendix 1 of the report shows performance against target for a set of performance indicators and ranking against other local authorities using the Best Value performance quartiles. Where available the full year (2007/08) performance statistics are included although some figures may be subject to amendment, for example the waste management figures are still to be audited. A report on the full year Best Value performance indicators will be available in June 2008. We are now collecting data for the new national indicators and will be reporting on key indicators in the quarterly reports as usual. In response to member and public feedback we will be making some improvements to these reports such as providing year to date figures.
- 1.3 The Council has adopted the Balanced Scorecard methodology that allows both Members and Officers to determine, focus on and monitor progress against their priorities. The Council's budgetary process is also closely aligned to the scorecard methodology. The format of this report is based around the Council's seven medium term priorities agreed in December 2006.

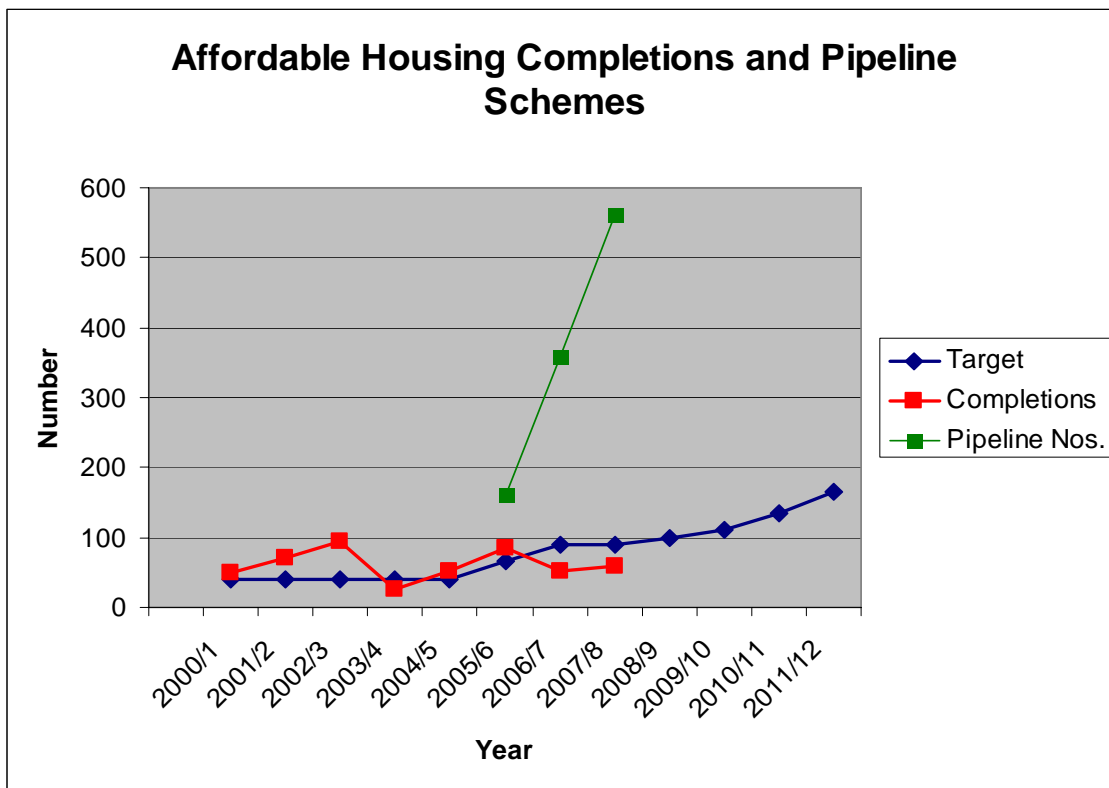
2. INCREASING ACCESS TO HOUSING

HOMELESSNESS

- 2.1 The Council's housing stock used to provide temporary accommodation was transferred to Orwell Housing Association on 19 November 2007. The Association and the Council have been working in partnership since that time to manage the stock and those households who have to be accommodated there.
- 2.2 The Council's homelessness prevention measures continue to deliver good results. Four families had to be accommodated in Bed and Breakfast accommodation during the quarter but none for more than six weeks (the statutory maximum). As a result the average time spent in Bed and Breakfast accommodation has increased to 2.57 weeks during the quarter (from 1.74 weeks in quarter 3), but has still reduced to 3.34 weeks average for the year compared to last years figure of 3.96.
- 2.3 At the same time positive intervention has meant that 41 applications out of the 61 cases presenting were prevented from becoming homeless (133 out of 178 cases for the year). Five households moved out of all types of temporary accommodation into permanent, giving a total of 44 households for the year that have been permanently rehoused.
- 2.4 There are currently 14 voids in the stock that has been transferred to Orwell HA. However, eight of these are managed voids created in order to allow for major refurbishment and improvement. One of the two hostels is to be converted into eight self contained flats. This will provide much improved accommodation for the households who have to be accommodated there and overcome many of the problems that have been encountered in the past with shared facilities. A second house is to be converted from two into three self contained flats.
- 2.5 BVPI 183b – the length of stay in hostel accommodation – the figure for the year, 30.33 weeks, remains above the target of 20 weeks. This is in part due to two households who were permanently re-housed after having been in the accommodation for a total of three years between them. These sorts of changes have a dramatic impact upon the statistics because the maximum number of households that can be accommodated in the two hostels is only 13. The vacancies in one of the hostels mentioned above will also impact on these figures over the next 12 months will the conversion work is carried out.
- 2.6 The total spend on homelessness prevention in the fourth quarter was comparable to the last quarter at only £11,186 against a further revised and reduced budget of £120,000. This makes the overall spend of £54,003.17 (45%) for 2007/08.

HOUSING ENABLING

- 2.7 At the end of quarter 4, a total of 58 new affordable housing units had been completed against an annual target of 90. However, the number of dwellings in the pipeline continues to increase. 87 dwellings are currently under construction, 179 have been granted planning approval but have not yet started on site, planning applications have been made for a further 130 dwellings and proposals are being developed by a range of providers for a further 167 dwellings.
- 2.8 Of the schemes that have been granted permission but not yet started on site, 152 (85%) are to be provided by private developers as a result of planning gain agreements made in accordance with Local Plan policy. This is a further increase of 5% over the position reported at the end of the last quarter and further reflects the general slow down in the construction of private housing development, over which the Council has no direct control.
- 2.9 The graph below shows units completed (red) against targets (blue) for the last eight years. It also shows, on the green line, the number of affordable dwellings “in the pipeline” (i.e. dwellings which were being worked up or subject to a planning application or granted planning approval or in progress but not completed in the period) for 2005-06 onwards (the only years for which data is available):



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

- 3.1 The figures relating to our best value crime performance indicators show a decrease in crime rates (compared to Q3 2007/8) in two out of the four indicators and an increase in the other two, including a 30% increase (44 offences) in Vehicle Crime, a 100% increase (4 offences) in Robberies and a 6% reduction (18 offences) in Violent Crime. The table below shows a comparison against our CDRP family group (made up of other Local Authorities with a similar profile to Suffolk Coastal) where Suffolk Coastal is currently ranked as 4th best performing, with an annual rate of 47.88 crimes per 1,000 head of population which is the lowest for three years.

3.2 Compared to Q4 2006/07, there has been a drop in violent crime and vehicle crime.

BVPI	Description	Jan	Feb	Mar	Qtr 4 Total	Q3	Crime rate	Family Group average
BV126	Domestic burglaries	23	14	20	57	70	1.11 per 1,000 h/holds	1.16
BV 127a	Violent crime	87	83	89	259	277	2.12 per 1,000 pop.	2.37
BV 127b	Robberies	2	1	5	8	4	0.06 per 1,000 pop.	0.047
BV128	Vehicle crime	38	50	63	151	107	1.23 per 1,000 pop.	1.47

Table: Suffolk Coastal crime statistics Qtr 4

3.3 BCS Comparator crime rates (which are the figures reported by Suffolk Constabulary) in the district also continue to fall overall showing a reduction of 9% (358 offences) over the same period last year. These BCS figures (which cover 10 indicators applied nationally) are recorded for a wider range of crimes than those covered by our key quarterly PIs, and include such additional crimes as Common Assault and Criminal Damage. National figures for the perception of anti-social behaviour show that Suffolk records the lowest level nationally.

3.4 Whilst Suffolk Coastal remains a safe area to live in, we must not become complacent. Overall all crime in the District has been reduced from 6871 offences in 2005-6 to 5849 in 2007-8 a reduction of 15%. During the recent increase in vehicle crime it is apparent that many of the vehicles were left insecure or with property and personal effects on view. The reduction in BCS Comparator Crime over the last quarter means that the Crime and Disorder Reduction Partnership achieved a 4% reduction on the baseline target of 3,555 offences that occurred in 2003-4. Unfortunately this was still not enough to meet the 12.5% reduction in crime required by March 2008 to meet the Home Office target set out in the Local Area Agreement. A new Community Safety Partnership Plan commenced on the 1st April 2008 in which the crime reduction targets will be in line with those set for Suffolk Constabulary (1% annual reduction in overall crime).

3.5 Various projects which proved successful in quarter 3 were repeated in this quarter such as the Fishing for Fun events aimed at young people or those thought to be in danger of offending. The main event was 'Pimp my Scooter', where funding from the CDRP purchased three scooters for local youth group, Rochford House, Just 42 and Sutton Heath, to 'customise'. The young people were asked to focus on anti-social behaviour, use of recycled materials and making contact local elderly residents. The scooters along with young people and elderly residents from local organisations were brought together on 28th March 2008 at Sutton Heath Community Centre where judging of the best 'customised' scooter took place followed by a scooter relay race. The scooters were then 'de-customised' and donated to local organisations chosen by each Youth Group. The event received good press coverage and Anglia News televised a piece about the event in their peak time broadcast.

4. STRENGTHENING THE ECONOMY

4.1 Work has been commissioned for consultants to undertake a logistics study relating to the Port of Felixstowe. The study will seek to identify possible locations for employment land for logistics activities, consider the transport infrastructure ramifications of where that land might be located, and assess employment opportunities. The study is expected to be completed by mid-July 2008. Contributions to the cost of the study have been made by all participating local authorities (8), Hutchison Ports UK Limited and £20,000 was secured from EEDA funds.

EU Leader Fund

4.2 In December the Suffolk Coast and Dedham Vale Local Action Group submitted an Expression of Interest for the EU Leader Fund and in February successfully made it through to Stage 2 of the process. The aim was to continue to develop the Local Action Group to support the development of rural businesses. In March 2008 the final Local Development Strategy was submitted as agreed by the Local Action Group.

4.3 Off-street parking traffic order was implemented on 1st April 2008. This underpins our tariff system and will enable us to ensure the vitality of our market towns.

4.4 Nuclear new build – work continues to input to the discussions and consultation on a possible new power station at Sizewell.

4.5 The Spring Business Bulletin was produced and sent out to local businesses in early April 2008. The 'Eating Out in Suffolk Coastal' Guide was published.

5. IMPROVED WASTE MANAGEMENT

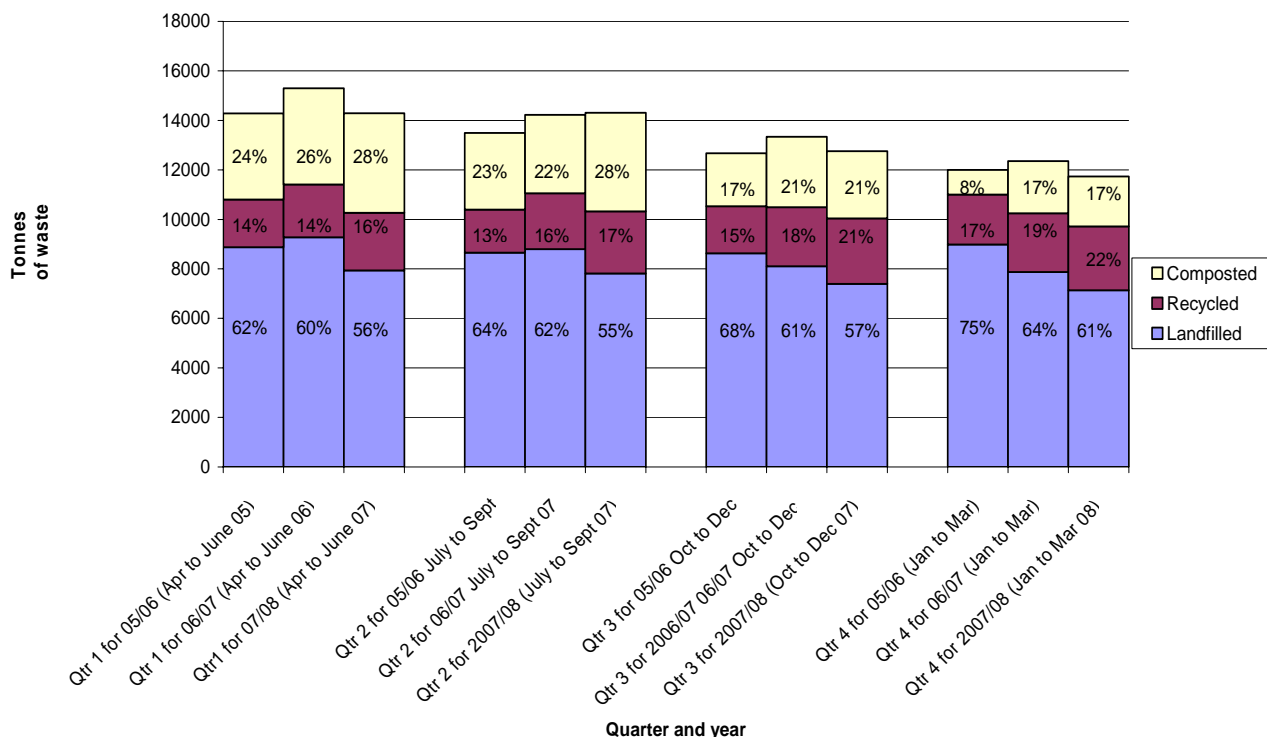
5.1 The third year (2007) of the council's five year programmed roll-out of its new combined recycling and waste collection service is underway. Around 18,400 domestic properties plus business premises are now receiving the new service with a further 6,000 homes and additional businesses joining the scheme on 14 April 2008. 1,200 householders have taken up the option of having smaller (140 litre) wheel bins. SCS has promoted and delivered these smaller bins to support the Council's waste minimisation initiative.

5.2 All months up to and including January 2008 have now been audited. February and March 2008 have not yet been audited. The quarter 4 figures for BV82ai, BV82bi and BV84a will therefore be subject to change once auditing is completed.

5.3 SCS successfully bid for BREW (Business Resources Efficiency & Waste) funding to introduce an innovative recycling service for their existing trade refuse customers. From January 2008, separated cardboard, paper and glass are being collected with a tri-compartment vehicle. This enables all three commodities to be picked up in a single vehicle, thereby minimising the environmental impact of this service. Over a hundred businesses are participating, and 60 tons of material were diverted from landfill, in line with expectations.

5.4 The amount of waste collected and the volume of waste going to landfill in quarter 4 has reduced. The percentage of waste sent to landfill is higher compared to the 3rd quarter as is usual in the last quarter.

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



6. COAST AND ESTUARY MANAGEMENT

6.1 South Felixstowe Groyne Replacement Scheme

The Environment Agency (EA) awarded the £10 million contract to Team Van Oord UK Limited. Work began on establishing the site offices on 1 March 2008. The scheme involves the construction of a series of 21 new rock 'fish-tail' or T-shaped groynes, stretching out into the sea between the War Memorial and Landguard Common. The existing groynes and rocks will be removed and the beaches re-charged. Collapsed parts of the promenade will also be repaired. The beach should re-open in August 2008.

Local residents were informed, via a letter from the Council, that to facilitate this work the Council has granted permission to Team Van Oord UK Limited to occupy part of the Council owned land forming part of the Wireless Green car park for setting up and operating its compound to enable the works to proceed as quickly and smoothly as possible. As a consequence, from Monday 3 March 2008 there will be no parking on this land.

An application for £305k grant aid towards the Council's costs in preparing the coastal strategies and promoting the scheme was submitted to and approved by the EA.

6.2 Central Felixstowe Coastal Defence Strategy

The emergency works were completed on 31 March 2008. The £300k estimated cost has fallen slightly but the exact amount will not be known until the final account is received.

An application for grant aid was submitted to the EA on 13 March 2008.

The condition of the beach and the Council's defences continue to be monitored on a fortnightly basis.

An application was made to the EA on 12 February 2008 for approval of a £100k Project Appraisal Report making the "business case" to undertake major works to improve the defences in Central Felixstowe. The initial application has been referred to the EA's National Review Group as the cost of any subsequent works will exceed £2 million.

6.3 East Lane Bawdsey Defences

The application for technical approval of the works under the Coast Protection Act was approved by the Environment Agency on 27 February 2008. All approvals and necessary licences are now in place. Work continued on completing the contract documents with a view to sending them out as soon as the Council has received the financial contribution to cover the cost of the works from the East Lane Trust Initiative.

6.4 Dunwich Demonstration Project

The project team met to review progress and finalise arrangements for future monitoring of the scheme on 13 November 2007. The storm on 9 November 2007 exposed the rear wave wall and damaged two of the humps slightly. Minor repairs were undertaken since then beach levels have recovered.

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

6.5 Shoreline Management Plan (SMP) Review

The officers' Client Steering Group and the Representatives Members Forum met on 13 February 2008 to review progress and to approve future tasks in advance of the Key Stakeholder Forum held on 27 February 2008 at the Riverside Centre, Stratford St Andrew. Using the consultation responses, objectives to which stakeholders "aspire" for the SMP were drafted and issued for comment. The programme is to be extended to give member organisations more time to respond. This will have a financial impact which is expected to be met by the Environment Agency.

The features and issues table, draft objectives and the photographs are available on the project website <http://www.suffolk.smp2.org.uk/>

6.6 Blyth Estuary Strategy

Members of the Blyth Estuary Strategy Group, comprising Member and officer representatives from the Council, Suffolk County Council and Waveney District Council, met twice further to prepare its response to the EA's proposals for the future management of the Blyth Estuary. The Group sailed along the estuary to view the condition of the current defences and the damage caused by the storm of 9 November 2007. The Council's Strategic Director sent the Group's response to the Environment Agency on 29 February 2008. A response from the Environment Agency is awaited.

6.7 Alde/Ore Estuary and Thorpeness to Hollesley Coastal Strategies

Nothing further to add to the last report as the EA has halted work on this project.

6.8 Term Contract for Repairs and Maintenance of Coastal Defence Assets

The current contract expired on 31 March 2008. The process to appoint a new contractor continues. Two contractors expressed an interest in undertaking the work and their financial and technical references are being reviewed before the dispatch of tender documents. Any necessary work will be ordered by SCS Ltd through its contract procedures.

7. GREEN POLICIES

- 7.1 Wenhaston village, having won the "Greenest Community" award under the Greenest County project, has continued to move things forward holding an insulation morning with support from Suffolk Coastal District Council and CRed Suffolk. Similar support has been provided to Framlingham, Kesgrave High School and Boyton for work on community action to tackle climate change.
- 7.2 Wenhaston has become the first community to go through an "indicative" tendering exercise for a bulk buy of solar water heating for 10 households. This exciting project supported by SCDC is now awaiting to see how many households will go ahead and have an installation done.
- 7.3 With support from key officers the Energy Saving Trust has finalised the Sustainable Energy Management report, facilitated an action planning workshop and produced a draft action plan for the Green Issues Task Group to consider in April 2008.
- 7.4 Over 60 members of staff attended the staff environmental awareness day on 22 January 2008 and feedback was positive, with 53% of respondees pledging to do more at work and at home as a result of information gleaned at the conference.
- 7.5 The Green Team staff natural environment lunchtime walk and The Greenprint Forum were both well attended and were a useful way to engage staff and Greenprint members in climate change and biodiversity.
- 7.6 The first meeting of Energy Champions from NPS, SCS and SCDC was held in March 2008. Energy Champions all have a role in reducing carbon emissions within their organisation and will meet quarterly with the addition of a champion from Openwide to share best practise in management and monitoring and to make suggestions for improvement.
- 7.7 Suffolk Coastal continues to work closely with Warm Front to improve the thermal efficiency of the housing stock of vulnerable residents. We operate a direct referral scheme through the Helping Hand Home Improvement Agency, this and a direct mail-out, coordinated by the Housing Benefit Section has helped to put us top of Suffolk Authorities for the number of qualifying referrals received by Warm Front. In 2007/8 over £600,000 worth of energy efficiency measures were installed by Warm Front in homes in Suffolk Coastal. To help ensure works are carried out the Council has agreed to top up these grants for 140 residents.
- 7.8 The insulation scheme offering residents a £50 Council Tax discount if they had insulation works carried out by British Gas saw another 63 houses insulated this year bringing the total number benefiting from this promotion to just under 400.

- 7.9 The Private Sector Housing team was successful in a bid for funding for consultancy time from National Energy Action and is using this expertise to review of our Fuel Poverty Strategy. This will particularly be looking to target families in privately rented accommodation and houses that are not on mains gas.
- 7.10 From the beginning of March 2008 the Port Health service switched off its two fax machines and moved to an electronic fax handling system. This will save a considerable amount of paper as around 300 faxes are received by the service every day. As well as saving paper, further savings in costs and resources will be achieved through a reduction in the amount of confidential paper being sent for shredding and a saving of one and half fax toners every month. The financial savings alone from this service improvement are estimated to exceed £4,000 per year.

8. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

8.1 Introduction

This section has regular updates on certain areas:

- Planning applications,
- Benefit claims processing,
- Sickness absence,
- Health and safety (new this year),
- Customer complaints and compliments (new this year), 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.

NB: performance comparisons are based on 2005-06 data for other authorities –the most recent data available at the beginning of the financial year.

8.2 Planning Services

The Development Control Team has maintained a good level of performance in major planning applications. Quarter 4 performance remained 'excellent' with 85.71 being determined within target. In previous reports the committee had been informed that processing minor planning applications was continuously being monitored. In quarter 4 there had been an increase to 66.67% of minor applications being determined within 8 weeks compared to 60.43% in quarter 3.

8.3 Housing Benefits, Council Tax and NNDR

The average time for processing new housing benefit claims in quarter 4 was 13.01 days which was an improvement compared to 17 days in quarter 3 and 18.12 days for quarter 4 2006/07. Likewise the average time taken in quarter 4 to process changes in circumstances had improved to 2.69 days from 5.46 days in quarter 3. Included in the performance for processing changes in circumstances in Quarter 4 is annual rent increases updated automatically for Suffolk Heritage Housing Association tenancies. In both of these indicators, our performance is in the top quartile when compared nationally.

As reported previously, the slight downturn in performance for the accuracy of our claims processing in previous quarters had been due to changes imposed by the DWP. However, due to stricter checking procedures in place there has been a slight increase in performance on correct calculation of benefit (quarter 4 93.60%).

Collection rates for Council Tax continue to reflect good performance compared with the totals collected in previous years. Quarter 4 for 2007/08 showed a slight increase compared to the same quarter in 2006/07. The collection rate for NNDR for the fourth quarter 2007/08 shows a very slight increased % compared to the same quarter in 2006/07.

	Tax Collected by end of Q4 06/07 (%)	Tax Collected by end of Q4 07/08 (%)
Council Tax	98.10	98.30
NNDR	99.40	99.50

8.4 **Sickness Absence**

In the previous quarter we reported that Suffolk Coastal had shown an increase in the level of sickness absence which had been mainly due to the large numbers of staff affected by seasonal bugs. However, within the fourth quarter the number of working days per full time equivalent lost had dropped significantly to 1.71 days which was mainly due to short term absence.

8.5 **Health & Safety**

The SCDC Joint Health and Safety Committee met on the 5 March 2008. Agenda items included consideration of incident reports, feedback on an incident involving a passenger lift at the Melton Hill offices, speeding traffic on the highway outside Melton Hill offices, an update on the Corporate Manslaughter and Corporate Homicide Act 2007, a brief on a new personal safety system utilising existing mobile phones, display screen equipment assessments and a risk assessment exchange of information.

Internal Audit Services began a programmed audit of the health and safety management system of SCDC and will report on its findings later in the year.

There were five incidents reported in SCDC. None of these require reporting under RIDDOR by the Council but one was reportable by the employer of the injured person.

Two partner incidents were recorded under RIDDOR that involved members of the public. Investigations have found no fault identified with the health and safety management system.

8.6 **Customer complaints & compliments**

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

Organisation	Complaints	Dealt with within timescales
Suffolk Coastal	21	81%
SCS	26	96%
DC Leisure	18	100%
NPS	1	100%
Openwide	3	100%

A review of complaints is to be undertaken by the Corporate Management Team to ensure that the correct resources and procedures are in place to enable appropriately timed responses to all types of enquiries.

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

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

Organisation	No. of compliments
Suffolk Coastal	34
SCS	7
DC Leisure	6
NPS	6
Openwide	0

8.7 **Leisure Usage**

Deben Health and Fitness suite is expecting to see an improvement in membership due to the employment of a second gym instructor. A water polo club on Saturday evenings has become established and is at full capacity. A regular three monthly mail shot has been introduced to all Swim Academy children and parents with different material, such as canoe courses, holiday activities, gym promotions etc.

Felixstowe Leisure Centre continues to add on additional group fitness classes, with both body pump and combat now established. Pool sessions have been affected by staff sickness resulting in classes being cancelled. The bar area has been refurbished, creating an additional space for the start of the new financial year which is expected to increase the income from meetings, and additional fitness class use. Felixstowe also benefited when Colchester Leisure World was closed for five weeks in February/March 2008 increasing weekend family usage.

Brackenbury Leisure Centre has experienced shut downs for repairs and servicing to the lights, and for equipment inspections which have resulted in a slight drop in bookings, but a new Aerobics Class called Syze Wyze has been added to the programme, and the squash courts have been repainted. A new "Little Kickers" weekly pre-school football session has been developed, and weekly block booking for football coaching have contributed to a slight increase in usage, along with gymnastics and trampolining courses.

Leiston Leisure Centre has introduced a new body combat class which is proving very popular, and are looking to introduce trampolining and gymnastics to increase uptake during school holidays.

8.8 **Services for All**

The Services for All policy, all related Equality Schemes and the Action Plan have been updated and are going to Cabinet on 6 May 2008. The Action Plan now highlights all relevant achievements as well as detailing actions that are proceeding.

The introductory e-learning programme should be available to all staff and members by the end of May 2008.

8.9 **Staff Training**

CMT approved the content of the Performance Management programme and that it be made compulsory for all staff. The first cohort of the programme is currently being advertised.

8.10 **LAA/Community Strategy**

At meetings held in January and March the LSP Board made good progress towards reviewing its priorities as part of the process of refreshing the Community Strategy for the District. Work is now underway to evaluate the key issues raised and develop policies which will focus effort to deliver improvements in the District.

In March the LSP Board provided a response to the consultation on the shortlist of indicators for the new Local Area Agreement (LAA2). Government Office for the East of England (GO East) require Suffolk to submit a draft LAA2 by 23rd April and a final version by 23 May.

8.11 **Member Briefings**

Since the beginning of January 2008, four member briefings have been held on "Suffolk Police - What the statistics don't tell you - a presentation by the Chief Constable on the challenges facing the Police in Suffolk", "Results of the latest employee survey", "Looking at the big picture" and "Working with the third sector".

All of the briefings have been well attended and the general opinion was that they were all interesting and relevant to the work of councillors. Feedback continues to be sought on the individual briefings from those in attendance and the general view appears to be that they are well organised, meet Member expectations and are effectively presented. Two more briefings are scheduled for 2008 but there are three more topics for briefings where the date has yet to be set. In addition three visits to Sizewell B power station, Gt Blakenham Recycling Centre and Otley College are being organised for the summer of 2008.

9. **FINANCIAL PERFORMANCE**

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

10. **RISK MANAGEMENT**

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


11. **RECOMMENDATION**

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





APPENDIX 1 – OVERVIEW OF PERFORMANCE
















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




Best Value Performance Indicator reference

Ref	Indicator	4 th Quarter (Actual)	Performance
COMMUNITY WELL BEING			
BV126	Domestic burglaries per 1,000 households	1.37	

Each Performance Indicator is classified according to its performance level:









Symbol	Description	Measurement: BVPI (Ref: BV)	Measurement LPI (Ref: LP)
	Excellent	in the top 25% of councils based on the latest comparative data: 2005-06	Performing over 15% better than target
	Good	in the second best 25% of councils based on the latest comparative data: 2005-06	Performing at or above target
	Fair	In the second worst 25% of councils based on the latest comparative data: 2005-06	Performing below target (up to 15% lower)
	Poor	in the bottom 25% of councils based on the latest comparative data: 2005-06	Performing more than 15% below target

Ref	Indicator	4 th Quarter (Actual)	4 th Quarter Target	Performance comparison to other authorities (4 th Quarter)	Yearly (2007/08) Actual	Yearly (2007/08) Target
COMMUNITY WELL BEING						
BV126	Domestic burglaries per 1,000 households	1.11	0.96		4.49	3.80
BV128	Vehicle crimes per 1,000 population	2.12	1.13		5.12	4.40
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	182,049	182,390		700,996	729,561
ENVIRONMENT						
BV109a	% of major applications determined within 13 weeks	85.71%	70%		82.35%	70%
BV109b	% of minor applications determined within 8 weeks	66.67%	80%		66.40%	80%
BV109c	% of other applications determined within 8 weeks	84.39%	88%		88.35%	88.00%
BV82ai	Total tonnage of household waste arisings - % recycled	22.01%	19.1 %		18.95%	19.1%
BV82bi	Total tonnage of household waste arisings - % composted	17.21%	21.9 %		24.0%	21.9%
BV84a	Kg of household waste collected per head #	98.1 kg	118.25 kg		443.9 kg	473.0 kg
FISCAL AND DEMOCRATIC						
BV9	% of Council Tax collected	98.4%	98.3%		98.4%	98.3%
BV10	% of business rates which should have been received during the year that were received	99.5%	99.5%		99.5%	99.5%
BV12	The number of working days/shifts lost due to sickness absence per FTE employee	1.71 Days	1.62 Days		1.94 Days	6.50 Days
LPI 4	Average number of working days lost through incidents at work per FTE employee	0 Days	0.02 Days		0 Days	0 Days
HOUSING						
BV183 b)	The average length of stay in hostel accommodation (weeks)	36.19 weeks	20.00 Weeks		30.33 weeks	20.00 weeks
LPI 14	Spend against the Bed & Breakfast budget	£11,186	£18,750	 (against locally set target)	£46,489.70	£75,000

Ref	Indicator	4th Quarter (Actual)	4 th Quarter Target	Performance comparison to other authorities (4 th Quarter)	Yearly (2007/08) Actual	Yearly (2007/08) Target
LPI 15	Number of cases moved from temporary to permanent accommodation	5	12.50		44	50
BV78a	Speed of processing: average time for processing new claims	13.01 Days	23.00 Days		15.5 Days	23 Days
BV78b	Speed of processing: average time for processing notifications of changes of circumstance	2.69 Days	7.00 Days		4.51 Days	7 Days
BV79a	Accuracy of processing: % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination	93.60%	100.00 %	*	93%	100%

* BV79a performance symbol is not shown as DWP instructions have changed so our latest performance figures cannot be compared with historical data (see 8.3).

BV084a – As the Council's performance in collecting recycling and composting increases this has an adverse effect on this performance indicator. Overall waste going to landfill is decreasing.

Ref	Indicator	4 th Quarter (Actual)	Target	Performance against our target
LPI 8	Number of complaints by service area and % dealt with within timescales. (Number of complaints received are shown followed by % dealt with within timescales in brackets)	(Target and performance are based on % of complaints dealt with within timescales)		
	a) Legal & Democratic	3 (100%)	95%	
	b) Community & Economic Services	1 (100%)	95%	
	c) Planning services	6 (50%)	95%	
	d) Housing & Benefits	8 (100%)	95%	
	e) Health	0 (N/A)	95%	
	f) Audit	0 (N/A)	95%	
	g) Customer & Strategic Services	2 (100%)	95%	
	h) Finance	1 (0%)	95%	
Compliments by service area (nb – under-recorded)			Targets not set	
	a) Legal & Democratic	0		
	b) Community & Economic Services	1		
	c) Planning services	2		
	d) Housing & Benefits	18		
	e) Health	2		
	f) Audit	0		
	g) Customer & Strategic Services	11		
	h) Finance	0		

RIDDOR incidents										
	Deaths		Major injuries		Over 3 day injuries		Diseases		Dangerous occurrences	
	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public
Suffolk Coastal	0	0	0	0	0	0	0	0	0	0
DC Leisure	0	0	0	2	0	0	0	0	0	0
NPS	No figures supplied									
Openwide	0	0	0	0	0	0	0	0	0	0
SCS	0	0	0	0	0	0	0	0	0	0

Budget Monitoring Report 2007/08

January 2008- March 2008 Revenue Spending Plans

This year the Council is required to close its accounts and have them presented to Cabinet by the 17 June 2008. At this stage in the process work is still ongoing with regard to calculating and confirming major items of income and expenditure, including grant claims. Initial indications are that the net 2007/08 underspend will be of a similar level to that for 2006/07 (£400,000) after taking account of between year virements totalling £166,600 which have been carried forward to 2008/09. This reflects the sound financial management and budgeting within the Council. However, certain aspects of the wider economy are reflected in year end variances such as lower income from fees and charges relating to the housing market, offset by increased returns on investments due to nervousness associated with inter-bank lending. As a result of the latter the Council will continue see some benefit against its budgeted position in 2008/09.

An oral update of the overall indications of revenue spending will be given at the meeting by which time all items of income and expenditure will have been finalised.

Major Balance Sheet Changes January 2008 - March 2008

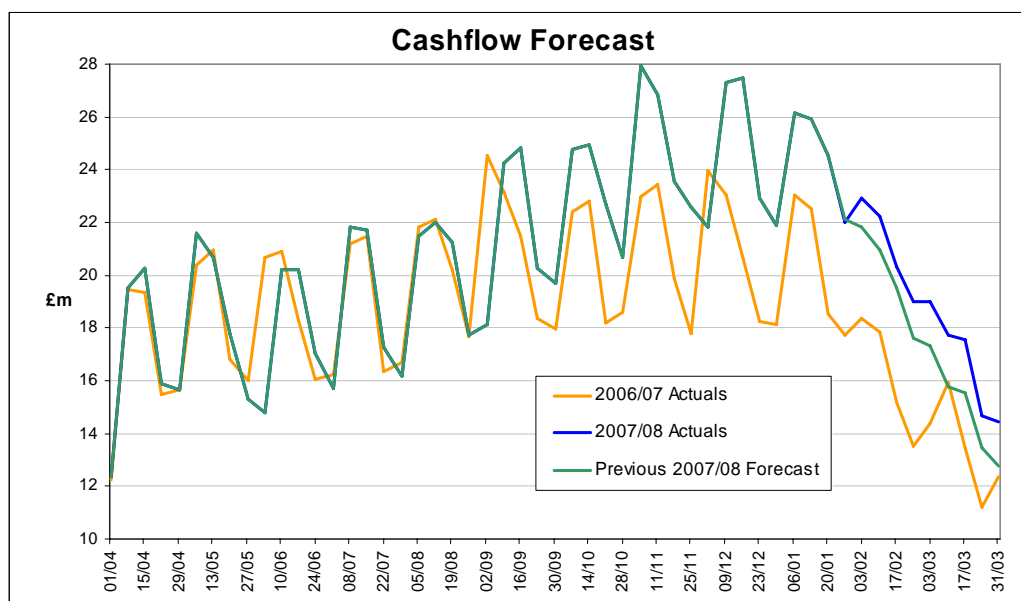
Fixed Assets

During the quarter there has been acquisition of land assembly as part of the Martello Park development. There have been no disposals in the period.

Capital expenditure is likely to underspend in the region of £700,000 against a revised capital programme of £3.1 million. The vast bulk of this sum will be required for project completions during 2008/09 including major schemes such as the Woodbridge Skateboard Park and the Ufford Depot heating project.

Cash & Investments

The Council successfully avoided the need for borrowing during 2007/08 and thus remained debt free.



The Cashflow forecast represents the level of daily cash available for investments based on prior year's trends and experience. Now that the alteration in payment date for Council Tax has been embedded for a number of years, the pattern of cashflows across the year is fairly consistent and is expected to continue. The year-end cash position of £14.4m was £1.6m ahead of the previous forecasted year-end figure reflecting actual patterns of both capital and revenue expenditure.

The Council remained within its prudential indicators set as part of the budget process for the quarter. No external borrowing has been undertaken during 2007/08 and the value of investments placed over 364 days is £1 million against an approved limit of £2 million.

Debtors

The Council actively manages its debts as part of its overall balance sheet management and has a good record of debt recovery. However, partly as a result the timing of court sessions and the recovery process, levels of debt can vary year on year. The expected year-end position on Debtors is £4.8m, a decrease on the 2006/07 position of £5.1m. There are 4 major areas of change:

-£0.1m - decrease debt on tax collection;

-£0.6m - decrease in a technical debtor with DWP for payment of rent allowances arising from claims on account

+£0.2m - an increase in housing benefit overpayment debt; and

+£0.2m - an increase in sundry debtors outstanding.

Bad debt provisions are reviewed each year to ensure that they are set at appropriate levels. As a consequence of the difficulty in recovering benefit overpayments negated by the decrease in Council Tax and NNDR debt the overall provision is expected to be around £1m as at 31 March 08, which is consistent with that of the previous year.

Creditors

The expected position on Creditors as at 31 March 2008 is £5.5m, which is a decrease of £0.2m on the figure for 2006/07 of £5.7m. Of this, £1.8m relate to Collection Fund prepayments and £0.6m on Playspace contributions. The remainder of the balance is represented by sundry creditors and accruals.

Explanatory Notes for Members on the Development of the Performance Report Complaints and Health and Safety

Complaints, compliments and comments.

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

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

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

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

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

Health and Safety reporting

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

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

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

Current priority for action

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
005/00n	Business Continuity	Lack of business continuity plan Corporate objective: Continue to provide a healthy and safe environment for the community	Failure to deliver basic business services	Basic Disaster Recovery plan reviewed, updated. ICT Disaster Recovery Plan in place. BC Management workshop held on 1st Aug 06. Steering Group worked with Zurich to develop basic recovery strategy. Outline report of progress to CMT 13 June. Zurich rated SC-s progress as above average at 8/10. Centrally coordinated exercise planned for 14 Nov which will highlight possible weaknesses in Plan. RT (SCC) to investigate common areas across County to identify opportunity for p/ship working. B C plan completed (8 Nov). CMT Agreed to adopt plan (mtg 28th Nov) and SB signed off. Plan went to Scrutiny 31st Jan 08. Staff awareness to be raised. Plan to be tested 28th March 08. BC and EP plans to be stored on memory sticks and made available to senior managers. JEPU to deliver training for all relevant officers.	Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise		13/03/2008	Stephen Baker	Phil Gore	L	H	M	3
014/00q	Governance and Development of Partnerships	Failure to establish a robust governance framework for the Councils Service Delivery partnerships Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims 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.	BCAs for all p/ships including risk assessment. P/ship board established. Training on contracts delivered. Comprehensive framework for governance of p/ships and management of risks being developed. Potential impact of SCC Securing the Future initiative to be considered. Partnership review to CMT. Briefing to Portfolio holder in Dec 07. Scoping exercise re existing partnerships completed. P/ship board meetings held (at Member level) for NPS/SCS/SCDC (7/1) DC Leisure (29/01) and Openwide (27/1). Report taken back to Council by portfolio holder. Board meeting arrangements to be reviewed with Audit. BC p/ship meeting with Babergh and Ipswich scheduled. Doing Business Better p/ship being assessed.	Opportunity to review and improve processes Development of robust foundations for future partnerships	10/01/2008	13/03/2008	Stephen Baker	Tony Osmanski	L	H	H	3

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
		<p>Failure to establish a robust governance framework for the Councils Community partnerships</p> <p>Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims</p> <p>Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan</p>	<p>Failure to identify and select most appropriate partners. Failure to optimise skills within 3rd sector. Partnerships do not meet Council's priorities for improvement. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.</p>	<p>Partnership board established. Training on contracts delivered. Comprehensive framework for governance of partnerships and management of risks being developed. Potential impact of SCC Securing the Future initiative to be considered. Partnership review presentation to CMT by JD. Briefing to Portfolio holder in Dec 07. Scoping exercise re existing partnerships completed. Guidance notes published on management of Service Planning Partnerships and assessing the inherent risks. Partnership database completed and being reviewed by appropriate managers. Plans to publish on Dora when review completed.</p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p> <p>Increased community involvement</p>	10/01/2008	13/03/2008	Tony Osmanski	John Davies	L	M	H	3
		<p>Failure to maximise opportunities for appropriate effective Shared Services</p> <p>Corporate objective as above</p>	<p>Missed opportunities. Failure to identify appropriate partners/partnership opportunities. Negative impact on reputation, staff and future of Council.</p>	<p>Suffolk Integration Group working on shared services. Shared Services task group established. Leaders group reviewing options. SIG meeting 17/3 to develop county wide shared services agenda in the light of LGR. SCDC SS task group mtg 19/3. SC to focus on key elements of the SS agenda involving working with Waveney DC.</p>	<p>Sharing of resources and expertise</p> <p>Cost savings</p> <p>Improved opportunities for staff</p> <p>Strengthening of SC's position in light of boundary review</p>	10/01/2008	13/03/2008	Stephen Baker	Tony Osmanski	L	H	H	3
024/00e	Performance Management framework	<p>Lack of an effective performance management framework</p> <p>Corporate objective: Improve effectiveness of key processes</p>	<p>Inability to effectively manage performance resulting in negative impact on the councils reputation and finances and failure to meet the Councils objectives.</p>	<p>Balanced Scorecard methodology implemented across all levels of the council with each team and service area having its own scorecard linking to the objectives of the corporate scorecard. Frameworks being developed for effective governance of projects and partnerships. Risk management as part of performance management being imbedded at all levels. PPAD system in place. Scorecards reviewed and further refined including further development of risk registers. Process underway for development of 08-09 scorecards. Priorities for improvement included in budget report. Positive scores achieved for latest Use of Resources inspection.</p>	<p>Ability to evidence continuous improvement and enhance the reputation of the Council, it's future prospects and those of it's staff</p>		13/03/2008	Stephen Baker	Steve Whelan	L	M	L	5

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
010/00n	Ethical standards and Officer/ Member protocol	Lack of strategic approach to the promotion and maintenance of ethical standards and the development of productive Officer/Member relationships Corporate objectives: Have staff and members who are equipped with the skills to achieve the Council's aims	Impact on quality of decision making and service delivery. Lack of mutual trust between Officers and Members leading to increased bureaucracy, damage to reputation, blame culture, high staff turnover.	C.Exec and L of Council weekly meeting. Monthly meetings of Designated Statutory Officers. All relevant Codes and Protocols in place inc. Members Code of Conduct, Whistle Blowing, Anti-corruption, Member /Officer relationship protocol, Planning/RofW protocol, Employee Code of Conduct on Intranet, Staff cultural survey undertaken, Register of Members Interests, Register of Gifts/Hospitality up to date and accessible. Training on Member Code of Conduct ongoing.			13/03/2008	Stephen Baker	Hilary Slater	L	L	H	3
006/00m	Communication	Ineffective internal and external communication Corporate objective: Keep the Community informed about their district and encourage involvement in the decisions that affect their quality of life Increase public participation in the democratic process through improving awareness of the Council's work	Poor productivity--Poor morale Failure to meet partnership needs. Loss of public confidence. Poor reputation.	Comprehensive programme of internal comms in place including CE Bulletin. CMT briefing note. Service Team meetings. Media release notification. DORA, new intranet, launched and continuing to be developed. Review of Coastline underway. Staff Budget Briefings taken place. White Paper briefings taken place. Review currently underway involving portfolio holder. Budget briefings planned for October. Scoping exercise completed to improve continuity of approach to communications. Need recognised to establish effective lines of communication with WDC.	Improved Customer Access to information and services through reviewing and improving communications Potential to increase community involvement through innovative communication		13/03/2008	Tony Osmanski	Viv Hotten	L	L	L	5
027/00a	Corporate governance	Failure to have all relevant policies and procedures in place to ensure compliance with key legislative requirements, all statutory obligations and internal policy Corporate objective: Improve effectiveness of key processes	External censure, financial loss, loss of reputation, adverse audit reports, reduced service provision, increased costs	Compliance with all current new and emerging legislation. Relevant and timely staff training. Independent review of financial and operational reporting. Sound internal controls. Member engagement with strategy and service delivery. Robust risk management. Robust Performance management framework and internal policies including Balanced Scorecard, reporting framework, guidance on compliance with FOI, Data Protection, Data Quality, Officer/Member protocol etc, Robust Procurement Policy and action plan. Revision of Corporate Code of Governance almost complete. Internal Audit to carry out annual review of CG and produce Statement. Also develop action plan using the CIPFA/SOLACE framework for benchmarking.			13/03/2008	Stephen Baker	Tony Osmanski	L	M	M	5

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

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
001/00r	Long Term Planning/Visi on	Lack of concrete long-term strategic planning, partnership planning and District wide perspective (3.5, 3.3, 3.6) Corporate objective: Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan Have strategic leadership that yields a flexible and dynamic culture	Failure to prioritise appropriately --Making wrong decisions and undertaking wrong activities. Poor use of resource--Reactive culture--Loss of opportunity--Impact on long term plans (hinder capacity for change). Conflict	Corporate Scorecard and Community Strategy in place. Monitoring via Strategic Leaders Group and CMT. Commissioned presentation received from State of the District. Time line and cycle of input requirements from Hs of S to be incorporated into Corporate Planner. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Local futures presentation delivered to Members, April 2005. Corporate Plan on website. S A scorecards developed. New Priorities agreed by Cabinet on 5 Dec. Discussion in progress with other LAs on service delivery and Pathfinder Bid. BVPP published. Annual Report published. Medium term priorities went to Cabinet in February with budget report.	Influence the future of the Authority		13/03/2008	Stephen Baker	Steve Whelan	L	H	H	3
003/00r	Corporate Financial Management	Lack of a suitably robust and flexible financial management plan Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Poor use of resources--Short term reactive culture--Potential for statutory intervention--Failure to prioritise	MTFS for years 2008/09 to 2010/11 approved by Cabinet in Sept 07. Budget Impact Assessment process underway to identify possible savings with update paper going to Dec Cabinet. Staff briefings currently taking place whilst Parish & Town Council briefings have concluded. 3 year grant settlement to be announced in Dec 07 to enable better planning. CSR07 also announced in Oct 07 - 3% cashable efficiencies. Council approved budget on 28 Feb 08.	Opportunity to engage officers and the community with the financial process		13/03/2008	Stephen Baker	Alan McFarlane	L	H	M	3
	Budgetary Management	Failure to manage budgets effectively across the Authority including Members Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	Review underway of CIPFA FM model to determine if applicable to SCDC. Review underway of training requirements across the Council - Local Government Finance session presented by Head of F&CS to Members at October briefing. Finance Training presentation to staff on Accountancy page of DORA. Individuals have had training on Navision as requested and manuals also available on DORA. 2008/09 Budget Consultation through - Town & Parish Liaison meetings, Staff briefings, Parish Bulletin - Coastline. Budget update report to Cabinet 4 Dec. Survey results to inform action plan. Members have asked for another briefing on LG finance.	Opportunity to engage officers and the community with the financial process	16/11/2006	13/03/2008	Stephen Baker	Alan McFarlane	L	M	M	5

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
	Capital Programme Expenditure	Failure to plan, fund and monitor the Council's capital expenditure. Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Ineffective use of financial resources.	Capital Investment Plan agreed by Cabinet. Capital Programme Expenditure Plan monitored and updated at Asset Management Group meetings. New NPS Asset Manager in post. 5 year indicative programme discussed 16th October. New focus on transparent management of capital expenditure. Expenditure on target. NPS annual report taken to partnership board. Asset management reviewed by O&S 15th March. NPS achieved 82% spend against Capital Prog. Capital Investment Programme agreed by Cabinet 8 Jan 2008.		16/11/2006	10/01/2008	Tony Osmanski	Steve Whelan	L	L	H	3
026/00	Emergency Planning/ Community disaster	Inability to respond effectively to an emergency situation in the District requiring Council support Corporate objective: Continue to provide a healthy and safe environment for the community	Damage to or loss of persons, property, the natural and the built environment. Loss of reputation. Financial loss.	Suffolk Coastal Emergency Plan in place. Suffolk wide EPU in place to assist in co-ordination of response to emergencies in partnership with other relevant agencies. SC Head of Health with responsibility for EP. Dedicated EP Officers based PT at SC offices. Team of trained Warning Officers providing 24/7 cover on a rota basis. Existing Emergency Plan to be reviewed and updated where appropriate. EP to be tested for effectiveness and outcomes used to inform update to EP. Regular participation in multi agency EP exercises. JEPU run coordinated training programme for all LAs. Exercise around flooding planned for CMT. Members development session on EP planned. Member Briefing delivered on EP/BC. Flood Plan review underway. Work ongoing to liaise with TCs & PCs to develop co-ordinated response.	Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies Testing effectiveness of emergency response		13/03/2008	Stephen Baker	Phil Gore	L	H	H	3
023/00	Internal Controls	Failure to effectively implement all internal controls including risk management, data quality management, prevention of fraud and corruption, internal/external audit functions. Corporate objective: Improve effectiveness of key processes	Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.	Relevant framework of policies/codes and protocols in place (see Ethical Standards risk) including Statements of Internal Control, Compliance with Contract Procedure and Financial Procedure rules, Whistle blowing policy, Risk Management policy, Fraud and corruption policy and FOI framework for dealing with requests. Members declarations of interest. Continuous audit process. New Audit Code ISA 315 systems reviewed - showed no material weakness. HS responsible for annual review of Member Register of Interests in line with AC recommendations. Development of data quality policy and procedures being undertaken. Data Quality audit report issued in January. Risk Register reported at O&S (will go annually). Revised Risk Management Strategy draft going to Cabinet June 08. Currently reviewing money laundering regulations			13/03/2008	Stephen Baker	Alan McFarlane	L	L	L	5

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
015/00o	Health and Safety	Lack of robust H-S policies and procedures for ourselves and our partners Corporate objective: Continue to provide a healthy and safe environment for the community	Loss of life or serious injury. The Council being held culpable in the event of injury. Damage to Councils reputation. Financial loss.	H-S risk register being devised and compiled on RisGen. Regular discussion of H-S risk at CRMG meetings. Development of training underway. Risk Assessment training completed. Well-being policy completed. H&S issues Now reported quarterly to Cabinet. H&S committee meet quarterly. New legislation on Corporate Manslaughter being considered at CMT and further report to CMT 28th Nov for decisions on action to be taken re accreditation/benchmarking etc. Mtg with BSI on ISO 18001. Risk Assessment course delivered 5th Feb. 08. Audit of H&S ongoing.			13/03/2008	Stephen Baker	Mark Sims	L	H	H	3
	Corporate Manslaughter	Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007 Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	The impact of the new provisions making it more likely that the authority as a body could be convicted if found negligent under the Act. Financial costs. Reputational impact.	Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated	Opportunity to review and improve processes and investigate opportunities for closer working/service integration in light of LGR. Identify and meet training needs.	13/03/2008							
028/00a	Legionella	Insufficient measures in place to prevent legionellosis arising from Council property Corporate objective: Continue to provide a healthy and safe environment for the community	Damage to health of persons. Financial impact. Damage to reputation.	Risk assessments programme in place. Monitoring in place. Head of C&SS identified as responsible person. Briefing note with Action Plan for improvements presented to CMT on 26/9/07. Revised Plan published on DORA. NPS drafted Legionella policy to go to Council. Informal Cabinet to be updated on Legionella issues. £30,000 in budget for Legionella control. Investigating purchase of relevant software.		06/09/2007	13/03/2008	Stephen Baker	Steve Whelan	L	H	H	3
002/00x	Succession Planning	Lack of timely identification of and planning for gaps occurring in key management positions and key skills Corporate objective: Have staff and members who are equipped with the skills to achieve the Council's aims	Lack of continuity. Negative impact on performance. Failure to identify appropriate training needs.	Development of more team working/shared responsibility. Service Heads surveyed to assess level of risk. Effective communication. Improved documentation. Mentoring. Work to be undertaken with Hs of S re knowledge management. Workforce development Plan presented to CMT. Work ongoing on next layer of WDP.	Increase staff satisfaction/motivation Protect continuity of service		06/09/2007	Tony Osmanski	Steve Whelan	M	M	M	4

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
004/00p	Organisational Culture	Failure to embed a flexible and dynamic culture with appropriate focus on staff wellbeing and development (values and behaviour) Corporate objective: Ensure that the Council's people are deployed effectively	Poor performance-- Increased Costs--Missed opportunities--High staff turnover	1st Cultural survey undertaken. IIP re accreditation granted. PPAD process implemented. Staff wellbeing policies implemented. Robust H-S policy. Stress Management Scheme implemented and training rolled out. New staff survey undertaken. Confidential Staff Advisors trained and in place. Cultural survey completed. Staff briefings delivered on survey findings. Results communicated through team meetings and key member meetings. HR coordinating action plan resulting from survey. Accreditation being sought for finance CPD training plan (approved scheme).	Increase staff satisfaction/motivation Cost savings		13/03/2008	Stephen Baker	Tony Osmanski	M	M	M	4
025/00b	Services for All	Failure to meet imposed Equality Standards and effectively prioritise response. Failure to provide accessible services to all where needed. Corporate objective: Ensure the Council meets equality standards	Inequality of access to services resulting in marginalisation of sections of the community. Inappropriate use of resources. Adverse impact on reputation. Poor audit results. Sanctions imposed.	SforA working group led by Cabinet member. S4A policy and action plan agreed by Cabinet. Stage 1 Impact assessments undertaken and action plan implemented. DES working group established and DES published with input from WG. Action plan developed and incorporated into revised S4A plan. New CRM system enabling monitoring of service use to inform improvements to access. Age related training rolled out. Gender Equality policy to Cabinet in June. SC represented on Suffolk Community Cohesion group, SJDWG and Gypsy and Travellers forum. Disability focus group mtg Nov 23 to discuss Equality Standard for LG. Strategy to be reviewed at Cabinet April/May. Very positive assessment of SC website by Shaw Trust. Work ongoing for Access to Services inspection. Corporate approach to software accessibility to be reviewed.	Increase community engagement and access to services Enhance reputation of the Council	16/11/2006	13/03/2008	Tony Osmanski	Steve Whelan	L	M	M	5
007/00t	Governance of Projects	Failure to establish a robust governance framework for the Councils projects Corporate objective: Improve effectiveness of key processes	Projects running over time or budget. Projects failing to realise adequate benefits. Inappropriate projects undertaken. Negative impact on service delivery, finances, reputation.	Project management guidance notes including risk assessments published. Project Boards/steering groups established. Comprehensive framework for the governance of projects being developed. CRMG agreed project planner now robust and risk can be downgraded and moved to "being monitored". Project management training under development. Updated Guidance Notes on DORA.			10/01/2008	Stephen Baker	Steve Whelan	L	L	M	5

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
008/00x	Performance Improvement Plans	Failure to develop and implement effective improvement plans for under performing services in line with imposed standards Corporate objective: Improve effectiveness of key processes	Inability to achieve required improvements to targeted services resulting in possible increased focus on Council performance, reduced opportunity of funding, government intervention and negative impact on councils reputation.	Regular meetings with CPA Relationship Manager. Implementation of revised improvement plan incorporating new improvement priority areas underway. Best Value review of Housing completed. Best Value review of planning completed. Planning now rated as 2*. CAA consultation underway. Preparation for Access to Services inspection ongoing.			13/03/2008	Stephen Baker	Steve Whelan	L	M	M	5

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

Under Consideration

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
	Boundary review	The impact of the review on the Council's ability to maintain its current level of services whilst simultaneously working to meet the demands of the review process and best meet the future of the Council	Failure to maintain "business as usual" in interim period. Impact on staff retention/recruitment Impact on external partners and stakeholders. Effect on investment in service delivery. Impact on morale. Failure to anticipate and effectively prepare for possible outcomes of review. Drain on organisational capacity.	Member Working Group established. Officer Project Team established. Staff made aware of need to maintain "business as usual" and keeping them informed of any relevant developments. Collaboration with other Districts supporting same concept in terms of sharing knowledge/resources. Communication with key stakeholders eg Town/Parish Councils/Partners. Maintain close liaison with Boundary Commission. Ensure where possible that staff are equipped with the skills to meet future challenges. Regular item on key agendas eg Cabinet Briefing and CMT. Retention/Recruitment Strategy. Provision of additional short-term support where necessary.	Opportunity to influence the future of the Council The ability to deliver improved service in terms of efficiency and effectiveness Utilising the performance culture established by SCDC	10/01/08	13/03/2008	Stephen Baker	Tony Osmanski	L	L	M	5
	Joint Chief Executive	The Chief Executive role being shared equally between SCDC and Waveney DC	Absence of CE for unforeseen reasons will effect both authorities. Negative public perception. Impact on communications between Cllrs and CE. Impact on staff morale. Impact on CE in terms of work/life balance. Impact on service delivery. Loss of identity of both/either authority.	Each LA retains its own identity and branding. Existing availability of strong Management Team at SCDC supports CEx in Joint CEx role. New Management Team at Waveney being created. Effective communications in place between both LA. Performance Management Framework. Effective management of post holder's work/life balance and monitoring of the situation. Commitment of all leadership concerned. Robust Agreement in place including exit strategy.	Cost savings Opportunity to strengthen links with Waveney in support of the East Suffolk concept. Sharing of knowledge and expertise Enhanced opportunities for staff	13/03/08							