

Cabinet: 1 Sept 2009

**SUFFOLK COASTAL DISTRICT COUNCIL - QUARTERLY PERFORMANCE AND FINANCIAL REPORT
QUARTER 1 2009-10**

Report by Policy and Performance Manager

EXECUTIVE SUMMARY

1. The Council has adopted the Balanced Scorecard performance methodology that allows Members and Officers to determine, focus on and monitor its priorities. At the Cabinet meeting, details of the Council's performance against selected performance indicators, financial performance indicators and performance in risk management for the first quarter 2009/10 (1 April 2009 to 30 June 2009) will be presented.

Wards Affected:	All Wards
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Cabinet Member: Ray Herring	Leader of the Council
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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\Q1 2009-10\Qtly Performance Report (1st qtr) 09-10 v1.doc

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1. INTRODUCTION

- 1.1 This report provides an overview of the Council's performance during the first quarter of the financial year 2009/10 (1 April – 30 June 2009). 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 A year of gathering data against the new set of National Indicators has been completed and this has enabled us to set local targets for 2009/10.
- 1.3 Appendix 1 of this report shows performance against local targets for a set of Performance Indicators and ranking against other Local Authorities using quartiles. For comparison with other local authorities we have used the most recent available quartiles (2007/08). We will continue to use these quartiles until new NI quartiles are available.
- 1.4 In response to Member and public feedback we will continue to make improvements to these reports. Changes to this latest report: Inclusion of Place Survey Data (see 10.10)
- 1.5 The Council has adopted the Balanced Scorecard methodology that allows both Members and Officers to determine, focus on and monitor progress against their priorities. The Council's budgetary process is also closely aligned to the scorecard methodology. The format of this report is based around the Council's seven medium term priorities which were reviewed in December 2008.

2. REPORT SUMMARY

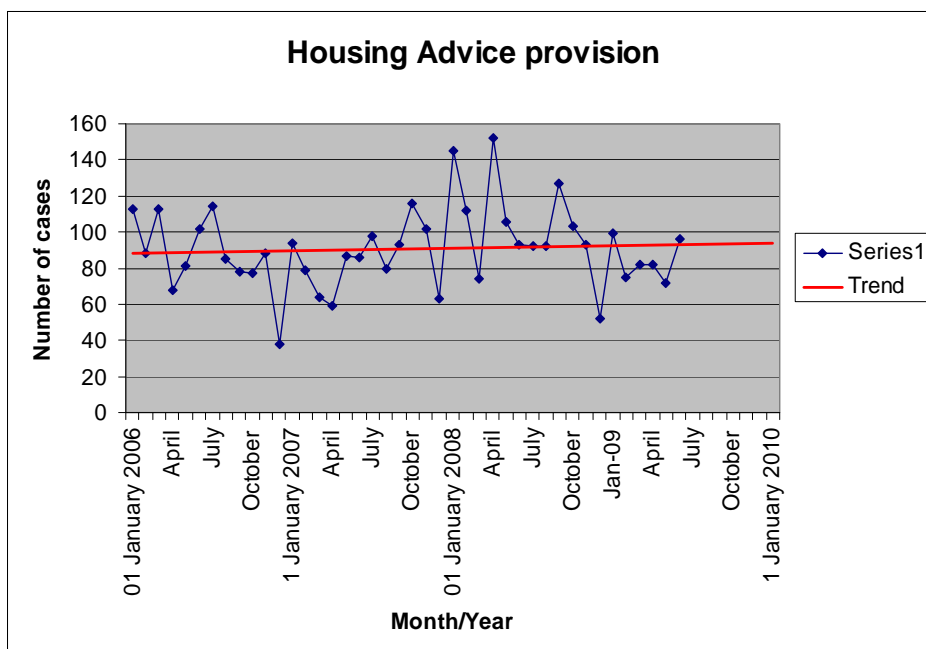
- 2.1 This summary focuses on key points within the report, for noting or discussion:

- **INCREASING ACCESS TO HOUSING** – The Council's homelessness prevention measures overall continue to deliver very good results. There were only 4 households in temporary accommodation in the first quarter. There was no-one in bed and breakfast accommodation - the first time this has occurred for at least 9 years.
- **FEELING SAFE AND BEING SAFE FROM CRIME** – Overall crime continues to fall and Suffolk Coastal's performance against its family group averages remains strong. Violent crime however, again rose in quarter 1 (see 5.1).
- **THE ECONOMY** - The Economic Development team have contributed to business development investment of more than **£2,036,668** Between April and June 2009. (see 6.4). Suffolk Coastal is monitoring the impact of the recession on residents, businesses and on the Council. We are working in partnership with other Suffolk organisations to reduce the impact (**see Appendix 3**).
- **IMPROVED WASTE MANAGEMENT** – As from April '09 over 72% of the District's households are now receiving the combined recycling and waste collection service. Service promotion and information roadshows, and a Members Forum were held as a lead up to 5,800 more households joining the scheme from July '09. The roll out project is on target to be completed in March 2010. The amount of collected domestic waste recycled or composted was 51.9% in quarter 1.
- **COAST & ESTUARY MANAGEMENT** - Good progress continues to be made with the Coastal Defence schemes and strategies. The East Lane Bawdsey Defences were completed and the Shoreline Management Plan draft policies are now ready for public consultation which starts in July. A preferred option to take forward for the Project Appraisal Report for the Central Felixstowe frontage coast protection works was arrived at, following public and stakeholder consultation.
- **DELIVERING WELL-PERFORMING SERVICES** – Provisional collection rates for Council tax are only just below target at 31.1% (target is 31.2%), and NNDR collection rates stand at 30.63% compared with 30.40% at the same time last year. This represents a considerable achievement considering the impact of the economic recession on both householders and businesses.
- **PLANNING SERVICES** – “Large-scale Major”, “Minor” and “Other” applications all met targets this quarter. The 4 “Small-scale Major” developments which took longer than 13 weeks to determine all relate to affordable housing schemes which required the completion of Section 106 agreements to secure outdoor playspace provision. (52 units in total). (see 10.2)

- **BUDGET REPORT** - With regards to the current volatile economic climate, the situation for the certain income streams as reported in the 2008/09 quarter four monitoring report is still being closely monitored. The Council did not enter into any external borrowing during the first quarter of 2009-10 and therefore continues to be debt free. Current forecasts are that all capital expenditure can be financed without the need for external borrowing in the current financial year, however adjustments to the forecast for revenue spending shows an overall increase of £443,000 making a total estimated use of reserves and balances for 2009/10 of £1,018,000. (see Appendix 2)

2. INCREASING ACCESS TO HOUSING

- The Council's homelessness prevention measures overall continue to deliver very good results with the Council only having to place 4 households in temporary accommodation prior to permanent rehousing in Housing Association accommodation during this quarter, compared to 8 in the same period in 2008/9.
- At the same time nobody had to be accommodated in bed and breakfast while their circumstances were investigated which is the first time this has occurred for at least 9 years.
- The level of housing advice enquiries still shows no significant increase as a result of the economic downturn. The graph below shows the level of such enquiries since 1 January 2006 with the underlying trend illustrated by the red line.

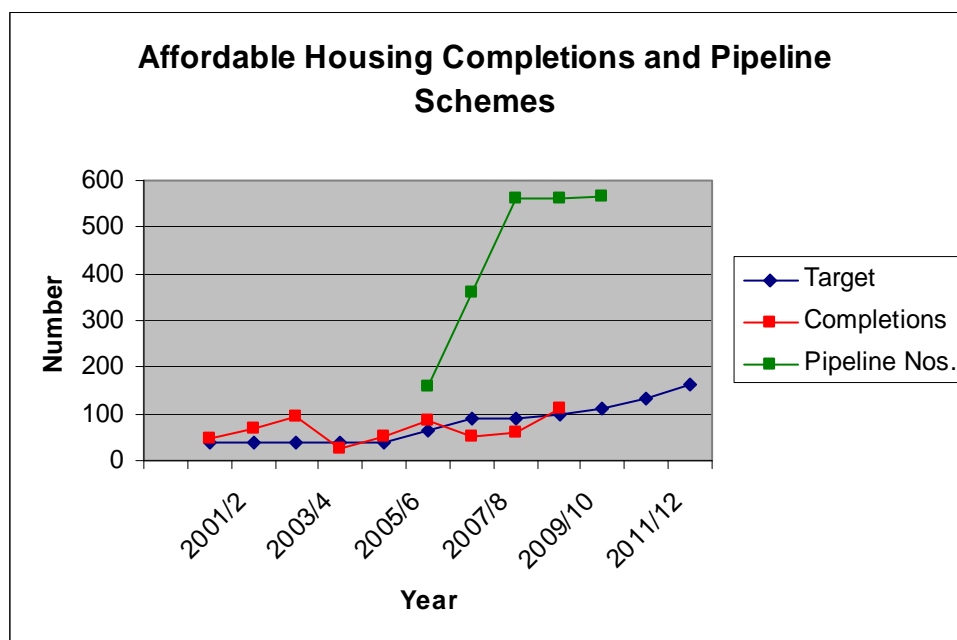


HOUSING ENABLING

- There were no starts on site or completions of new affordable housing during the quarter. However, work is in progress on 86 new homes and all of them are expected to be completed during the year, with a further 50 scheduled to start during the year.
- The construction of new affordable housing is still heavily dependent upon schemes being developed by Housing Associations alone, rather than from planning gain from private developments. General housing development activity remains very low with few, if any, private developments progressing once planning approval has been secured.
- The table and graph below provide details of the overall affordable housing activity. In particular, the graph shows units completed (red) against targets (blue) for each of the last eight years together with the information for the whole of 2008/09. 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 07	31 March 08	30 Sept 08	31 Dec 08	31 March 09	30 June 09
Dwellings where proposals are being worked up		167	129	97	93	93
Dwellings for which a planning applications have been made	158	130	175	157	78	55
Dwellings with planning approval granted but not yet started on site	160	179	212	268	303	322
Dwellings under construction	40	87	72	96	87	86
Totals	358	563	588	618	561	556

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

- 3.1 Performance for two of the four national indicators (domestic burglaries and vehicle crime) has improved over the first quarter compared to the previous quarter. There has however been an increase in violent crime of 20% (50 offences). Police have been unable to identify any specific underlying causes, and this type of offence will be carefully monitored.
- 3.2 Criminal damage is the most prevalent crime currently accounting for 26% of our overall crime each year. There has been an increase of 66 offences (19%) from 350 in the last quarter to 416 this quarter. This rise follows a seasonal trend. Damage to vehicles accounts for 184 of those offences and currently accounts for 14% of our overall crime per year. However, there has been a continuous reduction year on year since 2003/4 of 16% from 1638 offences to 1373.
- 3.3 The table below shows a comparison for the period April to June, with the previous three months. The data is presented in this way as the Police quarterly reporting schedules do not correlate with the Council's Quarterly Report. The data table also compares Suffolk Coastal against our CDRP family group (made up of other local authorities with a similar profile to Suffolk Coastal), where this Council is currently ranked as second best performing overall for the past 12 month period. We have an annual rate of 42.84 crimes per 1,000 head of population which is the lowest for three years and below the family average of 54.94. It is still the lowest of the five Suffolk Community Safety Partnerships.

National Indicator	Description	Apr	May	Jun	Quarter Total	Quarter 4 2008/9	Crime rate	Family Group Average (Position)
NI 16	Domestic burglaries	13	13	8	34	41	0.66 per 1,000 households	1.24 (1st)
NI 20	Violent crime	116	96	82	294	244	2.34 per 1,000 population	3.01(3 rd)
NI 16	Robberies	0	2	3	5	0	0.040 per 1,000 population	0.066 (9th ^t)
Ni 16	Vehicle crime	32	44	35	111	115	0.89 per 1,000 population	1.34 (1st)

Table: Suffolk Coastal crime statistics Quarter 1

- 3.4 There is now some evidence that the recession may be having an effect on acquisitive crime in the District with increases in Shoplifting of 84 Offences (+40%) over last twelve months compared to the previous year, and likewise theft/handling which has increased by 169 offences (+14%) compared with same period last year. With the continuing police focus on reducing Burglary and Vehicle Crime which has been reasonably successful, the rise in acquisitive crime may be attributable to offenders shifting their focus to lesser crimes which are more opportunist and easier to commit.
- 3.5 With the introduction of the Government's Assessment of Policing and Community Safety (APACS) new indicators have been introduced for the Community Safety Partnership Plan 2008-11. Overall crime rates in the District (which are the figures reported by Suffolk Constabulary) continue to fall, showing a reduction of 7% (358 offences) for the past twelve months compared with same period for the previous year. Quarter one has seen a seasonal peak for the past four years. This spike however was continually reducing, but this year has seen a slight increase of 37 offences (+2%) compared with the corresponding period last year. National figures for the percentage of people who perceive that there are high levels of anti-social behaviour, show that Suffolk still records one of the lowest levels in the Country and in Suffolk Coastal, it is 8.5% which is the second lowest in Suffolk after Mid Suffolk.
- 3.6 The new Community Safety Partnership Plan commenced on 1 April 2008. The Home Office has now set one overall confidence target which is 'The percentage of people who think anti-social behaviour and crime are tackled effectively by the local authority and the police.' The British Crime Survey (BCS) baseline figure for Suffolk (year to September 2008) is 50.9%, with a target of 58.9% for March 2011.
- 3.7 Whilst Suffolk Coastal remains a safe area to live in, and the 2008 Place Survey shows that 95% residents feel 'fairly or very safe during the day the figure drops to 69% after dark we must not become complacent. The Community Safety Partnership and other partner organisations continue to deliver a variety of projects and diversionary activities for young people and have supported the BikeSafe Project aimed at reducing serious road traffic collisions involving motorcyclists. Much of their work has been involved with commissioning this year's projects for the Partnership Plan which has seven priorities areas:
- Night time Economy
 - Protecting Young People
 - Protecting Property
 - Priority Neighbourhoods
 - Supporting Vulnerable Families
 - Tackling Substance Misuse
 - Road Safety
- 3.8 Operation Camouflage will provide activities for those young people most at risk of offending and preparations for this year's event in Quarter 2 are underway. The Community Safety Partnership has funded diversionary activities in Felixstowe, Woodbridge and Aldeburgh in addition to those provided by the Active Leisure Team. The Nightsafe Partnership, which focuses on the night time economy in our town centres, has been recruiting new members through the Safer Neighbourhood Teams in some of the towns that did not previously have a Pubwatch Scheme. The Town Pastors Scheme which has been so successful in other parts of the County was launched in Woodbridge in April and begun patrolling Woodbridge on Friday nights. Violence in public places where alcohol is a contributing factor is down by 56 incidents over past twelve months compared to the previous period, a reduction of 13%. The Partnership was successful in obtaining a funding grant of £10,000 under the Home Office's Alcohol related activity programme, to fund activities to tackle alcohol misuse. In May the Partnership delivered two road show events at Orwell School and Deben School for young people in Felixstowe, which were

linked to a drive by the Safer Neighbourhood Team to tackle underage drinking in public as a result of a request from the Felixstowe Youth Forum. In the majority of cases where alcohol has been seized by the Police, it has been obtained through the home. Suffolk County Council Trading Standards report that no intelligence has been received concerning sales to young people from retail outlets in the last twelve months and test purchases carried out in the Felixstowe area have not had a positive result (where alcohol was able to be purchased) since 2007.

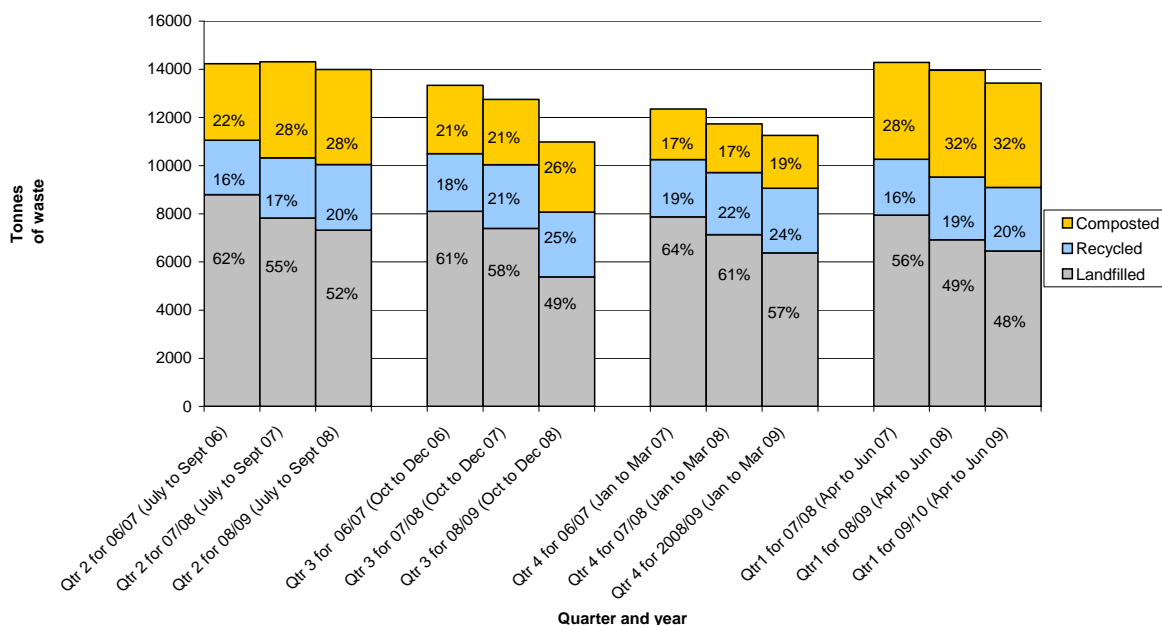
4. STRENGTHENING THE ECONOMY

- 4.1 The Suffolk Coastal Holiday Guide 2009 has already exceeded distribution figures for last year with in excess of 55,000 copies being distributed by end June, through various channels including Tourist Information Centres nationwide, in response to individual holiday maker requests and also through specific seaside marketing campaigns. The latest figures show that £260 million worth of business is generated annually in the District thanks to tourism.
- 4.2 Information-sharing and partnership working with key agencies continues in order to mitigate effects of the economic downturn by making sure individuals and businesses are aware of the advice and financial support available to them. 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. Funding rounds will be held quarterly up to March 2010 or until the £150,000 available has been allocated. 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.
- 4.3 An application to the Heritage Lottery Fund (HLF) for a grant to support a project to improve and repair Felixstowe's historic Seafront Gardens has been successful, thanks to the Heritage Lottery Fund (HLF) awarding £152,300 to Suffolk Coastal to develop proposals for a multi-million pound restoration project. The Seafront Gardens are Grade II Listed on the National Register of Parks and Gardens of Special Historic Interest, and the proposed renovations will be part of the Felixstowe and Trimleys Peninsula Futures project to regenerate the entire resort. Having been successful in the first round, the next stage involves putting forward more detailed proposals and bidding for a further £1,819,000 within the next two years.
- 4.4 The Economic Development Team has contributed to Business Development investment in the district worth **£2,036,668** between April 2009 and June 2009. These projects have supported planning applications for 2 new commercial units. This business development activity has also supported the creation of 55 new jobs and the safe-guarding of 4.5 jobs which, when assigned a monetary value, brings the overall value to the economy of £3,796,793.
- 4.5 **Inward Investment**
10 inward investment enquiries have been handled. Many of these originated from Choose Suffolk however, two were direct enquiries to Suffolk Coastal District Council.
- 4.6 **Rural Economy Scheme**
Six businesses have been assisted by the Rural Economy scheme with business advisor visits. Of these, five have been offered grants totalling £17,248. This has in turn attracted private match funding from the applicants of £84,698. This means that, in the Suffolk Coastal district, projects with total costs of £103,446 have been enabled by the Rural Economy Scheme.
- 4.7 **Planning**
The Economic Development Team has been involved with consultation responses for 6 commercial planning applications in the district.
- 4.8 The RingGo scheme is being piloted in Woodbridge's town centre car parks alongside pay and display, with people now able to pay for parking by credit or debit card using their mobile phones. If it is well received it could be rolled out in other Council car parks in the district. People can register for the scheme in advance or wait until they are parked.

5. IMPROVED WASTE MANAGEMENT

- 5.1 From April 2009 a further 5,800 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 41,600 or over 72% of households in the District.
- 5.2 In June the delivery of wheeled bins for the next phased introduction of the service began. Seven service promotion and information roadshows were held in the Felixstowe area during May to support this next phase of the service roll out. Also in May a Members Forum was held for those Ward Councillors representing the areas where the service was to be received next. Representatives from Felixstowe Town Council also attended the Forum.
- 5.3 The completion of the roll out of the combined waste and recycling scheme by the end of March 2010 remains on target.
- 5.4 The total waste collected and the amount of waste going to landfill in quarter 1 shows a year on year reduction. In quarter 1, overall 51.9% of domestic waste collected was recycled or composted.

Graph showing year on year quarterly performance



6. COAST AND ESTUARY MANAGEMENT

6.1 South Felixstowe Groyne Replacement Scheme

Beach inspections have continued and the EA advised of any necessary remedial work.

6.2 Central Felixstowe Coastal Defence Strategy

Two public exhibitions and the key stakeholder consultation have taken place for the coastal defence option between the War Memorial and Jacob's Ladder.

It is proposed to take forward a scheme option comprising:

- a series of straight rock groyne between the War Memorial and Bath Tap;
- an additional rock groyne outside the Fludyer Arms PH;
- limited beach recharge outside the Fludyer Arms;
- a rock revetment around Cobbold's Point to Jacob's Ladder supporting an elevated walkway.

A project website (www.projecttowntobeach.com) contains all plans and posters displayed at the exhibitions with an explanation for the selection of the preferred option.

Costs associated with this project, including the Council's costs, are to be met by the coast protection study grant of £159,000 approved by the Environment Agency. The project remains on programme and to budget.

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

6.3 East Lane Bawdsey Defences

The works were finished on 12 June 2009

6.4 Dunwich Demonstration Project

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 (CSG) met to review the responses on the draft policies received following the key stakeholder consultation workshops, and to approve the public consultation procedures. The Members forum approved the final draft consultation version of the SMP as a basis for a three months public consultation to start on 1 July 2009.

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

7. GREEN POLICIES

7.1 Suffolk Coastal facilitated a Greenprint Forum on 27 April 2009 which saw two of the four C-Change Communities share their successes to date and discuss future plans. A video was followed by a presentation on the issues surrounding single use plastic bags and the Council's commitment to help parishes become single use bag free. More information on this informative session can be found on <http://www.suffolkcoastal.gov.uk/yourdistrict/greenissues/greenprint/forum/>

7.2 Suffolk Coastal has been awarded funding by the AONB Sustainable Development Fund to extend the LSP 'C-Change Coastal' community engagement project and develop the planned business engagement project which gained LABGI and Groundwork funding, and for which an experienced business network practitioner has now been employed.

7.3 The draft Climate Change Strategy has been issued for public consultation with a deadline of 14th August and will resume the process of formal consideration in September. The consultation documents can be found on <http://www.suffolkcoastal.gov.uk/yourdistrict/greenissues/ccs/default.htm>. Suffolk Coastal took part in developing the Suffolk Strategic Partnership Climate Change Action Plan which has now been adopted and can be found on http://www.greensuffolk.org/what_are_we_doing/climate_change/suffolk_climate_action_plan

7.4 The community group "Greener Fram" signed up to be a pilot community for the Greener Homes DIY scheme, lead by SCDC and funded by EERA and the Greenest County. The scheme which offers residents of pilot communities the chance to receive free energy efficiency goods for DIY installation is due to be launched in July. Also part of this initiative is interest free loans for renewable installations which are to be available across Suffolk, administered by the Ipswich and Suffolk Credit Union, subject to availability.

8. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

8.1 Introduction

This section has regular updates on certain areas:

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

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

8.2 Planning Services

The quarter started with 395 applications on hand out of which 63 applications were withdrawn. A total of 388 applications were determined in the quarter. These figures reflect the continued push to dispose of older outstanding applications. 392 applications were received during the quarter which is slightly up on the last quarter. As a result of this performance 336 applications were on hand at the end of the quarter.

Performance for the processing of applications was as follows:

% of large scale major developments determined within 13 weeks	66.67% of 6 applications
% of small scale major developments determined in 13 weeks	50% of 8 applications
% of minor applications determined in 8 weeks	80.2% of 111 applications
% of other applications determined within 8 weeks	90% of 263 applications

The 4 small scale major developments which took longer than 13 weeks to determine all relate to affordable housing schemes which required the completion of Section 106 agreements to secure outdoor playspace provision. (52 units in total)

This quarter also saw the determination of the Felixstowe South Seafront application of 158 dwellings and maritime park.

Large scale Major, Minor and other applications all met targets this quarter.

Type of application determined	Volume (%)
Additions to existing dwellings (e.g. extensions)	204 (53)
New dwellings	51 (13)
Miscellaneous	71 (18)
Listed building consent	31 (8)
Retail or industrial	20 (5)
Changes of use	11 (3)

As can be seen from the above a majority of the applications relate to householder and other minor types of applications. This continuing downturn in the remaining categories of applications reflects the effects of the recession. Accordingly fees received for the quarter totalled c£135,000 compared with £215,486 for the same quarter last year.

During the quarter, 76 enforcement cases were received and 254 were determined or closed. This again reflects a concerted push to deal with older outstanding cases which may have been resolved but had not been formally closed. There are however still 234 outstanding enforcement cases and the team will continue with their commendable efforts to clear the backlog.

9 appeals have been lodged this quarter, 8 appeals have been determined of which 7 have been dismissed and one allowed.

8.3 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. The original Best Value Indicator statistics are still used for internal monitoring purposes. Compared to the same time in 2008/09, there has been an increase of 33.72% in new claims received; and for change events an increase of 31.22%. There has been a 4% increase in caseload since March 2009. Even if ultimately there is no award or change in benefit entitlement, all claims have to be processed. This has significantly increased work levels and work is currently underway to clear a 2 week backlog. The effect of this has been to increase the processing time for NI 181 for Quarter 1 of 2009/10,

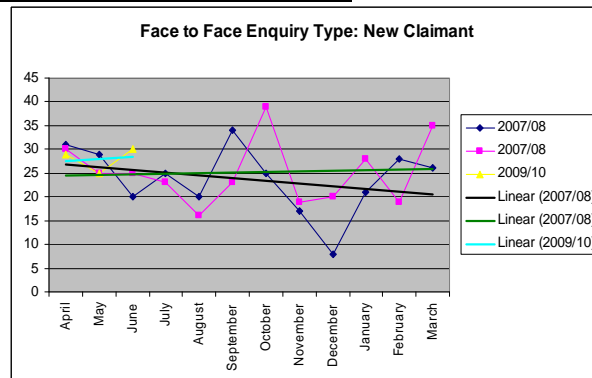
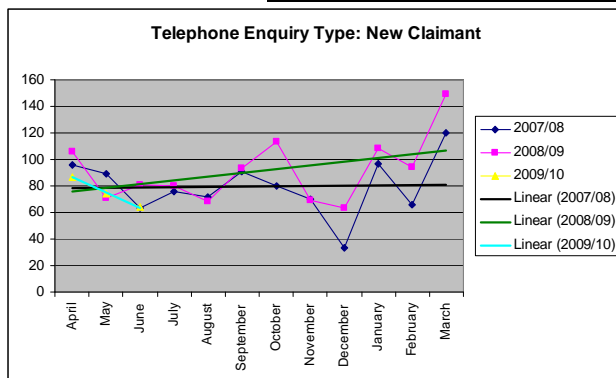
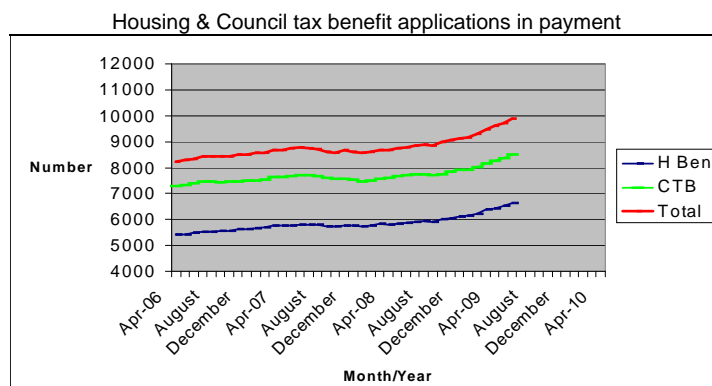
to 10.52 days against our target of 9 days. This situation will be monitored and relevant action taken if this caseload increase continues.

The Service continues to undertake joint working with other welfare organisations and registered social landlords to streamline the benefits administration process. There have been very positive outcomes from the Customer Panel, now known as the Benefits User Group, which will be used to inform future improvements. This Panel meets quarterly to develop service improvements including those to benefit notification letters, leaflets and claim forms. We are continuing our outreach work with other organisations and outlets to promote awareness of all benefits and improve up-take. The 6-monthly landlord forums providing landlords with housing and benefits advice have also proved successful.

Improved technology means that at home visits we can now update customer details electronically for both changes in their circumstances and claim intervention reviews. This claim data is uploaded into the back office system and does not require further verification as Officers will have had sight of all documentation for checking, at the time of the visit. Unfortunately because the forms to initiate claims are accessed via the Council's website, a poor mobile telephone signal in the area means we have been unable to progress with access to this form at home visits or surgeries.

Later this year it is expected to be able to provide landlords with electronic benefit notification letters and payment schedules, where they receive Housing Benefit payments, which will reduce printing and postage costs. These will be accessible through the Council's website on a 24/7 basis. Customers will also be able to view their benefit notification letters on-line.

The Service will also be progressing to electronic data transfer with the Department of Work and Pensions through Government Connect during 2009/10, as well as further streamlining benefit processes and providing an enhanced one-stop approach for customers claiming benefit.



The collection rate for council tax continues to reflect good performance. The first quarter of this year showed a provisional collection rate of 31.1% which is the same as in the equivalent quarter in 2008/9.

The NNDR Collection Rate as at 30th June 2009 was 30.63% compared with 30.40% at the same stage last year. This is quite an achievement bearing in mind that businesses generally are still struggling through the recession.

	Tax Collected by end of Quarter 1 2008/09 (%)	Tax Collected by end of Quarter 1 2009/10 (%)
Council Tax	31.1%	31.1%
NNDR	30.40%	30.63%

From the 1 April 2009 owners of empty properties with a rateable value of less than £15,000 are exempt from paying empty property rates. This may have assisted in some degree to maintaining a favourable collection rate despite the economic climate.

Businesses are still being encouraged to apply for Small Business Rate Relief as there are still those who could apply but have not for one reason or another.

With regards to the Business Rate Deferral Scheme announced by the Chancellor on 31 March 2009 to date there has been little response from ratepayers. It may be that ratepayers will be wary of taking up the offer of this scheme, bearing in mind that any calculated deferred amounts have to be paid back within the next two financial years. It is not therefore anticipated that this scheme will have much impact on the next collection rate due to be reported at the end of September 2009.

More information about the scheme has now been received from Central Government. They will be providing councils with information leaflets together with application forms which can be sent out to all qualifying ratepayers. It is expected that this will be done immediately after the regulations come into force. A specification has also been received from Capita as to what system changes will be required in order to meet the forthcoming legislation which is due out later in July.

8.4 Sickness Absence

Sickness absence rates remained the same as in the previous quarter at 1.2 days per full time equivalent. This is a slight improvement on the same quarter last year (1.80).

8.5 Health & Safety

The SCDC Joint Health and Safety Committee met on the 3 June 2009. The minutes of the meeting are on DORA. Agenda items included consideration of incident reports, Customer Alert List, Fit for Work project and risk assessment exchange of information.

Four Suffolk Coastal employees were awarded the CIEH Level 2 Award in Health and Safety in the Workplace.

There was one incident reported in SCDC where an employee was injured whilst lifting. This did not require reporting under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) by the Council. Three partner incidents were recorded under RIDDOR, two of these involved members of the public and the other was an employee of a partner.

Details of RIDDOR incidents:

DC Leisure

1. A member of the public kicked what he believed to be a pair of goggles, but was in fact broken glass, causing him to cut his foot open.
2. A member of the public was playing netball, as she tried to catch the ball she dislocated her finger.

SCS Ltd.

3. Over 3 day injury. The operative, whilst getting out of the vehicle, hit his knee on the walkway barrier. The employer's risk assessment covers entering and exiting the vehicle and the operative is fully conversant with the health and safety information and risk management procedures in place at the site. The incident was investigated and the existing processes and procedures were found to be adequate. The incident has been attributed to human error.

8.6 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 first 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	26	88%
SCS	43	93%
DC Leisure	28	100%
NPS	5	100%
Openwide	4	100% (3 day timescale)

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 attributed in part to raised awareness resulting in more compliments being recorded.

Organisation	No. of compliments
Suffolk Coastal	52
SCS	37
DC Leisure	15
NPS	18
Openwide	7

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	74% (23)	16% (5)	10% (3)
Council Tax	67% (28)	7% (3)	26% (11)
Environmental Services	70% (42)	8% (5)	22% (13)
Housing	68% (39)	5% (3)	26% (15)
Licensing	100% (9)	0% (0)	0% (0)
Planning & Building Control	43% (44)	9% (9)	49% (50)
Roads & Transport	68% (17)	16% (4)	16% (4)
Waste & Recycling	51% (29)	13% (8)	36% (14)
Other Services	54% (158)	16% (48)	29% (86)

8.7 Leisure Usage

From April 1st 2009 the 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 quarter of 2009 / 2010 this has attracted 11,395 attendances. The total number of swims over the quarter was 66,622 compared to 65,023 in the same quarter the previous year (an increase of 1,599 swims). Therefore there appears to be a correlation between the uptake of free swimming for the over 60's and a reduction in the number of paid swims across the 3 swimming pools.

Swimming continues to be popular with over 50 swimmers taking part in the National 'Swimathon' event in April 2009, and a new large pool inflatable has been purchased for retention at Felixstowe Leisure Centre. This should be delivered in August, when the Leisure Centre will host an inflatable evening to promote this addition to the facilities.

The Open Day at the end of June attracted over 200 users across the 4 sites, and was used as a promotional tool to highlight the range of activities that the centres are able to offer.

Junior badminton at Brackenbury Sports Centre continues to go well with 34 attendees per session. This will shortly stop as the season comes to an end, but the site is already taking bookings for September 2009.

The figure for leisure usage over the three centres is short of the target for the 1st quarter. It is likely that this is due to the impact of the economic recession. DC Leisure is acutely aware of the need to constantly review and develop their programmes in order to retain and improve market share amidst growing competition. Felixstowe Leisure Centre has developed a new aerobics class - the 'Tri Class' which offers a unique class to the public who wish to try a mixture of Body Training System Classes.

In quarter 1 the attendance at the Spa Pavilion was recorded at 11,213 an increase of 16.35% over the same period last year.

8.8 Local Area Agreement and Community Strategy

At its meeting on 29 April the LSP Board considered a report on the progress made in implementing the first year of its 3 year delivery plan (2008-2011). The delivery plan sets out how the LSP will address its key outcomes in the medium term. Performance monitoring reports can be viewed at: <http://www.onesuffolk.co.uk/NR/rdonlyres/09831E41-BFDA-4648-9C2E-59EB24463D44/0/AnnualdeliveryreportApril2009progressreports.pdf>

The LSP submitted a locality self assessment as part of a Suffolk wide Comprehensive Area Assessment to the Audit Commission on 1st June. The Suffolk Coastal locality self assessment can be viewed at: <http://www.transformingsuffolk.co.uk/vision-and-priorities/performance-management/288>

Having considered the effects of the economic recession in Suffolk Coastal the LSP is supporting the development of a follow-up to the Suffolk Coastal business needs analysis. The purpose is to gauge the perception of local businesses, of the economic recession and identify where they would recommend the LSP and its partners direct support.

The LSP Board has changed its membership to include a representative of the local Churches Together group who can represent the views of faith organisations in the Suffolk Coastal area by working through Suffolk Inter Faith Resource (SIFRE).

£218,000 of the Local Area Agreement 1 Performance Reward Grant has been allocated to help deliver Sustainable Community Strategy priority outcomes and Local Area Agreement (LAA2) targets. The LSP Working Groups are drawing up proposals for how the funding could help achieve outcomes for the following priorities and it is a key role of the LSP Board over the next 3 months to ensure that the funding is directed to make a difference on the ground:

1. Achieve sustained outcomes against at least one of the following Sustainable Community Strategy priorities for the district:
 - Access to Services
 - Climate change
 - Building Strong and supportive communities
 - Economy and Skills

3. Focus on achieving sustained outcomes in the area around Aldeburgh, Saxmundham, Leiston and Wilford Peninsula.

8.9 Member Briefings

The following member briefings were held in this quarter:

- NHS Suffolk Out of Hours Consultation and New Model of Care on 14 April - 17 Members attended
- Community Cohesion and Community Safety on 11 May - 10 Members attended

A briefing by the Suffolk Chamber of Commerce / Suffolk Development Agency & Suffolk Agricultural Association was scheduled for 20 May but had to be cancelled.

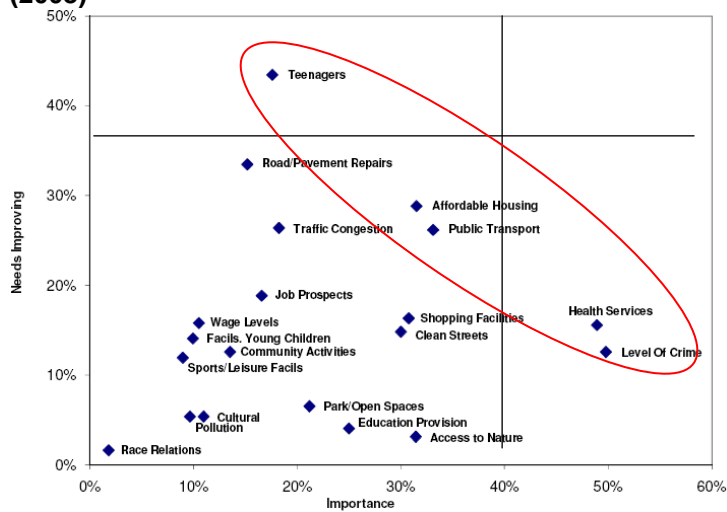
A varied list of topics has been covered by Member Briefings during this quarter. Although the number of members who attend is comparatively low, there has been some encouraging feedback from those attending.

It is hoped that future Member Briefings will incorporate items which will address issues surrounding member development, for example “the use of DORA” which is planned for 13 October.

8.10 Place Survey results

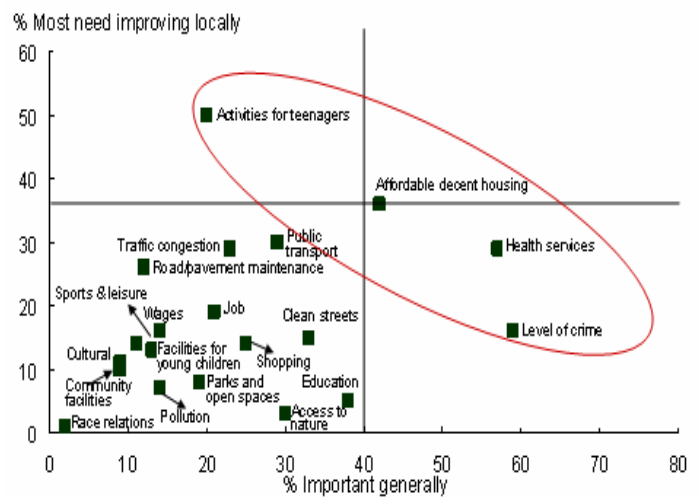
The Place Survey provides information on people's perceptions of their local area and the local services they receive. The postal survey replaced the Best Value General User Survey and was conducted in September – December 2008. The survey collected information on 18 national indicators (NIs), and additional questions. In Suffolk the Place Survey was conducted by Opinion Research Services on behalf of all of the local authorities through the existing Suffolk Speaks contract. Suffolk Coastal had the highest response rate in Suffolk (44%). This information was originally due for publication in March 2009, but was delayed due to a national review of the figures and revised weightings by the Department for Communities and Local Government.

Chart 2: Areas for Improvement in Suffolk Coastal (2008)



Source: SPARSE Place Survey Analysis for Suffolk Coastal

Chart 3: Areas for Improvement in Suffolk Coastal (2006)



Source: Ipsos MORI BVPI General User Survey 2006

Sample comparisons

- Suffolk Coastal has retained its rank as the highest in Suffolk for the level of satisfaction “with the way the Council runs things” (Suffolk Coastal score: 52%, County average: 46%). We are ranked 42nd out of 201 districts (in the top 25%), and in the top 20 Sparse (sparsely populated) authorities.
- Suffolk Coastal is in the top three in Suffolk for all NIs except one: NI 4 – the extent to which respondents feel they “can influence local decisions” for which we rank fifth in Suffolk (Suffolk Coastal score: 28%, County Average: 28%). This has declined since the 2006 survey (Suffolk Coastal score in 2006: 34%, County average in 2006: 29%). We are ranked 101 out of 201 districts and 58th of 89 Sparse authorities.
- 37% of people agree Suffolk Coastal provides value for money, ranked 71st out of 201 districts (33rd of 89 Sparse authorities), and joint 1st in Suffolk (with Babergh). In Suffolk Coastal, 31% agreed the county council provided value for money.

- We also achieved the highest score in Suffolk for NI 140 “treated with respect and consideration by their local public services” (Suffolk Coastal score: 82%, County Average: 77%). We are ranked 8th of 201 districts. (7th of 89 Sparse authorities)
- Only 14.6% of people think there is a problem with people not treating each other with respect and consideration in their local area – second only to West Devon (14.3%).
- We are ranked 14th of all districts for NI 21 “the police and other local public services are successfully dealing with anti-social behaviour and crime in their local area” (32.9%). (10th of 89 Sparse authorities)
- 92% are satisfied with their local area as a place to live (ranked 6th out of all districts, 4th out of the 89 Sparse districts and top in Suffolk).

More detailed information on the results including comparison of results by ward, trend information, satisfaction with services are available on Dora (Internal links: District Insights) or from the Policy & Performance team.

A Member Briefing is planned for September, and we are considering ways of using the information with town and parish councils and LSP partners.

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 5.

11 RECOMMENDATION


- 13.1 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), national indicators (NIs) or local performance indicators (LPis).

Performance Indicator reference









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

Symbol	Description	Measurement:
		(Where no comparable data is available, quartiles are based on local targets and marked with an *)
		National comparison
	Excellent	in the top 25% of councils based on the latest audited data: 2007/08
	Good	in the second best 25% of councils based on the latest audited data: 2007/08
	Fair	In the second worst 25% of councils based on the latest audited data: 2007/08
	Poor	in the bottom 25% of councils based on the latest audited data: 2007/08
		Local assessment
		Performing better than target
		Performing at target
		Performing below target (up to 15% lower)
		Performing more than 15% below target

Ref	Indicator	1st Quarter (Actual)	1st Quarter Target	Year	Performance comparison (1st Quarter)
COMMUNITY WELL BEING					
NI 16	Domestic burglaries per 1,000 households	0.66	Target not available	0.66	
NI 16	Vehicle crimes per 1,000 population	0.89	Target not available	0.89	
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	162,247	179,742	173460	Not available
ENVIRONMENT					
NI 157	% large scale major applications determined within 13 weeks	66.67	70%	66.67	 *
NI 157	% small scale major applications determined within 13 weeks	50%	80%	50%	 *
NI 157	% of minor applications determined within 8 weeks	80.2%	80%	80.2%	
NI 157	% of other applications determined within 8 weeks	90%	88%	90%	
NI 191	Kg of residual household waste collected per head**	51.93kg	53.3kg	51.93kg	Not available
NI 192	Total tonnage of household waste arisings - % recycled and composted	51.9%	51%	51.9%	 *
FISCAL AND DEMOCRATIC					
LPI 20	% of Council Tax collected	31.1% (TBC)	31.2%	31.1%	 *
LPI 21	% of business rates which should have been received during the year that were received	30.63%	31.2%	30.63%	
LPI 4	Average days lost through incidents at work	0	0	0.02	
LPI 22	The number of working days or shifts lost due to sickness absence per FTE employee	1.25 Days	Target not set	1.25	
HOUSING					
NI 156	Number of households in temporary accommodation (B&B and Hostel)	3	Target not available	Not applicable***	Not available
NI 181	Speed of processing: average time for processing new claims and changes	10.52 days	9 days	10.52 days	 *

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

*** 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.

Ref	Indicator	1st Quarter (Actual)	Target	Performance against our target
LPI 8	Number of complaints by service area and % addressed within timescales. (Number of complaints received and completed are shown followed by % handled within the Suffolk Coastal corporate standard (which is currently set at 20 working days)	(Target and performance are based on % of complaints dealt with within timescales)		
	a) Legal & Democratic	0 (n/a)	95%	
	b) Community & Economic Services	4 (100%)	95%	
	c) Planning services	7 (71%)	95%	
	d) Housing & Benefits	10 (92%)	95%	
	e) Health	1 (0%)	95%	
	f) Audit	0 (n/a)	95%	
	g) Customer & Strategic Services	2 (100%)	95%	
	h) Finance	2 (100%)	95%	
Compliments by service area (nb – under-recorded)		Targets not set		
	a) Legal & Democratic	2		
	b) Community & Economic Services	0		
	c) Planning services	1		
	d) Housing & Benefits	3		
	e) Health	2		
	f) Audit	2		
	g) Customer & Strategic Services	6		
	h) Finance	0		

RIDDOR incidents 1 st April 2009 – 30 th June 2009										
	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



CUSTOMER SATISFACTION STATISTICS – QUARTER 1 2009-10

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

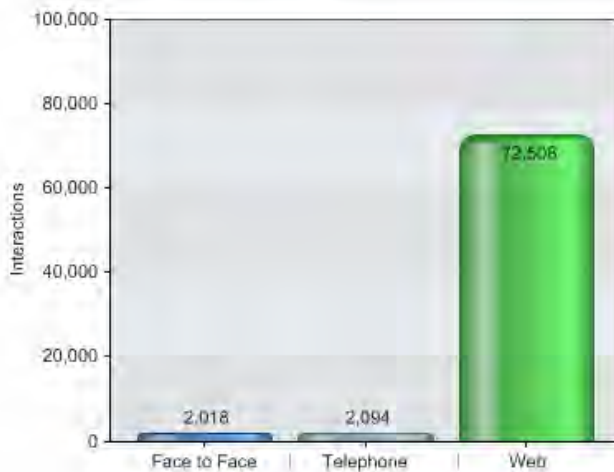
Channel Summary

Face to Face	Good	😊
Telephone	Good	😊
Web	Average	😐

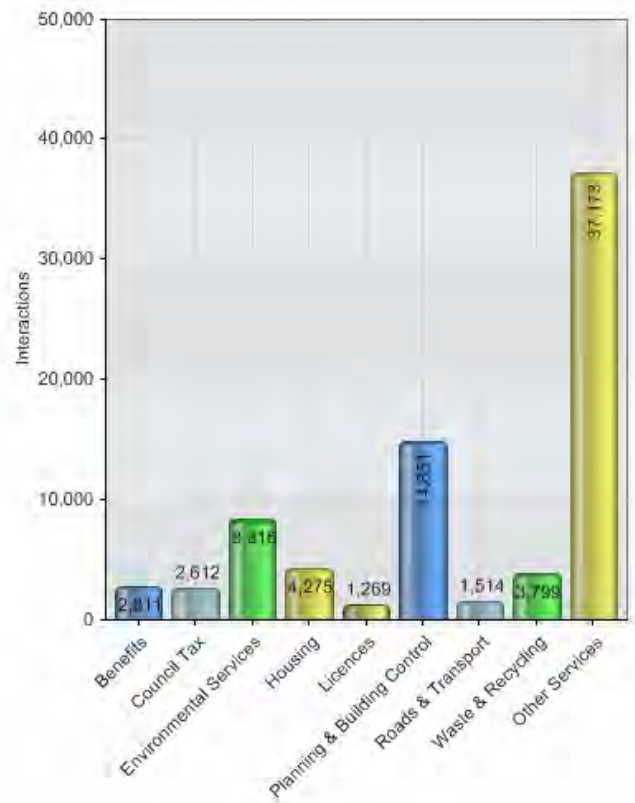
Service Summary

Benefits	Good	😊
Council Tax	Average	😐
Environmental Services	Good	😊
Housing	Good	😊
Licences	Good	😊
Planning & Building Control	Average	😐
Roads & Transport	Good	😊
Waste & Recycling	Average	😐
Other Services	Average	😐

Interaction Volume by Channel



Interaction Volume by Service



BUDGET MONITORING REPORT 2009/10**APPENDIX 2**

April 2009 - June 2009

1. Revenue Spending Plans

Strategic Theme	Spending Plan at Period Start	Budget Virements	Spending Plan at Period End	Spend to Date	Forecast Spending for Year
	£	£	£	£	£
Community Well Being	5,096,100	39,700	5,135,800	884,234	5,035,800
Economy	-106,600	49,000	-57,600	-390,374	-57,600
Housing	1,833,500	0	1,833,500	4,411,051	1,979,500
Natural & Built Environment	6,918,800	104,800	7,023,600	2,120,468	7,348,600
Fiscal & Democratic Services	1,838,200	53,600	1,891,800	1,287,367	1,963,800
Use of Reserves and Balances	-327,900	-247,100	-575,000	0	-1,018,000
Net Expenditure	15,252,100	0	15,252,100	8,312,746	15,252,100

Budget Virements

Budget Virements in the quarter, as shown in the above table, represent the £247,100 'between year' virements brought forward from last year and approved by Cabinet on the 7th April 2009.

Significant Influences on Revenue Spending Plans

The Forecast for Year column includes the following adjustments;

Community Well Being	-£100,000 rebate on concessionary fares
Housing	£146,000 net effect of growth/higher benefit payments
Natural and Built Environment	£325,000 adjustment comprising lower income from recycling credits (£298,000) and a higher co-mingled waste charge (£27,000)
Fiscal and Democratic Services	£100,000 reduced investment income due to low interest rates £28,000 reduction in staffing costs comprising £118,000 expected saving from a lower pay award offset by a £90,000 shortfall in overall vacancy provision.

This gives an estimated use of reserves and balances for 2009/10 of £1,018,000 an overall increase of £443,000

With regards to the current volatile economic climate, the situation for the certain income streams as reported in the 2008/09 quarter four monitoring report is still being closely monitored as follows;

		Budget	Actual
		£000	£000
Car Parks	Parking/Excess Charges	-369	-375
Planning Fees	Application fees	-184	-135
Building Control	Fees	-113	-108
Land Charges	Search Fees	-55	-70

Although planning application fees are lower than budget in quarter one, the development control team are aware of a significant planning fee that will hopefully be received later in the financial year.

2. Treasury Management

Interest Rates

When the investment interest budget for 2009/10 was finalised in January 2009 the base rate was at 1.5%. However, due to the Bank of England Monetary Policy Committee maintaining the base rate at an unprecedented rate of 0.5% since 5th March 2009, it is now predicted that this budget will not be met by a shortfall of £0.1m as shown above within section 1.

Cash, Borrowing and Investments

The Council did not enter into any external borrowing during the first quarter of 2009-10 and therefore continues to be debt free. Current forecasts (see the summary of the capital programme below) are that all capital expenditure can be financed without the need for external borrowing in the current financial year.

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.

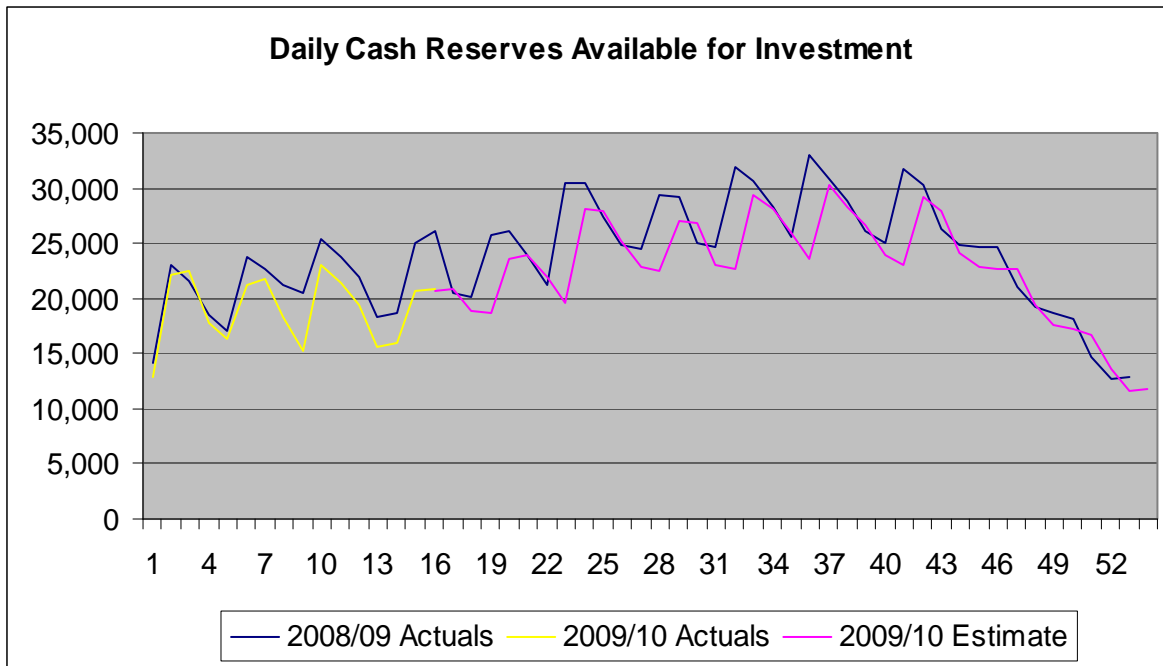
	DR/CR	Number of Days		
		2007/08	2008/09	2009/10
Cleared Bank Balance Range				To 30/06/09
Greater than £250,000	DR	7	4	0
Between £100,000 and £250,000	DR	2	7	1
Between £25,000 and £99,999	DR	6	5	14
Between £5,000 and £24,999	DR	5	7	31
Between Zero and £4,999	DR	107	98	13
Between Zero and £4,999	CR	91	98	27
Between £5,000 and £24,999	CR	101	120	4
Between £25,000 and £99,999	CR	10	15	0
Between £100,000 and £250,000	CR	4	7	1
Greater than £250,000	CR	33	7	0

Prudential Indicators

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

CashFlow

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



3. Capital

	Spending Plan Approved by Cabinet	Estimated Change in Costs	Re-phasing from Prior Year	Estimated Re-phasing to Later Years	Forecast for Year
	£000	£000	£000	£000	£000
Community Well-being	519	-9	104	-13	601
Economy	0				0
Housing	175	3			178
Natural & Built Environment	520				520
Fiscal & Democratic Services	793		484		1,277
Total Net Cost	2,007	-6	588	-13	2,576
Capital Financing Plan					
Borrowing	0				0
Other Capital Resources	2,007	-6	588	-13	2,576
Total Financing	2,007	-6	588	-13	2,576

Gross spend for quarter 1 totals £1.2 million against gross costs for the year of £4.0 million. However this includes £0.7 million of costs in respect of the Bawdsey coast protection scheme part of which is subject to complex negotiations with the contractor and the Environment Agency. At this point in time no change has been made to the original estimates included above.

Main reasons for Change in Plan

Major re-phasing from prior year	£000
Langer Park Play	75
Melton Hill Works	102
Other Minor Capital Works	49
Office Equipment	35
IT Infrastructure	95
Port Health IT	175
IT - Minor Enhancements	40
CRM	17
	588

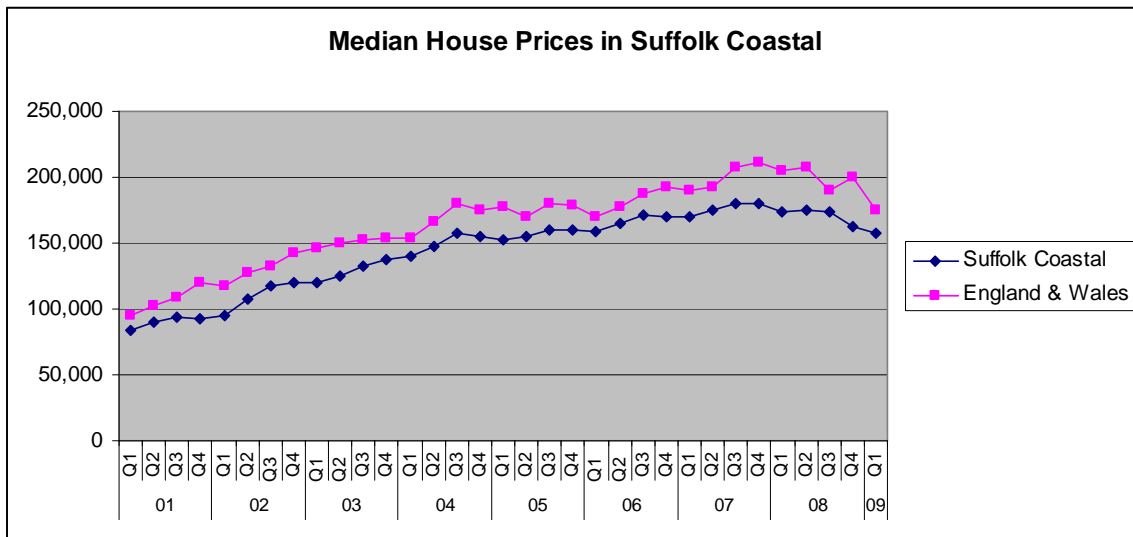
Capital Receipts

During the quarter land was disposed of realising capital receipts totalling £902,000.

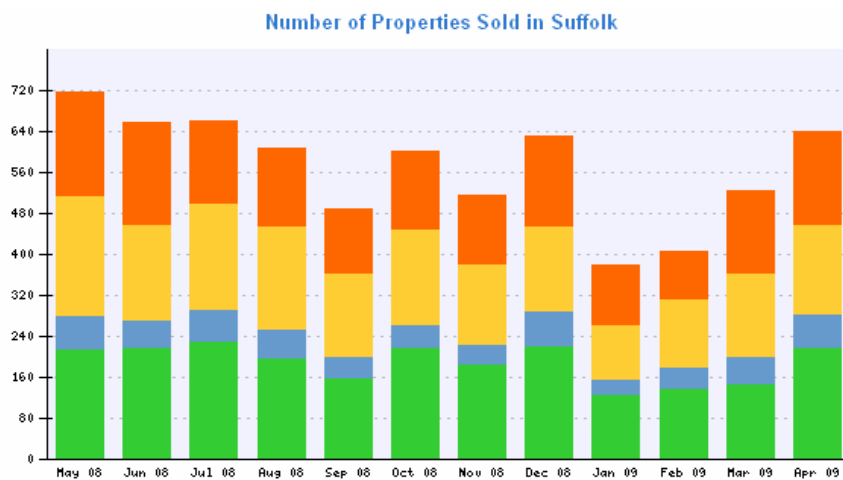
BACKGROUND: Recession

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.

Changes in house prices in Suffolk continue to reflect the national trend as the graph shows, although the fluctuation in house prices in this area have been less extreme from month to month than is the case nationally. Prices have declined more sharply between mid 2008 and the end of April 09, although this decline has been less dramatic than the national average, suggesting the housing market in Suffolk Coastal is comparatively resilient. Prices peaked around the last quarter of 2007 / first quarter of 2008 before falling back to mid 2006 levels by the end of 2008 and dropping to mid 2005 levels by the end of the financial year 2008-09. The volume of house sales fell in the fourth quarter of the last financial year, but picked up over the course of the quarter. This may be a reflection of seasonal variations in the market.



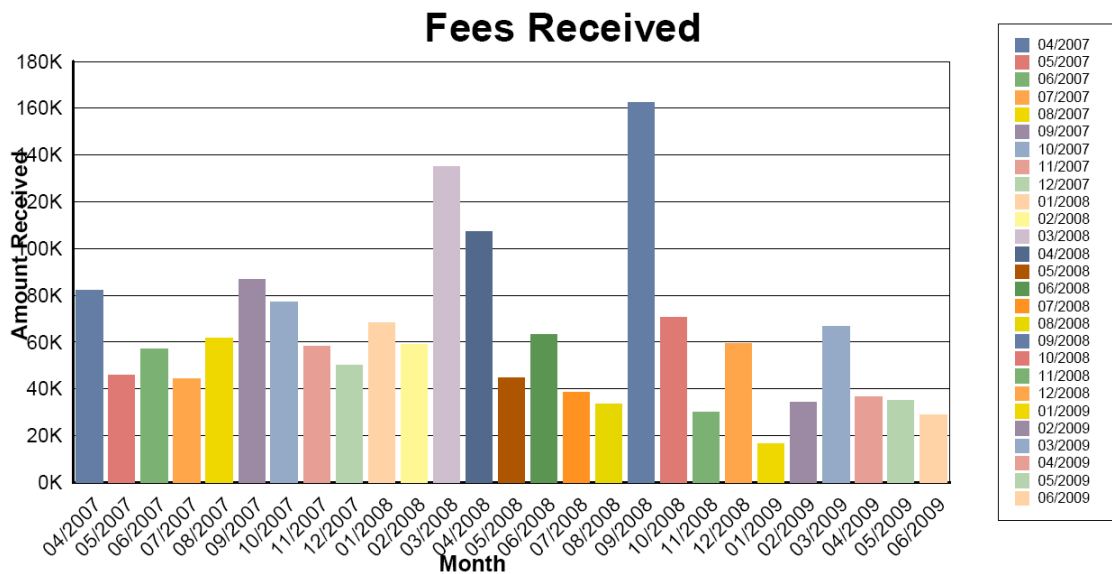
Data taken from Communities.gov.uk
Reproduced under the terms of the Click-Use Licence.



	May 2008	Apr 2009	Change
Detached	217	220	+1%
Semi	235	175	-26%
Terraced	200	180	-10%
Flat	64	65	+2%

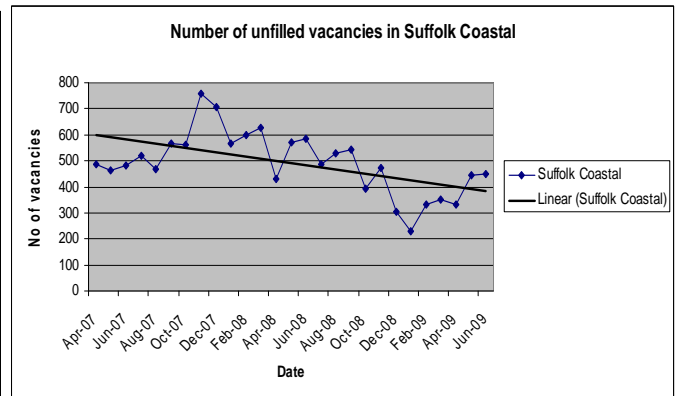
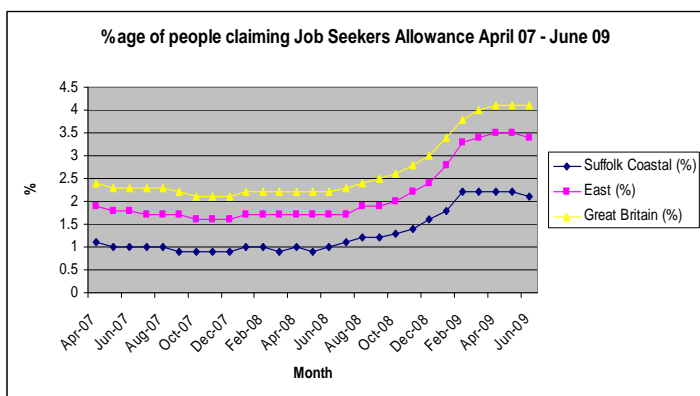
Data taken from Home.co.uk

Income from planning applications had followed a fairly consistent trend before declining over the last quarter of 2008-09. This trend has continued into the first quarter of 2009-10. The two spikes on the graph are caused by an increase in submissions before a statutory change in process, and the application by BT for development at Adastral Park.



There were no starts on site or completions of new affordable housing during the quarter. However, work is in progress on 86 new homes and all of them are expected to be completed during the year, with a further 50 scheduled to start during the year.

The last quarterly report noted that the number of people claiming Job Seeker's Allowance was increasing, although the rate of change was slower than regional and national trends. The number of JSA claimants in Suffolk has remained static in the first quarter of 2009/10, compared to small increases both regionally and nationally. The graph shows that the percentage of JSA claimants in Suffolk Coastal has doubled since 2007. The number of unfilled vacancies in Suffolk Coastal has increased sharply over the course of the quarter.



For the financial year 2009/10 only the government have changed the level at which commercial or industrial empty properties are exempt from NNDR charges. Last year 271 ratepayers were liable to pay the empty property rate out of the 543 empty NNDR properties. For the year 2009/2010 only 48 ratepayers are liable to pay the empty property rate out of the 586 empty NNDR properties. Some of these ratepayers, whether individuals or companies may find it difficult to maintain payment of the empty property rate during the next 12 months. This may affect the level of NNDR income received, and our performance against LPI 21 – the percentage of business rates collected.

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.

GLOSSARY

Abbreviation	Term	Description
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 C arbon R eduction 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	

Current priority for action

NB: Unless otherwise indicated the Risk Manager will be the person responsible for ensuring that appropriate action is carried out and reported back to the CRMG

Risk No	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 draft proposal stage on the council's ability to maintain business as usual Corporate objective: Ensure that the Council's people are deployed effectively Have strategic leadership that yields a flexible and dynamic culture	Difficulty in retaining/recruiting staff Work related stress General financial resource implications of draft proposal stage Impact on partners and other stakeholders Negative impact on ability to deliver services Negative impact on Council's reputation	Officer Project Team established. Regular item on key agendas eg Cabinet Briefing and CMT. Retention/Recruitment Strategy. LGR again delayed. BCE announcement on proposals awaited 19/3/09. Further consultation until 14/5/09. Final recommendation to Secretary of State 15/7/09. Staff / Member / Parish briefings in place. LGR Group meetings continuing. Jud. Review found in our favour. Financial exposure reduced - BC to pay costs. March proposals quashed. Actions Ensure staff are reminded "business as usual". Continuously review Retention / Recruitment Strategies. Develop communications to ensure all key stakeholders including staff, are kept informed and reassured. Regular monitoring and review of position and associated risks.Continue work on WDP. Continue policy of interim management where appropriate. Continue to develop shared services where appropriate. Continue with core training to develop skills of all managers. Continue to implement Grow Your Own strategy re professional qualifications. Meeting with local MP held, actions agreed. Discussions taking place on creating shared Finance service with Waveney DC. Member / Officer groups to respond accordingly at appropriate time. Response to BCE being sent 14/5/09. Lower financial risk remains as level of appeal given. Awaiting timetable & details of appeal + implications.	Potential to influence the future direction of the Council		23/07/2009	Stephen Baker	Tony Osmanski	L	M	M	5
005/00n	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	Health HofS has responsibility for EP and BC. ICT DR Plan in place. Reviewed and updated Business Continuity Plan according to best practice with SCDC, JEPU and Zurich Insurance, in place. Agreed & signed off. Developed a programme of continuous review, testing and training. 1st element of test plan (loss of staff) done. Suffolk Resilience BC forum established. Flu Pandemic working Group established. Loss of fuel action card reviewed. Business Continuity Surgery held with Joint Emergency Planning Unit to go through action cards. Updates have been captured and cards amended. Operation Firestorm held successfully. Debrief held 21/04. Action Plan developed. Swine flu advice on DORA. Tactical management team established & emailing. Posters put up around Melton Hill about good hygiene. Enhanced cleaning regime established Actions Address actions within the BC Plan. Review Plan. Complete action plans resulting from Test. JEPU to publish testing schedule. Head of JEPU to liaise with Melton Mowbary BC re lessons learned and best practice. Develop BC guidance for inclusion in Staff Induc Plans. Take Action Plan to CMT. Swine flu plans being m swine flu on staff levels. NHS / County may request staff from SCDC (around 5 is likely) to assist with swine flu response. Need to be monitored.	Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise		23/07/2009	Stephen Baker	Phil Gore	L	H	H	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.	P/ship board established. Training on contracts delivered. Comprehensive framework for governance of p/ships 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 contracts contain provisions on data handling to reduce risk of data loss Actions Further develop partnership RM framework Delegation Agreement between SCDC and NCC to become a contract with the same terms and conditions. Need to raise awareness of partnerships governance - investigating training opportunities through Zurich	Opportunity to review and improve processes Development of robust foundations for future partnerships	10/01/2008	23/07/2009	Stephen Baker	Tony Osmanski	L	H	H	3

		<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. 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>Actions Review at CMT twice yearly. Review database to identify further pship options. Review AC draft report. Exploratory discussions SCDC & Waveney re joint working in the event of no LGR LSP risk register in development</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	23/07/2009	Tony Osmanski	John Davies	L	M	H	3
		<p>Failure to maximise opportunities for appropriate effective joint working/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>Existing shared services working effectively. Shared Services task group established. Leaders group consider options. County wide collaboration on shared services agenda. SC focus on key elements of the SS agenda involving working with Waveney DC. Shared Planning & Internal Audit service with Waveney introduced. Shared Services Task Group 20/5 postponed pending LGR update</p> <p>Actions Building Control shared service explore potential for stand alone trading entity. Further development of shared services to be considered when LGR outcome clarified. Exploratory discussions SCDC & Waveney re joint working in the event of no LGR. Prioritisation of Services</p>	<p>Sharing of resources and expertise</p> <p>Cost savings</p> <p>Improved opportunities for staff</p> <p>Strengthening of SC's position in light of LGR</p>	10/01/2008	23/07/2009	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 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</p> <p>Actions Further develop guidance on perf management and make accessible through DORA. Prepare for CAA. Add Strategic review of of priorities & service delivery now underway. Meeting with AC w/c Mon 16/3/09 & briefing staff later in the year to prepare for CAA. Prioritisation of Services commenced as part of efficiency review. Exte processes are embedded cross the organisation to be reviewed. Prioritisation of Services work continues. Report to Cabinet in Sept.</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>		23/07/2009	Stephen Baker	Steve Whelan	L	M	L	5

010/00n	Ethical standards and Officer/Member protocol	Lack of strategic approach to the promotion and maintenance of ethical standards and the development of productive Officer/Member relationships Corporate objectives: Have staff and members who are equipped with the skills to achieve the Council's aims	Impact on quality of decision making and service delivery. Lack of mutual trust between Officers and Members leading to increased bureaucracy, damage to reputation, blame culture, high staff turnover.	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, inc. Members Code of Conduct, Whistle Blowing, Anti-corruption, Member /Officer Relationship protocol, Planning/RofW protocol, Employee Code of Conduct. Staff cultural surveys regularly undertaken, Register of Members Interests, Register of Gifts/Hospitality up to date and accessible. Training on Member Code of Conduct delivered. Code of conduct training delivered to PCs.Probity and Planning Standards training delivered. Procedures in place to enable new complaints process regulations to be followed. T&PCs informed. Proposed revisions to Members' Code of Conduct circulated to all members and revisions considered at Cabinet Briefing and Standards Committee 4.12.08-Comments on the proposed revisions sent to DCLG. Training on Ethical Governance by IdEA held on 28 and 29 October, attended by several members of Standards Committee and Cabinet. Actions 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	Ensure greater transparency. Ensure Members are equipped with the skills to enable better quality of decision making resulting in a better overall service.	23/07/2009	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, Coastline, CMT briefing notes, regular Service Team meetings, media release notification, Intranet (DORA) launched and continuing to be developed, Staff Budget Briefings introduced. Review of Coastline undertaken. Comms Scoping exercise completed. Need recognised to establish effective lines of communication with WDC. New Hof S appointed who will continue review to improve continuity of approach to communications. SC website passed Plain English test. Actions Comms team supporting Council goal of supporting its communities through economic downturn Agree revised comms strategy Support the work of LSP through comms team Add 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. Comms team supporting Council goal of supporting its communities through economic downturn. Agree revised comms strategy. Support the work of LSP through comms team. Ways of developing processes for communication with Members under review. Audit delayed until Sept. Audit of web site & DORA underway	Improved Customer Access to information and services through reviewing and improving communications Potential to increase community involvement through innovative communication	23/07/2009	Steve Whelan	Viv Hotten	L	L	L	5
003/00r	Corporate Financial Management	Lack of a suitably robust and flexible financial management plan Corporate objective: Achieve 20% cost reduction over next three years, either by reduced cost or increased revenue 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 Need greater financial planning throughout the corporate planning cycle. Service prioritisation with planned changes to service delivery Significant shift in economic conditions will impinge on Council Budgets. Watch for FG settlement beyond CSR07 to be very tight	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. IFRS regulations commence 4/2010, requires preparatory work for next 6-9 months. Need greater financial planning throughout the corporate planning cycle. Service prioritisation with planned changes to service delivery. SMT having regular meetings with Head of Finance & Section 151 Officer Actions PCs and TCs Budget Consultations Develop regular "health check" reports to CMT and SMT on both Council progress and economic position. Report to CMT re IFRS following EN attending a course on requirements. MTFP review underway. Report to cabinet 1/9/09. Prioritisation of Services taking place alongside MTFP review Workstream 2 underway	Opportunity to engage officers and the community with the financial process	23/07/2009	Stephen Baker	Eric Norman	M	H	M	2

027/00a	Corporate governance	<p>Failure to have all relevant policies and procedures in place to ensure compliance with key legislative requirements, all statutory obligations and internal policy</p> <p>Corporate objective: Improve effectiveness of key processes</p>	External censure, financial loss, loss of reputation, adverse audit reports, reduced service provision, increased costs	<p>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 including Balanced Scorecard, reporting framework, guidance on compliance with FOI, Data Protection, Data Quality, Officer/Member protocol etc, Robust Procurement Policy and action plan. Internal Audit review of CG undertaken. Statement of Accounts discussed at CMT. FOI training delivered. Revisions to Code of Corporate Governance completed. Training from Local Government Ombudsman's Office 24.11.08 on effective Complaint Handling. 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.</p> <p>Actions Action plan being developed using the CIPFA/SOLACE framework for benchmarking. Consider draft Internal Audit Plan. Joint county-wide training for Members of Standards Committees on Planning & the Code of Conduct being arranged</p>	<p>Financial savings</p> <p>Ensuring compliance</p> <p>Increased transparency</p>		23/07/2009	Stephen Baker	Hilary Slater	L	M	M	5
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Note: The risks in this category are currently being treated as priority for action as they are deemed to be risks which can be further mitigated and action is ongoing to achieve this.

Being monitored * (see footnote)

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
001/00r	Long Term Planning/Vision	<p>Lack of concrete long-term strategic planning, partnership planning and District wide perspective (3.5, 3.3, 3.6)</p> <p>Corporate objective: Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan</p> <p>Have strategic leadership that yields a flexible and dynamic culture</p>	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	<p>Corporate Scorecard and Community Strategy in place. Monitoring via Strategic Leaders Group and CMT. Commissioned presentation received on State of the District. Time line and cycle of input requirements from Hs of S incorporated into Corporate Planner. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Local futures presentation delivered to Members, April 05. Corporate Plan on website. S A scorecards in place. Priorities reviewed regularly. Annual Report for year 06/07 published. Medium term priorities considered at Cabinet along with budget report. Need to maintain business as usual during LGR draft proposal stage communicated to all staff. LDF project risk discussed and added to CRR.</p> <p>Actions 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. Cabinet report 1/9/09 will identify Waveney as preferred partner. LGR</p>	Influence the future of the Authority	10/07/2008	23/07/2009	Stephen Baker	Steve Whelan	L	H	H	3

002/00x	Succession Planning	<p>Lack of timely identification of and planning for gaps occurring in key management positions and key skills</p> <p>Corporate objective: Have staff and members who are equipped with the skills to achieve the Council's aims</p>	Lack of continuity. Negative impact on performance. Failure to identify appropriate training needs.	<p>A culture of team working/shared responsibility</p> <p>Survey of Service Heads carried out to assess levels of risk in each service area and appropriate action taken</p> <p>Team and service area mentoring and communication improved</p> <p>Workforce development plan developing and being implemented</p> <p>Retention being monitored closely: Recruitment slightly up due to seasonal variation. Retention static at high level, possibly due to economic uncertainty</p> <p>Revisions to Code of Corporate Governance completed</p> <p>Training from Local Government Ombudsman's Office 24.11.08 on effective Complaint Handling. Suffolk Joint Development Programme (Succession Planning) underway. Appointment of leadership programme champions underway</p> <p>Actions</p> <p>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</p>	Positive development for staff		23/07/2009	Tony Osmanski	Steve Whelan	M	M	M	4
	Budgetary Management	<p>Failure to manage budgets effectively across the Authority including Members</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively</p>	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	<p>Review undertaken of CIPFA FM model to determine if applicable to SCDC. Review undertaken of training requirements across the Council. Local Government Finance session presented by Head of F&CS to Members. Finance Training presentation to staff on Accountancy page of DORA. Individuals had training on Navigation as requested and manuals made available on DORA. 2008/09 Budget Consultation through T/PC Liaison meetings, Staff briefings, Parish Bulletin & Coastline. Budget update reports to Cabinet. Survey results to inform action plan. Members given briefing on LG finance.</p> <p>Final accounts signed off in December due to staff / resource issues. 2009-10 budget consultation through website, Parishes and SCBF & Coastline. Financial information now available through DORA.</p> <p>Actions</p> <p>Develop MTF Plan and short term annual budget.</p> <p>Review of budget management reporting (underway)</p> <p>Add instructions to Report Writing Guidance on Financial implications being considered and agreed by H of Finance.</p> <p>Explore opportunities for efficiencies in Budgetary process. Prepare for IFRS inspection. Consider extra sp</p>	Opportunity to engage officers and the community with the financial process	16/11/2006	23/07/2009	Stephen Baker	Eric Norman	L	M	M	5
	Capital Programme Expenditure	<p>Failure to plan, fund and monitor the Council's capital expenditure.</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently & 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&S. Reviewed bi-monthly by Asset Management Group. Weekly meetings between NPS Asset Manager & Strategic Services Head of Service to discuss potential issues. Works completed are on target. No need for borrowing for Capital Programme.</p> <p>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</p> <p>Actions</p> <p>Review Asset Register. Asset Management Group meeting 16/3/09 to close off capital programme 08/09 & consider the 09/10 programme. Prioritisation of Services will affect capital spend. Project Leads are aware of this risk. Interim audit report will have findings re capital</p>	Ensure successful implementation of Asset Mgt Strategy.	16/11/2006	23/07/2009	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.	Emergency Plan in place. Suffolk wide EPU in place. SC Head of Health with responsibility for EP. Dedicated EP Officers based PT at SC offices. Team of trained Warning Officers providing 24/7 cover on a rota basis. Emergency Plan tested for effectiveness and outcomes used to inform update to EP. Regular participation in multi agency EP exercises. JEPU ran coordinated training prog. for all LAs. Members development session on EP planned. Member Briefing delivered on EP/BC. proposed Common EP Strategy presented to TClerks mtg 19/05/08. Sizewell exercise 27/08/08 carried out. EP workshops commenced with TC/PCs. Flood plan reviews completed. Haven Ports exercise conducted Oct 08. School fire exercise conducted Nov 08. Operation Nymph – good practice developed. Recommendations compiled following timber on beach. Strategic coordination group for swine flu reponse teleconferences held regularly. Actions Liaise with TCs & PCs to develop co-ordinated response to emergencies. Conduct exercise around flooding for CMT. Deliver series of community EP workshops. Working Pandemic flu planning to include a network of 'flu friends', circle of support workshops & presentations. Investigate potential use of Camden Flu Pandemic web game. Payments to SCDC following timber clear-up are still outstanding. Exercise Ariel to take place in September Swine flu coord. grp first face to face meeting w/c 27/11/09	Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies Testing effectiveness of emergency response	23/07/2009	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 including: Members Code of Conduct, Whistle Blowing, Anti-corruption, Member /Officer Relationship protocol, Planning/RofW protocol, Employee Code of Conduct, Statements of Internal Control, Data Q policy, Compliance with Contract Procedure and Financial Procedure rules, 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. HJS responsible for annual review of Member Register of Interests in line with AC recommendations. Data Quality audit undertaken. Governance Statement and Risk Register reported to Scrutiny annually. Revised Risk Management Strategy agreed at Cabinet 06/08. Annual Governance Statement approved by Corporate Services Scrutiny & Council June 2009. Annual Report of Standards Committee approved by Standards Committee & Council July 2009. Actions 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	Financial savings Ensuring compliance Increased transparency	23/07/2009	Stephen Baker	Eric Norman	L	L	L	5
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 (including individuals) being held culpable in the event of unacceptable risks to health/safety or actual injury. Damage to Council's reputation. Financial loss.	Regular discussion of H&S risk at CRMG meetings. Risk assessment training introduced. Well-being policy implemented. H&S issues reported quarterly to Cabinet. H&S committee meet quarterly. New legislation on Corporate Manslaughter considered at CMT and decisions taken on action re accreditation / benchmarking etc. Audit of H&S completed and report dated February 2009. Action Plan agreed. Risk assessment & manual handling courses delivered 01/09. New ISOH guidance issued on members role on H & S now available on DORA. H & S course for managers held in Feb/March Actions Implement Action Plan arising from audit of H&S. New ISOH guidance issued on members role on H & S. To	Improve staff well-being/safety Financial savings Ensure compliance with legislation.	14/05/2009	Stephen Baker	Mark Sims	L	H	H	3

	Corporate Manslaughter	Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007 Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	The impact of the new provisions making it more likely that the authority as a body could be convicted if found negligent under the Act. Financial costs. Reputational impact.	Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated. CMT & Informal Cabinet briefed. Member Dev. session delivered and training delivered at WDC 9/5/08. Fleet Review completed Actions Consider implications of fleet review for 'Grey' fleet. Fleet review implications for carbon emissions to go to Green Issues Task Group Staff declarations for essential users, random checks to be considered	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	13/02/2009	Stephen Baker	Mark Sims	L	H	H	3
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. Informal Cabinet to be updated on Legionella issues. £30,000 in budget for Legionella control. Legionella management software purchased. Policy developed and being implemented. Actions Policy to be formally adopted. Asset Managers attending legionella training.	Improve staff well-being/safety Financial savings Ensure compliance with H&S Exec legislation. Public welfare safeguarded	06/09/2007	13/02/2009	Stephen Baker	Steve Whelan	L	H	H	3
004/00p	Organisational Culture	Failure to embed a flexible and dynamic culture with appropriate focus on staff wellbeing and development (values and behaviour) Corporate objective: Ensure that the Council's people are deployed effectively	Poor performance--Increased Costs-- Missed opportunities--High staff turnover	Regular cultural survey process introduced. IIP re accreditation granted. Staff wellbeing policies implemented. Robust H-S policy. Stress Management Scheme implemented and training rolled out. Confidential Staff Advisors trained and in place. Staff briefings delivered on 2nd cultural survey findings. Results communicated through team meetings and key member meetings. Accreditation attained for AAT level scheme. Staff briefed on LGR. IIP accreditation retained. Positive Access to Services result received. IPAD process simplified. Staff health & wellbeing questionnaire conducted. Fit for Work Team set up. Actions HR to coordinate action plan resulting from survey. Health Fair (Sept). Evaluating 'Mindful Employer'. Positive Performance. Team Dev't resources produced, & need to be rolled out. Appointment of leadership programme 'champions' to continue	Financial savings Increase staff satisfaction/motivation/retention		23/07/2009	Tony Osmanski	Shani Howard	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.	S4A 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 enables monitoring of service use to inform improvements to access. Age related training rolled out. Gender Equality policy agreed at Cabinet 6/07. SC represented on Suffolk Community Cohesion group, SJDWG and Gypsy and Travellers forum. Strategy reviewed and agreed at Cabinet 5/08. Very positive assessment of SC website by Shaw Trust. Positive reference to diversity in Access to Services inspection. Involved in county-wide LGBT survey considering access to services. Services for all group continues to coordinate approach to community cohesion, diversity & inclusion. SCDC leading across county in promoting best practice through service delivery partnerships Actions 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. SCDC leading county-wide group to spread best practice following our Access to Services audit. Focus groups for hard to reach groups to be held in Sept.	Increase community engagement and access to services Enhance public perception of the Council	16/11/2006	23/07/2009	Tony Osmanski	Shani Howard	L	M	M	5

007/00t	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</p> <p>Actions 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</p>	<p>Cost savings</p> <p>Improved efficiency</p>		23/07/2009	Stephen Baker	Steve Whelan	L	L	M	5
008/00x	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.</p> <p>Actions Implementation of Customer Access Strategy action plan ongoing. Prioritisation of Services report going to Cabinet 1/9/09. CAA self-assessment to form the basis of performance improvement plans moving forwards.</p>	<p>Improve funding opportunities, service delivery and Council's reputation</p> <p>Improve Council's CPA/CAA rating</p>		23/07/2009	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</p> <p>Negative impact on ability to deliver services</p> <p>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 has been made to tackling climate change.</p> <p>Senior management has been briefed on the need to adapt and the developing adaptation process.</p> <p>Workshops held with service areas to raise awareness of climate adaptation issues and identify vulnerabilities and opportunities for LA services.</p> <p>Climate Change Steering Group and Green Issues Task Gp in place. SCDC member of CRed Suffolk partnership. Business Energy Advisor appointed in association with Groundworks East - 2 yr contract.</p> <p>Actions Climate Change Strategy going to CMT and Green Issues Task Group in January and Cabinet in February Work on Local Climate Impact Profile (LCLIP) underway through Cred Suffolk Partnership UK Climate Impact Profile (UKCIP08) due early in 2009 with training for LA officers Environmental / climate impacts to be incorporated into project planning / BCA process to ensure climate change is embedded in the Council's risk assessment processes SCDC working with other LAs to consider co-ordinated approach to new National Indicator NI188. Strategy approved by CMT, out to consultation, deadline 14/8. Going to Cabinet in October. PD & DW meeting with</p>	<p>Work in partnership with other authorities and key organisations to strengthen the County-wide ability to respond effectively to a changing climate.</p> <p>Financial savings.</p> <p>Opportunity to engage officers and the community with the Green Agenda thus enhancing wider community cohesion.</p> <p>Opportunity to strengthen community economic resilience and reduce traffic congestion.</p> <p>Enhance public perception of the Council and ability to influence their approach to climate change.</p> <p>Opportunities for innovation and new markets</p>	17/12/2008	23/07/2009	JS	PG	M	M	M	4

Under Consideration													
Risk No	Risk Title	Risk Description	Consequences	Control/Mitigation	Opportunities	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
014/00q	Governance and development of partnerships	<p>Failure to establish a robust governance framework to develop and govern shared services</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>Future or emerging shared services 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.</p> <p>Existing shared services 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.</p>	<p>Risk assessments carried out at proposal stage. Application of lessons learned through regular assessment of existing arrangements.</p> <p>Actions</p>			18/08/2009						
				<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>Actions Directors to attend team meetings across the organisation to increase visibility. Improve communications between staff and managers to identify and address concerns/issues. Raise staff awareness of "chain of command" and who to go to for support. Identify any skills gaps resulting from absence of shared staff and HR to address staff development.</p>	<p>Improved service delivery. Cost savings Sharing best practice Access to broader knowledge/skills base</p>		18/08/2009						