

CAB 51/07

Cabinet: 4 September 2007

QUARTERLY PERFORMANCE AND FINANCIAL REPORT

Report by Strategic Services 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 2007/08 (1 April to 30 June 2007) will be presented.

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

Mr A McFarlane
Head of Finance

Mr S Whelan
Strategic Services Manager

BACKGROUND PAPERS

None

Reference: r:\bvpi\Cabinet –Qtly Performance Report (1st Qtr) 07 08

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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 2007/08 (1 April 2007 – 30 June 2007). The report consists of details of performance in key service delivery areas and against the Council's priorities as stated within the Best Value Performance Plan. It also provides a statement on the financial performance during the period and details from the Council's Corporate Risk Register. An overview of performance indicators is included as Appendix 1.
- 1.2 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.
- 1.3 In December 2006, Cabinet approved the following changes to the Council's priorities for improvement:

As a result of the significant improvement in performance across all of the planning services the Council is no longer classified as a Standards Authority. It was therefore agreed that the 2006/07 priority to "Develop a robust and efficient planning service" need not be amongst the specific priorities for improvement in 2007/08.

Cabinet also agreed that due to the increased focus on the Council's role as a Strategic Leader, in particular through the LSP and CDRP on tackling the issue of crime and the perception of crime, the 06/07 priority "Tackling anti-social behaviour" should become "**Feeling safe/ being safe from crime**" in line with the community strategy.

On considering any new issues to emerge, Cabinet agreed to add two new priorities for improvement, namely: "**Develop and promote Green policies and improved environmental management in the district**" and "**Deliver well performing, efficient and accessible services to all**".

- 1.4 The format of this report has been amended to reflect these changes to the priorities, and also to incorporate other changes made in response to feedback from Members. This feedback highlighted areas within the previous format where it was felt there was a need for more clarity. It is hoped this has been achieved through the revised format and we welcome any comment from Members on these revisions.

2. INCREASING ACCESS TO HOUSING

HOMELESSNESS

- 2.1 The Council's homelessness prevention measures continued to deliver results in quarter 1 with intervention meaning that 23 of the 31 cases presenting were prevented from becoming homeless. Yet again, there were no families in bed and breakfast during quarter 1 and a total of 12 households moved out of all types of temporary accommodation into permanent.
- 2.2 The total spend on bed and breakfast in the first quarter was £19,974 against the annual budget of £75,000 (ie 26.6%).

HOUSING ENABLING

- 2.3 In quarter 1, there were 35 affordable housing units where work was either in progress or about to commence and a further 129 units with planning approval, but where the developers had not yet started work. Planning applications have been received for a further 52 dwellings and are in the process of being determined.

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

- 3.1 The latest performance figures for quarter 1 show an increase over the previous quarter (Q4 06/07) whilst being down on the same quarter (Q1) in 2006/07. BCS Comparator crime rates in the district continue to fall overall. These BCS figures (which cover 10 indicators applied nationally) are recorded for a wider range of crimes than those covered by our key quarterly PIs, and include such additional crimes as Common Assault and Criminal Damage. Suffolk Coastal's figures for quarter 1 against these BCS indicators are down by an average 14% on the same period last year.

3.2 In our CDRP family group (made up of other Local Authorities with a similar profile to Suffolk Coastal) league table, Suffolk Coastal continues to do relatively well. Our total crime figure for the first quarter is 8.082 per 1,000 head of population for BCS Comparator crimes. This is slightly better than the average over the family group which is 8.860. Whilst Suffolk Coastal remains a safe area to live in, we are not seeing the 12.5% reduction in crime required by March 2008 (to meet the Home Office targets set out in the Local Area Agreement). However, work continues to address this. Initiatives being implemented across the district by the CDRP include the development of a four camera CCTV system for Felixstowe. As a result of the "Positive Engagement with Young People" conference (held to bring youth groups together to plan diversionary activities), a number of initiatives have arisen which the CDRP has supported, including: the launch of a website; a graffiti project in Kesgrave which has created two murals in the underpass near Kesgrave School; a Criminal Damage Group has begun to develop a poster campaign on safe streets and the consequences of vandalism, which will target licensed premises and other aspects of the night time economy.

3.3 The table below shows the actual numbers of crimes and the number per 1,000 residents for key crime performance indicators during the quarter, compared to the same quarter in the previous year. It also includes a comparison against the CDRP family group. The only category in which Suffolk Coastal has a marginally higher rate relative to the others in the Group is that of Robberies, but the figures across the family group, including those for Suffolk Coastal, are very low for this category.

BVPI	Description	April	May	June	Qtrly Total	Q1 06/07 Total	Crime rate	Family Group average
BV126	Domestic burglaries	19	22	9	50	53	0.97 per 1,000 households	1.17
BV 127a	Violent crime	109	119	88	314	344	2.62 per 1,000 population	3.07
BV 127b	Robberies	4	6	0	10	10	0.08 per 1,000 population	0.05
BV128	Vehicle crime	76	79	45	200	216	1.67 per 1,000 population	1.78

Table: Suffolk Coastal crime statistics Qtr 1

4. STRENGTHENING THE ECONOMY

4.1 During the first quarter a number of measures were progressed to strengthen the district's communities and its economy. For example, in the area of supporting local business and offering start up support, Suffolk Coastal worked with the Business Forum on an analysis of business needs and also worked in partnership to develop a Suffolk Rural Services Project. The Council is also involved in supporting the Sizewell Decommissioning Project and the Development Project for Sizewell C.

4.2 In working to attract inward investment, the Council has put forward proposals for a number of suitable sites in response to requests from East of England International and Suffolk Development Agency, and has held meetings with several companies to facilitate their moving into Suffolk Coastal District or to larger premises. To facilitate employment growth Suffolk Coastal achieved £284k in funding through the Local Authority Business Growth Initiative.

4.3 To support the development of tourism, various promotional events were held across the district and a range of initiatives were progressed in quarter 1 including: the development of a new Suffolk Coastal food and drink guide, work to develop a new visitor website, and a Tourist Information Centre (TIC) marketing project. Woodbridge TIC now offers improved ticketing facilities and an expanded service overall. A new website has been developed by partners to attract visitors to Felixstowe. A set of basic tourism Performance Indicators is being developed in partnership and these should be available to report on by the start of the next financial year.

4.4 The regeneration of Felixstowe is progressing with Masterplan work on target including a recent public consultation attended by approximately 350 people.

5. IMPROVE WASTE MANAGEMENT

- 5.1 In the second year (2007) of a 5 year programme the Council's alternate week recycling and waste collection service will be rolled out to a further 10,000 properties. The first phase of this second year's roll out has taken place with 4,500 properties joining the scheme in July 2007. Residents in the 2007 roll out areas are receiving a pre-paid postcard to request the option of smaller sized bins (140 litre instead of 240 litre), where they consider it would be of benefit to them. There has been good feedback from residents to this positive customer care approach. Publicity materials are now being produced ready for the second phase of the 2007 roll out which will take place in October of this year. The opportunity to recycle their waste is being welcomed by trade waste customers within the areas covered by the alternate week recycling and waste collection service roll out.
- 5.2 There is a continued increase in the volume of waste being recycled (19.94%) when compared to the same quarter last year. The combined figure for waste diverted away from landfill (recycling and composting) in quarter 1 is 39%. This continuing upturn in performance reflects the success of the alternate week recycling and waste collection system.

6. COAST AND ESTUARY MANAGEMENT

6.1 South Felixstowe Groyne Replacement Scheme

The Environment Agency (EA) is reviewing and updating the coastal defence strategy for Felixstowe in advance of making a formal bid for funds to undertake the £11 million major scheme in 2008. The EA and SCDC started the procurement process to select a contractor to undertake the work.

The project steering group is planning to brief Felixstowe Town and District Councillors and business people on progress during July.

Fortnightly inspections of the beach, promenade wall and the emergency works continued.

6.2 Central Felixstowe Coastal Defence Strategy

The final coastal defence strategy for the Jacob's ladder to War Memorial frontage was submitted to Defra for approval during March. Discussions have continued and additional information and documentary evidence has been supplied to Defra. Approval is anticipated in September 2007.

Repair work to the damaged groynes along this frontage was completed in May using the rock temporarily stockpiled at Manor Terrace. Further work is planned for the autumn.

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

6.3 North Felixstowe Coastal Defence Strategy

The final report was submitted to Defra for formal approval.

6.4 East Lane Bawdsey Defences

The East Lane Trust Initiative submitted an enabling planning application for a development proposal to fund the long-term works.

Work continued on the preparation of the contract documents for the works and an advert was placed in the local press asking contractors to express an interest in tendering for the work. A pre-qualification questionnaire to be used to select the short-list of tenderers was completed.

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

6.5 Thorpeness to Hollesley Strategy

This strategy study is being led by the Environment Agency which has brought Black & Veatch and Halcrows together as one project team to prepare jointly the strategy for the estuary and the coast. This should minimise further delay in the publication of the proposals for the defence of the Alde/Ore estuary, particularly in respect of the Slaughden Quay.

6.6 Dunwich Demonstration Project

Repairs to the seawards ends of two of the humped groynes were undertaken successfully.

The project team met to review progress and finalise arrangements for future monitoring of the scheme.

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

6.7 Shoreline Management Plan (SMP) review

On 20 April, three tenders were received for the review of the SMP. Royal Haskoning UK Ltd submitted the lowest tender in the sum of £147,827.00 which was above the Defra approved sum of £110,000. Discussions with Defra on the feasibility of additional funds enabled the Council to accept the Royal Haskoning UK Ltd Tender on 18 June, subject to confirmation of funds and formal approval of the Director's Key Decision. Defra subsequently approved an increase in the approved sum to £209,479.00 to cover in-house fees and consultant's fees.

Work will begin in July.

7. GREEN POLICIES

- 7.1 Work is underway to develop a set of Local Performance Indicators relating to the Council's new priority to develop and promote Green policies and improved environmental management in the district. These will be reported on in future quarterly reports. In the meantime good progress has been made in the first quarter to address this new priority. Since the last report the new Environmental Sustainability Officer has taken up post and a Green Team has been established to champion the Green agenda. The team is currently reviewing the recycling arrangements in the Council offices. An exercise was undertaken which confirmed that we are exceeding our targets to ensure that our regular suppliers own an Environmental Statement or accreditation, and a Doing Business with the Council guide has been published on the SC website.
- 7.2 An audit of energy use, funded by the Carbon Trust and covering the Melton Hill site, Ufford depot, Felixstowe Leisure Centre and the Spa Pavilion, has been carried out by external consultants. Energy consumption records were also analysed for the remaining leisure centre sites. The resulting report will provide a baseline for setting energy reduction targets. The council has supported initiatives in Wenham to reduce their carbon footprint and over 130 Suffolk Coastal staff and members made carbon reduction pledges as part of World Environment Day. The Council also continues to work with CRed on the county-wide carbon reduction programme.
- 7.3 With regard to improving environmental management in the district, the Council has supported a number of local initiatives including: a volunteer group becoming active in the management of Middleton Moor, the successful bid by Rushmere St Andrew PC for Local Heritage funding for work on the Mill Stream Green Space including construction of a board walk, and a joint initiative to allow livestock grazing on Hollesley Common.
- 7.4 In Private Sector Housing several measures have been introduced including offering assistance towards home insulation/heating to 35 Warm Front clients. Renovation grants for more extensive works have been revised to include considerations for heating and insulation. Funding has been obtained to re-launch the Fuel Poverty Strategy and a Suffolk Warmer Walls scheme has been launched.

8. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

8.1 Introduction

This section has regular updates on certain areas:

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

It also gives information on the latest progress in delivering well-performing efficient services. So, for example, in this report we have details on the Community Strategy consultation and member briefings. In the next quarter we may include information from different service areas as other projects get underway or report changes.

8.2 Planning Services

The speed at which planning applications are determined continues to improve with the figures for quarter 1 showing a further substantial increase in the percentage of Major and Other applications determined within the prescribed timescales. The performance for Minor applications remains on a par with that of the previous quarter.

A Best Value Review of Planning services was carried out by the Audit Commission in the early part of this year. The inspectors' final report rated Suffolk Coastal as a 2 Star service (Good) with promising prospects for improvement.

8.3 Housing Benefits

The processing time for new claims continues to show great improvement with another significant reduction, to 14.05 days. In the same quarter of the previous year the figure was 30 days. Performance on this indicator is now well in excess of the council's target, and comfortably within the top quartile. The average time for processing changes also reflects the continued improvement in this area.

The Performance Indicator for accuracy of processing benefit claims for quarter 1 2007/8 shows a reduction in accuracy to 92.80%. This is because DWP gave all authorities instructions to change the checking procedure, which means the data used to calculate the result could be from an assessment of benefit claims prior to quarter 1 of 2007/2008. We do not yet know whether all authorities will show a similar reduction. The team has continued to improve and streamline their processes and will be able to evidence this improvement in future after implementing new checking procedures to address this issue.

8.4 Council Tax & NNDR

The collection rates for Council Tax and NNDR for the first quarter 2007/08 continue to reflect good performance and the table below shows the percentage of tax collected compared to the same period in the previous year.

	Tax Collected by end of Q1 06/07 (%)	Tax Collected by end of Q1 07/08 (%)
Council Tax	30.90	30.80
NNDR	31.60	32.50

8.5 Sickness Absence

This quarter an average of 2.01 working days per full time equivalent was lost through sickness absence, keeping Suffolk Coastal comfortably in the top quartile of councils. The Council has recently introduced revised Absence Management guidelines and associated training.

8.6 Health & Safety

Health and Safety will be reported for Suffolk Coastal and its partners. Data on incidents reported to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) will be included in the appendix. News on work to address Health and Safety by the Council or its partners will be covered briefly in this section. Later in the year we will carry out the first annual health and safety survey of Suffolk Coastal and its partners to ensure good practice. The results will be published in the quarterly report.

We are still waiting for information from some partners for this quarter.

The SCDC Joint Health and Safety Committee met on the 7th June 2007 (minutes on DORA). Agenda items included new biosecurity guidance, consideration of incident reports, customers requiring particular care policy, SCDC smoking policy and first-aider refresher training. The HSE published their report into the Barrow legionnaire's outbreak and the Council is reviewing its management of legionella risks. A review of the Emergency Fire and Evacuation Plan was initiated. An in-house refresher training session was held for first-aiders. Personal safety training was provided to staff involved in the new smokefree laws.

There were three incidents reported in SCDC that do not require reporting under RIDDOR:

Type of incident	Service area	Details	Action taken
Near miss/dangerous occurrence	Member of the Public	Incident involved a 7 year old boy who allegedly became caught in a maintained structure.	Following the incident the surrounding terrain has been changed to remove a gap.
Act of violence/ aggression/ verbal abuse	Community & Economic Services	Threatening correspondence received	Advice given regarding risk assessments. Customer Alert List administrator advised.
Act of violence/ aggression/ verbal abuse	Finance	Aggressor called into reception and was allegedly abusive and threatening to staff.	Incident reported to Police. General issue of abusive customers discussed at CMT. Procedures under review.

- 8.7 NPS staff have received fire risk assessment training. NPS is working closely with Suffolk Coastal District Council to ensure that guidance and legislation relating to health and safety (e.g. fire, asbestos, legionella) is met, as responsibility is being placed with the building owner and may not be delegated.

NPS arranged a demonstration of legionella management software (attended by NPS and Suffolk Coastal officers) that would ensure we complied with legislation and would enable monitoring of readings, management of risk, and provide audit trails. It could also be used by other partners. This will be discussed at the Asset Management Group.

- 8.8 Openwide have introduced site tours for staff to raise awareness of health and safety issues. There have also been fire drills for all staff & management.
- 8.9 DC Leisure operates a quality Health and Management system across all its sites. General Managers and Health & Safety co-ordinators from each site attend quarterly seminars at a regional level where all RIDDOR incidents are discussed to identify areas for improvement. In addition the seminar reviews an analysis of all minor incidents or accidents to identify trends and areas of improvement or action.

At site level lifeguards under go weekly training and Risk Assessments, including Legionella weekly/daily check lists, are reviewed on a regular basis. The requirements of the recent legislation regarding smoking have been implemented at all sites.

Two incidents were recorded under RIDDOR at DC Leisure sites:

- At Leiston, a girl on a trampoline broke her arm during a supervised school session.
- In Felixstowe, a two and a half year old child, choking on a 20pence coin, was sent directly to hospital from site.

8.10 Customer Complaints & compliments

For the first time this report includes information on complaints received by our partners and their response performance (where available). This section will be developed during the financial year. The table below shows the complaints received over the first quarter by 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	34	84%
SCS	33	100%
DC Leisure	0	N/A
NPS	0	N/A
Atos	0	N/A
Openwide	0	N/A

NB Different organisations currently have different definitions of “complaints”, which mean that the above figures are not directly comparable. We are working to develop an improved process for recording complaints, compliments and comments (see the explanatory note at Appendix 4). For example, DC Leisure received over 60 comments in quarter 1, and actions to address these included:

- replacing the goals at Brackenbury sports centre,
- changing procedures, and
- updating staff training.

Customer compliments are also being published for the first time. These have traditionally been under-recorded, and the processes are also being reviewed. For example, NPS only reported on compliments received by email for this quarter, but will include verbal feedback in future reports. NPS are currently undertaking a customer satisfaction survey.

Organisation	No. of compliments
Suffolk Coastal	4
SCS	11
DC Leisure	30
NPS	2 (data incomplete)
Atos	1
Openwide	Data not available

8.11 Leisure Usage

Since the beginning of their contract in 2004 DC Leisure has achieved its target of a 1% year on year increase in participation. The 1st quarter of 2007/08 is slightly lower than the target, mainly due to changes in the benefits offered with kinetica gym membership. Membership now includes free access to a number of sessions that had in the past been charged for and treated as an additional activity.

DC Leisure has recently reviewed its swimming programme at each of its pools in order to maximise participation and are currently targeting the following sessions with a view to increasing participation; Family Fun Sessions, Children's Lessons, 50 plus and water workouts. Other promotions currently relate to fitness and aerobic sessions.

8.12 Services for All

The Council is working in partnership with Ipswich Borough Council and Colchester Borough Council to develop blended learning resources to deliver Diversity training to all staff and Members. This will include e-learning modules, workbooks and the delivery of workshops on Diversity issues.

The Suffolk Coastal Disability Focus Group has requested information on the Concessionary Fares scheme and will discuss this at their next meeting in quarter 2.

8.13 Staff Training

In the first quarter of 2006/07 HR has delivered a variety of staff training modules aimed at improving the skills of first line and middle managers. The courses delivered, which will contribute to Institute of Leadership and Management qualifications, included Change Management workshops, Understanding Appraisals, Recruitment and Selection, Managing Performance and Confident Communication.

8.14 LAA/Community Strategy

The Council and the Suffolk Coastal LSP have responded to a consultation on a new County Community Strategy. This will look 20 years ahead, and its priorities will influence the next Local Area Agreement which will cover the years 2008-11. It is important therefore that the community strategy recognises the key issues facing the district. The draft county community strategy will be published in September.

8.15 Member Briefings

A programme of training has been delivered, to which all new and existing Members were invited. The first element was a general induction programme including an overview of the Council and its Performance and Risk Management framework, information on general IT issues, and an opportunity to sign Declarations of Acceptance of Office. Subsequent modules included briefings on a variety of topics such as the revised Members Code of Conduct, Development Control, Taxi and Alcohol Licensing, Licensing of Gaming Establishments and a general briefing on a range of issues covering finance, customer services and strategic partnerships. A training session on the function of Overview and Scrutiny (O & S) was also part of the programme. All elements of the training programme were well attended and received, particularly the briefing on O & S. In addition to this programme, one-to-one basic IT training was offered to any Members expressing a need for this and an e-learning training package was developed in-house and made available on DORA to all Members.

9. FINANCIAL PERFORMANCE

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

10. RISK MANAGEMENT

10.1 We are pleased to report that Suffolk Coastal was "Highly Commended" for Operational Risk Management at the ALARM Risk Management awards 2007. This was a significant achievement in light of the competition for this national award.

10.2 A copy of the Corporate Risk Register can be found at Appendix 3.

10.3 The Corporate Risk Register has been split into three sections. The first section identifies those risks which are 'Current priority for action'. This indicates that the risks included 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. The second section identifies those risks which are 'Being monitored'. The risks in this category are deemed to be risks the level of which is not likely to change unless there is a significant new development. It is considered that these risks can be accepted by the Council, given the current controls in place and whilst their status is 'business as usual'. They will however remain on the register and be monitored regularly in case developments indicate they should be transferred to the Priority section. The third section identifies those risks which are currently being considered for inclusion on the register.

10.4 The 'Current priority for action' section of the Register identifies risks in order of priority, with 'Business Continuity' risk currently recorded as high. The level of this risk will decrease imminently due to action underway or planned and will be commuted to amber from red before the end of the 2nd quarter.


11. RECOMMENDATION

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





APPENDIX 1 – OVERVIEW OF PERFORMANCE










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

Best Value Performance Indicator reference





Ref	Indicator	1 st Quarter (Actual)	Performance
COMMUNITY WELL BEING			
BV126	Domestic burglaries per 1,000 households	0.97	

Each Performance Indicator is classified according to its performance level:

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

Ref	Indicator	1 st Quarter (Actual)	Target	Performance comparison to other authorities
COMMUNITY WELL BEING				
BV126	Domestic burglaries per 1,000 households	0.97	0.96	
BV128	Vehicle crimes per 1,000 population	1.67	1.13	
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	173,511	180,340	 (against our target)
ENVIRONMENT				
BV109a	% of major applications determined within 13 weeks	92.86	70 %	
BV109b	% of minor applications determined within 8 weeks	73.83	80 %	
BV109c	% of other applications determined within 8 weeks	90.40	88 %	
BV82ai	Total tonnage of household waste arisings - % recycled	19.94	19.1 %	
BV82bi	Total tonnage of household waste arisings - % composted	19.06	21.9 %	
BV84a	Kg of household waste collected per head*	178.69	118.25 kg	

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

Ref	Indicator	1 st Quarter (Actual)	Target	Performance comparison to other authorities
FISCAL AND DEMOCRATIC SERVICES				
BV9	% of Council Tax collected	30.8	31.20 %	
BV10	% of business rates which should have been received during the year that were received	32.5	33.00 %	
BV12	The number of working days/shifts lost due to sickness absence per FTE employee	2.01 Days	2.10 Days	
LPI 4	Average number of working days lost through incidents at work	0 Days	0.02 Days	 (against our target)

Ref	Indicator	1 st Quarter (Actual)	Target	Performance against our target						
LPI 8	Number of complaints by service area and % dealt with within timescales. (Number of complaints received are shown followed by % dealt with within timescales in brackets)	(Target and performance are based on % of complaints dealt with within timescales)								
	a) Legal & Democratic	2 (100%)	95%							
	b) Community & Economic Services	3 (100%)	95%							
	c) Planning services	3 (67%)	95%							
	d) Housing & Benefits	13 (84.6%)	95%							
	e) Health	3 (100%)	95%							
	f) Audit	0	95%							
	g) Customer & Strategic Services	1 (100%)	95%							
	h) Finance	1 (100%)	95%							
Compliments by service area (nb – under-recorded)		Targets not set								
	a) Legal & Democratic									
	b) Community & Economic Services									
	c) Planning services									
	d) Housing & Benefits	2								
	e) Health									
	f) Audit									
	g) Customer & Strategic Services	2								
	h) Finance									
RIDDOR incidents										
	Deaths		Major injuries		Over 3 day injuries		Diseases		Dangerous occurrences	
	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public
Suffolk Coastal	0	0	0	0	0	0	0	0	0	0
Atos	0	0	0	0	0	0	0	0	0	0
DC Leisure	0	0	0	2	0	0	0	0	0	0
NPS	0	0	0	0	0	0	0	0	0	0
Openwide	0	0	0	0	0	0	0	0	0	0
SCS	0	0	0	0	0	0	0	0	0	0
Ref	Indicator		1 st Quarter (Actual)	Target	Performance comparison to other authorities					
HOUSING										
BV183 b	The average length of stay in hostel accommodation (weeks)		17.20	20.00						
LPI 14	Spend against the Bed & Breakfast budget		£19,974	£18,750	(against our target)					
LPI 15	Number of cases moved from temporary to permanent accommodation		12	12.50	(against our target)					
BV78a	Speed of processing: average time for processing new claims		14.05 days	25.00 days						
BV78b	Speed of processing: average time for processing notifications of changes of circumstance		5.24 days	7.00 days						
BV79a	Accuracy of processing: % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination		92.80	100.00 %	*					

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

BUDGET MONITORING REPORT 2007/2008

April 2007 - June 2007

1. Revenue Spending Plans

Strategic Theme	Spending Plan at Period Start	Budget Virements	Change For The Quarter	Spending Plan at Period End
	£	£	£	£
Community Well-Being	3,732,900	48,700	-355,900	3,425,700
Economy	-320,900	65,400	12,400	-243,100
Housing	863,900	16,600	5,000	885,500
Natural & Built Environment	4,391,600	103,000	-174,200	4,320,400
Fiscal & Democratic Services	1,111,400	2,000	-4,000	1,109,400
Support Services	5,302,500	44,300	0	5,346,800
Financial Transactions and Use of Reserves	-505,700	0	342,100	-163,600
Use of Balances	-150,000	-280,000	174,600	-255,400
Net Expenditure	14,425,700	0	0	14,425,700

Budget Virements

Budget virements in the quarter represent the approved £280,000 between year virements brought forward from 2006/07.

Change for the Quarter

Changes in this report reflect updates to the Revenue budget including transfer of amounts across service areas and where changes are met by reserve movements.

The main changes to service budgets arising from the revised estimate process are shown below: -

	£	£
<u>Savings and Additional Income</u>		
Additional Investment income		-200,000
Increase in non-animal products inspection fees as a result of increased throughput at the Port of Felixstowe, partly offset by additional vet/analyst fees shown below.		-74,400
Savings in bank charges due to new reduced rates being introduced		<u>-4,000</u>
		-278,400
<u>Additional Costs and Reduced Income</u>		
Increased cost of Concessionary Travel scheme		36,000
Additional costs of Vets/Analyst fees as a result of increased non-animal origin work at the Port of Felixstowe		38,300
Re-phasing of part of the budget for Decorative Lighting from 2008/09 to improve visual impact and generate economies of scale.		11,000
Additional staffing requirements in the Counter Fraud team as a result of long-term sickness.		5,000
Lower than anticipated recycling credits for 2006/07 following completion of audited figures.		<u>13,500</u>
		112,300
Contribution to Balances arising from changes in the quarter		-174,600

The Use of Balances is forecast at -£263,900, which is an increase on the original budget of -£150,000. The analysis of this movement is shown below:

Original Use of Balances Budget		-£150,000
Use of Balances to fund Between Year Virements	-£280,000	
Contribution to Balances arising from changes in the quarter	<u>£174,600</u>	-£105,400
Revised Forecast Use of Balances at quarter 1		<u>-£255,400</u>

2. Major Balance Sheet Changes April 2007 - June 2007

Fixed Assets

There have been no major acquisitions or disposals in the quarter.

The changes in the Capital Programme are analysed below: -

Strategic Theme	Spending Plan at Period Start	Re-phasing from prior year	Change in costs	Re-phasing to later years	Spending Plan at Period End
	£000	£000	£000	£000	£000
Community Well-Being	800	220	6	-76	950
Economy	0	0	0	0	0
Housing	142	46	0	0	188
Natural & Built Environment	286	0	0	0	286
Fiscal & Democratic Services	519	200	-92	0	627
Health	0	0	10	0	10
Total Net Cost	1,747	466	-76	-76	2,061

Capital Financing Plan

Borrowing	1,178				1,130
Other Capital Resources	569				931
Total Financing	1,747				2,061

Main reasons for change in plan

	£000	£000	£000
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Re-phasing from prior year

Public Conveniences	54
Play areas	40
South Seafront	109
Other minor schemes	17
Private Sector Renewal grant	46
IT	40
DDA/Fire Safety	160
	<u>466</u>

Change in costs

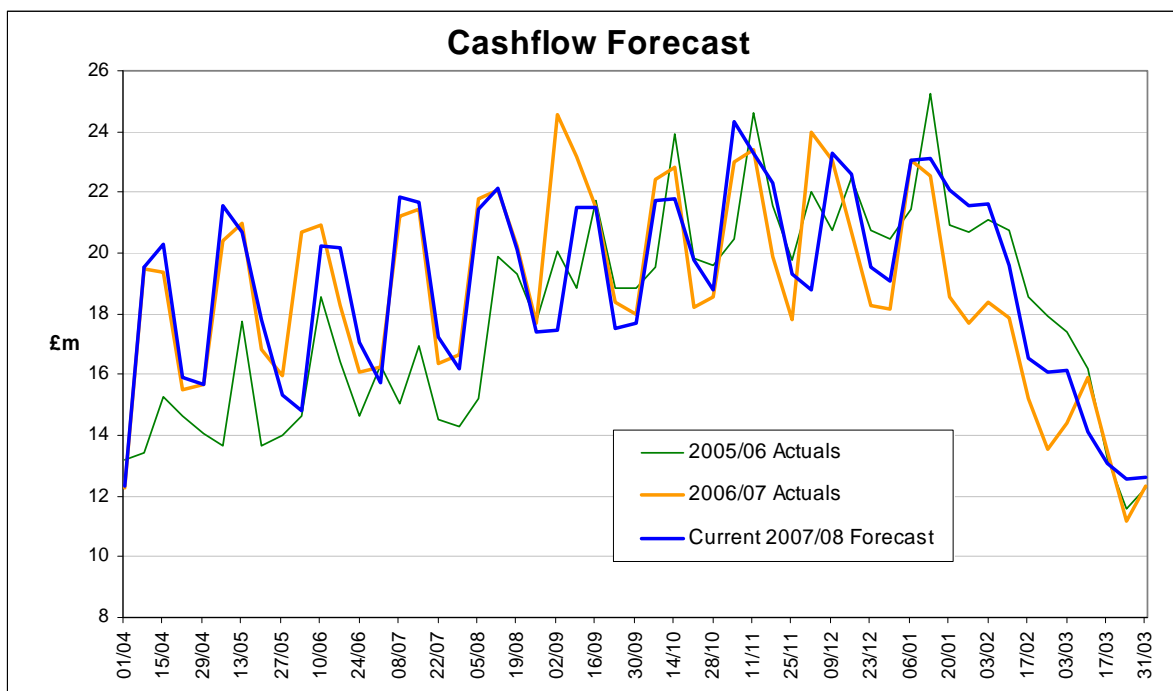
Ventilation works at the Spa Pavilion	6
Ufford Depot works now funded by SCS	-92
Port Health IT (to be funded by PH Reserve)	10
	<u>-76</u>

Re-phasing to later years

Long Shelter	-76
	<u>-76</u>

Cash & Investments

The Council did not enter into any external borrowing during Q1 of 2007/08 and continues to remain debt free. The budget anticipates that the Council will enter into external borrowing arrangements in Q4.



Cashflow

The Cashflow forecast represents the level of daily cash available for investments based on prior year's trends and experience. The pattern of cashflows is fairly consistent between the years and this pattern is expected to continue.

Cashflow for certain months of 2007/08 does not reach the same peaks as seen in previous years as the collection date for Council Tax of the 1st of the month falls on a weekend and the cash flow benefit of early collection is slightly diminished.

Interest Rates

In the Council's Treasury Management Policy for 2007/08 it was forecast that interest rates would remain at 5.25% for the first quarter of the year before rising by 0.25% in the second quarter of the year to 5.50%. On 10 May the Bank of England raised the base rate by 0.25% to 5.50% due to inflationary pressures within the economy. Looking forward on 5 July, in an attempt to reduce inflation down to 2% in the medium term, it voted again to raise interest rates up by another 0.25% to 5.75%. On 2 August it voted to keep interest rates at 5.75%, but warned that further interest rate rises cannot be discounted.

Prudential Indicators

There has been no breach of the Prudential Indicators this quarter. The value of investments placed over 364 days is £1 million against an approved limit of £2 million.

Debtors

The Council actively manages its debts as part of its overall balance sheet management and has a good record of debt recovery. However, partly as a result the timing of court sessions and the recovery process, levels of debt can vary year on year and within the year itself. The position on Debtors as at the end of the quarter was £4.4m, a £0.8m reduction on the 2006/07 year-end position of £5.2m. £0.3m of this was due to the timing of the audited Waste Recycling Credits.

Creditors

The position on Creditors as at 30 June 2007 was £6.6m, which is a decrease of £1.0m over the year-end figure for 2006/07 of £7.6m. This is due to a combination of the timing of creditors accrued at year-end, that are now required to be paid and the normal receipt of the supplier invoices in the quarter.

Against BVPI 8 for 2006/07, the Council achieved an actual of 99% of all invoices paid promptly against all invoices received as result of efficient systems and working practices.

Reserves

General Fund Balances

The revised budgeted position on the General Fund Account given the movements in the Revenue Spending Plan above is: -

Opening Position as per 2006/07 Statement of Accounts	£4,020,000
Revised Use of Balances as per Revenue Spending Plan	<u>-£255,400</u>
Revised Closing Position as at 31 st March 2008	<u>£3,756,100</u>

Earmarked Reserves

The revised budgeted position on Earmarked Reserves given the movements in the Revenue Spending Plan above is: -

Opening Position as per 2006/07 Statement of Accounts	£5,510,000
Increase in Port Health POAO Reserve due to additional workload (£685,900 income less £331,500 additional resource requirement)	£354,400
Decrease in Local Development Framework Reserve due to additional funding requirements within the year	-£30,000
Increase in Planning Delivery Reserve due to award of Phase 2 PDG	<u>£217,700</u>
Revised Closing Position as at 31 st March 2008	<u>£5,733,100</u>

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

Complaints, compliments and comments.

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

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

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

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

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

Health and Safety reporting

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

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

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

Current priority for action

Risk No	Risk Title	Risk Description	Consequences	Current Control Measures	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
005/00n	Business Continuity	Lack of business continuity plan (1.3)	Failure to deliver basic business services	Basic Disaster Recovery plan in place and being reviewed,updated. ICT Disaster Recovery Plan in place. Phil Gore has taken over as risk manager. A BC Management workshop was held on 1st aug 06. Steering Group completed programme of work facilitated by Zurich to develop basic recovery strategy. Outline report of progress went to CMT 13 June. Zurich rated SC-s progress to date as above average at 8/10 with particular strengths being Action Cards and Recovery Strategies. Centrally coordinated exercise planned for 14 Nov. SC to stage own exercise to test BCP. RT (SCC) to investigate common areas across County to identify opportunity for p/ship working. Approval for initial strategy/recovery plan to be sought at CMT end Aug.		06/09/2007	Stephen Baker	Phil Gore	M	H	M	2
007/00t	Governance of Projects	Failure to establish a robust governance framework for the Councils projects(6.1, 5.1).	Projects running over time or budget. Projects failing to realise adequate benefits. Inappropriate projects undertaken. Negative impact on service delivery, finances, reputation.	Project management guidance notes including risk assessments published. Project Boards/steering groups established. Comprehensive framework for the governance of projects being developed. CRMG agreed project planner now robust.		06/09/2007	Stephen Baker	Karen Kennedy	L	L	H	3
014/00q	Governance of Partnerships	Failure to establish a robust governance framework for the Councils partnerships (3.1, 3.5)	Failure to identify and select most appropriate partners. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.	BCAs for all partnerships including risk assessment. Guidance notes published on management of Service Planning Partnerships and assessing the inherent risks. Partnership boards established. Training on contracts rolled out to all appropriate staff. Comprehensive framework for governance of partnerships and management of risks being developed. Suffolk Integration Group working on shared services. Decision on Pathfinder bid now due in July. Potential impact of SCC Securing the Future initiative to be considered.		12/07/2007	Stephen Baker	Tony Osmanski	L	H	H	3
	Performance Management framework	Lack of an effective performance management framework (5.1)	Inability to effectively manage performance resulting in negative impact on the councils reputation and finances and failure to meet the Councils objectives.	Balanced Scorecard methodology implemented across all levels of the council with each team and service area having its own scorecard linking to the objectives of the corporate scorecard. Frameworks being developed for effective governance of projects and partnerships. Risk management as part of performance management being imbedded at all levels. PPAD system in place. Scorecards reviewed and further refined including further development of risk registers.		12/07/2007	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 (4.1)	Impact on quality of decision making and service delivery. Lack of mutual trust between Officers and Members leading to increased bureaucracy, damage to reputation, blame culture, high staff turnover.	C.Exec and L of Council weekly meeting. Monthly meetings of Designated Statutory Officers. All relevant Codes and Protocols in place inc. Members Code of Conduct, Whistle Blowing, Anti-corruption, Member /Officer relationship protocol, Planning/RofW protocol, Employee Code of Conduct on Intranet, Staff cultural survey undertaken, Register of Members Interests, Register of Gifts/Hospitality up to date and accessible.		06/09/2007	Stephen Baker	Hilary Slater	L	L	H	3
006/00m	Communication	Ineffective internal and external communication (5.1)	Poor productivity--Poor morale Failure to meet partnership needs. Loss of public confidence. Poor reputation.	Comprehensive programme of internal comms in place including CE Bulletin. CMT briefing note. Service Team meetings. Media release notification. DORA, new intranet, launched and continuing to be developed. Review of Coastline underway. Staff Budget Briefings taken place. White Paper briefings taken place. Review of communications planned.		10/05/2007	Tony Osmanski	Viv Hotten	L	L	L	5

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

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures	date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
001/00r	Long Term Planning/Vision	Lack of concrete long-term strategic planning, partnership planning and District wide perspective (3.5, 3.3, 3.6)	Failure to prioritise appropriately --Making wrong decisions and undertaking wrong activities. Poor use of resource--Reactive culture--Loss of opportunity--Impact on long term plans (hinder capacity for change). Conflict	Corporate Scorecard and Community Strategy in place. Monitoring via Strategic Leaders Group and CMT. Commissioned presentation received from State of the District. Time line and cycle of input requirements from Hs of S to be incorporated into Corporate Planner. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Local futures presentation delivered to Members, April 2005. Corporate Plan on website. S A scorecards developed. New Priorities agreed by Cabinet on 5 Dec. Discussion in progress with other LAs on service delivery and Pathfinder Bid. BVPP published.		06/09/2007	Stephen Baker	Karen Kennedy	L	H	H	3
003/00r	Corporate Financial Management	Lack of a suitably robust and flexible financial management plan (6.1)	Poor use of resources--Short term reactive culture--Potential for statutory intervention--Failure to prioritise	Annual efficiency statement produced outlining financial savings. Medium Term FP framework approved by Cabinet in June. Budget Impact Assessment process underway to identify possible savings. Medium Term Plan approved and staff briefings taken place. 2/3 year grant settlements enabling better planning. Budget approved by Council 23rd Feb 06. New MTP approved Sept 2006. Impact statements reviewed by Cabinet. Plan achieved in Jan 07 - budget at target. Budget agreed at Cabinet. New MTP being formulated.		06/09/2007	Jeremy Schofield	Alan McFarlane	L	H	M	3
	Budgetary Management	Failure to manage budgets effectively across the Authority including Members	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	Review CIPFA FM model to determine if applicable to SCDC. Review training requirements across the Council including Members. Budget IAs being undertaken. Town - PC roadshows underway. Consultation through Business forum, Staff, Parish Bulletin - Coastline. Live webchat 6 Dec. Budget report to Cabinet 5 Dec. Survey results to inform action plan (partly implemented). Revised spending plans within original budget. Efficiency gains on target. BM timetable brought forward 1 month.	16/11/2006	06/09/2007	Jeremy Schofield	Alan McFarlane	L	M	M	5
	Capital Programme Expenditure	Failure to plan, fund and monitor the Councils capital expenditure.	Ineffective use of financial resources.	Capital Investment Plan agreed by Cabinet. Capital Programme Expenditure Plan monitored and updated at Asset Management Group meetings. New NPS Asset Manager in post. 5 year indicative programme discussed 16th October. New focus on transparent management of capital expenditure. Expenditure on target. NPS annual report taken to partnership board. Asset management review by O&S 15th March. NPS achieved 82% spend against Capital Prog.	16/11/2006	06/09/2007	Tony Osmanski	Karen Kennedy	L	L	H	3
026/00	Emergency Planning/Community disaster	Inability to respond effectively to an emergency situation in the District requiring Council support	Damage to or loss of persons, property, the natural and the built environment. Loss of reputation. Financial loss.	Suffolk Coastal Emergency Plan in place. Suffolk wide EPU in place to assist in co-ordination of response to emergencies in partnership with other relevant agencies. SC Head of Health with responsibility for EP. Dedicated EP Officers based PT at SC offices. Team of trained Warning Officers providing 24/7 cover on a rota basis. Existing Emergency Plan to be reviewed and updated where appropriate. EP to be tested for effectiveness and outcomes used to inform update to EP. Regular participation in multi agency EP exercises. JEPU run coordinated training programme for all LAs. Exercise around flooding planned for CMT. Members development session on EP planned.	06/09/2007		Stephen Baker	Phil Gore	L	H	H	3
015/00o	Health and Safety	Lack of robust H-S policies and procedures for ourselves and our partners (1.3, 3.1)	The Council being held culpable in the event of injury or on a charge of Corporate Killing in the event of a fatality. Loss of life or serious injury. Damage to Councils reputation. Financial loss.	H-S risk register being devised and compiled on RisGen. Regular discussion of H-S risk at CRMG meetings. H-S well-being policy latest draft to CMT 25 Jan 06. Development of training underway. Risk Assessment training completed. Well-being policy completed.		08/03/2007	Stephen Baker	Mark Sims	L	H	H	3
	Internal Controls	Failure to effectively implement all internal controls including risk management, data quality management, prevention of fraud and corruption, internal/external audit functions.	Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.	Relevant framework of policies/codes and protocols in place (see Ethical Standards risk) including Statements of Internal Control, Compliance with Contract Procedure and Financial Procedure rules, Whistle blowing policy, Risk Management policy, Fraud and corruption policy and FOI framework for dealing with requests. Members declarations of interest. Continuous audit process. New Audit Code ISA 315 systems reviewed - showed no material weakness. HS responsible for annual review of Member Register of Interests in line with AC recommendations. Development of data quality policy and procedures being undertaken. Audit due in August. Risk Management Strategy revised and draft going to consultation.		12/07/2007	Jeremy Schofield	Alan McFarlane	L	L	L	5

