

**SUFFOLK COASTAL DISTRICT COUNCIL - QUARTERLY PERFORMANCE AND FINANCIAL REPORT  
QUARTER 4 2008-09**

Report by Policy and Performance Manager

Supporting Officers:

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**BACKGROUND PAPERS**

None

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## 1. INTRODUCTION

- 1.1 This report provides an overview of the Council's performance during the fourth quarter of the financial year 2008/09 (1 January – 31 March 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 As from 1 April 2008 the Best Value Performance Indicators (BVPIs) were discontinued and replaced by a new set of National Indicators (NIs). In effect this means that some of the indicators which we used to report on quarterly no longer exist whilst others have changed slightly in their focus. In some cases where a BVPI has been deleted and not directly replaced by an NI, Service Heads have made the decision to keep the indicator as a Local Performance Indicator (LPI) so that we can continue to report on it as usual. The table below outlines these changes:

Indicator topic	Prior to 1 <sup>st</sup> April 2008	From 1 <sup>st</sup> April 2008
Domestic Burglaries	BV 126	NI 16
Vehicle Crime	BV 128	NI 16
Leisure usage	LPI 1b	LPI 1b (no change)
Planning applications	BV 109 a, b & c	NI 157 - Processing of planning applications (major, minor and other)
Total tonnage of waste - % recycled	BV 82ai	NI 192 - Household waste (recycled and composted)
Total tonnage of waste - % composted	BV 82bi	
Kg of household waste collected per head	BV 84a	Deleted. Will now report on NI 191 (Kg residual household waste collected per head)
Council tax collection	BV 9	No directly corresponding NI Now a local indicator LPI 20
NNDR collection	BV 10	No directly corresponding NI Now a local indicator LPI 21
Sickness absence	BV 12	No directly corresponding NI Now a local indicator LPI 22
Average days lost through incidents at work	LPI 4	LPI 4 (no change)
Average length of stay in hostel accommodation	BV 183b	Deleted
Spend against the B&B budget	LPI 14	Deleted
Number of cases moved from temporary to permanent accommodation	LPI 15	Deleted. Will now report on NI 156 (Number of households in temporary accommodation)
Speed of processing Benefits Claims (new)	BV 78a	NI 181 – Speed of processing new claims and changes
Speed of processing Benefits Claims (changes)	BV 78b	
Accuracy of processing	BV 79a	Deleted
Complaints and compliments	LPI 8	LPI 8 (no change)

- 1.3 Appendix 1 of this report shows performance against targets for a set of Performance Indicators and ranking against other Local Authorities using the Best Value quartiles. For comparison with other local authorities we have used the most recent available quartiles (2007/08). We will continue to use these quartiles for the coming year until new NI quartiles are available.
- 1.4 In response to Member and public feedback we will continue to make improvements to these reports. Changes to this latest report: planning enforcement data added, reporting on the economic climate moved to Appendix 4.
- 1.5 The Council has adopted the Balanced Scorecard methodology that allows both Members and Officers to determine, focus on and monitor progress against their priorities. The Council's budgetary process is also closely aligned to the scorecard methodology. The format of this report is based around the Council's seven medium term priorities agreed in December 2006.

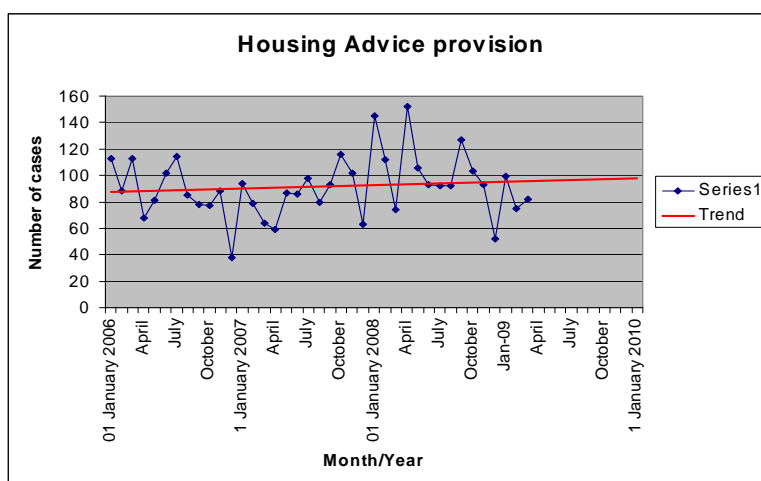
## 2. REPORT SUMMARY

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

- **INCREASING ACCESS TO HOUSING** – There was a significant improvement in the completion of new affordable housing in this quarter. The total for the year is 113, which exceeded our target of 100 dwellings. (see 3.3).
- **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, rose in quarter 4 (see 4.2).
- **THE ECONOMY** - The Economic Development team have contributed to business development investment of more than £855,000 since August 2008 (see 5.1). Suffolk Coastal is monitoring the impact of the economic downturn on residents, businesses and on the Council. We are working in partnership with other Suffolk organisations to reduce the impact (see Appendix 4).
- **IMPROVED WASTE MANAGEMENT** – Service promotion and information roadshows, and a Members Forum, were held as a lead up to 5,800 more households receiving the combined recycling and waste collection service from April '09. The amount of collected domestic waste recycled or composted was 43.35% in quarter 4, and for the whole year is 48.47%.
- **COAST & ESTUARY MANGEMENT** - Mott MacDonald Ltd began the preparation of the Project Appraisal Report for the Central Felixstowe frontage coast protection works. This has included consulting with local representatives in January and February, also a public meeting early March followed by a public exhibition of the preferred scheme option, at the end of March. Work on the East Lane Defences continued, however a delay in receipt of rock now means the scheme is expected to be completed May 2009. Good progress was achieved with the Shoreline Management Plan (SMP) Review, with work on the development of the draft management policies for the Lowestoft to Felixstowe frontage completed. These are now being disseminated to key stakeholders.
- **DELIVERING WELL-PERFORMING SERVICES** – Provisional collection rates for NNDR are below target, possibly due to the change requiring payment of 100% business rates on some empty properties and the economic downturn.
- **PLANNING SERVICES** – All small scale major applications were determined within the required timescale. Although performance for speed of processing “minor” and “other” planning applications missed our internal targets, performance has met or exceeded national targets. (see 9.1).
- **BUDGET REPORT** - The volatile economic climate continues to have an impact on the outturns for 2008-09. These trends are being monitored and the prudent view is that the downturn in income, particularly in respect of Housing related areas, will continue into next year. There has been no breach of the prudential indicators for this quarter. There is currently no long term borrowing. The Bank of England Monetary Policy Committee has within the past three months reduced the base rate to 0.5%. These changes have, to date, had little impact on the council's investment income but as investments mature and are reinvested the rates attracted will drop considerably. The situation is being closely monitored. (see Appendix 2)

### 3. INCREASING ACCESS TO HOUSING

- 3.1 The Council's homelessness prevention measures overall continue to deliver good results with the Council only having to place 17 households in temporary accommodation prior to permanent re-housing in Housing Association accommodation, compared to 33 in 2007/8.
- 3.2 However, in the last quarter seven households had to be accommodated in bed and breakfast while their circumstances were investigated. As a result the average time spent in Bed and Breakfast accommodation during the year has increased from 3.34 weeks to 3.96 weeks this year.
- 3.3 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.

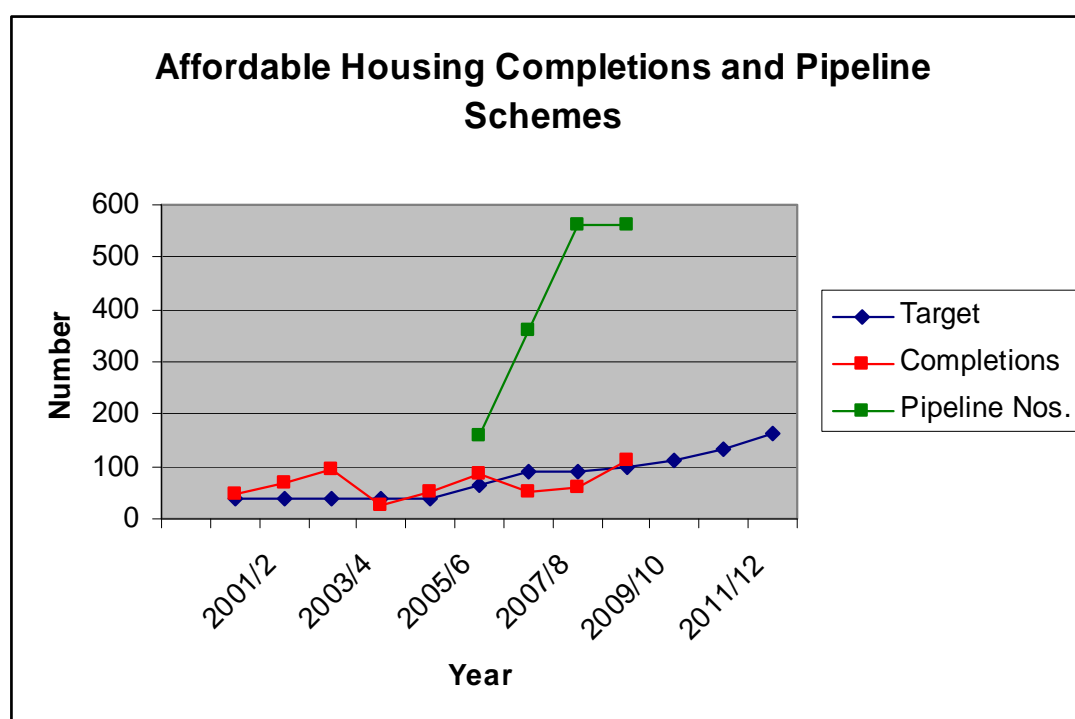


### HOUSING ENABLING

- 3.4 There was a significant improvement in completion of new affordable housing during the quarter. 70 homes became available. Five of these dwellings were renovated using home improvement grants where the landlord has undertaken to let the dwellings at housing benefit rent levels, and one empty property has been brought back into use through the Private Sector Leasing scheme. The total for the year of 113 has therefore exceeded the target for the year, of 100 dwellings.
- 3.5 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.
- 3.6 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.

### 3.7 Affordable Housing Activity

	31 March 07	31 March 08	30 Sept 08	31 Dec 08	31 March 09
Dwellings where proposals are being worked up		167	129	97	93
Dwellings for which a planning applications have been made	158	130	175	157	78
Dwellings with planning approval granted but not yet started on site	160	179	212	268	303
Dwellings under construction	40	87	72	96	87
Totals	358	563	588	618	561
Dwellings completed – (Annual Target)	52 (90)	50 (90)	42 (100)	43 (100)	113 (100)



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

- 4.1 Two of the four national indicators have decreased for the fourth quarter compared to the previous quarter. There has been an increase in violent crime of 5% (20 offences). There has been a 9% reduction (14 offences) in vehicle crime. There have been no robbery offences recorded and an increase of 2 offences of domestic burglary. The table below shows a comparison against our CDRP family group (made up of other local authorities with a similar profile to Suffolk Coastal) where Suffolk Coastal is currently ranked as third best performing. The table records the statistics for December to February as the Police quarterly reporting schedules for this data do not correlate with the Council's Quarterly Report. We have an annual rate of 43.33 crimes per 1,000 head of population which is the lowest for three years, below the family average of 54.39. It is still the lowest of the five Suffolk Community Safety Partnerships.
- 4.2 Compared to the first eleven months in 2007/08 there has been an overall reduction of 12% (93 offences) in serious acquisitive crime. There is little evidence that the economic downturn is having a significant effect on acquisitive crime in the District. Despite some small increases in some categories, there has been a pleasing reduction of 84 offences (-40%) of domestic burglary compared with same period last year.

National Indicator	Description	Dec	Jan	Feb	Quarter Total	Third Quarter	Crime rate	Family Group Average (Position)
NI 16	Domestic burglaries	7	12	10	29	27	0.56 per 1,000 households	1.55 (1 <sup>st</sup> )
NI 20	Violent crime	83	75	80	238	227	1.94 per 1,000 population	2.53(3 <sup>rd</sup> )
NI 16	Robberies	1	-1*	0	0	1	0.00 per 1,000 population	0.054 (=1 <sup>st</sup> )
Ni 16	Vehicle crime	60	31	43	134	154	1.07 per 1,000 population	1.24 (5 <sup>th</sup> )

Table: Suffolk Coastal crime statistics Quarter 3

\*Minus figure is due to police correction of an earlier instance, incorrectly recorded as a crime

- 4.3 With the introduction of the Government's Assessment of Policing and Community Safety (APACS) new targets 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 9% (457 offences) for the first eleven months of the year compared with same period for the previous year. National figures for the perception of anti-social behaviour show that Suffolk still records one of the lowest levels in the Country.
- 4.4 The new Community Safety Partnership Plan commenced on 1 April 2008. These crime reduction targets will be in line with those set for Suffolk Constabulary (2% annual reduction in overall crime). Whilst Suffolk Coastal remains a safe area to live in, we must not become complacent. Overall crime in the District has been reduced from 5,789 offences for March 2007 – February 2008 to 5,392 offences for March 2008 – February 2009, a reduction of 7%.
- 4.5 In this quarter, the Community Safety Partnership and other partner organisations have continued to deliver a variety of projects and diversionary activities for young people, but much of the work has been preparing next year's Partnership Plan which will have seven priorities:
- Night time Economy
  - Protecting Young People
  - Protecting Property
  - Priority Neighbourhoods
  - Supporting Vulnerable Families
  - Tackling Substance Misuse
  - Road Safety
- 4.6 The work started by Operation Camouflage has continued to provide activities for those young people most at risk of offending and preparations for this year's event have started. The Nightsafe Partnership, which focuses on the night time economy in our town centres, has been recruiting new members for Safer Neighbourhood Teams in some of the towns that did not previously have the scheme. The Town Pastors Scheme which has been so successful in other parts of the County is due to be launched in Woodbridge in April. Conflict Management Training has been provided for licensees and their staff in Framlingham and Leiston and a Pubwatch database has been purchased to provide all members with information about all those persons banned from licensed premises under the 'Banned from one banned from all' policy operated by the Partnership. 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. It is proposed to hold the first road show event at Orwell School for young people in Felixstowe in May.

## 5. STRENGTHENING THE ECONOMY

- 5.1 The Suffolk Coastal Holiday Guide 2009 is being distributed 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. Expectations are that many people will choose to holiday in the UK this year given the economic climate and also the exchange rate for Sterling against the Euro. Requests for the Suffolk Coastal holiday guide are well in advance of distribution levels year on year.
- 5.2 Information-sharing and partnership working with key agencies such as JobCentre Plus and Business Link 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. Examples include an event in Leiston, held in conjunction with Business Link, to offer help and support to local businesses. Suffolk Coastal has also issued the spring edition of its Business Bulletin to all organisations in the district, to help business people keep informed of the latest news, events and sources of information.

- 5.3 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 submitted, and if the bid is successful it could unlock a multi-million pound funding pot.

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. It is hoped the project will transform the Cliff, Town Hall and Spa Gardens into a focal point for the resort, safeguarding their historic legacy for future generations while meeting the needs of today's visitors and residents.

- 5.4 The Economic Development Team has contributed to Business Development investment worth **£855,000** in the district between August 2008 and March 2009 and is currently working on projects worth several million pounds. These projects have supported planning applications for 13 new commercial units

**5.5 Inward Investment**

14 inward investment enquiries have been handled. These originated from Choose Suffolk.

**5.6 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.

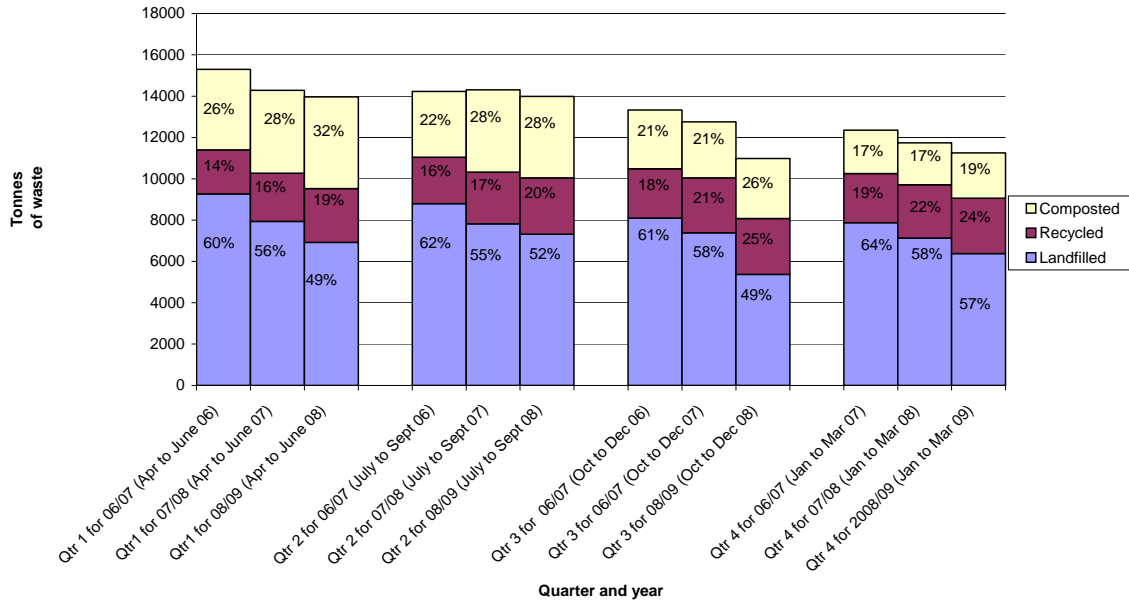
**5.7 Planning**

The Economic Development Team has been involved with consultation responses for 22 commercial planning applications in the district.

**6. IMPROVED WASTE MANAGEMENT**

- 6.1 During March delivery of wheeled bins for the next phased introduction of the combined waste and recycling service began. This will allow a further 5,800 domestic properties, plus additional businesses, to receive this service from April 2009. This will bring the total number of households on the combined recycling and waste collection service to 41,600 or over 72% of households in the District.
- 6.2 Service promotion and information roadshows were held in February at Bucklesham, Kesgrave and Woodbridge. These were well received by the public, with some 345 people attending the seven events held. In February a Members Forum was held for those Ward Councillors representing the areas where the service was to be next rolled out. Representatives from Woodbridge Town Council also attended the Forum.
- 6.3 The total waste collected and the amount of waste going to landfill in quarter 4 shows a year on year reduction. In quarter 4, overall 43.35% of domestic waste collected was recycled or composted. It should be noted that January and February figures have been audited, however the auditing of figures for March was still being undertaken at the time of compiling this report. Any changes will be incorporated in the finalised performance statistics produced by input to Defra's WasteDataFlow system, however indicative outturn performance for April 2008 to March 2009 is 48.47% of domestic waste collected was recycled or composted.

Graph showing year on year quarterly performance



## 7. COAST AND ESTUARY MANAGEMENT

### 7.1 South Felixstowe Groyne Replacement Scheme

The Environment Agency is managing the recharged beach and new groynes during the one-year contract maintenance period which began on 8 October 2008. After initial loss of sand and shingle the beach has re-shaped itself and is now in a good condition. The beach is inspected on a monthly basis by SCS Ltd to monitor levels and the condition of the rock groynes for health and safety reasons.

### 7.2 Central Felixstowe Coastal Defence Strategy

Mott MacDonald Ltd began work on the preparation of the Project Appraisal Report for the coast protection of the frontage between the War Memorial and Jacob's Ladder on 8 January 2009.

There was early consultation with local representatives, in the form of the Felixstowe Liaison Group, on 26 January and 26 February to seek their views and aspirations for the frontage. Their comments were used to develop the aims and objectives for the study.

An initial and wide ranging set of possible options was displayed at a public meeting held at Felixstowe Town Hall on 2 March 2009, attended by about 100 people. This list was refined to a preferred option on which public comments were sought at a further exhibition at the Town Hall on 30 March.

A project website ( [www.projecttownbeach.com](http://www.projecttownbeach.com) ) contains all plans and posters displayed at the exhibitions with an explanation for the selection of the preferred option. The public can also send comments to the project team via the website.

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.

### 7.3 East Lane Bawdsey Defences

Work continued on the construction of the new defence in front of the Martello Tower which was completed at the end of January. Work then began on the construction of defences north of the Martello Tower up to the sheet steel piles in front of the car park. This work continues.

The delay in receipt of the rock has led to a projected delay in completion to May/June 2009.

#### 7.4 Dunwich Demonstration Project

The second annual monitoring report was completed in February and submitted to the Project Steering Group and the funding partners.

The scheme is performing well but additional repair work is required to rebuild two humps. The estimated cost of this work is £5,000, to be funded from contributions secured by Stephen Hawes Associates. Work should begin May 2009.

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

#### 7.5 Blyth Estuary Strategy

Professor Kenneth Pye submitted his final report on the sediment regime within the estuary in January. The report was forwarded to the Environment Agency and Royal Haskoning for use in developing the Estuary Strategy and Shoreline Management Plan, respectively.

The Environment Agency's National Review Group recommended approval of the Estuary Strategy, in January. The Strategy details how the flood defences within the estuary will be managed in the future.

Officers from SCDC, SCC and WDC met 12 November 2008 and 9 January 2009 to continue discussions on how to introduce management of the estuary over a broader range of interests. The local authority members group met on 18 February to review progress on the agreed set on initiatives and on 27 March with representatives of the EA on 27 March to obtain support for these proposals.

#### 7.6 Shoreline Management Plan (SMP) Review

The officers' Client Steering Group completed work on the development of the draft management policies for the frontage between Lowestoft and Felixstowe. The members group approved dissemination of the draft proposals to key stakeholders at the six-half day workshops which began on 31 March.

An additional £50,000 of grant aid was secured to cover the cost of preparing a Strategic Environmental Assessment, the cost of the Blyth Lower Estuary Study and other work in conjunction with the need to meet the requirements of the Water Framework Directive.

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

#### 7.7 Term Contract for Repairs and Maintenance of Coastal Defence Assets

The term contract was awarded to Brooks & Wood Ltd for a two-year period. Work began on refurbishing the timber groynes below Jacob's Ladder and installing a pedestrian ramp along the Dip frontage in Felixstowe.

### 8. GREEN POLICIES

- 8.1 Suffolk Coastal facilitated a Greenprint Forum on 26 Jan 2009 which covered Fuel Poverty, Climate Change, the results of the Fuel Poverty Carbon Footprint, recycling and the Hedgerow Survey. A key finding was that the fuel poor are an effective sector to target to reduce carbon dioxide emissions. More information on this informative session which highlighted the importance of continuing recycling and of supporting action on climate change can be found on <http://www.suffolkcoastal.gov.uk/yourdistrict/greenissues/greenprint/forum/>
- 8.2 Suffolk Coastal facilitated Climate Change Speaker training for 19 Parish Council and Community Group champions. This training gave participants the text, information, skills and confidence to prepare and deliver a persuasive half-hour talk on climate change. Participants were guided through a template talk on the causes, impacts and solutions and helped to find their own language and practice their presentation. There was positive feedback: "Engaging, interactive, empowering" *CL Ling, Health Visitor* "Change a few habits and help save the planet" *Dave Wilkinson, Environmental Sustainability Manager*.

- 8.3 The Greenprint Forum Steering group has approved funding under the District climate change pilot ‘C-Change Coastal’ for three projects: ‘Transition Woodbridge’, ‘Greener Fram’ and ‘Friends of Burgh’. These very exciting and diverse projects engage their communities in real action to reduce reliance on fossil fuels and cut carbon emissions.
- 8.4 The draft Climate Change Strategy was considered by Informal Cabinet on 17 March and will return to formal consideration in April prior to wider consultation within the District. Suffolk Coastal took part developing the County led Countywide Local Climate Impact Profile which is designed to raise awareness on the potential consequences to council services of extreme weather events and highlight the potential scale and frequency of future impacts so inform risk assessments and decision making. Climate change has been included in the Corporate Risk register.

## 9. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

### Introduction

This section has regular updates on certain areas:

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

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

### 9.1 Planning Services

At the end of the quarter, applications on hand had risen to 395 with an increase in applications received, particularly in March (almost 200). 300 applications were determined within the quarter.

100% (10 applications) of small scale major developments had been determined within 13 weeks. Of 7 applications approved, 2 related to residential development and 5 to commercial developments which will be particularly beneficial to the District when the economy picks up.

Minor and other developments both met government targets of 65% and 80% respectively but did not meet internal targets. This is mainly due to the current push to deal with older outstanding applications and because staff are supporting both the LDF and Enforcement Teams.

Applications received have increased this quarter, particularly in March, but these are mainly small scale developments. This is reflected in the drop in fee income.

	<b>Q4 2008/09</b>	<b>Q4 2007/08</b>
<b>Type of application determined</b>	<b>Volume (%)*</b>	<b>Volume (%)*</b>
Additions to existing dwellings (e.g. extensions)	47	60
New dwellings	15.6	19
Miscellaneous	16	12
Listed building consent	10.6	0
Retail or industrial	6.3	4
Changes of use	4	3

During the quarter 76 enforcement cases had been received and 59 cases determined.

Fees received for March were £66,228 and £117,095 for the whole quarter, compared with £262,751 for same quarter last year.

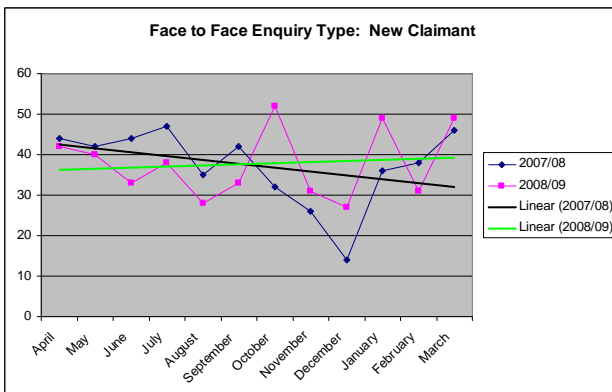
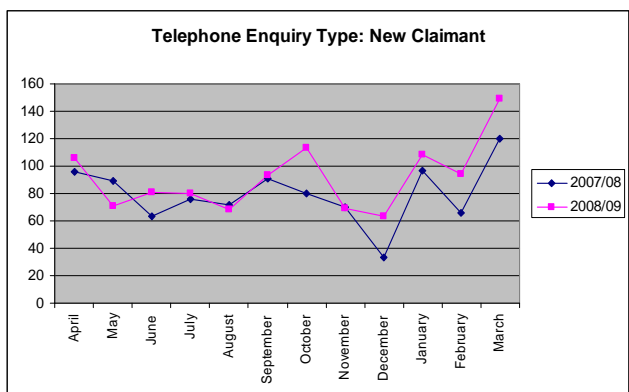
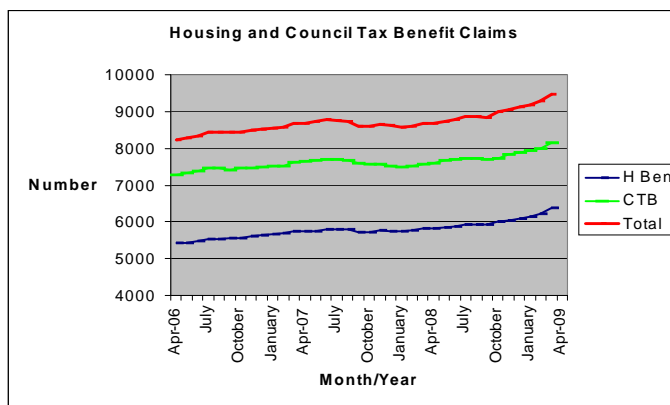
## 9.2 Housing Benefits, Council Tax and NNDR

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. Quarterly statistics are kept for internal monitoring purposes.

Processing rates recorded for internal monitoring purposes for Quarter 4 of 2008/09, were 3.32 days (well within the target figure), reflecting the good performance in this area. The DWP have not set targets for 2008/09. This year will be used to establish a baseline and set new targets internally. Some of this improvement in Quarter 4 processing times is due to rent increases from April 2009 which for NI 181 purposes equates to one processing day where the rent increase is processed in advance.

The Benefits Team continue to be proactive in Benefit take-up projects with other statutory, welfare and charitable organisations as well as undertaking its own take-up projects. These formed part of the Access to Services audit undertaken and continue to evolve to take account of customers' service needs.

The level of benefit claims does not seem to have been significantly affected by the economic downturn. The number of claimants has grown at a consistent pace over the last three years. The number of enquiries from new claimants has increased. Customer Services are reporting significant increases in enquiries both by telephone and visits to the office in person.



The Customer Panel was introduced during 2008/09 providing customers with the opportunity of being involved with changes to the Service eg improvements to the benefits claim form and notification letters. Customer and landlord surveys are carried out regularly to provide feedback on service improvements.

Customers can now claim Housing Benefit and Council Tax Benefit on-line as well as viewing their claim details. This service has received some very positive feedback from customers and welfare organisations.

Work is under development to provide the facility at home visits and roadshows for customers to claim benefit online if they don't have access to the internet and for any changes in their circumstances to be updated electronically at the time of the visit.

Further projects are planned during 2009/10 to continue to streamline the Benefits Service providing a speedier process for customers claiming benefit and reducing costs.

The collection rate for council tax continues to reflect good performance compared with previous years. The first three quarters of this year showed a slight increase compared to the same quarters in 2007/08 and performance in quarter 4 has remained strong, meeting last year's performance and achieving the target for 2008/09.

The NNDR collection statistics for 2008/09 were not adjusted to reflect collecting 100% business rates on certain empty properties for the first time in view of the problems that might arise. In the circumstances and bearing in mind financial difficulties being faced by businesses collecting 99.3% of the debit raised should be viewed as excellent performance and this is only 0.1% down at the same time last year.

	Tax Collected by end of Quarter 4 2007/08 (%)	Tax Collected by end of Quarter 4 2008/09 (%)
Council Tax	98.4%	<b>98.4%</b>
NNDR	99.5%	<b>99.3%</b>

From 1 April 2009 owners or leaseholders of empty business properties will be exempt from paying the empty rates if the rateable value of their rating assessment is below £15,000. This means that many ratepayers who had to pay 100% empty property rates last year will not have this burden this year.

The Government has also changed part of the Small Business Rate Relief (SBRR) scheme from 1 April 2009. If a ratepayer takes up occupation of a new property or a property that is created as a result of a split, merger or reconstitution by the Valuation Office Agency from a date after 1 April 2009 the ratepayer will be able to apply for SBRR from their actual date of occupation.

The Chancellor announced on 31 March 2009 that he will bring forward regulations to enable businesses to defer payment of 60% of the increase in their rate liability from 2008/09 to 2009/10. These regulations are not expected to be in force until July 2009. A letter was sent to all ratepayers on 8 April 2009 together with a "flyer" produced by the Government to explain what is happening. A further letter will be sent once the regulations are in force. In the mean time ratepayers are expected to pay their bills as demanded and the council must continue to recover the monies due pending the forthcoming possible changes.

### 9.3 Sickness Absence

Sickness absence rates decreased during quarter 4, at 1.2 per full time equivalent as opposed to 2.0 in the previous quarter. This is due to a lower number of viral infections and other seasonal complaints during the quarter. The figure for the same quarter last year was 2.36.

### 9.4 Health & Safety

The SCDC Joint Health and Safety Committee met on the 18 March 2009. The minutes of the meeting are on DORA. Agenda items included Customer Alert List, display screen equipment assessments, fire safety, health and safety audit, consideration of incident reports and risk assessment exchange of information.

Four managers attended the Intuition of Occupational Safety and Health 4-day certificate course, Managing Safely.

The Review of Health and Safety 2008/2009 Internal Audit report was completed.

There were four incidents reported in SCDC. These involved slipping on stairs, being trapped in a passenger lift and two manual handling related incidents. None of these require reporting under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) by the Council. One partner incident was recorded under RIDDOR that involved a member of the public.

## 9.5 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 third 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	23	78%
SCS	77	88.3%
DC Leisure	33	100%
NPS	1	100%
Openwide	3	100% (3 day timescale)

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

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

Organisation	No. of compliments
Suffolk Coastal	16
SCS	17
DC Leisure	16
NPS	13
Openwide	0

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	80% (65)	9% (7)	11% (9)
Council Tax	89% (134)	3% (4)	8% (12)
Environmental Services	68% (46)	9% (6)	24% (16)
Housing	80% (39)	4% (2)	16% (8)
Licensing	94% (16)	6% (1)	0% (0)
Planning & Building Control	55% (73)	7% (9)	38% (51)
Roads & Transport	74% (17)	13% (3)	13% (3)
Waste & Recycling	51% (27)	13% (7)	36% (19)
Other Services	63% (175)	10% (29)	27% (75)

## 9.6 Leisure Usage

Felixstowe Leisure Centre has reported an increase in attendance. Group fitness sessions appear to be going from strength to strength with new classes regularly being added to the timetable. Bookings for use of the main hall and studio have increased, reflecting the increased publicity campaign DC Leisure have adopted.

Brackenbury Leisure Centre has experienced a rise in the booking for the main hall, generic room hire and the squash courts.

Leiston Leisure Centre has experienced a significant increase in group fitness classes. This does appear to have detracted from both the Kinetika gym usage and health suite, which are both slightly down.

Deben Pool has reported a decrease in the numbers for casual swimming. This appears largely due to the absence of swimmers from Hollesley Bay. Attempts to negotiate with Hollesley Bay, have been unsuccessful.

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. The centres offer 'Free Access to National Standard Sports People' (FANS) and student memberships, recognising that income for students can be minimal. The Kellogg's free swimming offer was well received across the district during the last financial year, and from April 1<sup>st</sup> 2009 the swimming pools will be offering 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.

## 9.7 Local Area Agreement and Community Strategy

The LSP thematic working groups have identified and developed match funded projects to address Sustainable Community Strategy priorities and support delivery of the Local Area Agreement where appropriate. The aims of the projects now underway include:

**C change – coastal** is both educating and informing members of the LSP and helping to develop strong and supportive communities who are able to develop successful projects that will lead us toward a low carbon, reduced energy, district utilising existing sources of funding.

**Deben Estuary Partnership** is supporting the establishment of an estuary partnership for the Deben Estuary involving decision-makers and community and business representatives in order to provide improved communication and understanding of the problems affecting its management.

**Biodiversity in the community** aims to protect and enhance local biodiversity whilst encouraging diverse sectors of the community to work together. Partners are working together to identify three suitable parishes to approach in 2009 with the idea of developing a parish wildlife action plan and local biodiversity group in each locality.

**New Groups Starter Pack** is a pilot project which has produced and distributed a New Groups Starter Pack for the voluntary and community sector (VCS) within Suffolk Coastal. The project also includes workshops and training sessions for key workers with the VCS, to ensure that they understand what advice they should offer and a briefing on the implications of the new Charities Act 2006.

**Capacity building services for the Voluntary and Community Sector** offers specific one to one support and advice for voluntary and community groups, funding surgeries and opportunities to bring local groups together on a regular basis within their localities to look at gaps in service provision and to co-ordinate partnership working between them.

**Community exercise opportunities** are being developed to offer physical activities for those who would otherwise not participate and in venues as locally accessible as possible.

**Healthier Homes** – to address fuel poverty, is promoting more robust pathways for referral and joint working between the District Council, health organisations, and voluntary and community groups; and is also mapping winter warmth payments to identify how these relate to communities are shown to have excess deaths in winter.

**Collaboration between business, education and young people** is setting up employer forums to explore how they can work with local schools to develop a programme of activity for young people aged 14-16 that focuses on enterprise, job skills preparation and mentoring.

## 9.8 **Member Briefings**

The following member briefings were held in this quarter:

- Andrew Reed, Chief Executive of Ipswich Hospital came to talk to Members about the hospital's application for Foundation Trust Status
- David Ralph from the Haven Gateway Partnership came to talk to Members
- A briefing was held on the Local Government Review, following the announcement by the Boundary Committee for England. An earlier event had been planned, but had to be cancelled due to the delay of the BCE announcement.

A briefing on the Ethical Framework and Role of the Licensing Authority was cancelled due to bad weather. This event has been rescheduled to take place in June.

## 10. **FINANCIAL PERFORMANCE**

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

## 11. **RISK MANAGEMENT**

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


## 12. **RECOMMENDATION**





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













## OVERVIEW OF PERFORMANCE

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

Performance Indicator reference

Ref	Indicator	4th Quarter (Actual)	Year	Performance
<b>COMMUNITY WELL BEING</b>				
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 *)
	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

Ref	Indicator	4th Quarter (Actual)	4th Quarter Target	Year	Performance comparison to other authorities (4th Quarter)
<b>COMMUNITY WELL BEING</b>					
NI 16	Domestic burglaries per 1,000 households	0.56	Target not available	0.59	
NI 16	Vehicle crimes per 1,000 population	1.07	Target not available	1.98	
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	Not available <sup>†</sup>	179,742	Not available <sup>†</sup>	Not available <sup>†</sup>
<b>ENVIRONMENT</b>					
NI 157	% large scale major applications determined within 13 weeks	0% (3 determined)	70%	66.67%	 *
NI 157	% small scale major applications determined within 13 weeks	100%	80%	55.98%	 *
NI 157	% of minor applications determined within 8 weeks	66.67%	80%	66.32%	
NI 157	% of other applications determined within 8 weeks	81.31%	88%	87.73%	
NI 191	Kg of residual household waste collected per head**	52.2kg	63kg	211.66kg	Not available
NI 192	Total tonnage of household waste arisings - % recycled and composted	43.35%	46%	48.47%	 *
<b>FISCAL AND DEMOCRATIC</b>					
LPI 20	% of Council Tax collected	98.4% (TBC)	98.4%	98.4%	 *
LPI 21	% of business rates which should have been received during the year that were received	99.3%	99.5%	99.3%	
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	1.2 Days	Target not set	6.39	
<b>HOUSING</b>					
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	3.32 days	9 days	5.36 days	 *

<sup>†</sup> Figures for quarter 4 were not available at the time this report was produced.

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

\*\*\* 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	4th 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	2 (100%)	95%	
	c) Planning services	5 (40%)	95%	
	d) Housing & Benefits	12 (92%)	95%	
	e) Health	2 (50%)	95%	
	f) Audit	0 (n/a)	95%	
	g) Customer & Strategic Services	0 (n/a)	95%	
	h) Finance	2 (100%)	95%	
<b>Compliments by service area (nb – under-recorded)</b>		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 <sup>st</sup> January 2009 – 31 <sup>st</sup> March 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	1	0	0	0	0	0	0
NPS	0	0	0	0	0	0	0	0	0	0
Openwide	No figures received									
SCS Ltd	0	0	0	0	0	0	0	0	0	0



**CUSTOMER SATISFACTION STATISTICS – QUARTER 4 2008-09**

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

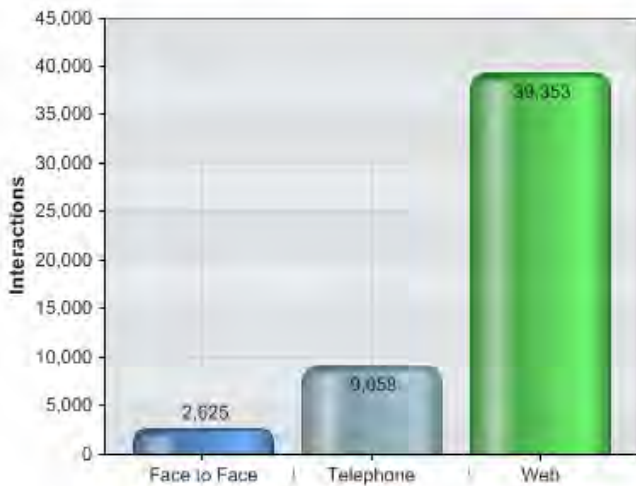
Channel Summary

Face to Face	Good	😊
Telephone	Good	😊
Web	Average	😐

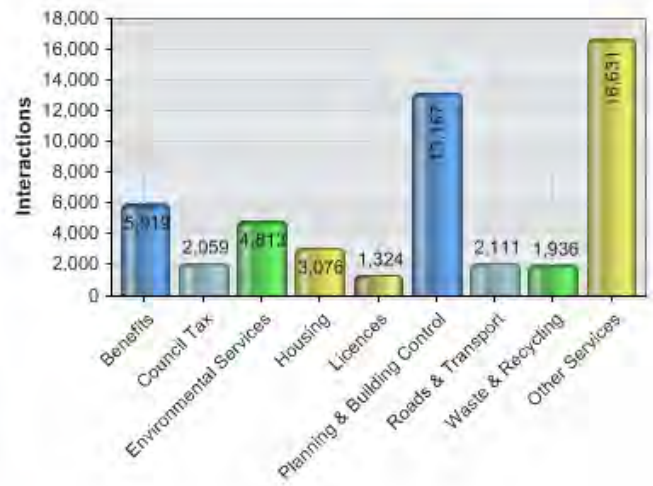
Service Summary

Benefits	Good	😊
Council Tax	Good	😊
Environmental Services	Average	😐
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 2008/09****January 2009 - March 2009****1. Revenue Outturn**

The revised estimate was reported to Cabinet on the 6<sup>th</sup> January 2009 and mentioned in the Council Tax Setting report on the 26<sup>th</sup> February 2009.

**Significant Influences on Probable Revenue Outturn**

The volatile economic climate continues to have an impact. The table shows the probable position for certain Income streams at the end of March 2009. The actual (Month 12 , may not be finalised) collection position is: -

		Budget	Actual
		£000	£000
Car Parks	Parking	1179	1076
Planning Fees	Application etc fees	750	763
Building Control	Fees	599	592
Land Charges	Search Fees	200	190

These trends are being monitored. The 2009-10 current budget reflects a prudent view that the downturn in income, particularly in respect of Housing related areas, will continue into next year.

Attention is drawn to Car Park income which has shown a marked reduction towards the close of 2008-09. Planning Fees, as a result of one large fee continued to show in excess of budget but this masked the underlying month on month trend which continues to show a marked reduction in income

Employee costs, one of the major expenditure areas for this council will broadly remain within budget. The 1<sup>st</sup> April pay award went to arbitration and was set at 2.75, an increase of 0.3%.

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

The revised budget for interest amounted to £1.18m after allowing for predicted falls in interest rates. The outturn should broadly be more than this.

The Bank of England Monetary Policy Committee has on the 5<sup>th</sup> March 2009 further reduced the base rate to 0.5%. These changes have, to date, had little impact on the council's investment income but as investments mature and are reinvested the rates attracted will drop considerably.

**Cash , Borrowing and Investments**

The Council did not enter into any external borrowing during 2008-09 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. A similar situation is forecast for 2009-10.

The performance indicator for the Cleared Bank Balance is set at zero i.e. the council should endeavour to hold as little money as possible in the current account overnight. The remedial action taken earlier this year has shown a marked improvement in performance.

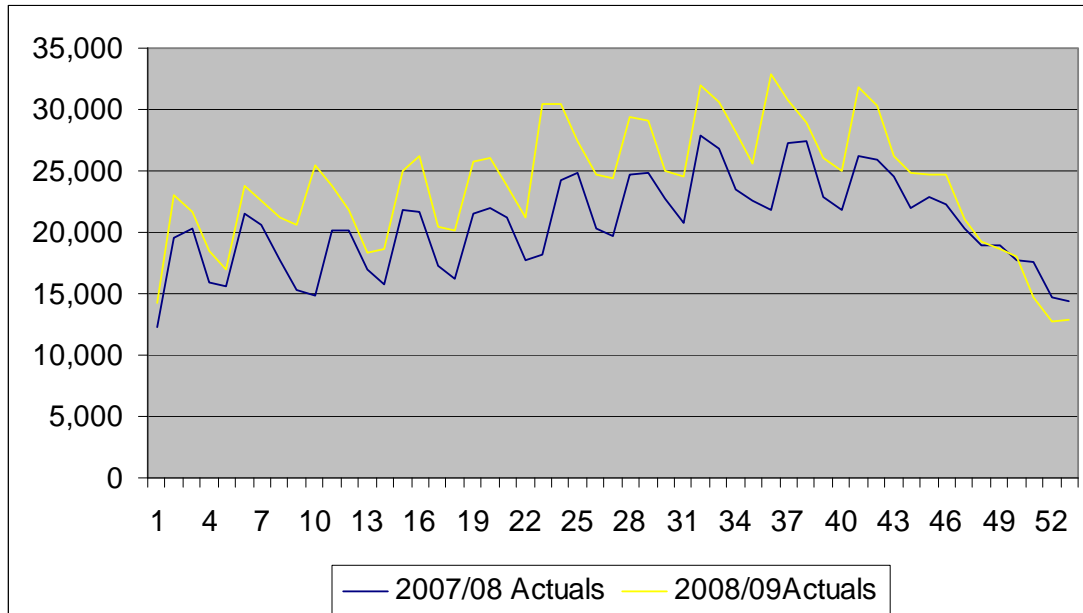
	DR/CR	NUMBER OF DAYS		
		2006/07	2007/08	2008/09
<b>CLEARED BANK BALANCE RANGE</b>				To 31.3.09
Greater than £250,000	DR	0	7	4
Between £100,000 and £250,000	DR	0	2	7
Between £25,000 and £99,999	DR	0	6	5
Between £5,000 and £24,999	DR	13	5	7
Between Zero and £4,999	DR	100	107	98
Between Zero and £4,999	CR	159	91	98
Between £5,000 and £24,999	CR	79	101	120
Between £25,000 and £99,999	CR	7	10	15
Between £100,000 and £250,000	CR	0	4	7
Greater than £250,000	CR	7	33	7

### 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

Members were provided with full details of the Capital programme for 2008-09 and 2009-10 at the Cabinet meeting of the 6<sup>th</sup> January 2009. The following table summarises that information.

<b>Theme</b>	<b>2008-09 Original £000</b>	<b>2008-09 Revised £000</b>
Community Well Being	419	519
Economy	9	0
Housing	439	175
Natural and Built Environment	5	520
Fiscal and democratic Services		
ICT and E-Government	240	357
Corporate Activities	320	436
<b>Total Expenditure</b>	<b>1432</b>	<b>2007</b>
<b>Funded by:</b>		
Capital Receipts		861
Grants and contributions		78
Reserves		1068
		<b>2007</b>

The gross capital spend was estimated to be £4.6m. Although the Outturn for 2008-09 has not yet been finalised it is expected to be approximately £4.1m.

The volatile economic climate continues to have an impact on the spending plans for 2008-09. These trends are being monitored and the prudent view is that the downturn in income, particularly in respect of Housing related areas, will continue into next year.

The economic climate has, to date, had little impact on the council's investment income but as investments mature and are reinvested the rates attracted will drop considerably. The situation is being closely monitored.

## **EXPLANATORY NOTES FOR MEMBERS ON THE DEVELOPMENT OF THE PERFORMANCE REPORT**

### **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.

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.

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.

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.

### **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.

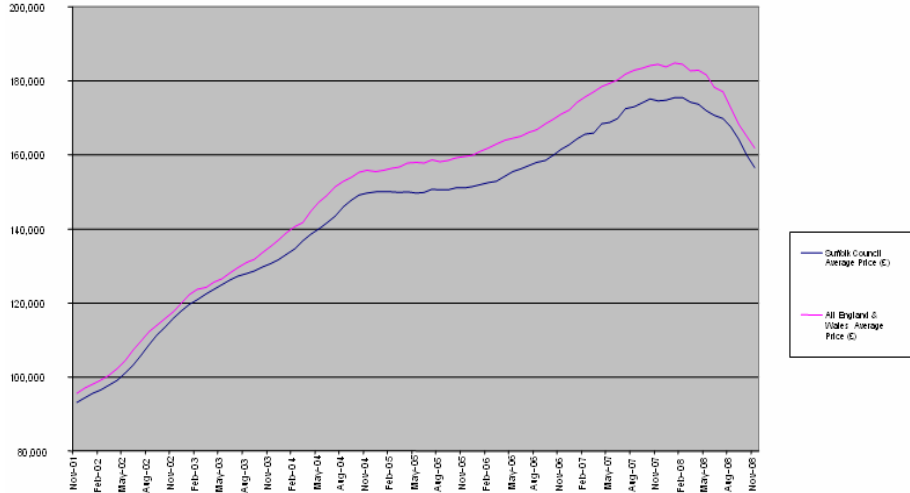
One of the key messages that emerged from the Barrow enquiry was that Members should be part of the management of Health and Safety within an organisation and that Members should be aware of the actions taken by officers to ensure compliance with legislation and good practice.

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

**BACKGROUND: ECONOMIC DOWNTURN**

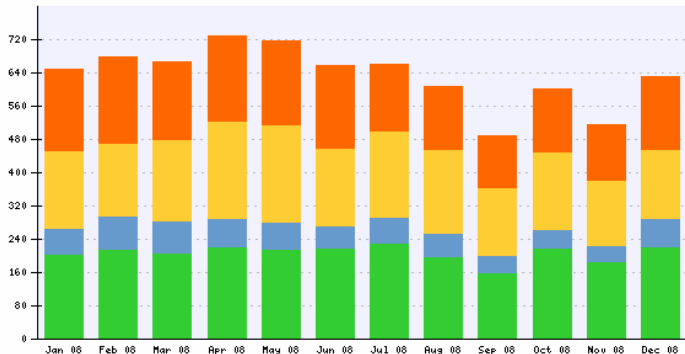
Suffolk Coastal District Council is monitoring and addressing the impact of the current economic downturn where feasible. We are sharing information and working with other Suffolk organisations to mitigate the downturn. Service areas are also monitoring the impact on service use or contacts, as well as the effect on our finances.

House prices in Suffolk reflect the national trend, as the graph shows. Prices peaked around the last quarter of 2007 / first quarter of 2008 before falling back to mid 2006 levels by the end of 2008. Data for the last quarter is not yet available. Sales figures for the whole of Suffolk have remained broadly consistent, apart from September and November, which saw significantly lower numbers of properties sold.



Data taken from Communities.gov.uk  
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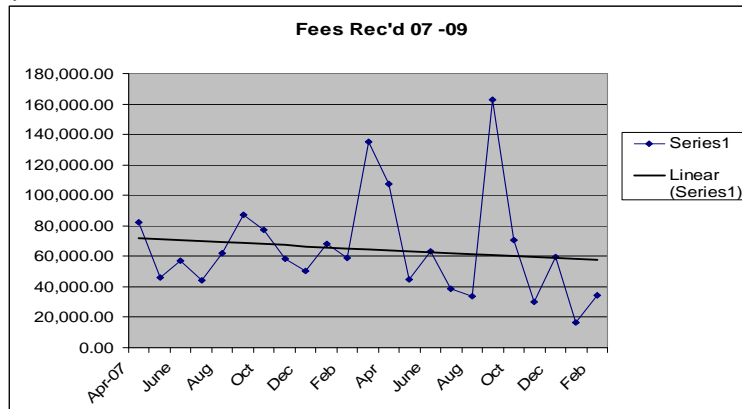
Number of Properties Sold in Suffolk



	Jan 2008	Dec 2008	Change
Detached	205	221	+8%
Semi	188	167	-11%
Terraced	194	175	-10%
Flat	61	68	+11%

Data taken from Home.co.uk

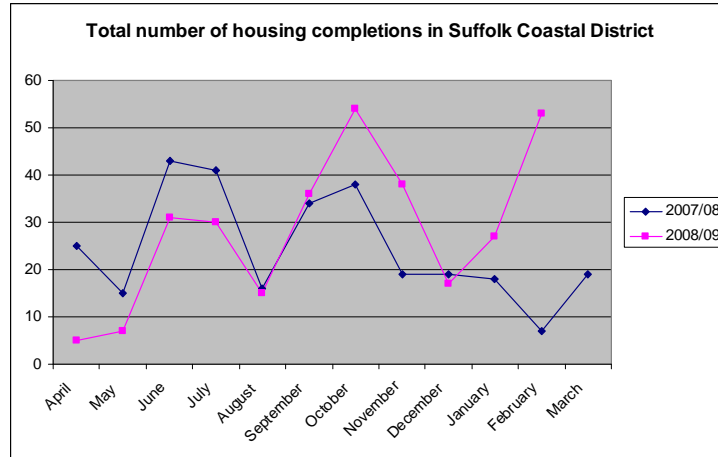
Income from planning applications had followed a fairly consistent trend before declining over the last quarter. The two spikes on the graph are caused by an increase in submissions before a statutory change in process, and the application by BT for development at Adastral Park.



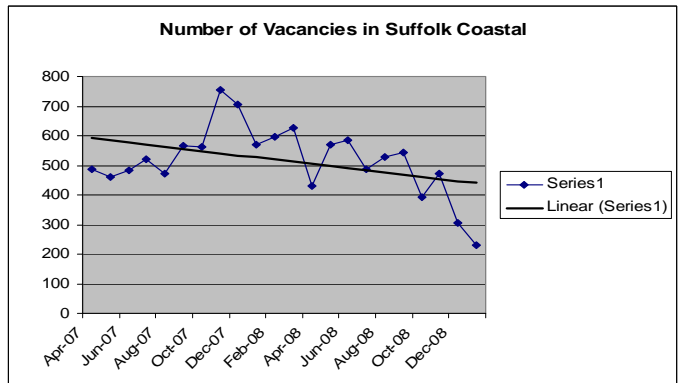
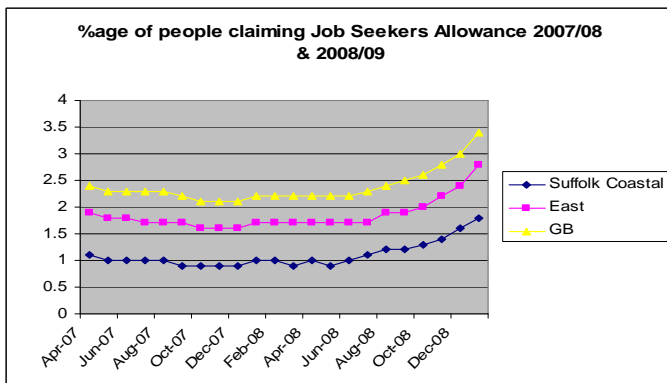
## Suffolk Coastal District Council – Quarterly Performance Report Qtr 4 2008-09

The level of affordable housing completions (113 dwellings) has exceeded the target for the year (100 dwellings). Construction of new affordable housing is heavily dependent upon schemes being developed by Housing Associations alone, rather than from planning gain from private developments. Few, if any, private developments are progressing once planning approval has been secured.

This trend is not reflected in the total number of completions in all sectors of the housing market. As the graph shows, the number of total completions since between mid 2008 until February 2009 has increased on the same period the previous year.



The number of people claiming Job Seeker's Allowance (JSA) is increasing, although the rate of change in Suffolk Coastal appears to be slightly lower than regional and national trends. Although the graph shows that JSA claimants in Suffolk Coastal have almost doubled since 2007, the actual number remains low. The number of vacancies available has declined over the last two years, particularly in the second half of 2008. Between April 2007 and January 2009 the number of advertised vacancies has halved.



From 1 April 2009 for this financial year only the government have changed the level at which empty properties are exempt from NNDR charges whether they be commercial or industrial. Last year of the 543 empty NNDR properties 271 ratepayers were liable to pay the empty property rate. For the year 2009/2010 of the 586 empty NNDR properties only 48 ratepayers are liable to pay the empty property rate. 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.

Information-sharing and partnership working with key agencies such as JobCentre Plus and Business Link has been stepped up 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 if needed, such as help with Council Tax or business rates.

**GLOSSARY**

<b>Abbreviation</b>	<b>Term</b>	<b>Description</b>
APACS	Assessment of Policing and Community Safety	
B&B	Bed and Breakfast	
BIDS	Business Improvement Districts	
BVPI	Best Value Performance Indicators	
CDRP	Crime & Disorder Reduction Partnership	
CRed	Community <b>Carbon Reduction</b> 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	Member Working Group established. 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. <b>Actions</b> Ensure staff are reminded "business as usual". Continuously review Retention / Recruitment Strategies. Develop communications to ensure all key stake- holders 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. Officer / Member groups continue to meet to formulate response to Secretary of State. Discussions taking place on creating shared Finance service with Waveney DC. Member / Officer groups to respond accordingly at appropriate time	Potential to influence the future direction of the Council		12/03/2009	Stephen Baker	Tony Osmanski	M	M	M	4
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 <b>Actions</b> 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 Induction Programme. Develop processes to identify any further training needs. Flu Pandemic Group meeting 12/08. Review Waveney's ICT BC Plans. Operation Firestorm 31/3/2009.	Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise		12/03/2009	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 <b>Service Delivery</b> partnerships  Corporate objective: Build partnership structures which deliver & improve ways of joint working to further the Council's strategic aims  Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan	Failure to identify and select most appropriate partners. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.	P/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. Strategic Property Group now set up with specific focus on NPS management arrangements. In addition, partnership board continues to operate <b>Actions</b> Further develop partnership RM framework Delegation Agreement between SCDC and NCC to become a contract with the same terms and conditions.	Opportunity to review and improve processes  Development of robust foundations for future partnerships	10/01/2008	13/02/2009	Stephen Baker	Tony Osmanski	L	H	H	3

		<p>Failure to establish a robust governance framework for the Councils <b>Community</b> partnerships</p> <p>Corporate objective: Build partnership structures which deliver &amp; improve ways of joint working to further the Council's strategic aims</p> <p>Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan</p>	<p>Failure to identify and select most appropriate partners. Failure to optimise skills within 3rd sector. Partnerships do not meet Council's priorities for improvement. Inadequate contractual arrangements. Poor understanding and communication with partners. Negative impact on service delivery, reputation, finances. Breakdown of partnerships. Negative impact on KLOE assessment.</p>	<p>Partnership board established. 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. <a href="#">Audit Commission value for money draft report into the third sector has been received</a></p> <p><b>Actions</b> Review at CMT twice yearly. <a href="#">Review database to identify further pship options.</a> <a href="#">Review AC draft report</a></p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p> <p>Increased community involvement</p>	10/01/2008	13/02/2009	Tony Osmanski	John Davies	L	M	H	3
		<p>Failure to maximise opportunities for appropriate effective <b>Shared Services</b></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 &amp; Internal Audit service with Waveney introduced.</p> <p><b>Actions</b> Building Control shared service explore potential for stand alone trading entity. <a href="#">Further development of shared services to be considered when LGR outcome clarified.</a></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	13/02/2009	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 <a href="#">Access to Services results incorporated into Customer Access Strategy</a></p> <p><b>Actions</b> Further develop guidance on perf management and make accessible through DORA. <a href="#">Prepare for CAA. Add Strategic review of of priorities &amp; service delivery now underway. Meeting with AC w/c Mon 16/3/09 &amp; briefing staff later in the year to prepare for CAA</a></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>		12/03/2009	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. <a href="#">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</a> <a href="#">Training on Ethical Governance by IdeA held on 28 and 29 October, attended by several members of Standards Committee and Cabinet.</a> <b>Actions</b>	Ensure greater transparency.  Ensure Members are equipped with the skills to enable better quality of decision making resulting in a better overall service.		13/02/2009	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. <b>Actions</b> <a href="#">Comms team supporting Council goal of supporting its communities through economic downturn</a> <a href="#">Agree revised comms strategy</a> <a href="#">Support the work of LSP through comms team</a> <a href="#">Add Comms team playing active role in informing internal and external audiences about LGR. Audit underway.</a> <a href="#">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.</a> <a href="#">Support the work of LSP through comms team. Ways of developing processes for communication with Members under review</a>	Improved Customer Access to information and services through reviewing and improving communications  Potential to increase community involvement through innovative communication		12/03/2009	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: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively.  Significant shift in economic conditions will impinge on Council Budgets. Watch for FG settlement beyond CSR07 to be very tight	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	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 <b>Actions</b> PCs and TCs Budget Briefings. <a href="#">Develop regular "health check" reports to CMT and SMT on both Council progress and economic position. Report to CMT re IFRS in due course</a>	Opportunity to engage officers and the community with the financial process		12/03/2009	Stephen Baker	David Ablett	M	H	M	3

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>	<p>External censure, financial loss, loss of reputation, adverse audit reports, reduced service provision, increased costs</p>	<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</p> <p><b>Actions</b>  <a href="#">Action plan being developed using the CIPFA/SOLACE framework for benchmarking.</a>  <a href="#">Consider draft Internal Audit Plan.</a></p>	<p>Financial savings</p> <p>Ensuring compliance</p> <p>Increased transparency</p>		20/01/2009	Stephen Baker	<a href="#">Hilary Slater</a>	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.

Risk No	Risk Title	Risk Description	Consequence	Current Control Measures		date added	last update	Risk Owner	Risk Manager	Prob	Cost	Rep	Score
001/00r	Long Term Planning/Vision	Lack of concrete long-term strategic planning, partnership planning and District wide perspective (3.5, 3.3, 3.6)  Corporate objective: Lead the development of a shared Suffolk Coastal vision and facilitate the implementation of a shared strategy and action plan  Have strategic leadership that yields a flexible and dynamic culture	Failure to prioritise appropriately --Making wrong decisions and undertaking wrong activities. Poor use of resource--Reactive culture--Loss of opportunity--Impact on long term plans (hinder capacity for change). Conflict	Corporate Scorecard and Community Strategy in place. Monitoring via Strategic Leaders Group and CMT. Commissioned presentation received on State of the District. Time line and cycle of input requirements from Hs of S incorporated into Corporate Planner. State of Community Statistics produced annually (priority needs discussed at Cabinet and LSP) Local futures presentation delivered to Members, April 05. Corporate Plan on website. S A scorecards in place. Priorities reviewed regularly. Annual Report for year 06/07 published. Medium term priorities considered at Cabinet along with budget report. Need to maintain business as usual during LGR draft proposal stage communicated to all staff. <a href="#">LDF project risk discussed and added to CRR.</a> <b>Actions</b> Policy Development 2009 will review corporate priorities & resources. Remind staff of need to maintain business as usual during period of LGR. Monitor impact on legal resources due to LDF project. <a href="#">Strategic review of corporate priorities &amp; service delivery now underway</a>	Influence the future of the Authority	10/07/2008	12/03/2009	Stephen Baker	Steve Whelan	L	H	H	3
002/00x	Succession Planning	Lack of timely identification of and planning for gaps occurring in key management positions and key skills  Corporate objective: Have staff and members who are equipped with the skills to achieve the Council's aims	Lack of continuity. Negative impact on performance. Failure to identify appropriate training needs.	A culture of team working/shared responsibility Survey of Service Heads carried out to assess levels of risk in each service area and appropriate action taken Team and service area mentoring and communication improved Workforce development plan developing and being implemented Retention being monitored closely Revisions to Code of Corporate Governance completed Training from Local Government Ombudsman's Office 24.11.08 on effective Complaint Handling <b>Actions</b> In light of LGR monitor and implement any necessary review/changes to policy <a href="#">Toolkit being developed re staff retention</a> <a href="#">SMT to approve any recruitment / new staff</a>	Positive development for staff  Protect continuity of service		12/03/2009	Tony Osmanski	Steve Whelan	M	M	M	4
	Budgetary Management	Failure to manage budgets effectively across the Authority including Members  Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	Review undertaken of CIPFA FM model to determine if applicable to SCDC. Review undertaken of training requirements across the Council. Local Government Finance session presented by Head of F&CS to Members. Finance Training presentation to staff on Accountancy page of DORA. Individuals had training on Navision as requested and manuals made available on DORA. 2008/09 Budget Consultation through 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. Final accounts signed off in December due to staff / resource issues. <a href="#">2009-10 budget consultation through website, Parishes and SCBF &amp; Coastline</a> <b>Actions</b> Develop MTF Plan and short term annual budget. Review of budget management reporting (underway) Add instructions to Report Writing Guidance on Financial implications being considered and agreed by H of Finance. Explore opportunities for efficiencies in Budgetary process. Prepare for IFRS inspection. Consider extra specialist resource if needed. <a href="#">Financial information through DORA in development</a>	Opportunity to engage officers and the community with the financial process	16/11/2006	12/03/2009	Stephen Baker	David Ablett	L	M	M	5

	Capital Programme Expenditure	Failure to plan, fund and monitor the Council's capital expenditure.  Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Ineffective use of financial resources.  Need greater financial planning throughout the corporate planning cycle. Service prioritisation with planned changes to service delivery	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. AMG reviewed capital programme to assist budgetary process. AM project Officer recruited, working closely with NPS. <a href="#">Profiled capital programme to assist with medium term financial planning</a> <b>Actions</b> <a href="#">Review Asset Register. Asset Management Group meeting 16/3/09 to close off capital programme 08/09 &amp; consider the 09/10 programme</a>	Ensure successful implementation of Asset Mgt Strategy.	16/11/2006	12/03/2009	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. <a href="#">Flood plan reviews completed. Haven Ports exercise conducted Oct 08. School fire exercise conducted Nov 08. Timber on the beach recently acted as good drill for EP testing. Operation Nymph – good practice developed</a> <b>Actions</b> Liaise with TCs & PCs to develop co-ordinated response to emergencies. Conduct exercise around flooding for CMT. Deliver series of community EP workshops. Working Group to review Pit report. <a href="#">Pandemic flu planning – developing plan community resilience. Investigate potential use of Camden Flu Pandemic web game. Compile recommendations following timber on the beach. Operation Ariel planned for June, joint exercise with Environment Agency</a>	Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies  Testing effectiveness of emergency response		13/02/2009	Stephen Baker	Phil Gore	L	H	H	3

023/00	Internal Controls	<p>Failure to effectively implement all internal controls including risk management, data quality management, prevention of fraud and corruption, internal/external audit functions.</p> <p>Corporate objective: Improve effectiveness of key processes</p>	<p>Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.</p>	<p>Relevant framework of policies/codes and protocols in place 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.</p> <p><b>Actions</b> Implement DQ audit report action plan. Review Treasury Management Procedures in light of Economic Climate. <a href="#">Annual Governance Statement ownership by Heads of Service to be raised, increased controls in development. Audit of risk management planned for later in the year</a></p>	<p>Financial savings</p> <p>Ensuring compliance</p> <p>Increased transparency</p>		12/03/2009	Stephen Baker	David Ablett	L	L	L	5
015/00o	Health and Safety	<p>Lack of robust H-S policies and procedures for ourselves and our partners</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	<p>Loss of life or serious injury. The Council (including individuals) being held culpable in the event of unacceptable risks to health/safety or actual injury. Damage to Council's reputation. Financial loss.</p>	<p>Regular discussion of H&amp;S risk at CRMG meetings. Risk assessment training introduced. Well-being policy implemented. H&amp;S issues reported quarterly to Cabinet. H&amp;S committee meet quarterly. New legislation on Corporate Manslaughter considered at CMT and decisions taken on action re accreditation / benchmarking etc. Audit of H&amp;S completed and report dated February 2009. Action Plan agreed. Risk assessment &amp; manual handling courses delivered 01/09.</p> <p><b>Actions</b> <a href="#">Implement Action Plan arising from audit of H&amp;S. New ISOH guidance issued on members role on H &amp; S. To be disseminated to members</a></p>	<p>Improve staff well-being/safety</p> <p>Financial savings</p> <p>Ensure compliance with legislation.</p>		11/03/2009	Stephen Baker	Mark Sims	L	H	H	3
	Corporate Manslaughter	<p>Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently &amp; ensure that Council's resources are spent effectively</p>	<p>The impact of the new provisions making it more likely that the authority as a body could be convicted if found negligent under the Act. Financial costs. Reputational impact.</p>	<p>Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated. CMT &amp; Informal Cabinet briefed. Member Dev. session delivered and training delivered at WDC 9/5/08. Fleet Review completed</p> <p><b>Actions</b> Consider implications of fleet review for 'Grey' fleet. Fleet review implications for carbon emissions to go to Green Issues Task Group <a href="#">Staff declarations for essential users, random checks to be considered</a></p>	<p>Opportunity to review and improve processes and investigate opportunities for closer working/service integration in light of LGR.</p> <p>Identify and meet training needs.</p>	13/03/2008	13/02/2009	Stephen Baker	Mark Sims	L	H	H	3
028/00a	Legionella	<p>Insufficient measures in place to prevent legionellosis arising from Council property</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	<p>Damage to health of persons. Financial impact. Damage to reputation.</p>	<p>Risk assessments programme in place. Monitoring in place. Head of C&amp;SS identified as responsible person. 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. <a href="#">Legionella management software purchased. Policy developed and being implemented.</a></p> <p><b>Actions</b> <a href="#">Policy to be formally adopted.</a></p>	<p>Improve staff well-being/safety</p> <p>Financial savings</p> <p>Ensure compliance with H&amp;S Exec legislation.</p> <p>Public welfare safeguarded</p>	06/09/2007	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. PPAD process implemented. Staff wellbeing policies implemented. Robust H-S policy. Stress Management Scheme implemented and training rolled out. Confidential Staff Advisors trained and in place. Staff briefings delivered on 2nd cultural survey findings. Results communicated through team meetings and key member meetings. Accreditation attained for AAT level scheme. Staff briefed on LGR. IIP accreditation retained. Positive Access to Services result received <b>Actions</b> <a href="#">HR to coordinate action plan resulting from survey .</a>	Financial savings  Increase staff satisfaction/motivation/retention		13/02/2009	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 <b>Actions</b> Review corporate approach to software accessibility. Continue to embed S4A culture. <a href="#">Review implications of Access to Services audit</a> <a href="#">Contribute to LAA Community Cohesion Delivery Partnership.</a> <a href="#">Review guidance to ensure diverse groups considered in reports.</a>	Increase community engagement and access to services  Enhance public perception of the Council	16/11/2006	13/02/2009	Tony Osmanski	Shani Howard	L	M	M	5
007/00t	Governance of Projects	Failure to establish and embed a robust governance framework for the Councils projects  Corporate objective: Improve effectiveness of key processes	<a href="#">Failure to provide adequate support for major projects.</a> 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. 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 <b>Actions</b> Develop Comprehensive framework for the governance of projects. Audit of IT Projects possibly in March <a href="#">Monitor the risks around delivery of the LDF including level of legal input required.</a> <a href="#">Provide support for the governance framework around LDF project.</a> <a href="#">Training day on use of a project management tool scheduled for April</a>	Cost savings  Improved efficiency		12/03/2009	Stephen Baker	Steve Whelan	L	L	M	5
008/00x	Performance Improvement Plans	Failure to develop and implement effective improvement plans for under performing services in line with imposed standards  Corporate objective: Improve effectiveness of key processes	Inability to achieve required improvements to targeted services resulting in possible increased focus on Council performance, reduced opportunity of funding, government intervention and negative impact on councils reputation.	Regular meetings with CPA Relationship Manager. 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. <a href="#">Positive results for Access to Services Inspection.</a> <b>Actions</b> <a href="#">Implement Customer Access Strategy action plan</a> <a href="#">Strategic review of priorities and services underway.</a>	Improve funding opportunities, service delivery and Council's reputation  Improve Council's CPA/CAA rating		12/03/2009	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</p> <p>SCDC member of CRed Suffolk partnership</p> <p><b>Actions</b></p> <p>Climate Change Strategy going to CMT and Green Issues Task Group in January and Cabinet in February</p> <p>Work on Local Climate Impact Profile (LCLIP) underway through Cred Suffolk Partnership</p> <p>UK Climate Impact Profile (UKCIP08) due early in 2009 with training for LA officers</p> <p>Environmental / climate impacts to be incorporated into project planning / BCA process to ensure climate change is embedded in the Council's risk assessment processes</p> <p>SCDC working with other LAs to consider co-ordinated approach to new National Indicator NI188</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	12/03/2009	JS	PG	M	M	M	4
	Joint Chief Executive	<p>The Chief Executive role being shared equally between SCDC and Waveney DC</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>Corporate objective Have strategic leadership that yields a flexible and dynamic culture</p>	<p>Absence of CE for unforeseen reasons will effect both authorities. Negative public perception. Impact on communications between Cllrs and CE. Impact on staff morale. Impact on CE in terms of work/life balance. Impact on service delivery. Loss of identity of both/either authority.</p>	<p>Each LA retains its own identity and branding. Existing availability of strong Management Team at SCDC supports CEx in Joint CEx role. Effective communications in place between both LA. Performance Management Framework.</p> <p>Effective management of post holder's work/life balance and monitoring of the situation. Commitment of all leadership concerned. Robust Agreement in place including exit strategy. Monitoring Officer and 151 Officer attending SMT meetings in CE's absence. Report to SS task group July 08. Shared Planning service with WDC started. Internal audit p/ship with Waveney established.</p> <p><b>Actions</b></p> <p>Management team restructuring at WDC. Further joint working to be considered once outcome from LGR is clarified. TO to review the risk's emphasis</p>	<p>Cost savings</p> <p>Opportunity to strengthen links with Waveney in support of the East Suffolk concept</p> <p>Sharing of knowledge and expertise</p> <p>Enhanced opportunities for staff</p>	13/03/2008	13/02/2009	Stephen Baker	Tony Osmanski	L	L	H	3

Under Consideration