

# CAB 62/08

Cabinet: 4 November 2008

## SUFFOLK COASTAL DISTRICT COUNCIL - QUARTERLY PERFORMANCE AND FINANCIAL REPORT

Report by Policy and Performance Manager

### EXECUTIVE SUMMARY

1. The Council has adopted the Balanced Scorecard performance methodology that allows Members and Officers to determine, focus on and monitor its priorities. At the Cabinet meeting, details of the Council's performance against selected performance indicators, financial performance indicators and performance in risk management for the second quarter 2008/09 (1 July to 30 September 2008) will be presented.

<b>Wards Affected:</b>	All Wards
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<b>Cabinet Member: Ray Herring</b>	Leader of the Council
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Supporting Officers

Mr D Ablett  
Head of Finance and Central Services

Alison Matthews  
Policy and Performance Manager

### BACKGROUND PAPERS

None

Reference: r:\bvpi\Cabinet –Qtly Performance Report (2nd Qtr) 08-09

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## 1. INTRODUCTION

- 1.1 This report provides an overview of the Council's performance during the second quarter of the financial year 2008/09 (1st July 2008 – 30 September 2008). The report consists of details of performance in key service delivery areas, a statement on the financial performance and an update on the Council's Corporate Risk Register.
- 1.2 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 Indicator (LI) 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	No directly corresponding NI Now a local indicator
Council tax collection	BV 9	No directly corresponding NI Now a local indicator
NNDR collection	BV 10	No directly corresponding NI Now a local indicator
Sickness absence	BV 12	No directly corresponding NI Now a local indicator
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 temp to permanent accommodation	LPI 15	Deleted. Will now report on NI 156 (Number of h/holds 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/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. In some cases where the NI differs from the old BVPI the Council targets will be determined over the course of the coming year. For comparison with other Local Authorities we have used the most recent available quartiles (07/08) which are as yet un-audited, but should nevertheless give a better indication than using out of date audited data. 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. Examples of those already implemented are better branding, left justification of text which is deemed to make for easier reading and provision of year to date figures.

- 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. INCREASING ACCESS TO HOUSING

### HOMELESSNESS

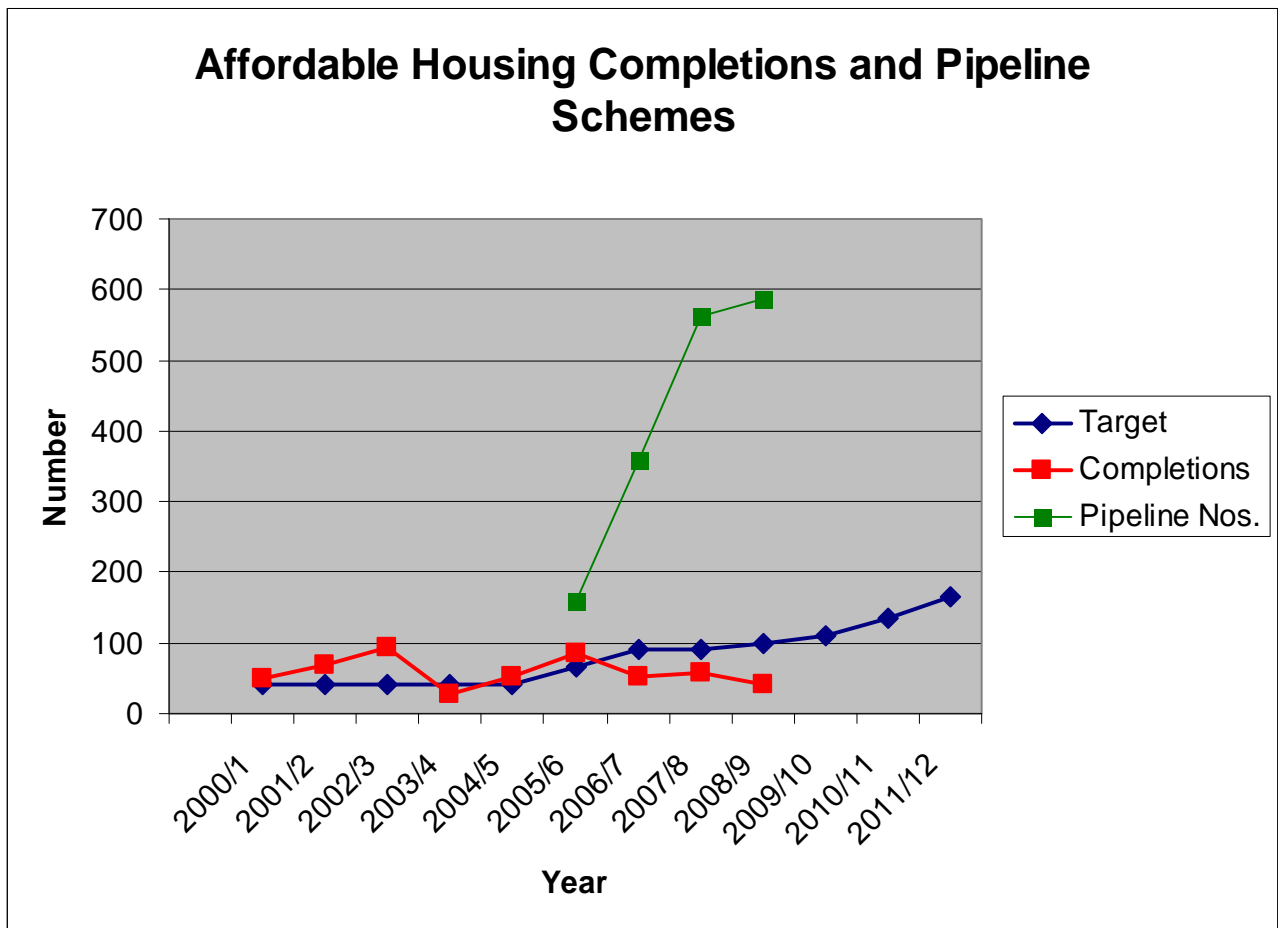
- 2.1 The Council's homelessness prevention measures continue to deliver good results. Only three new families had to be accommodated in Bed and Breakfast accommodation during the quarter and then for only very short periods. As a result the average time spent in Bed and Breakfast accommodation has dropped further to 3.00 weeks, below the average for last year (3.34 weeks).
- 2.2 Mention was made in the previous quarterly report of changes to the criteria and resulting guidance for collection of data on Homelessness Prevention. These changes resulted in a substantial increase in the numbers recorded in the first quarter of the year. This trend has continued with the Council reporting the best performance across the whole of the Eastern region.
- 2.3 The service has also been commended by Communities and Local Government for its work in schools in partnership with Children and Young People's Services at the County Council. The issues relating to homelessness have been included in the drama and performing arts element of the curriculum for the senior schools in Felixstowe which has resulted in the young people producing their own DVD about the problems that can arise if young people chose to leave home soon after finishing school.

### HOUSING ENABLING

- 2.4 The table and graph below provide details on the number of affordable dwellings "in the pipeline". In particular, the graph shows units completed (red) against targets (blue) for each of the last eight years together with the information for the first two quarters of 2008/9 (42 dwellings). 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 recent outline application submitted by British Telecom for Aadastral Park, Martlesham.

	31 March 2007	31 March 2008	30 Sept 2008
Dwellings where proposals are being worked up		167	129
Dwellings for which a planning applications have been made	158	130	175
Dwellings with planning approval granted but not yet started on site	160	179	212
Dwellings under construction	40	87	72
Totals	358	563	588

- 2.5 At the same time the credit crunch, along with the resulting poor housing market conditions, is starting to have a serious impact on schemes starting on site. This in turn will have a significant effect on the likely completions in 2009/10. While works in progress numbers this year remain the same this is entirely due to housing association activity where new starts have matched completions during the quarter.



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

- 3.1 The figures relating to National Indicators show a decrease in crime rates in three out of the four indicators over the three month period from 1 June 2008 to 31 August 2008 compared to the previous three months. Violent Crime has shown an increase of 6% (17 offences) however despite this we are still third in our family group for this category. The table below shows comparisons against this 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 overall, with an annual rate of 46.27 crimes per 1,000 head of population against a Family Average 56.4. This rate is our lowest for three years, and lower than any of the other four Suffolk Community Safety Partnerships.
- 3.2 Compared to the previous three months, there has been an overall reduction in acquisitive crime. This is despite the fact that the period included the dates of the Latitude Festival, and unfortunately this saw a rise in purse thefts and other thefts which mainly occurred at or in the vicinity of the Festival.

National Indicator	Description	Jun	Jul	Aug	Qtr Total	Qtr Mar/ May	Crime rate	Family Group Aver/Position
NI 16	Domestic burglaries	8	10	14	32	57	0.62 per 1,000 h/holds	1.40 (1st)
NI 20	Violent crime	98	96	112	306	289	2.50 per 1,000 pop.	2.97 (3rd)
NI 16	Robberies	0	5	2	7	9	0.05 per 1,000 pop.	0.06 (8th)
Ni 16	Vehicle crime	38	45	36	119	195	0.97 per 1,000 pop.	1.69 (2nd)

Table: Suffolk Coastal crime statistics Qtr 2

- 3.3 With the introduction of the Government’s Assessment of Policing and Community Safety a whole new raft of targets have been introduced for the Community Safety Partnership Plan 2008-11. Overall crime rates (which are the figures reported by Suffolk Constabulary) in the district continue to fall showing a reduction of 7% or 178 offences over the same quarter last financial year. National figures for the perception of anti-social behaviour show that Suffolk still records the lowest level nationally.

- 3.4 The new Community Safety Partnership Plan commenced on the 1 April 2008. The associated crime reduction targets are 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 5936 offences between September 2006/August 2007 to 5671 offences between September 2007/August 2008, a reduction of 4%. During this period action to encourage owners not to leave their vehicles insecure or with property and personal effects on view has paid dividends. There have been arrests of a number of offenders in the Nacton area which have contributed to the significant reductions.
- 3.5 In this quarter, the District Council, the Community Safety Partnership and other Partner Organisations have delivered a variety of projects and diversionary activities for young people. Operation Camouflage in association with 23 Regiment RE 16 Air Assault at Rock Barracks was the flagship event. Fifty young people between the ages 8-16 years including ten at risk of offending undertook a week's 'Boot Camp' and 49 successfully completed the course. The Felixstowe Community CCTV Partnership launched its project of 4 cameras covering the seafront between the Leisure Centre and Bent Hill, and also Hamilton Road. This is funded by The Home Office, Felixstowe Town Council and Chamber of Commerce with support from Suffolk Constabulary, Suffolk County Council and Suffolk Coastal District Council together with the Community Safety Partnership.

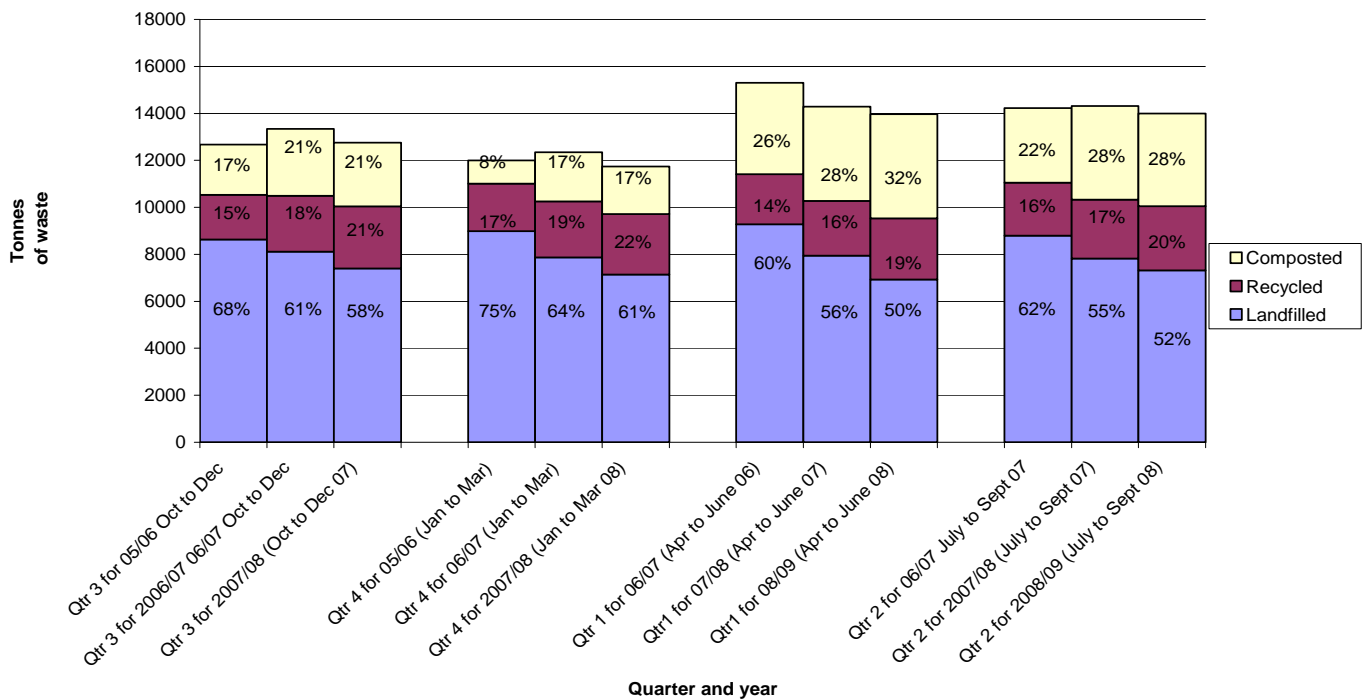
#### **4. STRENGTHENING THE ECONOMY**

- 4.1 Suffolk Coastal has teamed up with Screen East, who are the agency responsible for promoting, developing and supporting the film and media industries in the East of England. The aim is to encourage more location filming to take place in the district and bring the benefits of revenue generated by location fees and the film crews' use of services in the area. There is the added bonus that, if the film or television programme proves popular, it can generate tourism, which will be a great boost both to our economy and to our reputation.
- 4.2 The logistics study relating to the Port of Felixstowe is near to completion. The study was seeking to identify possible locations of land for logistics activities, to consider the transport infrastructure ramifications where land might be located, and to assess employment opportunities. This major study has been undertaken to support the continued prosperity of the Port, and the district, in the face of strong competition from the UK and mainland European Ports.
- 4.3 All three of the Tourist Information Centres (TIC) were awarded Visit Britain official partner status. Results from the 'mystery shopper' recorded the best individual result for any Suffolk Coastal TIC member of staff of 96%. The introduction of additional sales from TICs has proved valuable with Air direct sales around £2,000 (April 2008 to end of Sept 2008) and theatre tokens sales around £1,500 (April 2008 to end Sept 2008).
- 4.4 Councillor C Hart, Cabinet Member for Economic Development, wrote to the Government expressing serious concerns about cuts announced to regional development agency budgets, which will see the East of England Development Agency losing £21.5m.
- 4.5 Hutchison Ports (UK) have let the contract and work has started on phase one of the major investment in new deep water berths at Felixstowe Port. The berths should be open for use in the Spring of 2010 which will maintain the competitiveness of the Port and create the opportunity for expansion of its business and its contribution to the local economy.

#### **5. IMPROVED WASTE MANAGEMENT**

- 5.1 The Council's five year programmed rollout of its combined recycling and waste collection service saw 5000 more domestic properties join the scheme in July 2008, plus additional businesses.
- 5.2 A further 6500 properties plus businesses will be added to the scheme in October 2008. As part of the communications supporting this phase of the rollout, ten roadshows were held during September 2008 in the areas being introduced to the improved service.
- 5.3 The total amount of waste collected and the amount of waste going to landfill in quarter 2 shows a year on year reduction.
- 5.4 The number of households now on the combined recycling and waste collection service is 29,400 or 51.5% of households in the district.

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



## 6. COAST AND ESTUARY MANAGEMENT

### 6.1 South Felixstowe Groyne Replacement Scheme

The programme for the Environment Agency's £10 millions scheme involving the construction of 21 new rock T-shaped groynes, between the War Memorial and Landguard Common, has slipped by one month. Work will finish mid October 2008. The area of beach to the north of the Pier and the beach and first four groynes to the south was completed on 21 August 2008 when this section of the promenade was reopened. The Opening Ceremony is planned for 1 October 2008.

### 6.2 Central Felixstowe Coastal Defence Strategy

An Expressions of Interest advert for Consultants wishing to be included on the select list of Tenderers to undertake the preparation of the Project Appraisal Report was placed in local press on 17 July 2008, with a closing date for the return of the pre-qualification questionnaires by 15 August 2008. The completed Pre Qualification Questionnaires (PQQs) are being reviewed. The preparation of tender documentation began.

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

### 6.3 East Lane Bawdsey Defences

Four Tenders were received. Dean & Dyball Construction Ltd was appointed on 1 September 2008 to undertake the works for £1,750,000. Royal Haskoning was appointed to supervise the construction of the works. The Environment Agency has confirmed a contribution of £200k towards the cost of the works with another £527k to cover unforeseen costs.

### 6.4 Dunwich Demonstration Project

As no funds are available, no further action has been taken to repair damage to the most northerly humps. Negotiations continue with potential Funders.

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

## 6.5 Blyth Estuary Strategy

The Local Authority Blyth Estuary Strategy Group, comprising Member and officer representatives from the Council, Suffolk County Council and Waveney District Council, met with the Environment Agency on 12 September 2008 to explore options for the future management of the Blyth Estuary.

The Local Authority Blyth Strategy Group (BSG) itself met on 15 September to consider further actions in advance of the EA's Regional Flood Defence Committee (RFDC) meeting held on 26 September 2008. Subsequently, after several presentations from stakeholders including the Chair of the BSG, the EA RFDC decided not to approve the draft strategy until further work evaluating the impact on the coast had been completed.

The Group has commissioned, via the SMP, a study of the relationships between the processes within the River Blyth Lower Estuary and the coast.

## 6.6 Shoreline Management Plan (SMP) Review

The officers' Client Steering Group met on 23 August 2008 to continue the review of the draft policies for the plan. The project is approximately six weeks behind programme as the Environment Agency and Natural England representatives have asked for more time to respond to proposals. A new requirement to provide a Strategic Environmental Assessment will increase costs by £20k which should be covered by additional grant aid.

## 7. GREEN POLICIES

- 7.1 A programme to raise awareness of the need to adapt to a changing climate, and consultations on how it might affect the community and service delivery, has begun internally as part of developing the Climate Change Strategy.
- 7.2 A successful voluntary Beach clean and litter survey was organised by the Green Team at Bawdsey Quay as part of the Marine Conservation Society Annual Beachwatch, with refreshments provided by the Boat House Café
- 7.3 The Energy Saving Trust Fleet review has been carried out and the draft report is being considered by key officers. This will feed into the Travel Plan.
- 7.4 Two interesting visits have been organised for the Greenprint Forum and Green Issues Task Group members, one to a farm that is aiming to improve its green footprint and another to Foxhall Composting Facility.
- 7.5 Staff communication initiatives surrounding energy, recycling and composting are ongoing and internal audits of energy conservation and waste and recycling have been carried out and will be reviewed by the Green Team and CMT.

## 8. DELIVER WELL-PERFORMING, EFFICIENT SERVICES

### 8.1 Introduction

This section has regular updates on certain areas:

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

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

## Planning Services

The period from July 2008 to September 2008 proved to be one of the busiest quarters for some time in Development Control in terms of the numbers of applications on hand at the beginning of each quarter and thereafter determined. This upturn in workloads was as a result of applicants wanting to make applications in advance of Planning Fee increases in April 2008 and the introduction of the new 1App standard application form process.

The performance figures for quarter 2 therefore have been heavily skewed as a result, as for the first month of this quarter the Development Control team were working through a significant back log of applications submitted in advance of these changes to the fees and application forms. The table below details the volumes received and processed to illustrate the impact of the knock-on effect of this backlog since the beginning of the year:

Period	Received	On hand at end of Qtr
Quarter 4 (Jan – Mar) 07/08	659 (235 received in March)	634
Quarter 1 (Apr – June) 08/09	519	499
Quarter 2 (Jul – Sept) 08/09	531	460

At present there are 430 applications on hand making a total reduction of almost 200 applications which represents a considerable achievement on the part of the Development Control team. Present trends indicate that our local targets could potentially be reached during this current quarter.

## 8.2 Housing Benefits, Council Tax and NNDR

For the first time the quarterly figures for the processing of benefits reflect the change over from the Best Value (BV) Performance Indicators previously used, to the new single National Indicator. In past reports, BV indicators split performance on the processing of new claims and that of processing changes in circumstances, as well as reporting on overall accuracy. The new single National Indicator NI 181 reports performance overall, on the processing of housing and council tax benefits. The NI 181 data (see Appendix 1) which we have reported to the DWP shows the processing rates for the Q2 period 26<sup>th</sup> June to 26 September. This data has yet to be analysed by the DWP and as such is unconfirmed at this point. The DWP have not set targets for 08/09, and this year will be used to establish a baseline and set new targets internally.

The housing benefits Best Value performance data is still available to us through our systems and this continues to show good performance with an improvement in processing times against quarter 1 of this year. We should be in a position to confirm the figures for the new National Indicator in the Q3 report.

The collection rate for Council Tax continues to reflect good performance compared with previous years. Quarter 1 for 2008/09 showed a slight increase compared to the same quarter in 2007/08 and this trend has continued into quarter 2. The collection rate for NNDR for the first quarter of 2008/09 showed a slightly decreased % performance compared to the same quarter last year. This was believed to be the result of a change in legislation affecting empty properties where 100% rates are now chargeable in most circumstances. It was anticipated that as the year progresses the legislative change would have an increasing, adverse, impact upon the overall collection rate. However performance has now improved (up to 63.32% compared to 62.05% last year) and a brief analysis of the figures indicates that around 89% of the ratepayers who are liable to pay rates on empty properties are at least paying some money which at this time of the financial year looks very encouraging. However we appreciate that the present financial climate poses a risk to the continued good performance for this indicator and we will continue to monitor this carefully.

	Tax Collected by end of Q2 07/08 (%)	Tax Collected by end of Q2 08/09 (%)
Council Tax	59.40%	<b>60.00%</b>
NNDR	62.05%	<b>63.32%</b>

## 8.3 Sickness Absence

Sickness absence rates continue to improve with quarter 2 figures dropping further to 1.39 per full time equivalent.

#### 8.4 Health & Safety

The SCDC Joint Health and Safety Committee met on the 3 September 2008. The minutes of the meeting are on DORA. Agenda items included fire safety, DSE assessments, consideration of incident reports and risk assessment exchange of information.

A series of fire warden training sessions were held and a follow up session is planned for those who could not attend. Training sessions were held in evacuation of mobility impaired people in the event of an emergency.

There were two H&S incidents reported in SCDC. Neither of these requires reporting under RIDDOR by the Council. 11 partner incidents were recorded under RIDDOR, three involved members of the public and eight involved employees.

#### 8.5 Customer complaints & compliments

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

Organisation	Complaints	Dealt with within timescales
Suffolk Coastal	35	86%
SCS	46	91%
DC Leisure	81	100%
NPS	2	100%
Openwide	unreported	

The unusually high level of complaints reported by DC Leisure for in this quarter can be attributed to a combination of circumstances including the pool closure at Deben Leisure Centre, school holidays meaning people on occasion having to queue to use changing rooms due to increased business and the loss of a very popular fitness instructor.

Due to a change of manager, the statistics relating to complaints and compliments at Openwide are not available for this quarter.

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

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

Organisation	No. of compliments
Suffolk Coastal	34
SCS	14
DC Leisure	11
NPS	3
Openwide	unreported

## 8.6 Leisure Usage

	Actual Figures for Quarter 2	Target Figure for Quarter 2
Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	160,267	179,742

Holiday activities at Brackenbury and Leiston Leisure Centres were well supported throughout the summer months with trampolining, gymnastics and football proving the most popular. There is the potential for Brackenbury Leisure centre to hold holiday camps for under 8's as Brackenbury is registered with Offsted. This will be investigated for the summer of 2009.

The Kellogg's Free Swimming has attracted around 2,500 swimmers during August 2008 alone, and the 'Everyday Swim' for adults at Leiston and Felixstowe was well received. Twenty nine of these adults have now booked another course across the centres.

DC Leisure has also rolled out student memberships, whereby anyone in full time education can access memberships for 2/3rds price of a full cost membership upon proof of being in full time education. The take up for this offer has been steady, and there is the potential to undertake a press launch of this alongside the official launch of the FANS Scheme. This scheme is aimed at offering free access during off peak times for National Standard athletes in those sports recognised by Sport England.

Events held at the sites have proved popular, including Felixstowe in Flower and the RAF 50th anniversary evening.

After the site closure of the Leiston facility in April due to gas pipe erosion, Deben pool was closed for almost three weeks during the end of June 2008, and start of July 2008 for the filters to be replaced. Despite these two closures, the first six month figures were 320,260 attendances across the four centres for 2008 / 2009, compared to 328,345 for the last financial year, a relatively small drop of 8,085 attendances.

The second quarter figures (July–September) taking into account the three week closure at Deben Pool were 160,267 across the 4 centres, compared to 166,599 for the previous financial year, a drop of 6,332 attendances.

The attendance figures for the centres, taking into account the serious closures which have affected Leiston Leisure Centre and Deben Swimming Pool, show a general upward trend in visitor figures, and it is hoped that the attendance figures will continue to increase. As always we will work to try and minimise the impact of any closures in the future.

## 8.7 LAA/Community Strategy

Parts 1 and 2 of "Suffolk Coastal 2021" the revised Sustainable Community Strategy have undergone public consultation in preparation for the LSP Board being asked to endorse their revised contents at its meeting on 22 October.

The Suffolk Strategic Partnership (SSP) has agreed to establish a new structure to deliver the LAA(2) and work is well underway to establish Delivery Partnerships, their terms of reference and membership. The Delivery Partnerships are as follows:

Children's Trust; Health, Care and Independence; Community Cohesion; Culture and Sport; Economic Development; Learning and Skills; Safer Suffolk; Creating the Greenest County; and Healthy Ambitions

Most of the nine partnerships already existed in some form prior to the restructure of the SSP and LAA, either as an LAA1 Block Board or as a separate partnership. The only new partnership to be created is the Learning and Skills Delivery Partnership

The relationship between the six district level LSPs and the Delivery Partnerships will need to be developed further over the coming months. Suffolk Coastal LSP has already been very proactive in linking its Sustainable Community Strategy priorities to LAA2 targets. This work will help to identify the areas where Suffolk Coastal will play a key role in delivery or targets and will prioritise those Delivery Partnerships where it can influence delivery.

**9. FINANCIAL PERFORMANCE**

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

**10. RISK MANAGEMENT**

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

**11. RECOMMENDATION**


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

## APPENDIX 1





## OVERVIEW OF PERFORMANCE

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

Performance Indicator reference

Ref	Indicator	2nd Quarter (Actual)	Year to Date	Performance
<b>COMMUNITY WELL BEING</b>				
NI 16	Domestic burglaries per 1,000 households	0.87		

Each Performance Indicator is classified according to its performance level:














Symbol	Description	Measurement:
		(Where no comparable data is available for other councils, quartiles are based on local targets)
	Excellent	in the top 25% of councils based on the latest unaudited comparative data: 2007/08
	Good	in the second best 25% of councils based on the latest comparative data: 2007/08
	Fair	In the second worst 25% of councils based on the latest comparative data: 2007/08
	Poor	in the bottom 25% of councils based on the latest comparative data: 2007/08

Performing over 15% better than target

Performing at or above target

Performing below target (up to 15% lower)









Performing more than 15% below target

Ref	Indicator	2nd Quarter (Actual)	2nd Quarter Target	Year to Date	Performance comparison to other authorities (2 <sup>nd</sup> Quarter)
<b>COMMUNITY WELL BEING</b>					
NI 16	Domestic burglaries per 1,000 households	0.62	Target not available	0.71	
NI 16	Vehicle crimes per 1,000 population	0.97	Target not available	2.35	
LPI 1 b)	Leisure Usage (estimated paid admissions) to Suffolk Coastal Leisure facilities	160267	179,742	320620	 *
<b>ENVIRONMENT</b>					
NI 157	% of largescale major applications determined within 13 weeks	60%	70%	66.67%	 *
NI 157	% of smallscale major applications determined within 13 weeks	64.29%	80%	69.70%	 *
NI 157	% of minor applications determined within 8 weeks	66.12%	80%	67.03%	
NI 157	% of other applications determined within 8 weeks	87.06%	88%	84.80%	
NI 191	Kg of residual household waste collected per head**	59.87kg	63kg	116kg	Not available*
NI 192	Total tonnage of household waste arisings - % recycled and composted	48%	46 %	49.07%	
<b>FISCAL AND DEMOCRATIC</b>					
LPI 20	% of Council Tax collected	60%	59.60%	60%	
LPI 21	% of business rates which should have been received during the year that were received	63.32%	33%	63.32%	
LPI 4	Average days lost through incidents at work	0	0	0.02	
LPI 22	The number of working days/shifts lost due to sickness absence per FTE employee	1.39 Days	Target not set	3.19	
<b>HOUSING</b>					
NI 156	Number of households in temp accommodation (B&B and Hostel)	4	Target not available	Not applicable***	Not available
NI 181	Speed of processing: average time for processing new claims and changes	5.77 days	9 days	6.36 days	 *

\* Based on local targets

\*\* 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	2nd Quarter (Actual)	Target	Performance against our target
LPI 8	Number of complaints by service area and % dealt with within timescales. (Number of complaints received are shown followed by % dealt with within timescales in brackets)	(Target and performance are based on % of complaints dealt with within timescales)		
	a) Legal & Democratic	13 (92%)	95%	
	b) Community & Economic Services	3 (67%)	95%	
	c) Planning services	11 (82%)	95%	
	d) Housing & Benefits	3 (100%)	95%	
	e) Health	4 (75%)	95%	
	f) Audit	0 (n/a)	95%	
	g) Customer & Strategic Services	1 (100%)	95%	
	h) Finance	0 (n/a)	95%	
<b>Compliments by service area (nb – under-recorded)</b>			Targets not set	
	a) Legal & Democratic	1		
	b) Community & Economic Services	13		
	c) Planning services	3		
	d) Housing & Benefits	4		
	e) Health	2		
	f) Audit	0		
	g) Customer & Strategic Services	10		
	h) Finance	1		

1 July 2008 to 30 September 2008

RIDDOR incidents										
	Deaths		Major injuries		Over 3 day injuries		Diseases		Dangerous occurrences	
	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public	Staff	Member of public
Suffolk Coastal	0	0	0	0	0	0	0	0	0	0
DC Leisure	0	0	0	2	1	0	0	0	0	0
NPS	0	0	0	0	0	0	0	0	0	0
Openwide	0	0	0	0	0	0	0	0	0	0
SCS	0	0	0	0	1	0	0	0	0	0

**APPENDIX 2**

**BUDGET MONITORING REPORT 2008/09**

**July 2008—September 2008**

**1. Revenue Spending Plans**

<b>Strategic Theme</b>	<b>Spending Plan at Period Start</b>	<b>Budget Virement</b>	<b>Spending Plan at Period End</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Community Well Being	5,077,100	77,100	5,154,200
Economy	117,700	49,000	166,700
Housing	2,296,700		2,296,700
Natural & Built Environment	6,061,500	161,100	6,222,600
Fiscal & Democratic Services	1,376,900	-20,600	1,356,300
Use of Reserves and Balances		-266,600	-266,600
<b>Net Expenditure</b>	<b>14,929,900</b>	<b>0</b>	<b>14,929,900</b>

**Budget Virements**

There are no Budget Virements to report in this quarter.

**Significant Influences on Revenue Spending Plans**

The current volatile economic climate is having an impact on the spending plans for 2008-09. Looking at income collection pressures the following table illustrates the position at the end of September. Taking a profile from 2007-08 actual collection patterns the position is: -

		<b>Profile</b>	<b>Actual</b>
		<b>£000</b>	<b>£000</b>
Car Parks	Income	685	766
Planning Fees	Application etc fees	401	507
Building Control	Fees	299	268
Land Charges	Search Fees	175	115

Members' attention is specifically drawn to Building Control, Planning Fees and Land Charges income.

The position in the latter is a strong indicator of the impact the 'credit crunch', lending market and HIPS are having, not only on the finances of the Council but also on our community. The prediction in respect of Land Charges is that we will be showing a £125k deficit on this account this year.

Building Control fees show a shortfall of £31k to the end of September but the month on month slow down indicates that this account may be £100k under budget by year end.

Planning Fees, although showing a marked excess over budget provision for the first half year, mask a month on month trend over the last 3-4 months which indicates that the full year income may be up to £75k short of budget.

These areas will be carefully monitored and reported on as part of the budget review process as there appears to be little sign of any short to medium term improvement in the general economic situation.

Energy and fuel price increases are also having an effect which is highlighted by a request from SCS to review the current year budgets. Recent trends in the world market have seen a marked reduction in the price of oil over that experienced in June /July although, to date, the effects have not been fully reflected in the retail price that the council is subject to. No precipitous actions will be taken in respect of fuel until a clearer picture of the markets becomes available.

An analysis of employee costs for the first half year indicates that expenditure is slightly in excess of budget (allowing for the pay award which is still outstanding). Current indications are that a budget shortfall of up to £100k can be anticipated. However, as has been experienced recently in Finance, the uncertainty around Local Government Review (LGR) is already having an impact on this council's ability to attract staff should posts become vacant. Ensuring that services can continue to function to the standards required is putting adverse strain on the budget. This is an area that will need to be revisited both during the currency of 2008-09 and the forward year 2009-10.

## **2. Treasury Management**

### **Interest Rates**

In the Council's Treasury Management Policy for 2008/09 it was forecast that interest rates would be at 4.75% for the first three quarters of the year. However the Bank of England Monetary Policy Committee has maintained the base rate at 5% throughout the year to the end of September. Whilst interest rates remain higher than originally assumed (rates of return are currently averaging 5.7%) an increased return on investments will continue, however, as from the 8<sup>th</sup> October the Base Rate has been reduced by .5% to 4.5%. A downturn in interest rates available to the council is therefore anticipated in the near future and this will have an adverse effect upon returns made.

### **Cash and Investments**

The Council did not enter into any external borrowing during the first half of 2008-09 and therefore continues to be debt free. Although current forecasts (see the details on the capital programme below) are that a small sum may need to be borrowed in this financial year, past experience indicates that some slippage will occur and that therefore no borrowing will be incurred.

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.

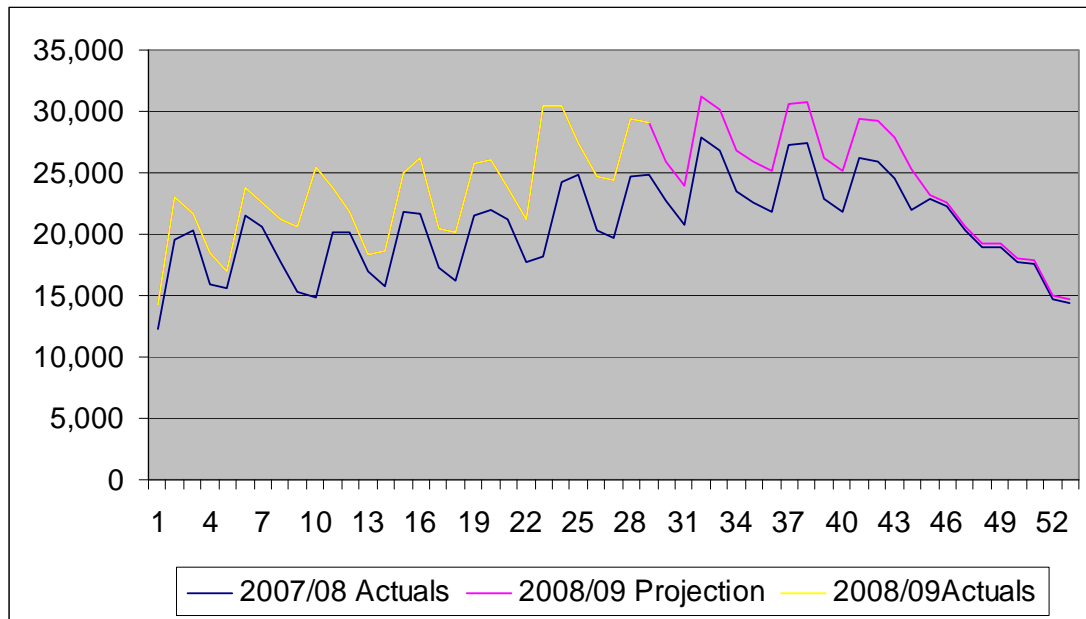
	DR/CR	NUMBER OF DAYS		
		2006/07	2007/08	2008/09
<b>CLEARED BANK BALANCE RANGE</b>				<b>1<sup>st</sup> Half Year</b>
Greater than £250,000	DR	0	7	2
Between £100,000 and £250,000	DR	0	2	2
Between £25,000 and £99,999	DR	0	6	4
Between £5,000 and £24,999	DR	13	5	6
Between Zero and £4,999	DR	100	107	47
Between Zero and £4,999	CR	159	91	33
Between £5,000 and £24,999	CR	79	101	78
Between £25,000 and £99,999	CR	7	10	8
Between £100,000 and £250,000	CR	0	4	3
Greater than £250,000	CR	7	33	0

### Prudential Indicators

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

### CashFlow

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



### 3. Capital

The tables below set out the changes to capital programme for 2008-09 resulting from rephasing, review of costs and funding. The net effect of the various changes is to reduce the possibility of external borrowing within the financial year as referenced above.

	Spending Plan approved by Cabinet	Estimated change in costs	Estimated re-phasing to later years	Estimated spend at end of period
<b>Capital Programme</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Community Well Being	1123	-74	-376	1012
Economy	5			5
Housing	910			910
Natural and Built Environment	3036	271	-38	3269
Fiscal and Democratic Services	905	14	-256	663
<b>Total Gross Cost</b>	<b>5979</b>	<b>211</b>	<b>-331</b>	<b>5859</b>
<b>Capital Financing Plan</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Grants and Contributions	3953	202		4155
Borrowing	376	-344		32
Other Capital Resources	1650	22		1672
<b>Total Financing</b>	<b>5979</b>	<b>-120</b>		<b>5859</b>

<b><u>Main reasons for change in plan</u></b>	<b>£000</b>
<b>Estimated Change in costs</b>	
Sizewell Rd Leiston Public Convenience	-7
Deben Pool Filter0	-44
Leiston Cemetery	-20
Cliff House Electrics	8
Sizewell Beach Huts	-5
Long Shelter Felixstowe	-6
East Lane Bawdsey – funded contributions	251
South Felixstowe Emergency	20
Port Health IT – funded by reserve	10
Vending Machines	4
	<b>211</b>
<b>Slippage</b>	
<b>Community Well Being</b>	
Cemetery Boundaries	-27
Pavilion Walton	-10
<b>Natural &amp; Built Environment</b>	
Recycling Initiatives	-38
<b>Fiscal &amp; Democratic Services</b>	
Contract Management System	-40
Navision Upgrade	-16
Customer Relationship Management	-22
PC's	-35
Property Efficiency Review	-106
Ufford Depot	-37

## APPENDIX 3

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

#### **Complaints, compliments and comments.**

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

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

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

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

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

#### **Health and Safety reporting**

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

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

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

Current priority for action

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. Provision of additional short-term support where necessary. Staff briefings delivered and future briefings planned on situation Stress management scheme <b>Actions</b> Timely and effective communication with the Boundary Commission Ensure existing staff are reminded of need to maintain "business as usual". Continuously review and develop appropriate Retention / Recruitment Strategies. Further 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 to employ a policy of interim management where appropriate Continue to develop shared services Continue with core training to develop skills of all managers Continue to implement Grow Your Own strategy re professional qualifications	Potential to influence the future direction of the Council	10/07/2008	11/09//2008	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. County wide Joint EP Unit established. ICT Disaster Recovery Plan in place. Reviewed and updated Business Continuity Plan developed according to best practice in partnership with SCDC, JEPU and Zurich Insurance, in place. Agreed by CMT, Signed off by CE, taken to Scrutiny committee. Developed a programme of continuous review, testing and training. 1st (loss of staff) and 2nd (loss of building) elements of test programme carried out <b>Actions</b> Address actions within the BC Plan Review elements of the Plan Complete action plans resulting from Tests 1&2. JEPU to publish schedule for future testing Head of JEPU to liaise with Melton Mowbary BC over recent loss of building re lessons learned and best practice Develop BC guidance for inclusion in Staff Induction Programme Develop processes to identify any further training needs. Conduct training review 24/9	Potential for working in partnership to strengthen county-wide ability to respond, through sharing resources and expertise		11/09//2008	Stephen Baker	Phil Gore	L	H	H	3

014/00q	Governance and Development of Partnerships	<p>Failure to establish a robust governance framework for the Councils <b>Service Delivery</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. 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>P/ship board established. Training on contracts delivered. Comprehensive framework for governance of p/ships and management of risks developed. Potential impact of SCC Securing the Future initiative to be considered. Process for continuous review of partnerships in place. Reporting framework in place for partnership issues. P/ship board met 6/05/08 to consider future proofing in light of LGR..</p> <p><b>Actions</b> <a href="#">Review p/ship board meeting with Internal Audit</a> <a href="#">Further develop partnership RM framework</a></p>	<p>Opportunity to review and improve processes</p> <p>Development of robust foundations for future partnerships</p>	10/01/2008	<a href="#">11/09//2008</a>	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. Potential impact of SCC Securing the Future initiative to be considered. Partnership review presentation to CMT by JD. Briefing to Portfolio holder in Dec 07. Scoping exercise re existing partnerships completed. Guidance notes published on management of Service Planning Partnerships and assessing the inherent risks. <a href="#">Partnership database completed and now on Dora. HofS to update.</a></p> <p><b>Actions</b> <a href="#">Review at CMT twice yearly.</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	<a href="#">11/09//2008</a>	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>Suffolk Integration Group established. 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.</p> <p><b>Actions</b></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	<a href="#">11/09//2008</a>	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.</p> <p><b>Actions</b> <a href="#">Further develop guidance on perf management and make accessible through DORA.</a> <a href="#">Consult on Community Strategy</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>		<a href="#">11/09//2008</a>	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. <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.	11/09//2008	Stephen Baker	Hilary Slater	L	L	H	3
006/00m	Communication	Ineffective internal and external communication  Corporate objective: Keep the Community informed about their district and encourage involvement in the decisions that affect their quality of life  Increase public participation in the democratic process through improving awareness of the Council's work	Poor productivity--Poor morale Failure to meet partnership needs. Loss of public confidence. Poor reputation.	Comprehensive programme of internal comms in place including: CE Bulletin, 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> Increase focus on Comms with residents & TCs/PCs in light of LGR	Improved Customer Access to information and services through reviewing and improving communications  Potential to increase community involvement through innovative communication	11/09//2008	Tony Osmanski	Viv Hotten	L	L	L	5
027/00a	Corporate governance	Failure to have all relevant policies and procedures in place to ensure compliance with key legislative requirements, all statutory obligations and internal policy  Corporate objective: Improve effectiveness of key processes	External censure, financial loss, loss of reputation, adverse audit reports, reduced service provision, increased costs	Compliance with all current new and emerging legislation. Relevant and timely staff training 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. <b>Actions</b> Revision of Corporate Code of Governance Action plan being developed using the CIPFA/SOLACE framework for benchmarking. Consider draft Internal Audit Plan.	Financial savings  Ensuring compliance  Increased transparency	11/09//2008	Stephen Baker	Hilary Slater	L	M	M	5

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

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. Significant work carried out on LDF. <b>Actions</b> Invite Pling Officer to next CRMG meeting (CR) Remind staff of need to maintain business as usual during period of LGR.	Influence the future of the Authority		11/09//2008	Stephen Baker	Steve Whelan	L	H	H	3
002/00x	Succession Planning	Lack of timely identification of and planning for gaps occurring in key management positions and key skills  Corporate objective: Have staff and members who are equipped with the skills to achieve the Council's aims	Lack of continuity. Negative impact on performance. Failure to identify appropriate training needs.	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 <b>Actions</b> In light of LGR monitor and implement any necessary review/changes to policy	Positive development for staff  Protect continuity of service		11/09//2008	Tony Osmanski	Steve Whelan	M	M	M	4
003/00r	Corporate Financial Management	Lack of a suitably robust and flexible financial management plan  Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Poor use of resources. Short term reactive culture. Potential for statutory intervention. Failure to prioritise	MTFS for years 2008/09 to 2010/11 approved by Cabinet in Sept 07. Budget Impact Assessment process in place. Staff and PCs/TCs received budget briefings. 3 year grant settlement to be announced Dec 07. (enables better planning). CSR07 announced in Oct 07 - 3% cashable efficiencies. Council approved budget Feb 08. Interim Head of Finance appointed. <b>Actions</b>	Opportunity to engage officers and the community with the financial process		10/07/2008	Stephen Baker	David Ablett	L	H	M	3
	Budgetary Management	Failure to manage budgets effectively across the Authority including Members  Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	Financial loss. Failure of projects. Resources misdirected. Inability to meet corporate objectives.	Review 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. <b>Actions</b> Develop MTF Plan and short term annual budget.	Opportunity to engage officers and the community with the financial process	16/11/2006	11/09//2008	Stephen Baker	David Ablett	L	M	M	5

	Capital Programme Expenditure	<p>Failure to plan, fund and monitor the Councils capital expenditure.</p> <p>Corporate objective: Ensure that the Council's finances are managed prudently &amp; ensure that Council's resources are spent effectively</p>	Ineffective use of financial resources.	<p>Capital Investment Plan agreed by Cabinet. Capital Programme Expenditure Plan monitored and updated at Asset Management Group meetings. NPS Asset Manager in post. 5 year indicative programme discussed. New focus on transparent management of capital expenditure. NPS annual report to partnership board. Asset management reviewed by O&amp;S. Reviewed bi-monthly by Asset Management Group. Weekly meetings between NPS Asset Manager &amp; Strategic Services Head of Service to discuss potential issues. <b>Works completed are on target. No need for borrowing for Capital Programme.</b></p> <p><b>Actions</b> Recruitment of Projects Manager to support corporate/community projects, ensuring effective delivery/spend. Review Asset Register</p>	Ensure successful implementation of Asset Mgt Strategy.	16/11/2006	11/09//2008	Tony Osmani	Steve Whelan	L	L	H	3
026/00	Emergency Planning/ Community disaster	<p>Inability to respond effectively to an emergency situation in the District requiring Council support</p> <p>Corporate objective: Continue to provide a healthy and safe environment for the community</p>	Damage to or loss of persons, property, the natural and the built environment. Loss of reputation. Financial loss.	<p>Suffolk Coastal Emergency Plan in place. Suffolk wide EPU in place to assist in co-ordination of response to emergencies in p/ship with other relevant agencies. SC Head of Health with responsibility for EP. Dedicated EP Officers based PT at SC offices. Team of trained Warning Officers providing 24/7 cover on a rota basis. Emergency Plan tested for effectiveness and outcomes used to inform update to EP. Regular participation in multi agency EP exercises. JEPU ran coordinated training programme for all LAs. Members development session on EP planned. Member Briefing delivered on EP/BC. proposed Common EP Strategy presented to TC/CLerks mtg 19/05/08. Sizewell exercise 27/08/08 carried out. EP workshops commenced with TC/PCs.</p> <p><b>Actions</b> Conduct further EP exercise in Autumn 2008 Flood Plan review underway. Liaise with TCs &amp; PCs to develop co-ordinated response to emergencies. Conduct exercise around flooding for CMT. Operation Nymph - draw up resulting action plan. Deliver series of community EP workshops.</p>	<p>Work in partnership with other authorities to strengthen the County-wide ability to respond effectively to emergencies</p> <p>Testing effectiveness of emergency response</p>		11/09//2008	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>	Failure to comply with government guidelines/requirements. Financial loss. Loss of reputation. Negative impact on service provision.	<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.</p> <p>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> Review money laundering regulations. Implement DQ audit report action plan.</p>	<p>Financial savings</p> <p>Ensuring compliance</p> <p>Increased transparency</p>		11/09//2008	Stephen Baker	David Ablett	L	L	L	5

015/00o	Health and Safety	Lack of robust H-S policies and procedures for ourselves and our partners  Corporate objective: Continue to provide a healthy and safe environment for the community	Loss of life or serious injury. The Council being held culpable in the event of injury. Damage to Councils reputation. Financial loss.	Regular discussion of H&S risk at CRMG meetings. Risk assessment training introduced. Well-being policy implemented. H&S issues reported quarterly to Cabinet. H&S committee meet quarterly. New legislation on Corporate Manslaughter considered at CMT and decisions taken on action re accreditation / benchmarking etc. <b>Actions</b> Audit of H&S. Meet with BSI on ISO 18001.	Improve staff well-being/safety  Financial savings  Ensure compliance with H&S Exec legislation.		08/05/2008	Stephen Baker	Mark Sims	L	H	H	3
	Corporate Manslaughter	Implementation of the main provisions of the Corporate Manslaughter and Corporate Homicide Act 2007 Corporate objective: Ensure that the Council's finances are managed prudently & ensure that Council's resources are spent effectively	The impact of the new provisions making it more likely that the authority as a body could be convicted if found negligent under the Act. Financial costs. Reputational impact.	Health and Safety Leadership Checklist/Action Plan in place and being monitored/updated. CMT & Informal Cabinet briefed. Member Dev. session delivered and training delivered at WDC 9/5/08. <b>Actions</b>	Opportunity to review and improve processes and investigate opportunities for closer working/service integration in light of LGR.  Identify and meet training needs.	13/03/2008	08/05/2008	Stephen Baker	Mark Sims	L	H	H	3
028/00a	Legionella	Insufficient measures in place to prevent legionellosis arising from Council property  Corporate objective: Continue to provide a healthy and safe environment for the community	Damage to health of persons. Financial impact. Damage to reputation.	Risk assessments programme in place. Monitoring in place. Head of C&SS identified as responsible person. Briefing note with Action Plan for improvements presented to CMT on 26/9/07. Revised Plan published on DORA. Informal Cabinet to be updated on Legionella issues. £30,000 in budget for Legionella control. <a href="#">Legionella management software purchased. Policy developed and being implemented.</a> <b>Actions</b> <a href="#">Policy to be formally adopted.</a>	Improve staff well-being/safety  Financial savings  Ensure compliance with H&S Exec legislation.  Public welfare safeguarded	06/09/2007	11/09//2008	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. <b>Actions</b> <a href="#">HR to coordinate action plan resulting from survey .</a>	Financial savings  Increase staff satisfaction/motivation/retention		11/09//2008	Stephen Baker	Tony Osmanski	M	M	M	4
025/00b	Services for All	Failure to meet imposed Equality Standards and effectively prioritise response. Failure to provide accessible services to all where needed.  Corporate objective: Ensure the Council meets equality standards	Inequality of access to services resulting in marginalisation of sections of the community. Inappropriate use of resources. Adverse impact on reputation. Poor audit results. Sanctions imposed.	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. <b>Actions</b> <a href="#">Review corporate approach to software accessibility.</a>	Increase community engagement and access to services  Enhance public perception of the Council	16/11/2006	11/09//2008	Tony Osmanski	Shani Howard	L	M	M	5

