

# **Business Plan 2008 – 2014**

## **Annual Delivery Plan (Year 2) 2009 -10**

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## Introduction

Welcome to Breckland Council's Annual Delivery Plan 2009 – 2010.

In 2008, we set out our priorities and the outcomes we wanted to achieve for local people in our Strategic Business Plan 2008 – 2014. The Business Plan shows what the council will do to meet the needs and aspirations of residents, and addresses the priorities outlined in Norfolk Ambition (the county wide delivery plan) and Breckland Partnerships Sustainable Community Strategy.

Through the Business Plan, we will help to make Breckland a better place with a brighter future by enhancing and improving the wealth, well-being and quality of life of people who live and work in the district by focussing on five key priorities:

These priorities are:

- ✓ **Building safer and stronger communities** - Ensuring that communities are safe, secure, integrated with fairness and equality of opportunity for all
- ✓ **A clean and green environment** - Our green agenda
- ✓ **Building prosperous communities** - Healthy, prosperous and sustainable communities
- ✓ **Delivering the entrepreneurial council** - To recognise the full earning potential of the council and ensure value for money
- ✓ **Your council, your services** - To tailor services to customer needs

Over the last year we have already made significant progress in delivering these priorities and the Annual Delivery Plan details how we will build on our achievements over the forthcoming year.

In addition, the council has recently received its Annual Audit and Inspection Letter from The Audit Commission. This takes into account the progress the council has made in delivering its priorities over the previous year and also how well it delivers Value for Money.

We are delighted to say that following this audit, the council achieved a score of 3 out of 4, representing a significant improvement and indicates the council is performing well. We also remain one of the 15 most improved councils nationally over the last 3 years.

In the following pages you will see what residents have said about what matters most to them, what we have achieved so far and what we plan to do next.

## Priority: Building safer and stronger communities

Ensuring that communities are safe, secure, integrated with fairness and equality of opportunity for all

### You said:

- 39% of residents said that tackling anti-social behaviour should be one of our top priorities
- 19% said that we should work to promote pride in our community
- You also said that improving CCTV, improving health in the district and ensuring equal access to council services are important to you

### What we have done so far:

- ✓ We consulted with residents and worked with partners to reduce anti-social behaviour in the Cherry Tree Car Park in Dereham
- ✓ We consulted with Police on planning applications for new developments, taking their advice on Designing Out Crime
- ✓ We funded a series of plays in 9 local junior schools, helping children understand the implications of their choices and behaviour
- ✓ We appointed a dedicated Pride Co-ordinator who is working with local volunteers and groups to increase the sense of ownership and pride in their communities
- ✓ We secured £900,000 funding and achieved 'Healthy Town Status' for Thetford. This will be matched locally to total £1.8 million for a project to encourage people to adopt healthier lifestyles
- ✓ We secured £238,000 Big Lottery funding to provide 6 high quality play areas for the district
- ✓ We organised 198 walks throughout the district, attracting 2,795 participants as part of a successful Walking for Health scheme
- ✓ We provided mobile housing surgeries, improving access to housing services for rural communities
- ✓ We have extended the opening hours of our Customer Service Centres in Attleborough, Swaffham and Watton

The following pages detail what we plan to do over the forthcoming year.

## Building Safer and Stronger Communities – Delivery Plan 2009- 2010

### Projects

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA01.1 - 1	Deliver a programme of diversionary events and activities aimed at reducing anti-social behaviour	Sustainable Communities	Dereham Allotment Project established	Programme of sporting activities and "Cop Cards'" project delivered		"Charity Shop Challenge" Event held
CA01.2 - 1	To participate in Safer Neighbourhoods and undertake activities to reduce fear of crime	Sustainable Communities			No cold calling zones project delivered	Crime stoppers project delivered
CA01.2 - 2	Develop CCTV system using entrepreneurial approach to reduce ongoing costs	Sustainable Communities	Award new CCTV contract	Phased roll out of new system across district	Phased roll out of new system across district	

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA01.3 -1	Deliver a programme of events to promote community belonging and pride	Sustainable Communities	Establish new funding stream for local festival activities	Host a series of Pride Environmental Impact days across the District linked to the Environment Strategy  Deliver Breckfest branded programme of cultural events/activities  Report to Cabinet on 2010 Breckfest Main Event		
CA01.3 -2	Deliver a programme of training and area based activities to strengthen community consultation and involvement	Sustainable Communities	Establish 1 new neighbourhood taskforce and forum	Deliver training programme for Staff & Councillors on community engagement techniques	Establish 1 new neighbourhood taskforce and forum	Deliver training programme for Staff & Councillors on community engagement techniques

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA01.4 - 1	Deliver Choice Based Lettings – Breckland Key Select	Strategic Housing	<p>Undertake training for key agencies, /partners/ members in the use of the scheme.</p> <p>Go live of Breckland key Select.</p> <p>Publicise Launch widely.</p>	Undertake Equality Impact Assessment		
CA01.4 - 2	Equality and Diversity	Policy and Performance	Undertake full audit of current EQIA's with support from Access Groups	Undertake self assessment against 'Achieving' level of Equality Standard	Create 1 <sup>st</sup> draft of action plan and present back to stakeholders	Co-ordinate Peer Review for 'Achieving' assessment of Equality Standard

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA01.5 - 1	Prevention of Homelessness - redevelop the Council's Homeless persons hostel	Strategic Housing	<p>Development Tender process complete</p> <p>Development commenced</p> <p>Specification drafted with Supporting People Team for management of hostel</p>	Commence Tender process	<p>Report to Cabinet re appointment of contractor to manage new facility</p> <p>Contract finalisation</p>	
CA01.5 - 2	Deliver projects from year 1 of the young persons housing action plan	Strategic Housing	<p>Produce Young person's information card, leaflet and poster.</p> <p>Commence identified actions for completion within 2009/10</p>	Create a specific young people and housing web page promoting useful information and links to other sites	Commence education awareness programme with schools.	Completed identified actions identified for year 2009/10.

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA01.5 - 3	Deliver projects from the year 1 of the financial inclusion policy action plan	Strategic Housing	<p>Adoption by Cabinet/Council and EQIA undertaken</p> <p>Approach RSL's in BDC and home insurance providers to market packages to social tenants</p>	<p>Completion of financial inclusion web page.</p> <p>Produce an information pack for distribution to residents to include Danger of loan sharks, Credit Unions, Where to get financial advice etc</p>	Support the set up of a bulk oil ordering scheme in multiple Breckland Parishes with RSL partners.	<p>Develop a mobile phone tenancy programme on money advice /budgeting</p> <p>Completed all identified actions identified for year 2009/10.</p>
CA01.5 - 4	We will deliver a programme of activities to improve the health of people who live in Breckland	Environmental Health	Promote noise awareness programmes during Noise Action Week and visit a selection of food businesses during National Food Safety week to highlight the importance of food safety		Deliver Licensing road shows to market towns to advise on amendments to the Licensing Act and Gambling Acts and deliver a health and safety seminar to small businesses to help them comply with health and safety legislation	Deliver Licensing road shows to market towns to advise on amendments to the Licensing Act and Gambling Acts

## Performance Indicators

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
NI 156	Number of households living in Temporary Accommodation	Strategic Housing	39				34
NI 195c	Improved street and environmental cleanliness (levels of graffiti)	Environmental Services	New indicator				1%
NI 196	- Improved street and environmental cleanliness - fly tipping	Environmental Services	Baseline measured				2
OI -SH 06	Homelessness prevention casework: the prevention or relief of homelessness by means of housing advice (P1E definitions)  (1) Homelessness Prevented (2) Homelessness Relieved	Strategic Housing	TBC		66 (TBC)		66 (TBC)

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
OI-SH 07	Young People – reduction in number of homelessness applications from 16/17 year olds	Strategic Housing	N/A	4 (TBC)	4 (TBC)	4 (TBC)	4 (TBC)
OI – PP 01	Equalities Standard level	Policy and Performance	2				3 'Achieving'
NI 182	Satisfaction of businesses with local authority regulation services	Environmental Health	TBC				82%
NI 184	Food Establishments in the Area which are Broadly Compliant with Food Hygiene Law	Environmental Health	TBC				TBC

## Priority: A clean and green environment

Our green agenda

### You said:

- 35% of our residents said that improving cleanliness in streets and open spaces should be one of our most important priorities
- You said that reducing the council's carbon emissions, reducing fuel used by council vehicles, reducing residual waste from households and promoting ecologically friendly development are also important issues for the council to tackle

### What we have done so far:

- ✓ We have launched the 'Pride Line' so that our residents can report environmental concerns such as fly tipping anonymously
- ✓ All staff lease cars have carbon emission ratings of 150g/km or less
- ✓ Our waste collection contractors, Serco, carried out a route optimisation exercise to reduce fuel consumption
- ✓ We introduced the British Gas Home Insulation Incentive Scheme, providing financial incentives to encourage people to insulate their homes
- ✓ We have staged 5 road shows with a food waste reduction theme
- ✓ We have developed 5 new Ecohomes in Yaxham. These were built using sustainable materials and employing innovative methods to achieve the highest level of energy efficiency and limit CO2 emissions
- ✓ We have continued to help fund the work of the Brecks Project and Wensum Valley Trust

The following pages detail what we plan to do over the forthcoming year.

## Environment – Delivery Plan 2009- 2010

### Projects

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA02.1 - 1	Wind Turbine at Elizabeth House	Asset Management	Carry out Feasibility		Move forward if appropriate	
CA02.2 - 1	Glass recycling scheme	Environmental Services	Investigate options and feasibility of glass recycling scheme and report to Cabinet.			
CA02.2 - 3	Bulky Waste Collection – re-use scheme	Environmental Services	Investigate options and feasibility of bulky waste collection scheme and report to Cabinet.			
CA02.2 - 4	Commercial waste collection	Environmental Services			Investigate options and feasibility of commercial waste collection and report to Cabinet.	

## Performance Indicators

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
NI 185 (local)	CO2 reduction from Local Authority operations	Environmental Services	TBC	Target will be set following confirmation of 08/09 figures			
NI 191	Residual household waste per household	Environmental Services	TBC	220kg	440kg	650kg	860kg
NI 192	Household waste recycled and composted	Environmental Services	TBC	46%	45%	43%	42%
NI 194 (local)	Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations.	Environmental Services	TBC	Target will be set following confirmation of 08/09 figures			
NI 195a	Improved street and environmental cleanliness (levels of litter)	Environmental Services	TBC				5%
NI 195b	Improved street and environmental cleanliness (levels of detritus)	Environmental Services	TBC				10%

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
NI 195d	Improved street and environmental cleanliness (levels of fly posting (Indicator can be profiled to reflect survey schedule)	Environmental Services	TBC				0%
LAA4.1 (Local)	Per capita reduction in CO2 emissions in the LA area	Environmental Services	TBC	Target will be set following confirmation of 08/09 figures			
LAA 4.2	Adapting to climate change	Environmental Services	TBC				Level 2
LAA 4.3 (Local)	Percentage of municipal waste land filled (Designated)	Environmental Services	TBC				56%

## Priority: Building prosperous communities

Healthy, prosperous and sustainable communities

### You said:

- 35% of residents said that we should support local businesses, helping them to start up and grow
- 35% said we should work to protect flourishing communities
- You said that reducing poverty, securing decent housing, protecting and enhancing our town centres, encouraging inward investment and developing a skilled workforce were also important to you

### What we have done so far:

- ✓ Through Phase 1 of the Rural Enterprise Valley Project we engaged with and supported over 400 Norfolk companies
- ✓ We are working with Norfolk Better Regulation Partnership to lessen the burden on businesses by reducing the number of visits from different regulators
- ✓ With partners we levered in £522,043 of funding to lift 420 households out of fuel poverty
- ✓ Against a target of 100, we have delivered over 160 new affordable housing units
- ✓ In our emerging Local Development Framework Core Strategy, we are proposing to increase the percentage of affordable housing sought for in new developments from 30% to 40% on all qualifying sites
- ✓ With partners, we secured £1.5 million funding for a new 44 acre Business Park in Thetford, to provide high quality employment for local people
- ✓ We secured £21,500 from Breckland Partnership to enhance workforce skills and provide grants to assist local businesses in funding ICT projects
- ✓ We visited 100 town centre businesses in five market towns to obtain a 'snap shot' of views on economic prospects at the time and find out face-to-face about traders concerns
- ✓ We produced the Industrial Directory and Commercial Premises Directory to assist our local businesses

The following pages detail what we plan to do over the forthcoming year.

## Prosperous Communities – Delivery Plan 2009- 2010

### Projects

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA03.1 - 1	Local Development Framework - Core Strategy	Environmental Planning		Pre -Examination Meeting	Examination in public	
CA03.1 - 2	Local Development Framework – Site Specific	Environmental Planning				Additional Consultation to Committee
CA03.1 - 3	New Thetford Bus Station – part of the Growth Point/Moving Thetford Forward Programme	Asset Management	Support NCC and transfer Project Management to NCC	Monitor	Monitor	Monitor
CA03.1 - 4	Anchor Hotel Site, Thetford – development opportunity	Asset Management	To support Project Team to establish a Project Initiation Document		Report to Members and Implement Decision	
CA03.2 - 1	Expand Customer Service Centres operational hours and service delivery within all 5 market towns.	Customer Services	Review pilot in Attleborough – Footfall, productivity – feasibility to escalate into Swaffham	Scope location, cost and feasibility for Dereham re-location. Extend hours of operation at Swaffham	Review pilot in Swaffham	

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA03.3 - 1	Deliver an increase in the provision of decent affordable housing - develop a new Policy for the delivery of affordable housing in the Breckland District	Strategic Housing	Revise affordable housing policy via Task and Finish Group.	Adoption by Cabinet	Adoption by Full Council  Practical implementation from adoption date on all qualifying housing sites.	
CA03.3 - 2	Ensure a decent standard of private sector housing across the district - assess and update policies relating to Regulatory Reform Order, Caravans/mobile homes, Gypsies and Travellers and Landlords	Strategic Housing	Regulatory Reform Order and Caravans and Mobile homes draft policies to April Cabinet for Adoption	Landlord/HMO policy to Sept Cabinet for adoption.	Gypsy and Traveller Policy to Dec Cabinet for adoption.	
CA03.3 - 3	Introduce a discretionary HMO licensing scheme to tackle poor conditions in private sector, addressing in particular	Strategic Housing	Finalise scheme with CLG.	Seek approval from Cabinet for adoption	Implement scheme and contact all known HMO landlords falling under discretionary criteria. Progress license applications/enf orcement where necessary	Minimum of 60 discretionary licenses awarded.

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA03.4 - 1	Development of the REV 2 Programme	Economic Development	Initial gathering of statistical baseline data completed and begin submission of funding bids for the first phase of programme development.	Full business plan completed and programme feasibility assessed. Full statistical profile completed and business needs survey and methodology scoped.	Business survey undertaken and business support mapping exercise completed.	Integrated Development Programme (IDP) document for Thetford and A11 Corridor completed.
CA03.4 - 2	Thetford Enterprise Park – infrastructure and land sales/buildings for rent	Asset Management	Complete negotiations to secure EEDA funding	Implementation	Implementation	Implementation

## Performance Indicators

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
<b>OI-ED 01</b>	Number of Businesses and Business start ups Assisted/Supported	Economic Development	TBC				150
<b>NI 155</b>	Number of affordable homes delivered	Strategic Housing	TBC				100
<b>NDR 2</b>	% of Eligible Businesses claiming Small Business Rate Relief	ARP	TBC	85.00%	87.50%	90.00%	90.00%

## Priority: Delivering the entrepreneurial council

To recognise the full earning potential of the council and ensure value for money

### You said:

- 34% of residents said that managing our finances well to deliver best value should be our top priority
- 28% said we should use resources well to meet community need
- You said that maximising our earning power, ensuring good governance and making best use of assets were also important to you

### What we have done so far:

- ✓ The Anglia Revenues Partnership Trading won a 12 year contract to deliver Revenues and Benefits to Welwyn Hatfield Borough Council, generating additional trading income to help keep Council Tax low
- ✓ The Audit Commission's assessment of our performance states we have 'performed well' both in terms of 'Use of Resources' and 'Value for Money'
- ✓ We have made significant savings in many areas by improving our procurement practices
- ✓ We have maintained 94% occupancy of our Commercial Property Portfolio, generating revenue to support services to residents
- ✓ We have the lowest district council tax in the country and are working hard to keep it as low as possible
- ✓ We have a Medium Term Financial Strategy, planning the best use of resources over the next five years to meet corporate priorities

The following pages detail what we plan to do over the forthcoming year.

## Entrepreneurial Council – Delivery Plan 2009- 2010

### Projects

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA05.1 - 1	Identify undeveloped land, where appropriate, owned by the Council and allocate this for good quality housing.	Asset Management		Investigate Options and Possible Pilot Scheme	Produce Report	Decision
CA05.2 - 2	We will manage the infrastructure and services to ensure value for money is delivered, and will aim for year on year reductions in our contracts.	ICT / BIT				Produce report on future cost savings.

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA05.4 - 1	Investors in People	Human Resources	Skills Audit Complete. Diagnostic analysis complete for all departments. Action plan developed and Train to Gain Skills Broker to identify qualifications that will add most value and which training provider can best meet the needs of the organisation.	The implementation of the action plan will be undertaken and we will review future priorities for training and development.	The implementation of the action plan will be undertaken and we will review future priorities for training and development	Final implementation of the action plan ready for Investors in People to assess Breckland against the Investors in People Standard.

## Performance Indicators

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
<b>OI-AM 01</b>	To maintain occupancy levels above 90% on the Council's Commercial Property Portfolio	Asset Management	TBC	90%	90%	90%	90%
<b>OI-AM 03</b>	To maintain arrears at less than 3% at 90+ days and over	Asset Management	TBC	3%	3%	3%	3%
<b>CTAX 1</b>	Collection of Council Tax	ARP	TBC	30.20%	57.40%	85.40%	98.90%
<b>NDR 1</b>	Collection of Business Rates	ARP	TBC	30.30%	61.10%	87.80%	99.40%

## Priority: Your council, your services

To tailor services to customer needs

### You said:

- 36% of people said improving the quality of council services should be a top priority
- 32% of residents said we should involve people in developing improved services
- You said that strengthening community consultation and involvement, and helping councillors provide community leadership were also important

### What we have done so far:

- ✓ We have carried out an audit of Breckland Council's recyclables collected from residents and this shows a reduced level of 6.9% contamination – the best on record
- ✓ Our Customer Contact Centre participated in a 'mystery shopper' exercise with other Norfolk Councils, testing our customer service standards and using the information gained to provide continuing improvement
- ✓ We set up Thetford Task Force and Thetford Neighbourhood Forum, listening to the concerns of local residents and working with partners to tackle local problems. A similar model has been set up in Attleborough, with plans to roll this out to other market towns
- ✓ Elected members attended a 'master class' to develop community champion skills
- ✓ We set up Breckland Youth Council so that young Breckland residents can make their voices heard and taken account of in the future development of services
- ✓ We achieved East of England Member Development Charter Status in recognition of the quality of training and development offered to elected members

The following pages detail what we plan to do over the forthcoming year.

## Your Council, Your Services – Delivery Plan 2009- 2010

### Projects

Reference	Description	Contributor	2009/10 Milestones			
			Q1	Q2	Q3	Q4
CA04.2 - 1	Coordinate Breckland Youth Council and associated activities to engage more young people in local decision making.	Sustainable Communities	Programme of democracy events delivered in local schools and Breckland Youth Council deliver	Programme of democracy events delivered in local schools and Breckland Youth Council delivered	Hold Youth Select Committee Day and Breckland Youth Council delivered	Programme of democracy events delivered in local schools and Annual Review of Breckland Youth Council completed
CA04.4 - 1	CAA - Organisational Assessment	Policy and Performance	Submit self assessment for Use of Resources	Submit self assessment for Managing Performance	Create use of resources improvement programme	Provide use of resources analysis report on KLOE's (key lines of enquiry) and assessment score.
CA04.4 - 2	Deliver enhanced customer access / reception	Asset Management	Feasibility and plans completed	Implementation	Implementation	

## Performance Indicators

Reference	Description	Contributor	Outturn 2008/09	2009/10 Milestones			
				Q1	Q2	Q3	Q4
NI 180	Changes in Housing Benefit / Council Tax Benefit entitlements within the year	ARP	TBC	270	540	810	1080
NI 181	Time taken to process Housing Benefit / Council Tax Benefit new claims & change events	ARP	TBC	9.5	9.5	9.5	9.5
NI 157a	Processing of major planning applications within 13 weeks	Development Services	TBC				Target will be set following confirmation of 08/09 figures
NI 157b	Processing of minor planning applications within 8 weeks	Development Services	TBC				Target will be set following confirmation of 08/09 figures
NI 157c	Processing of other planning applications within 8 weeks	Development Services	TBC				Target will be set following confirmation of 08/09 figures
OI-PP 02	Organisational Assessment Performance	Policy and Performance	N/A				3

## Budget Information:

Breckland Council's spending plan for the forthcoming year is detailed below:

Service	2008/2009 Budget			2009/2010 Budget		
	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
<b>Cabinet Portfolio</b>	3,416	(51)	3,365	3,507	(674)	2,833
<b>Services Portfolio</b>	14,815	(7,286)	7,529	16,642	(6,388)	10,254
<b>Transformation Portfolio</b>	41,075	(35,816)	5,259	42,005	(36,880)	5,125
<b>Capital Financing and Other Transfers</b>	49	(1,435)	(1,386)	51	0	51
General Finance Transfer to / (from) Reserves						
<b>Breckland Council's Budget Requirement</b>	63,575	(50,048)	13,527	66,606	(52,467)	14,139
Parish Precepts			2,068			2,206
<b>TOTAL BUDGET REQUIREMENT</b>			<b>15,595</b>			<b>16,345</b>
<b>Financed by</b>						
Revenue Support Grant			1,316			2,073
Business Rate Income			9,456			8,984
Area Based Grants			95			275
Council Tax			4,728			5,013
<b>TOTAL FINANCING</b>			<b>15,595</b>			<b>16,345</b>

## Data Quality Objectives:

These objectives will enable us to ensure we have the right information at the right time at the right cost. In order to achieve this vision our objectives in relation to data quality are as follows;

- To ensure that the information we use is of high quality, consistent, timely, comprehensive and held securely and confidentially.
- To ensure arrangements are in place to secure the quality of data we use to manage our service and demonstrate our performance.
- To make clear what we expect from our staff and Members in terms of the standards of data quality
- To have in place systems, policies and procedures to ensure the highest possible data quality, particularly where information is shared with partners
- To provide the right resources, and in particular have the right people with the right skills, to ensure we have timely and accurate performance information.
- To put the right controls in place to ensure we meet what is expected of us.
- To ensure that data is stored, used and shared in accordance with the law including the Data Protection Act and Freedom of Information Act.

## **Risk Management:**

### *Identification of Risks*

Identification of risks linked to the Council's objectives is timed to coincide with the development of Annual Delivery Plan and Service Plans.

### *Assessing Risk*

The identified areas of potential risks are then systematically assessed to establish:

- The likelihood of a risk event occurring
- The potential impact of the consequences should that event occur

To ensure consistency of the approach across the authority the Risk Management Group reviews the analysis.

### *Addressing Risk*

Once the key strategic risks have been prioritised they are assessed to establish the action to either minimise the likelihood of the risk event occurring, and/or reduce the severity of the consequences should it occur. This could involve:

- Risk termination or avoidance – opt not to take the proposed activity forward as it is considered too risky
- Risk treatment – implement an action plan to mitigate the likelihood or impact of a risk event occurring
- Risk transfer – moving the risk to a third party (for example a contractual arrangement to deliver the service, or transfer financial risk by insuring against it).

Once a control is established it is assigned to an officer who shall be responsible for ensuring that the action is implemented.

### *Monitoring and Reviewing Risk*

Once an action plan has been developed to mitigate the key strategic risk, it is monitored. The risk module within the performance management system is used to record progress against these action plans. These are reported on a quarterly basis to performance clinics, with any issues being identified and reported to Audit Committee in accordance with the Performance Management Framework.

## Equality and Diversity Statement

We recognise and value diversity in our community and the contribution that people from different backgrounds and cultures bring to the development and wellbeing of our district.

Breckland District Council is therefore committed to the principles of equality in its capacity as an employer and service provider to all sections of the community.

This document is available in larger print, audio tape and other formats from any of the Council's Offices or by contacting the council on 01362 656870, please bear in mind we may need a few days to arrange this facility.

It is also available on our website: [www.breckland.gov.uk](http://www.breckland.gov.uk)

