

CORPORATE IMPROVEMENT PLAN 2010 – 2011

SUFFOLK STORY THEME

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A STRONG & DYNAMIC WORKFORCE

SUFFOLK STORY OUTCOME **IMPROVE OUTCOMES FOR VULNERABLE CHILDREN (NARROW THE GAP)**

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE																																
<p>1. Reduce the number of young people not in education, employment and training (particularly in Ipswich & Lowestoft).</p>	<ul style="list-style-type: none"> CYP priority 3; ensure school attainment increases at all levels, alongside narrowing the gap for vulnerable children. The NEET collaborative enquiry will focus its investigation on South and West Ipswich. 	<ul style="list-style-type: none"> NI 117 16-18 year olds who are NEET. NI 91 Participation of 17 year-olds in education or training. Increase the number of young people in education and training. 	Director of CYP.	<ul style="list-style-type: none"> NI 117 - LAA2 NEET <table border="1"> <thead> <tr> <th>Date</th> <th>LAA 2</th> <th>North</th> <th>South</th> <th>West</th> </tr> </thead> <tbody> <tr> <td>Target 11/2009</td> <td>6.65%</td> <td>6.7%</td> <td>6.85%</td> <td>6.65%</td> </tr> <tr> <td>Actual 11/2009</td> <td>7.59%</td> <td>7.9</td> <td>7.9</td> <td>7.4</td> </tr> <tr> <td>Target 11/2010</td> <td>5.80%</td> <td>5.81%</td> <td>5.93%</td> <td>5.65%</td> </tr> </tbody> </table> NI 91 - 17 yr olds in Education and training <table border="1"> <thead> <tr> <th>Date</th> <th>2009</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Target (Dec)</td> <td>80%</td> <td>82%</td> <td>84%</td> </tr> <tr> <td>Actual (Dec)</td> <td>81%</td> <td></td> <td></td> </tr> </tbody> </table> <p>Key progress to report:</p> <ul style="list-style-type: none"> Satisfactory conclusion to the 2010 'September Guarantee' with no young people excluded from the process. 16-18 learning rate up in 2009 from 75% to 79% 16-18 NEET down from 7.9% in Nov 2008 to 7.6% in Nov 2009 (NI 117) Progress in year on both measures is above both national and regional rates Despite this, 11/11 on NEET with SNs, 8/11 on 16-18 in learning (Nov 2009 but similar in 2010) Participation at 17 rate up from 80% in 2009 to 85% in 2010 (NI 91 – Connexions figures - official data from DfE only available June 2011 for 2009 performance) Using underspend from the January Guarantee initiative, two pilot "pre-apprenticeship" projects have recently got underway in Ipswich and Lowestoft. The aim is to target small numbers of young people currently NEET in each locality and help them develop the sort of employability skills that will make them more attractive to employers, especially those offering apprenticeship opportunities. Supported and structured employer placements form an intrinsic element in the offer, which will be reviewed and further developed within the 2011/13 ESF tender proposal. Area-based participation task forces – learning providers in a local dialogue about supply & demand with Youth & Connexions service, related children & yp's service (YOS, LACESS etc.) & Jobcentre Plus – have continued to develop participative working. One particular benefit of this forum model is in 	Date	LAA 2	North	South	West	Target 11/2009	6.65%	6.7%	6.85%	6.65%	Actual 11/2009	7.59%	7.9	7.9	7.4	Target 11/2010	5.80%	5.81%	5.93%	5.65%	Date	2009	2010	2011	Target (Dec)	80%	82%	84%	Actual (Dec)	81%		
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designing and delivering area-based interventions within a consortium approach (led by SCC 16-19 commissioning team) as part of the 2011/13 ESF NEET tender.

SUFFOLK STORY OUTCOME EXPLOIT OPPORTUNITIES TO DEVELOP EMERGING SECTORS

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
<p>2. Greater promotion of high value sectors:-</p> <p>a) Energy – Sizewell / Renewables / Orbis / Power (See 4)</p> <p>b) IT / Knowledge – Innovation Martlesham / Framtech</p> <p>c) Food – Distribution Network (Food Hub)</p> <p>d) Tourism</p> <p>e) Biotechnology</p>	<ul style="list-style-type: none"> • E&T priority 1; creating a low carbon economy. a) Coordinate the County Council's response to prospective application from EDF for a new nuclear power station at Sizewell. b) Deliver an Innovation Hub at Adastral Park for ICT start-up businesses. c) Establish a pilot food and drink distribution network to expand markets for local suppliers. d) Through Choose Suffolk, market Suffolk's competitive advantage. e) Create research capacity and start formation of biotech cluster. 	<ul style="list-style-type: none"> a) Plans for expansion of Sizewell are currently being developed – SCC to develop planning agreement with Sizewell. Plans in place for construction of the Greater Gabbard offshore wind farm which is due to start in 2010. b) Innovation Hub open by 2011. Food Hub Pilot in place by 2010. Increase in the size of Aldeburgh food and drink festival in 2010 compared to 2009 – more visitors and more stakeholders. c) Increase the value of tourism by 2% per annum (as set out in Expanding Suffolk's Horizons). d) To be agreed: To have a clear understanding of biotech in Suffolk and an action plan in place by March 2011. 	<p>Director of E&T</p>	<p>a) SCC impact on Sizewell limited, planning is a key area where SCC can help move plans forward. SCC working with EDF energy to maximise social, environmental and economic benefits from future construction. Planning performance agreement in place. First turbine installed May 2010 with completion due in 2012. Crown Estates agreed in May 2010 to extend the Greater Gabbard site to double the power generated by 2016.</p> <p>b) Innovation hub now to be hosted in existing BT units which are to be upgraded. Business Plan and EDRF bid being prepared to provide innovation services and support to the hub and the wider park/sub region.</p> <p>c) Beta version of food hub website currently being tested. Economic impact assessment to be undertaken on 2010 Aldeburgh food and drink festival, initial indications suggest increase in visitors compared to 2009.</p> <p>d) On track to meet target.</p> <p>e) SCC and EEDA have invested £0.5 Million in a biotech lab at UCS, which has in turn drawn in £1million from the private sector.</p> <p>AP: RISKS being managed for Martlesham Innovation Hub and Orbis Energy. Further consideration of risk relating to Sizewell & supporting infrastructure underway.</p>
<p>3. Boost construction sector – Sizewell; BSF; Innovation Martlesham</p> <p>Remove – BSF no longer going ahead, Innovation Martlesham now using existing buildings. Sizewell covered in 2 above.</p>	<ul style="list-style-type: none"> • E&T and RM (Property and PPI) work stream priorities. • For BSF see CYP Plan (reference to Capital Strategy) and RM (Property). 	<ul style="list-style-type: none"> • Plans for expansion of Sizewell are currently being developed – SCC to agree planning agreement with Sizewell. Plans in place for construction of the Greater Gabbard offshore wind farm which is due to start in 2010. (as above). • Milestones and targets exist for all construction projects across variety of service plans. 	<p>Director of E&T Leaders hip Team</p>	<p>REMOVED Commentary above also supports progress in this area.</p>
<p>4. Lowestoft – centre for renewable energy – increase occupancy of businesses.</p>	<ul style="list-style-type: none"> • E&T priority 1; creating a low carbon economy, "Build a stronger renewable energy cluster based around OrbisEnergy business 	<ul style="list-style-type: none"> • OrbisEnergy 65% occupancy by March 2010. • Increase the number of events held at Orbis. 	<p>Director of E&T</p>	<p>COMPLETE – performance now on target Occupancy currently at 85%, 25 tenants (Sept 10). 19 meetings and 20 conferences between January and March 2010. 108 meetings and 21 conferences in April to June 2010.</p>

centre in Lowestoft.”

SUFFOLK STORY OUTCOME INVEST IN ADVICE AND INFRASTRUCTURE

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
5. Secure investment for infrastructure: a) Lobbying. b) European funding. c) Road network / Trans-European rail network.	<ul style="list-style-type: none"> E&T work stream priority (PPI Activity Plan for supporting deliverables). E&T; securing commitment from National Express and Network Rail to significant improvements in rail services throughout Suffolk. Road network investments secured in 2009 (total £28.5m) - no further aims identified in 2009-10 plans. No references to aiming to secure European funding found in directorate plans.	<ul style="list-style-type: none"> Increasing levels of prosperity in Waveney, Forest Heath and rural areas. Commission a phased roll-out of a new demand-responsive public transport service in rural areas, including a countywide journey booking. Vehicle route planning system. 	Director of E&T [Strategic issue Economic strategy]	Beccles Loop and Ipswich Chord included in Network Rail improvement plans. SCC continues to lobby for these projects. Demand-responsive services currently being rolled out across rural Suffolk to replace subsidised bus services. Local Transport Plan currently being finalised to set the transport strategy for the next 20 years. AP RISK: External funding risk owned by Andy Yacoub. 106 Risk – Neil McManus (28/1/10)

SUFFOLK STORY OUTCOME SUPPORT BUSINESS DEVELOPMENT IN SUFFOLK

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
6. Support business growth – Chamber of Commerce Procurement Project; Grants Programme Including: Greater support to small and medium sized Enterprises (was item 7)	<ul style="list-style-type: none"> E&T work stream priority (PPI Activity Plan for supporting deliverables). Local Authority Business Growth Incentives (LABGI) funding of £147,000 awarded to the Suffolk Chamber of Commerce to introduce a business 2 business trading platform. Provide grants to small businesses to help them expand and/or diversify. 	<ul style="list-style-type: none"> Business to Business platform live. Number of businesses supported through the Rural Economy Scheme. 	Director of E&T [Strategic issue Economic strategy] [Recession action]	1,745 companies now registered on trading. 37 businesses supported to end of March 2010. Additional 7 businesses supported between April and September. A total of £18,282.50 has been paid out in grants and £25,071.54 other private funding has been invested.

TRANSFORM LEARNING AND SKILLS IN SUFFOLK
SUFFOLK STORY OUTCOME RAISE STANDARDS AND ASPIRATIONS

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
7. Rapid improvement for	<ul style="list-style-type: none"> CYP priority 3; ensure school 	<ul style="list-style-type: none"> Performance in Suffolk schools 	Director of	<ul style="list-style-type: none"> Latest provisional results for 2009/10 show improvement in NI

<p>children at age 11 (Key Stage 2) An outstanding school performs at 2% above national average</p>	<p>attainment increases at all levels, alongside narrowing the gap for vulnerable children.</p> <ul style="list-style-type: none"> Transforming Learning objective includes several key activities and SOR will also facilitate improvements in performance at KS2. 	<p>improves by 3% from 66 to 69% joint English and Maths Level 4</p> <ul style="list-style-type: none"> By 4% for two levels of progress in maths and two levels of progress in English between KS1 and KS2 Gains in targeted schools are above the LA gain Monitoring future success against: NI151; NI73; NI93; NI94; NI95; NI96; NI100; NI102. 	<p>CYP: [Strategic issue] [Audit & inspection] [Performance]</p>	<p>73 – increase from 66% to 66.7%.</p> <ul style="list-style-type: none"> There has been a reduction in schools below floor target in the same period from 24 to 19. There has been good general improvement in attainment in poorer-performing schools. Intervention plan for KS2. Recategorised support for schools based on both attainment and progress. KS2 review of 25 schools and self-evaluation for all schools. SIP visits and reports refocused to identify numbers of pupils not on track. Mid-point position analysed with support refocused. Assistant Director and Director meeting with headteachers termly. All governing bodies updated on attainment concerns and expectations. SIPS to revisit schools of concern. <p>Letter from Director where progress is a concern outlining expected strategies. AP RISK: SOR – significant risks managed by programme team.</p>
<p>8. Improvement in young people achieving GCSE grades A-C (including English and Maths).</p>	<ul style="list-style-type: none"> CYP priority 3; ensure school attainment increases at all levels, alongside narrowing the gap for vulnerable children. Transforming Learning objective includes several key activities. 	<ul style="list-style-type: none"> Performance in Suffolk schools will be at least the national average at 5+ A* to C incl. English and mathematics. 3 levels progress in English and maths from Key Stage 2 improves by at least 3%. Increase % young people achieving GCSE grades A-C (including English and Maths) from 49% to 53%. Gains in targeted schools are above the LA gain. Monitoring future success against: NI75; NI78; NI75; NI101; NI102; NI110; NI111; NI112; NI115; NI117. 	<p>Director of CYP: [Strategic issue] [Audit & inspection] [Performance] [Suffolk Story]</p>	<ul style="list-style-type: none"> Latest provisional results show good improvement in NI75 outturn – 48.7% to 52.5%. There is now only one school below floor target. Some previously poor attaining schools have shown excellent improvement. Intervention plan for KS4. Recategorised support for schools based on both attainment and progress. Review of National Challenge Schools. KS4 review of 8 schools and effective practice for intervention. SIP visits and reports refocused to identify numbers of students not on track. Mid-point position analysed with support refocused. Assistant Director and Director meeting with headteachers termly. All governing bodies updated on attainment concerns and expectations. SIPS to revisit schools of concern. Letter from Director where progress is a concern outlining expected strategies.
<p>9. Rebuild or refurbish every secondary school in Suffolk through the Building Schools for the Future programme.</p>	<ul style="list-style-type: none"> RM priority 7; transforming learning and skills - SOR and BSF. Transforming Learning work stream, risk management, and budget/resource planning. 	<ul style="list-style-type: none"> The first BSF wave in Suffolk will cover secondary schools in Felixstowe and south & west Ipswich and special schools in Ipswich. Monitoring future success against: NI72; NI73; NI74; NI75; NI78; NI79; NI80; NI100; NI101; NI102.NI106. 	<p>Director of CYP</p>	<p>REMOVE ABOLITION OF BSF programme for Suffolk means that only the Academies work is progressing. Being managed through CYP.</p> <ul style="list-style-type: none"> Strategy for Change for Wave 6 of BSF completed and the Outline Business Case prepared and approved as planned. However BSF was cancelled in its current form in June 2010.

				<ul style="list-style-type: none"> • Reorganisation proposals to ‘amalgamate’ Heathside and Belstead Special schools approved - implementation September 2010 – now The Bridge School. • Cabinet approved creation of an academy in Felixstowe. • Work well underway for Holywells High School to become an Academy sponsored by Kunskapsskolan – Approved by Council on 12th October 2010. Will reopen as the Ipswich Academy on 1st January 2011. A decision on capital investment is expected from the PfS in Jan 2011 for both Holywells and Felixstowe.
10. Increase the number of people working in Suffolk with A-Level and GCSE equivalent qualifications.	<ul style="list-style-type: none"> • Adult Learning and Skills Plan recognises the skills gap (linked to ACS Directorate Plan). 	<ul style="list-style-type: none"> • Increase % of working-age population with Level 2 qualifications by 7.0% between 2006 and 2011. • Increase % of working-age population with Level 4 qualifications by 1.5% between 2006 and 2011. • Increase the number of full time equivalent students at UCS to 5,000 by 2011-12. • Monitoring future success against: NI72; NI110; NI111; NI112; NI115; NI117. 	Director of CYP: [Suffolk Story]	<ul style="list-style-type: none"> • Suffolk County Council’s sign-up to the Skills Pledge which levers in funding for employees to gain qualifications up to Level 2. • Increasing the number of apprenticeships, which lead to qualifications up to Level 3 and beyond, and in the wider public sector. • “Backing Young Suffolk” initiative. • Sign-up to the Local Employment Partnership with Jobcentre Plus. • Engagement in the Future Jobs Fund – which aims to develop skills, qualifications and employment for young adults 18-24. • Development of a network of LEAP centres and points in communities. • Provision and promotion of “Skills for Life”.
11. Greater focus on the 14-19 agenda e) Picking up the work of the Learning & Skills Council. f) Encourage more young people to stay in education. g) Increase the number of higher education places.	a) Transforming Learning priority – Outcome 7 (Effective implementation of the 14-19 strategy and the implementation of the machinery of government proposals). b) & c) CYP priority 3; through transforming learning and budget management.	a) 16-18 Transfer overseen by MoG (Machinery of Government) Project Board and its Work Streams/Risk Register. b) Young people staying in education (closest is NI 91). c) Participation rates increase (no local targets apparent for increase in number of higher education places). <ul style="list-style-type: none"> • Monitoring future success against NI 79-82 NI 91 NI 117. 	Director of CYP: [Strategic issue] [Suffolk Story]	<p>The transfer and amalgamation of the former LSC team has been completed and there was a successful ‘functional’ merger with the 14-19 Strategy Team to gain greater integration and impact. Since then there has been major change in Government policy and the work of agencies which relate to the Local Authority which includes, amongst other issues, the abandonment of the GO East Progress Checks and associated indicators.</p> <p>Against this uncertain backdrop the LA has refreshed its 14-19 Plan and has produced an Interim 16-19 Local Commissioning Statement for 2011/12 which outlines key priorities and targets.</p> <p>(a) 16-18 Transfer and efficiently lead by MoG Project Board with all posts fixed and strong 16-18 leadership. Issues regarding accommodation, IT and in particular YOI (Warren Hill) are in hand. SRG (Sub-Regional Group) now established and on task. 16-18 transfer and 14-19 strategy are on target.</p> <p>(b) See also response on progress in Priority 1 above under <i>Developing a strong & dynamic workforce</i>.</p> <p>Key progress to report:</p> <ul style="list-style-type: none"> ▪ 16-18 learning rate up in 2009 from 75% to 79%. ▪ 16-18 NEET down in 2009 from 7.9% to 7.6%. ▪ Progress in year on both measures is above both national and regional rates.

				<ul style="list-style-type: none"> Participation at 17 rate up in 2009 from 80% to just under 85%. “Safety Net” provision in the 4 FE colleges is starting to address the needs of young people dropping out of full-time learning, and is already impacting on participation at 17. Area-based participation task forces are contributing to a county-wide strategy under the umbrella of the RPA (Raising Participation Age) measure – learning providers in a local dialogue about supply & demand with Youth & Connexions service & Jobcentre Plus. On L2 by 19 most recent DCSF data (2008) puts Suffolk at 76.5% and Amber Green in 14-19 Progress Check RAG rating (GO East). On L3 by 19 most recent DCSF data (2008) puts Suffolk at 50.1% and Amber green in 14-19 Progress Check RAG rating (GO East). On L2 by 19 for those in receipt of FSM at 15 most recent DCSF data (2008) puts Suffolk at 58.1% and G in 14-19 Progress Check RAG rating (GO East).
12. Encourage a greater number of companies in Suffolk to sign up to the Skills Pledge	<ul style="list-style-type: none"> ACS priority 5; improved employability and skills. E&T Workforce Development commitments and targets. 	<ul style="list-style-type: none"> 1,000 companies signed up to the skills pledge (skills pledge local target). SCC will up-skill at least 1,000 of its staff. E&T committed to ensuring all their staff have the opportunity to gain at least Level 2 qualifications. Monitoring future success against: NI137; NI138; NI139. 	Director of ESE: [Suffolk Story]	COMPLETE <ul style="list-style-type: none"> Achieved 1,000 companies signed up to the skills pledge (skills pledge local target). Successful development of LEAP Centre network and points in communities, enabling Suffolk residents to access further and higher education, opportunities for learning, skills and employment, plus information, advice and guidance on qualifications and employment. Provision and promotion of “Skills for Life” – literacy, numeracy and English for Speakers of English as a Second Language (ESOL) and basic skills, through Suffolk County Council’s Adult Learning Service, to ensure that people have the basic skills to progress to Level 2 and beyond. Staff development & training is now the remit of CSD HR & Development team.

SUFFOLK STORY OUTCOME IMPROVE PROVISION

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
13. Implement the findings from the Schools Organisational Review	<ul style="list-style-type: none"> RM priority 7; transforming learning and skills - SOR and BSF. Transforming Learning work stream, risk management, and budget/resource planning. 	<ul style="list-style-type: none"> Funding for SOR secured and milestones/targets set. Monitoring future success against: NI72; NI73; NI74; NI75; NI78; (as NI75, but for specific high priority schools); NI79; NI80; NI100; NI101; NI102; NI106. 	Director of CYP: [Strategic issue] [Suffolk Story]	<ul style="list-style-type: none"> Statutory proposals approved for changes to 130 schools. Funding strategy in place for approved proposals. First stage of changes in Haverhill and Lowestoft implemented in September 2010. No adverse effects on children’s progress detected at schools undergoing change. Process for redeployment of staff proving effective. Impact of potential new academies and free schools on approved plans being assessed.

				<ul style="list-style-type: none"> Options for remaining 65 schools being developed. Consultation on remaining schools suspended until implications of CSR are known. <p>Cabinet to consider budget arrangements in February - funding for groups 1, 2 and 3a, included in this plan. Funding for groups 3b and 3c identified. All funding is linked to the timing of the BSF programme in these areas.</p> <ul style="list-style-type: none"> Milestones set for the concluding phases of the SOR (Groups 3b and 3c). <p>SOR changes to schools approved and being implemented in the first two groups. Consultation in the first part of the remaining 3-tier areas completed. Revised timetable for the rest of Suffolk agreed to reflect new funding assumptions.</p> <p>AP RISKS: All BSF risks managed by BSF Programme Team.</p>
14. Provide Local Enterprise and Access Point (LEAP) Centres and adult learning from 44 libraries in Suffolk to support and advise people on training and learning opportunities.	<ul style="list-style-type: none"> ACS priority 5; improved employability and skills. ACS is the lead partner with the UCS in the provision of LEAPs. 	<ul style="list-style-type: none"> Full capacity of 48 Sure-Start Children's Centres and 14 LEAP Centres (plus 106 Points) by March 2011. Monitoring future success against: NI110; NI111; NI112; NI115; NI117; NI137; NI138; NI139. 	Director of ACS: [Suffolk Story]	<p>COMPLETE</p> <p>Children's Centres</p> <ul style="list-style-type: none"> All Children's Centres were designated by March 2010. They are opening on a rolling programme and will all be open by March 2011. All Children's Centres provide access to LEAP services. 48 Children's Centres are also Library access points. <p>Libraries</p> <ul style="list-style-type: none"> Libraries have now fulfilled all their commitments to the LEAP project, with the re-opening of Sudbury and Bury St. Edmund's libraries in September and October 2010.
15. SC & FE sector to focus more on skills and knowledge to support established local industries and emerging sectors.	<ul style="list-style-type: none"> Transforming Learning work stream; expectations of early learning provision, schools, Further Education (FE) Colleges and work-based providers are high, both locally and nationally, to deliver a modern and relevant curriculum and to achieve even higher standards of enjoyment, engagement and achievement. 	<ul style="list-style-type: none"> Monitoring future success against: NI110; NI111; NI112; NI115; NI117. 	Director of ESE: [Leadership Team] [CAA]	<p>A new team set up to focus on developing and delivering the plan to address the county's priorities for future work and skills for the future, including those for achieving Suffolk's vision for work and skills; ensuring that all young people are equipped with the knowledge, skills and experience to progress in their chosen career and meet the needs of employers, developing the LEAP Centre programme, providing support to tackle worklessness amongst adults and supporting growth in the key economic and new industry sectors in Suffolk. The team is currently working closely with partners to identify and take forward actions, and determine the resources available, to deliver the vision for a high-skilled workforce by 2028.</p>
16. Create new apprenticeships in Suffolk including within Suffolk County Council.	<ul style="list-style-type: none"> ACS plans to develop work placements and adult apprenticeships in SCC. E&T actively supports and promotes the apprenticeship scheme. 	<ul style="list-style-type: none"> Create new apprenticeships within Suffolk County Council. E&T Planning Dept is creating 4 trainee posts in 2009 and supporting them to study for BTEC National Certificate (Level 3) in Civil engineering. Archaeology is also planning to offer a placement to an apprentice. 	Director of ESE: [Recession action]	<ul style="list-style-type: none"> Creating of new appointments is restricted during the current climate. Suffolk Future Jobs Fund round 2 bid will not go ahead because of current economic climate and change of government. CSD is looking to appoint three apprentices in IT during Q3-Q4 2010.

VULNERABLE PEOPLE & INEQUALITY
SUFFOLK STORY OUTCOME SUPPORT ADULTS AND OLDER PEOPLE

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
17. More people helped to live independently in their own home (and support people to move from health accommodation into their own home).	<ul style="list-style-type: none"> ACS priorities 1,2 and 3; Improved health and emotional well being; Improved quality of life; Improved choice and personal control. 	<ul style="list-style-type: none"> By March 2010 everyone will be living in settings which are no longer the responsibility of the NHS. Full resettlement, with everyone living in homes of their own choosing, will be complete by Dec 2010. Increasing people benefitting from assistive technology (Local target : 1,500 individuals using one or more pieces of equipment). Monitoring future success against: NI137; NI138; NI139; NI120; NI123; NI124; NI125; NI136; NI126; NI127. 	Director of ACS: [Strategic issue] [Suffolk Story]	COMPLETE- improvements achieved; performance improved <ul style="list-style-type: none"> By March 2010 those people with learning disabilities who were living in NHS campus accommodation will be no longer be the responsibility of the NHS. We remain on target to ensure that by Dec 2010 they will be living in homes of their own choosing. From 1 Apr 09 – 31 Dec 09, ACS has supported a total of 2,512 new Individual and Family Carers with Assistive Technology / Telecare Services in their homes. The Grant Funded Services Survey has just been completed and SCC reported services funded by voluntary organisations for 22,968 people in Suffolk aged 18+. This is reported in NI 136 – people supported to live independently through social services. Suffolk 08/09 Out turn 5506.7, (National av: 3351.3; Regional av: 2894.7) Suffolk 09/10 5274 (proxy until completion of Returns in May). Recent CQC data shows that 99.9 receiving domiciliary care in Suffolk do so from providers with 2 or 3 star ratings. This is the best performance in the region. The Personal Social Services: Home Care Users Aged 65 or over, England, 2008-09 user survey report presents final results from a survey of older people aged 65 and over receiving home care. A questionnaire was sent out to a sample of users in every Council to gain an understanding of their experience of the service they receive. In Suffolk 60.5% of service users reported they were extremely or very satisfied with the service that they received. This compares to 58.4% England average and is the highest satisfaction in the region.
18. Reduce the number of people whose discharge from hospital is delayed.	<ul style="list-style-type: none"> ACS priority 2; improved quality of life; includes key actions such as "work to improve transfer from hospital; providing choice and better outcomes for people". 	<ul style="list-style-type: none"> Review of Intermediate care capacity completed. Improved timescales for major adaptations to people's home. Introduction of electronic home care monitoring. Monitoring future success against: NI120; NI123; NI136; NI126; NI127; NI131. Analysis of reason codes used to 	Director of ACS: [Strategic issue] [Performance]	COMPLETE- Projects in place, improvements achieved. The review of the major adaptations process has been completed and a solution identified. Although it is a target to improve performance, benchmarking for 2008/09 showed Suffolk to be performing well against national figures. A business case has been prepared based on new Area OT Assistant staff to carry out work currently requiring a qualified OT (Grade 6). This will be funded by savings from purchasing budgets and has the potential to achieve some small staff savings. The work will be kick started by an "invest to save" contribution of £90,000 from the Corporate "Management of Change" budget.

		denote delayed discharge, and an assessment of whether these delays are appropriate, or in fact delays at all.		<p>Improvements in the District Council processes have also been designed and can be achieved as a result of opportunities arising from a new contract which 6 of the 7 Districts and Boroughs have established with Orbit Home Improvement.</p> <p>It is anticipated that the “end to end time” for the customer will reduce from a current average of 652 days to 347 days.</p> <p>Progress is being made in the implementation of electronic home care monitoring. With effect from 1-4-10 it will be a contractual requirement of all home care providers that they have introduced electronic homecare monitoring system by April 2012. A specification setting out the quality and finance information required by SCC has been developed and this will be sent out along with the new pricing schedules and specifications in March 2009.</p> <p>User Experience Survey for people receiving community equipment or minor adaptations is currently being undertaken. Outturns for NI 127 and 128 will come from this survey.</p> <p>Analysis of DToC reporting information has been presented to the hospital manager’s meeting, and the analysis applied to each hospital has been discussed with the manager of each establishment. Through doing this, issues with the process have been identified and delays for customers who were not medically fit are now being routinely discounted, improving our outturn for NI 131 considerably.</p>
19. Increase the number benefiting from the Homeshield scheme.	<ul style="list-style-type: none"> • ACS priority 1; improved health and emotional wellbeing. • PPSI&D priority to "Protect and improve the lives of vulnerable people and communities". 	<ul style="list-style-type: none"> • To identify and provide Homeshield Plus service to vulnerable people (6,000 Homeshield visits to be undertaken by December 2010). • LAA Local Target 6 – Older people feeling safer in their homes. • Monitoring future success against: NI15; NI16; NI17; NI18; NI19; NI21; NI26; NI28; NI29; NI32; NI34. 	Director of PPSI&D [Suffolk Story]	<p>Homeshield Plus: carried out 1,796 home visits in the first 8 months (Jan – Aug) of the project resulting in;</p> <ul style="list-style-type: none"> • 1,925 smoke detectors installed • 719 sensory smoke detector/alarms installed • 354 sets of door security equipment provided and installed • 3,330 leaflets distributed to clients advising on the whole range of support organisations available • 876 datalink pots provided • 1,274 referrals to the Home Shield coordinator resulting in 2,064 actions being taken
20. Greater take-up of direct payments to enable vulnerable people to have more control over their lives.	<ul style="list-style-type: none"> • ACS priority 3; improved choice and personal control. • Increase numbers of adults who choose a direct payment for their services. • Support and promote learning opportunities as part of the service options for people who choose direct payments and self-directed support. • Extend self-directed support 	<ul style="list-style-type: none"> • Local target : numbers of people receiving personal budget allocations. • Complete the implementation for the introduction of pre-payment cards (dependant on outcome from OLM). • Monitoring future success against: NI130; NI137; NI138; NI139; NI126; NI127; NI143; NI144; NI145; NI146; NI147; NI148; 	Director of ACS: [Strategic issue]	<ul style="list-style-type: none"> • There has been an improvement in the take up of Direct Payments since 08/09: • Q3 – 841 (from 759 in 08/09). • Q4 – 950. • ACS is working towards a national target of 30% of all customers receiving services to have a “Personal Budget” by March 2011. • Current outturn for NI 130 – 12.51%; this represents users of both direct payments and personalised budgets. • Issues with Care First 6 and the production of data are preventing us from reporting accurately on users of Self-Directed Support outside of a Direct Payment at the moment. However this is likely

	by building on the excellent SDS methodology.	NI149.		to be corrected in the next two weeks, as a 'hotfix' is being applied to the system that will allow us to draw out the appropriate data for analysis.
ACCESSIBILITY 21. Extend the provision of High Speed Broadband in Suffolk.	<ul style="list-style-type: none"> E&T priority; reducing economic inequalities across the county. 	<ul style="list-style-type: none"> RM (PPI) and E&T working together on Broadband project for rural areas. 	Director of ESE: [Strategic issue]	Agreed strategy to seek funding for Suffolk-wide solution to poor broadband connectivity in partnership with private and voluntary sectors. Aim to secure overall solution within next two years.

SUFFOLK STORY OUTCOME SUPPORT CHILDREN, YOUNG PEOPLE AND FAMILIES

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE												
22. Improve provision of mental health services to children and young people (CAMHS).	<ul style="list-style-type: none"> CYP priorities 1 and 4; realise benefits of early intervention and prevention through service integration and key process improvement; and gain benefits from joint commissioning with Children's Trust partners, particularly Health. 	<p>NI 51 - Effectiveness of CAMHS services - is made up of 4 proxy measures:</p> <ol style="list-style-type: none"> 24 hour cover available for CYP to meet urgent mental health needs and specialist assessments 4/4 A full range of CAMHS services commissioned for CYP with <i>learning disabilities</i> (including autistic spectrum disorders) 3/4 Services for 16 and 17 year old age appropriate environments (no under 18 year olds on Adult mental health wards, unless deemed appropriate) 3/4. A full range of mental health early intervention, targeted support services available in universal settings 3/4. <p>Total = 13/16 for 2009.</p>	Director of CYP: [Strategic issue] [Audit & Inspection]	<p>COMPLETE _ improvements achieved</p> <p>NI 51 - Effectiveness of CAMHS - Improved to 15 in 2010 from a baseline figure of 12. (This Self Assessment was verified by Go East at Suffolk CAMHS progress review 6/11/09).</p> <table border="1"> <thead> <tr> <th>Date</th> <th>2009</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>13</td> <td>14</td> <td>16*</td> </tr> <tr> <td>Actual</td> <td>13</td> <td>15</td> <td></td> </tr> </tbody> </table> <p>*16 is the maximum score.</p>	Date	2009	2010	2011	Target	13	14	16*	Actual	13	15	
Date	2009	2010	2011													
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23. Reduce Childhood Obesity through initiatives such as Health Ambitions Suffolk Challenge and Healthy Schools.	<ul style="list-style-type: none"> CYP priority 4; gain benefits from joint commissioning with our Children's Trust partners, particularly Health. E&T priority 2; supporting healthy ambitions (through transport). 	<ul style="list-style-type: none"> NI 56 - Obesity in primary school age children in Year 6 - LAA2 target for 2010 is 16.30%; 2011 is 16.26% (against baseline of 16.0% 2006/07). Healthy Schools – 75% accredited by December 2009. <p>Monitoring future success against :</p> <ul style="list-style-type: none"> NI 198 - Children travelling to school mode of transport usually used NI 52 - 'Take up' of school lunches NI 53 - Prevalence of breast-feeding at 6-8 wks from birth NI 55 - Obesity in primary school age children in Reception NI 57 - CYP participating in high quality 	Director of Health [Strategic issue]	<p>The December 2009 target of 75% of schools to achieve National Health School Status was beaten. Furthermore, there was the expectation that 10% of schools would be working on the 'Enhancement Model' by March 2010, and that figure was met in January 2010.</p> <p>In 2010, the take-up of school lunches increased from 22.7% to 29.8% for secondary school children but decreased slightly amongst primary school children.</p> <p>There was an improvement in children's satisfaction with parks and play areas, however this figure was from the most recent TellUs survey which had a very small sample size.</p>												

		PE & sport <ul style="list-style-type: none"> NI 199 - Children's satisfaction with parks and play areas 		
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SUFFOLK STORY OUTCOME PROTECT VULNERABLE COMMUNITIES

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
24. Achieve and then maintain excellence of the Local Government Equality Framework.	<ul style="list-style-type: none"> PPSI&D priority 7; promoting Social Inclusion and Community Cohesion. Priority 10; embedding equalities and diversity in employment and service delivery. 	<ul style="list-style-type: none"> Achieving 'Excellent' status in the new Equalities framework by Oct. 2010. Monitoring future success against: the 'Corporate Health / Community Cohesion & Diversity' performance indicators. Being able to demonstrate how we respond to citizens' needs in a positive way. 	Director of PPSI&D [Audit & Inspection]	REMOVE SCC is still at 'Achieving' level and working towards 'Excellent'; however, in light of the principles that govern the New Strategic Direction as well as the financial pressures within the public sector, Suffolk County Council has decided not to pursue the Improvement and Development Agency's formal peer assessment process. However, Suffolk County Council will continue to work towards the principles of the Equality Framework and seek recognition of its performance around equality from other local authorities that have already achieved the 'Excellent' status.
25. Reduce negative impact of alcohol in, and improve access to, Alcohol Treatment services across the county.	<ul style="list-style-type: none"> PPSI&D priority and several actions underpin how this is addressed. Graham Gatehouse is chair of DAAT Board. 	<ul style="list-style-type: none"> Reduce serious violent crime in a public place linked to alcohol and substance misuse (10% reduction by 2011). Increase the number of substance misusers in treatment (85% of substance misusers staying in treatment for a minimum of 12 weeks). Increase the proportion of planned exits from treatment to 47%. Monitoring future success against: NI120; NI123; NI136; NI50; NI53; NI15; NI17; NI18; NI19; NI21; NI28; NI32; NI39; NI41. 	Director of ACS: [Strategic issue]	Current performance on headline adult treatment targets is 20% <u>above</u> the national average: this performance has delivered funding for 2010/11 of £2.8 million. This is approx. £600k above our predicted allocation. The current retention target is 78% and performance is at 82% (very good). The planned exits from treatment target is 50% and performance is currently at 37% (very poor). Suffolk is not currently meeting the LT7 target, with 1392 offences recorded over the past 12 months, 125 above the target of 1267. Despite this, however, levels have begun to decrease since September 2009. The majority of these offences are concentrated in the Ipswich Central, Lowestoft Central and Newmarket SNTs, which together account for 50% of offences. Suffolk has the <u>lowest</u> perception of drug use as a problem in the community in the country. We have held this position for the past two years. Suffolk DAAT partnership is pooling NHS, ACS and PTB grants through a Section 75 agreement, thereby saving significant administration costs to partners, and joining up commissioning and performance management into the DAAT team.
26. Improve the structure of governance arrangements for the Adult Safeguarding Board to help manage	ACS priority 2; improved quality of life; Protecting Vulnerable People	<ul style="list-style-type: none"> Development and introduction of enhanced governance-based systems. Improvement in performance in relationship to Adult Safeguarding. 	Head of Adult Safeguarding	COMPLETE- improvements in place A permanent contact within Transformation and Performance has now been established with the Adult Safeguarding Board. This will allow them to liaise directly with us around

performance within Adult Safeguarding.			[Annual Governance Statement]	performance or data quality issues, and will ensure that we are aware of any changes being made at an operational level that could affect reporting transparency or accuracy. Taurai Hove is the designated contact for all Adult Safeguarding reporting and Safeguarding Board Meetings / Report production or information provision. We are currently working with CSD to provide us with a series of exception reports that feed out of the Abuse of Vulnerable Adults return. This will allow us to monitor and manage the return more effectively, working in conjunction with Safeguarding Senior Practitioners and Team Managers to ensure the accuracy and completeness of their data.
27. Safeguarding children & adults – by reducing the number of vacant posts in social care.	<ul style="list-style-type: none"> Mainstreamed within CYP and ACS plans. CYP Plan includes objective of "Reducing number of social care vacancies". 	There is evidence that caseloads are manageable and SW services are provided to a 'good' standard.	Director of CYP: [Strategic issue]	As part of a three year corporate investment programme, finance has been made available to employ up to 50 additional front line Child Care social workers between 2010 and 2012. During 2010 the plan is to recruit between 20 and 25 frontline staff - in addition to the current establishment figure.
28. Create Brandon Healthy Living Centre.	This improvement issue is NOT covered.	<ul style="list-style-type: none"> The project's main aim is to improve and join up health and social care services through listening to what local people have to say. Monitoring future success against: NI137; NI138; NI139; NI120; NI123; NI136; NI50; NI152; NI53; NI54; NI55. 	Director of ACS: [Strategic issue]	SCC and its partners remain committed to providing the same solutions in Brandon to give the community better access to public services in the Town. Discussions are still continuing in regard to exactly what this will look like, who will be involved and costs given the current financial climate.

SUFFOLK STORY OUTCOME HEALTHY AMBITIONS SUFFOLK

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE																										
29. Reduce Health Inequalities	HAS Priority <ul style="list-style-type: none"> Reduce mortality from cardiovascular disease and cancer and reduce inequalities between social groups. Target people with disabilities, special needs and those who are already ill. 	<ul style="list-style-type: none"> Reduce mortality rates (cardiovascular disease and cancer) – across social groups [HI 1]. Reduce smoking rates in groups currently not accessing services [HI 3]. Improve health in groups which are known to have worse-than-average life expectancy [HI 4]. 	Director for Public Health [NHS Suffolk and SCC]	<ul style="list-style-type: none"> Mortality rate from heart disease and stroke (people aged under 75): latest 62.4 per 100,000 against a target of 58.9. Cancer rate (people aged under 75): latest 97.82 per 100,000. <table border="1" data-bbox="1473 400 2018 823"> <tr> <td colspan="2">Healthy life expectancy at age 65 (The number of additional years a person of 65 can expect to live (current mortality rates applied) in good or fairly good health)</td> </tr> <tr> <td>2009 data</td> <td>ERPHO</td> </tr> <tr> <td>County (male)</td> <td>14.2 years</td> </tr> <tr> <td>County (female)</td> <td>16.1 years</td> </tr> <tr> <td>East of England (male)</td> <td>13.9 years</td> </tr> <tr> <td>East of England (female)</td> <td>15.8 years</td> </tr> <tr> <td colspan="2">Perceived poor health 65+ (How is your health in general? [V Good, Good] ERPHO Older people's survey)</td> </tr> <tr> <td>2009 data</td> <td>ERPHO</td> </tr> <tr> <td>County</td> <td>6.7%</td> </tr> <tr> <td>East of England</td> <td>8.9%</td> </tr> </table>	Healthy life expectancy at age 65 (The number of additional years a person of 65 can expect to live (current mortality rates applied) in good or fairly good health)		2009 data	ERPHO	County (male)	14.2 years	County (female)	16.1 years	East of England (male)	13.9 years	East of England (female)	15.8 years	Perceived poor health 65+ (How is your health in general? [V Good, Good] ERPHO Older people's survey)		2009 data	ERPHO	County	6.7%	East of England	8.9%						
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30. Create more healthy and sustainable communities.	HAS Priority <ul style="list-style-type: none"> Improve accessibility to the physical environment so that it can be used to improve health. Produce reliable, accessible health information and promote health education. 	<ul style="list-style-type: none"> Develop the physical environment so that it is used to increase physical activity for all [SUS 3]. Produce reliable, accessible health information and promote health education [SUS 7]. 	Director for Public Health [NHS Suffolk and SCC]	<table border="1" data-bbox="1473 874 2011 1369"> <tr> <td colspan="2">Healthy Ambitions Suffolk Challenge</td> </tr> <tr> <td>Registrations</td> <td>6,030</td> </tr> <tr> <td>(Awards)</td> <td></td> </tr> <tr> <td>Bronze</td> <td>1,176</td> </tr> <tr> <td>Silver</td> <td>825</td> </tr> <tr> <td>Gold</td> <td>475</td> </tr> <tr> <td colspan="2">Under 16s free swimming programme</td> </tr> <tr> <td>Total registered and number of participants by sex</td> <td>Awaiting data</td> </tr> <tr> <td colspan="2">Fit 4 future</td> </tr> <tr> <td>• Number of participants</td> <td>Awaiting data</td> </tr> <tr> <td colspan="2">HAS School awards</td> </tr> <tr> <td>• Number of entries</td> <td>Awaiting data</td> </tr> <tr> <td>• Awards given</td> <td>Awaiting data</td> </tr> </table>	Healthy Ambitions Suffolk Challenge		Registrations	6,030	(Awards)		Bronze	1,176	Silver	825	Gold	475	Under 16s free swimming programme		Total registered and number of participants by sex	Awaiting data	Fit 4 future		• Number of participants	Awaiting data	HAS School awards		• Number of entries	Awaiting data	• Awards given	Awaiting data
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31. Improve the health of people of working age.	HAS Priority <ul style="list-style-type: none"> • Increase employment levels amongst socially-excluded populations. • Improve health (e.g. reduce obesity) and mental wellbeing in the workplace. 	<ul style="list-style-type: none"> • Increase employment levels among socially-excluded populations (36%) [EMP 3]. • Improve health (e.g. help to reduce obesity) and mental wellbeing in the workplace (42% for each) [EMP 1 & 2]. 	Director for Public Health [NHS Suffolk and SCC]	<table border="1"> <tr> <td colspan="2">Workforce survey – long term staff sickness [Public & Private sector employees]</td> </tr> <tr> <td colspan="2">- Awaiting data from Healthy Ambitions, Suffolk</td> </tr> <tr> <td colspan="2">Participation in ‘Fit for Work’ [Public & Private sector employees]</td> </tr> <tr> <td colspan="2">- Awaiting data from Healthy Ambitions, Suffolk</td> </tr> <tr> <td colspan="2">Participation in “Mindful Employer” [Public & Private sector employees]</td> </tr> <tr> <td colspan="2">- Awaiting data from Healthy Ambitions, Suffolk</td> </tr> <tr> <td colspan="2">Participation in HAS Health Manager scheme [Public & Private sector employees]</td> </tr> <tr> <td colspan="2">- Awaiting data from Healthy Ambitions, Suffolk</td> </tr> <tr> <td colspan="2">Workplace Accreditation & Awards [Public & Private sector employees]</td> </tr> <tr> <td colspan="2">- Awaiting data from Healthy Ambitions, Suffolk</td> </tr> </table>	Workforce survey – long term staff sickness [Public & Private sector employees]		- Awaiting data from Healthy Ambitions, Suffolk		Participation in ‘Fit for Work’ [Public & Private sector employees]		- Awaiting data from Healthy Ambitions, Suffolk		Participation in “Mindful Employer” [Public & Private sector employees]		- Awaiting data from Healthy Ambitions, Suffolk		Participation in HAS Health Manager scheme [Public & Private sector employees]		- Awaiting data from Healthy Ambitions, Suffolk		Workplace Accreditation & Awards [Public & Private sector employees]		- Awaiting data from Healthy Ambitions, Suffolk	
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32. Children and Young People (Health perspective – Healthy Ambitions).	HAS Priority <ul style="list-style-type: none"> • Improve psychological health and wellbeing. 	<ul style="list-style-type: none"> • Improve the sexual health of young people and reduce teenage pregnancy [CYP 3]. • Improve the psychological health and wellbeing of children and young people (46%) [CYP 2]. 	Director for Public Health [NHS Suffolk and SCC]	<table border="1"> <tr> <td colspan="2">REMOVE TEENAGE CONCEPTION FALLEN</td> </tr> <tr> <td colspan="2">Under-18 conception rate per 1,000 females aged 15 to 17 (Vital Signs 15)</td> </tr> <tr> <td>NHS Suffolk</td> <td>33.33</td> </tr> <tr> <td>NHS Great Yarmouth and Waveney</td> <td>36.14</td> </tr> </table> <p>The latest teenage conception rates for Suffolk show a reduction to 30.4 (500 in numbers) from 31.5 (591 in numbers) in 2007 (this is per 1000 young women aged 15-17). This gives Suffolk a percentage change in rate of 18.9% since the baseline in 1998. There is also a reduction in the abortion rates - in 2008 it was 43 in comparison with 46 in 2007. Although below the LAA2 target, this compared favourably with both Eastern region and National figures. England - 40.4 per 1000 girls aged 15-17 – a decrease of 3.2% from the 2007 rate and the lowest rate for over 20 years. Since the 1998 baseline, the under-18 conception rate has fallen by 13.3%.</p>	REMOVE TEENAGE CONCEPTION FALLEN		Under-18 conception rate per 1,000 females aged 15 to 17 (Vital Signs 15)		NHS Suffolk	33.33	NHS Great Yarmouth and Waveney	36.14												
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33. Older People (Health perspective – Healthy Ambitions).	HAS Priority <ul style="list-style-type: none"> Promote active healthy living by offering targeted life-quality services. Support implementation of dignity in care standards and end of life care e.g. for dementia. 	<ul style="list-style-type: none"> Promote active healthy living by offering targeted life quality services (35%) [OP 3]. Promote interdependence and engagement for older people to reduce social exclusion to improve mental health (55%) [OP 1]. 	Director for Public Health [NHS Suffolk and SCC]	<table border="1"> <tr> <td colspan="2">Healthy life expectancy at age 65 (number of additional years a person of 65 can expect to live in good or fairly good health)</td> </tr> <tr> <td>County (male) 2009</td> <td>14.2 yrs</td> </tr> <tr> <td>County (female) 2009</td> <td>16.1 yrs</td> </tr> <tr> <td>East of England (male) 2009</td> <td>13.9 yrs</td> </tr> <tr> <td>East of England (female) 2009</td> <td>15.8 yrs</td> </tr> <tr> <td colspan="2">Perceived poor health 65+ (ERPHE Older people's survey) - % poor health</td> </tr> <tr> <td>County 2009</td> <td>6.7%</td> </tr> <tr> <td>East of England 2009</td> <td>8.9%</td> </tr> <tr> <td colspan="2">Highest Suffolk District: 15.3% Mid Suffolk. Lowest Suffolk District: 2.5% Forest Heath.</td> </tr> <tr> <td colspan="2">Obese people 65+ (those with a BMI >30 based on self reported height and weight)</td> </tr> <tr> <td>County 2009</td> <td>10.0%</td> </tr> <tr> <td>East of England 2009</td> <td>13.8%</td> </tr> <tr> <td colspan="2">Smokers 65+ (current smokers, not just cigarettes)</td> </tr> <tr> <td>County 2009</td> <td>6.7%</td> </tr> <tr> <td>East of England 2009</td> <td>10.8%</td> </tr> <tr> <td colspan="2">Heavy drinkers 65 (heavy = harmful unit per weeks)</td> </tr> <tr> <td>County 2009</td> <td>14.9%</td> </tr> <tr> <td>East of England 2009</td> <td>15.2%</td> </tr> </table>	Healthy life expectancy at age 65 (number of additional years a person of 65 can expect to live in good or fairly good health)		County (male) 2009	14.2 yrs	County (female) 2009	16.1 yrs	East of England (male) 2009	13.9 yrs	East of England (female) 2009	15.8 yrs	Perceived poor health 65+ (ERPHE Older people's survey) - % poor health		County 2009	6.7%	East of England 2009	8.9%	Highest Suffolk District: 15.3% Mid Suffolk. Lowest Suffolk District: 2.5% Forest Heath.		Obese people 65+ (those with a BMI >30 based on self reported height and weight)		County 2009	10.0%	East of England 2009	13.8%	Smokers 65+ (current smokers, not just cigarettes)		County 2009	6.7%	East of England 2009	10.8%	Heavy drinkers 65 (heavy = harmful unit per weeks)		County 2009	14.9%	East of England 2009	15.2%
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County 2009	6.7%																																							
East of England 2009	8.9%																																							
Highest Suffolk District: 15.3% Mid Suffolk. Lowest Suffolk District: 2.5% Forest Heath.																																								
Obese people 65+ (those with a BMI >30 based on self reported height and weight)																																								
County 2009	10.0%																																							
East of England 2009	13.8%																																							
Smokers 65+ (current smokers, not just cigarettes)																																								
County 2009	6.7%																																							
East of England 2009	10.8%																																							
Heavy drinkers 65 (heavy = harmful unit per weeks)																																								
County 2009	14.9%																																							
East of England 2009	15.2%																																							

BE THE GREENEST COUNTY

SUFFOLK STORY OUTCOME **ENCOURAGE GREEN TECHNOLOGY AND INITIATIVES**

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
34. Consider options for extracting energy from waste through the waste procurement programme.	<ul style="list-style-type: none"> E&T priority 1; creating a low carbon economy. E&T Key Objective; to manage all municipal waste to minimise the impact on the environment by reducing, reusing, recycling and recovering energy from waste. 	No local targets apparent within directorate plan. <ul style="list-style-type: none"> Monitoring future success against: NI194; NI185; NI186; NI188. 	Director of E&T: [Strategic issue]	REMOVE- project contracts now signed. The EfW contract was signed on 6 October 2010 with a view to the contract starting to run in 2014, building an energy-from-waste facility at Gt Blakenham. AP RISK: Risks managed by Waste Programme Team & head of Waste.
35. Position Suffolk as a leader in the renewable energy sector (Green Coastal Ribbon).	<ul style="list-style-type: none"> E&T priority 1; creating a low carbon economy, "Build a stronger renewable energy cluster based around OrbisEnergy business centre in Lowestoft." 	<ul style="list-style-type: none"> Plans for expansion of Sizewell will be developed and a focus for conferences and events on the renewable energy sector construction of the Greater Gabbard offshore wind 	Director of E&T: [Strategic issue] [Suffolk]	Sizewell/Greater Gabbard comments in 2-3 above. Further wind farm development progressing well, including Thames and north Norfolk currently in build or approved, contributing to ~3GW power by 2015. We have a study underway to learn what the offshore wind

		farm will start in 2010. <ul style="list-style-type: none"> Support from PPI (European Team). Monitoring future success against: NI194; NI185; NI186; NI188. 	Story]	industry can learn from the oil and gas industry, due to be completed in October 2010; initial findings include concerns that standards from the oil and gas industry should be adopted before the offshore wind industry considers developing a different framework and that the availability of offshore construction equipment is going to be extremely limited because offshore wind is competing for resources with offshore oil and gas.
36. Replace oil-fired boilers with wood-fuelled alternatives in County Council buildings.	<ul style="list-style-type: none"> E&T priority 1; creating a low carbon economy. Supporting carbon reductions and the local economy. Priority in RM property division. 	<ul style="list-style-type: none"> Replace 15 oil-fired boilers with wood-fuelled alternatives in County Council buildings by 2010. Property Division action plan will ensure this is achieved. Monitoring future success against: NI194; NI185; NI186; NI188. 	Director of RM: [Suffolk Story]	REMOVE- installations in place 11 replacement boiler installations have been completed, with 6 new installations completed during 2009-10. 1 proposed scheme at Hartismere HS is programmed for 2010. 11 other schemes are proposed if funding is available.

SUFFOLK STORY OUTCOME USING RESOURCES MORE WISELY

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
37. Support SMEs and voluntary organisations to cut carbon and save money on their energy costs	<ul style="list-style-type: none"> E&T priority 1; creating a low carbon economy. RM priority 2; Green contracts/procurement: priority; Continue to support local economy and reduce carbon footprint through local sourcing of goods and services. 	No specific action(s) or local targets apparent within E&T directorate plan. No local targets apparent within RM directorate plan (procurement). <ul style="list-style-type: none"> Monitoring future success against: NI185; NI194; NI186; NI188. 	Director of ESE: [Suffolk Story]	REMOVE: embedded activity Ongoing activity, including networking events and support audits, through Suffolk Climate Change Partnership to advise SMEs and vol. orgs on methods to reduce carbon and energy costs. Specific activity ongoing through the ANSWER project.
38. Lead the way – low carbon SCC buildings (reducing carbon emissions in SCC operations).	<ul style="list-style-type: none"> RM priority 1; reducing consumption of resources. 	<ul style="list-style-type: none"> Ensure Corporate Property design buildings and schemes with a minimum BREEAM rating of "Good". Develop exemplars of good practice with a BREEAM rating of "Excellent". Monitoring future success against: NI185; NI194; NI186; NI188. 	Director of ESE: [Strategic issue] [Suffolk Story]	Planning for Gt Blakenham EfW site will include BREEAM requirements. Tender placed early 2010. Contract awarded early October 2010 and build is due to commence early 2012, subject to planning approval. AP RISK: Carbon reduction risk owned by Andrew Rowe – Corp Property.
39. Reduce the amount of waste sent to landfill by making improvements to recycling and composting in Suffolk.	<ul style="list-style-type: none"> E&T priority 1; creating a low carbon economy: 	<ul style="list-style-type: none"> Ensure Suffolk reduces and recycles more of its waste through improvements in the performance in the household waste recycling centres and drive up performance to 60% recycling and composting. Monitoring future success against: NI185; NI194; NI186; NI188.	Director of ESE: [Suffolk Story]	REMOVE – strong performance WRG management of the contract is demonstrating success. WRG has exceeded the 60% recycling and composting target for the household waste recycling centres in 2009-10. We have achieved a 20% reduction in household waste to landfill, with only approx. 30% of items entering the sites having to go to landfill.

SUFFOLK STORY OUTCOME PROMOTE ENVIRONMENTALLY FRIENDLY INITIATIVES

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
40. Increase the number of schools achieving “Eco Schools” status.	<ul style="list-style-type: none"> Strategic objective in the Inclusive School Improvement Service Commissioning Plan. 	<ul style="list-style-type: none"> 130 schools to have achieved Eco Schools status by March 2010. Transforming Suffolk aims to set targets for development of eco-schools, school travel plans, school recycling and developing schools as an eco-hub for their surrounding communities. Monitoring future success against: NI185; NI194; NI186; NI188. 	Director of ACS: [Strategic issue]	COMPLETE April 2010: there were 200 schools registered of which 140 had achieved awards (21 green; 72 silver; 47 bronze).

DELIVER GREAT SERVICES AT EXCEPTIONAL VALUE
**SUFFOLK STORY OUTCOMES INNOVATE IN THE WAY WE DELIVER SERVICES AND MANAGE OUR BUSINESS
 DELIVER HIGH QUALITY SERVICES FOR YOUNG AND OLD**

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
41. Focus on improvements in managing partnership risk.	<ul style="list-style-type: none"> RM priority 5; lead the Council's aspiration to be an exceptional council. RM priority 10; sharing good practice. 	Partnership risks to be considered and duly recorded on a central system within each service office as each partnership agreement is drawn up. These risks should be monitored and reviewed on a regular basis, and evidence to support this maintained.	Director of RM: [Annual Governance Statement]	REMOVE By application of SCC's revised approach to management of risk, recording risks relating to partnership may not be necessary. A majority of 'partnerships' do not pose a significant threat to SCC in terms of loss or reputational damage. Setting up partnerships should be seen very much as 'business as usual'. Some partnerships, however, do present greater risks. This includes Greenest County that now has a strategic 'opportunity' risk recorded covering a range of reputational and leadership issues around carbon reduction and bio-diversity. In relation to the NSD – research continues to explore partnership risks with the 'third sector' – e.g. Suffolk Acre, SAVO and Suffolk Youth. In addition, the Joint Property Programme embodies partnership with Suffolk Police Authority and others in the run up to provision of the 'single public sector estate', a central feature of SCC NSD.
42. Develop and embed unit cost and Value For Money techniques – including strategic benchmarking analysis to assist the	<ul style="list-style-type: none"> RM priority 4; plugging the financial gap between now and 2018 – developing a balanced budget. RM priority 5; lead the Council's 	<ul style="list-style-type: none"> Produce more evidence of use of unit costing techniques to understand what drives costs and how cost behaves. Benchmarking information comprehensively used to identify and 	Director of RM: [Strategic issue]	REMOVE Some unit cost information routinely produced. Good specialist knowledge within services of unit cost trends. Information used to target resources to deliver planned outcomes.

<p>council in targeting future improvement activity. * links to Value for Money Strategy below</p>	<p>aspiration to be an exceptional council.</p> <ul style="list-style-type: none"> RM priority 10; sharing good practice. 	<p>target areas for improvement.</p> <ul style="list-style-type: none"> Visits made to other organisations which are identified as higher performers on cost and performance, linked to corporate priorities. 		
<p>43. Embed the recently developed Value for Money Strategy throughout the organisation.</p>	<ul style="list-style-type: none"> RM priority 4; plugging the financial gap between now and 2018 – developing a balanced budget. RM priority 5; lead the Council's aspiration to be an exceptional council. 	<ul style="list-style-type: none"> Ensure further efficiencies are achieved across the Council's core services and unit costs are reduced. Areas of high cost are reduced. Areas of high cost and poor performance are addressed. 	<p>Director of RM: [Audit & Inspection]</p>	<p>COMPLETE Embedding the practices is happening in a variety of ways through promoting the elements of the strategy consistently to the organisation. Examples include:</p> <ul style="list-style-type: none"> - ACS contracted a specialised firm to negotiate down very high care packages, mainly in the learning disabilities area. ACS intends to extend their brief and also involve CYP. - Wide publicity given to the council's 'Change Strategy' including a strand of promoting efficiency. - A review of the council's reward and remuneration policies is underway to ensure that pay is aligned to achieving the council's ambitions. - A mid-point review of CSD contract is underway to ensure the contract is focussed on delivering value and avoiding growth in costs.
<p>44. Strengthen the commissioning of services by embedding the engagement of local communities in procurement throughout the organisation.</p>	<ul style="list-style-type: none"> RM priority 14; Develop commissioning framework. RM priority 5; Lead the Council's aspiration to be an 'exceptional' council. 	<ul style="list-style-type: none"> Greater engagement of local communities in the procurement process across the whole of SCC. Development of the Council's approach to strategic commissioning. 	<p>Director of RM: [Audit & Inspection]</p>	<p>COMPLETE: The council maintains a close working relationship with the 3rd sector through regular contact between service commissioners and procurement staff. In particular providing support to the sector in planning for and undertaking tendering and procurement; training for service commissioners in tendering processes and working with the market. Regular meetings are now held with the sector to discuss and shape future commissioning intentions / service requirements before a tender process is commenced.</p>
<p>45. Enhance procurement performance through embedding new procurement systems such as P2P fully across the organisation.</p>	<ul style="list-style-type: none"> RM priority 1; Reducing consumption of resources. RM priority 4; Plugging the financial gap between now and 2018 – developing a balanced budget. 	<ul style="list-style-type: none"> P2P becomes fully embedded across the organisation. 	<p>Director of RM: [Audit & Inspection]</p>	<p>COMPLETE: Launch of the 'Finance Masterclass' scheme has been a great success with materclasses running every month on subjects such as IFRS, capital accounting, section 151 responsibilities and balance sheets. The council has also created a series of handbooks for staff during 2009 which includes Budget Management, Project accounting, Excel for finance, Oracle reports and P2P. The handouts can accessed directly from Oracle. AP RISK: Managed by Richard Hall – current low risk due to implementation of controls.</p>
<p>46. Ensure that the costing of service plans is considered consistently across the Council and that the application of corporate guidance in this area is fully embedded.</p>	<ul style="list-style-type: none"> RM priority 5; lead the Council's aspiration to be an exceptional council. 	<ul style="list-style-type: none"> Corporate Planning and Performance Management framework is revised annually and managers made aware of best practice. The corporate Service Planning Group actively produces and reviews directorate plans. 	<p>Director of RM: [Audit & Inspection]</p>	<p>REMOVE: The joint meeting of strategic finance, planning and performance leads from across SCC agreed there is no need to change the financial elements of the directorate plans, but instead only bring about minor changes in the feel of the plans, based on budget information provided to DMTs. The NSD means that there is a new focus on costing of work.</p>

		<ul style="list-style-type: none"> • Consultation and other opportunities for feedback are managed by PPI in order to annually improve the quality of process and outcomes of the plans. 		
47. Embed the Strategic Asset Management Plan and the Corporate Property Strategy across all Directorates of the organisation.	<ul style="list-style-type: none"> • RM priority 1; Reducing consumption of resources. • RM priority 5; Lead the Council's aspiration to be an 'exceptional' council. • The Major Property and Programmes Team (Corporate Property) plan addresses this issue. 	<ul style="list-style-type: none"> • Ensure that key strategic objectives regarding the asset base (contained in the Strategic Asset Management Plan and the Corporate Property Strategy) are achieved. 	Director of RM: [Audit & Inspection]	REMOVE: New Single Public Estate Workstream set up with partners – to support the New Strategic Direction.
48. Improve CSD Joint Venture to extract efficiency and performance benefits.	<ul style="list-style-type: none"> • RM priority 4; plugging the financial gap between now and 2018. • RM priority 3; leading and managing the relationship with CSD. • RM priority 5; lead the Council's aspiration to be an 'exceptional' council. • RM priority 10; sharing good practice. 	<ul style="list-style-type: none"> • Initiatives to improve the joint venture. • Initiatives to raise the perceived quality and customer satisfaction with CSD. • Drive value for money and affordability agendas. • Moving Forward, CSD agenda and Compass reporting pilot. • Contract development plan; reinforcing 'client side' within HR and ICT expected 2009. 	Director of RM: [Strategic issue] [Audit & Inspection]	A mid-point review of the CSD contract is underway working with the partnership to ensure the contract is focussed on delivering value and avoiding growth in costs for the council. Cabinet and CMB also exercise their collective financial responsibilities in attending scrutiny meetings which assess particular areas of activity e.g. the CSD contract. Sourcing, Procurement and Contract Management hold risks relating to critical supplier failure, supporting small businesses, contracting compliance and those specific to the renewal and current management of our contract with CSD.
49. Significant savings through efficiency programmes and restructuring of service delivery (medium term Council finances).	<ul style="list-style-type: none"> • RM priority 4; plugging the financial gap between now and 2018 - developing a balanced budget. • PPSI&D priority 2; deliver great services at exceptional value. • E&T priority 6; efficiencies. • ACS priority 6; well-managed change. 	<ul style="list-style-type: none"> • Save £21million through the Securing the Future Programme by 2011 (medium-term Council finances). • Business Support Review to align administrative support to meet the current business needs. • NI 179 Cost Efficiency Savings. 	Director of RM: [Strategic issue]	REMOVE- The NSD Programme addresses this. The Council has identified forecast savings of £40.8m for 2011-12. This results from an assumed reduction in formula and Area Based Grants together with increased demand, demography and inflation. On top of this specific grants will also be cut completely or substantially reduced and an assessment of this has also been undertaken. Planned work is in line with the announcements in the Coalition Government's Comprehensive Spending Review (CSR). Following this together with the Local Government Finance Settlement due in early December a rework of the Council's financial position for the period 2011-12 to 2014-2015 will be made.
50. Manage impact of economic downturn on SCC suppliers and support Suffolk businesses.	<ul style="list-style-type: none"> • E&T priority: provide grants to small businesses to help them expand/diversify. • E&T priority: Direct funds and support to businesses most affected by the economic downturn. 	<ul style="list-style-type: none"> • List of critical suppliers to be updated and monitored (including those specific to care providers – ACS). 	Director of RM: [Strategic issue]	REMOVE: Support activities in place through external funding and economic development. [A total of nine (risk management) controls ranging from ensuring prompt payments, communication plans and liaison with Chambers of Commerce are registered on JCAD.

51. Support staff to work more flexibly through initiatives such as the Work Environment Programme; mobile and home working and better use of technology.	<ul style="list-style-type: none"> The Major Property and Programmes Team (Corporate Property) plan. RM priority 3; Leading and managing the relationship with CSD. People Strategy 'Flexible Working Policy' and action plan. 	<p>People Strategy Action Plan (Medium Term 3 to 5 years) looks to actively address this issue.</p> <ul style="list-style-type: none"> Design and implement strategy, policies and procedures that provide business and employee flexibility. This will include clear definitions of working styles available and supporting processes. Work packages must be sustainable and cost saving e.g. reduce business mileage and travel time, maximise utilisation of property, technology enabled solutions. 	<p>Director of RM: [Strategic issue]</p>	<p>COMPLETE July/2010: HR will identify who is eligible for what packages and how to apply for them.</p> <ul style="list-style-type: none"> Work Environment Programme Flexible Working Policy. Securing the future Work Environment Programme. <p>The Council is keen to ensure employees manage a healthy work/life balance and policies and guidance relating to flexible working are given in this area:- http://colin.suffolkcc.gov.uk/HumanResources/FlexibleWorking/PoliciesAndGuidance.htm</p>
52. Significant savings through efficiency programmes and restructuring of service delivery (medium term Council finances).	<ul style="list-style-type: none"> RM priority 4; Plugging the financial gap between now and 2018 - developing a balanced budget. PPSI&D priority 2; Deliver great services at exceptional value. E&T priority 6; Efficiencies. ACS priority 6; Well managed change. 	<ul style="list-style-type: none"> Save £21million through the Securing the Future Programme by 2011. (medium term Council finances). Business Support Review to align administrative support to meet the current business needs. NI179 Cost Efficiency Savings. 	<p>Director of RM: [Strategic issue]</p>	<p>REMOVE This has now been replaced by the New Strategic Direction and savings plans from that. Monitored through the Managing Our Business NSD group.</p>
53. Develop leadership capacity at Suffolk County Council	<ul style="list-style-type: none"> RM priority 5; Lead the Council's aspiration to be an exceptional council HR People Strategy Priority. 	<p>Transformational Leadership theme (within the People Strategy) has a key objective to: Develop leadership capacity within the organisation.</p>	<p>Director of RM: [Strategic issue]</p>	<p>COMPLETE, July 2010 120 places for SCC staff for the Suffolk- wide Leadership Development programme. Mix of nomination and development centres during 2009. Collaboration across authorities working well. 3 Chief Executives are involved on programme board. The Lives We Lead initiative (forerunner to the Total Place programme) has taken a whole-system view and focused on developing the conditions to sustain a new kind of leadership based on shared purpose, collaboration and trust. The Lives We Lead initiative had at its core a leadership collaborative of 22 public, private and voluntary sector leaders who joined forces. Ten months on from the first leadership collaborative meeting, Suffolk's leaders have mapped £4.8bn of the public expenditure in the county, but the potential of pooled budgets is just the starting point.</p>
54. Develop new ways of working with individuals and local communities through locality working arrangements.	<ul style="list-style-type: none"> RM priority 6; Leading the transition for LGR. 	<ul style="list-style-type: none"> CS&P's activity plan - Carry out program of LGR stakeholder engagement events; develop localities, stakeholder engagement strategy 	<p>Director of RM: [Strategic issue]</p>	<p>REMOVED, October 2010- This has been replaced by the Stronger Communities Strand of the New Strategic Direction</p>

SCC INTERNAL CONTROLS / MANAGEMENT – GOOD PRACTICE
SUFFOLK STORY OUTCOMES SMOOTH TRANSITION; EFFECTIVE RELATIONSHIPS ARE CONTINUOUSLY DEVELOPED AND MAINTAINED; INNOVATE IN THE WAY WE DELIVER SERVICES AND MANAGE OUR BUSINESS; USE RESOURCES WISELY

PRIORITY FOR IMPROVEMENT	KEY DIRECTORATE DRIVER	OUR MEASURES FOR SUCCESS	LEAD	PROGRESS UPDATE
55. Ensure the Council's Accounts and Accounting Systems fulfil the requirements of International Reporting Standards.	RM Priority 5; lead the Council's aspiration to be an exceptional Council. Compliance with International standards.	<ul style="list-style-type: none"> Ongoing completion of the implementation project plan. Reporting progress and outcomes to the Council's Audit Committee. Compliance with Standards judged by the Audit Commission through unqualified Accounts. 	Head of Strategic Finance. [Annual Governance Statement]	The Annual Accounts for 2009-10 have been given an unqualified opinion by the external Auditor and this year they included some changes required by International Financial Reporting Standards (IFRS). The 2010-2011 accounts have to be fully compliant with these standards and the Audit Commission is monitoring progress of authorities nationally and we are on target to comply. The Audit Committee has been briefed on IFRS and our progress and a further update will be presented to the next meeting.
56. Improve data quality arrangements by enhancing governance and leadership.	<ul style="list-style-type: none"> RM priority 5; lead the Council's aspiration to be an 'exceptional' council. RM priority 10; sharing good practice. 	<ul style="list-style-type: none"> Embed a comprehensive and relevant data quality policy across all Directorates and between partners. Embed consistency of ownership and responsibility across all Directorates and between partners. 	Director of RM: [Strategic issue]	COMPLETE _ Changes to governance in place Performance tracking across CYP and ACS which reflects the improved quality of recording in Key Measures. SFRS sickness reporting improvement project now complete and showing improved recording reflecting true levels. Contact Point Accreditation from DCSF following an audit recently completed. An audit of Adult Safeguarding has highlighted deficiencies in practice. Action Plan has been developed and is being followed. Actions signed off by Audit Services by end of Q2 2010. FOI Audit January 2010 – judged overall as Ineffective. Action Plan developed. Actions ongoing at Q2 2010. Corporate Information and Security – series of audits – areas for improvement highlighted and being addressed. Discussion with Audit Commission Apr 2010: +ve flow but unclear whether we are sufficiently robust to achieve Level 3 for KLOE2.2. SCC Chief Information Officer has taken a key role in driving consistency of focus and improved working link with CSD on key system issues. Corporate review of key applications and data management is underway to improve overall resilience and reliability of information, and to reduce operating cost.
57. Improve Data Quality across the County Council specifically in ACS/CYP in respect of the data held within Care First 6, CYP in respect of the Education Management System and Suffolk Fire and Rescue	RM priority 5; lead the Council's aspiration to be an 'exceptional' council. RM priority 10; sharing good practice.	<ul style="list-style-type: none"> Improved quality of data. Removal of the requirement to annually cleanse data at additional cost to the Council. 	Head of Transformation and Performance. [Annual Governance Statement]	Work ongoing to enhance the quality of data held within key systems, especially CareFirst, and to ensure that staff with responsibility for data input and management are receiving appropriate training. The performance team within T&P is key in implementing close liaison with operational teams in ACS and CYP, and the appointment of a specialist Professional Adviser to CYP has strengthened this message. Specific work also includes use of a consultant to analyse aspects of the CareFirst data to identify potential weaknesses in the way we are

Service			ce Statement]	managing data and to recommend areas for improvement. There was however some controversy over the system-generated report used to source the data and therefore the validity of the outcome; this is under investigation. Overall we are seeing a small improvement in the quality of data in this key system and therefore should see a reduction in the cleansing effort at year-end.
58. Enhance data security measures across the Council through the encryption of hard disks on all laptops where sensitive data is used and encrypting all memory sticks.	<ul style="list-style-type: none"> • RM priority 10; sharing good practice. • RM priority 12; governance, professional standards and compliance. 	<ul style="list-style-type: none"> • Ensure the encryption of hard disks on all laptops where sensitive data is used and encryption of all memory sticks. 	Director of RM: [Strategic issue]	COMPLETE GCSx Laptop Surgeries have been run during October to December 2009 in order to comply with the government's new requirements for IT security. GCSx E-learning sessions organised and 47 manager briefing sessions run between June and August 2009. Encrypted memory sticks are now available, as is the facility to send encrypted e-mails.
59. Embed the consistent utilisation of performance systems and clear outcome focused targets across the organisation.	<ul style="list-style-type: none"> • RM priority 5; Lead the Council's aspiration to be an 'exceptional' council. • RM priority 10; Sharing good practice. 	<ul style="list-style-type: none"> • Ensure that both statutory services and partnerships are delivering improvements for local people. 	Director of RM: [Strategic issue]	COMPLETE _ October 2010 Performance reports available via SCI- Views and published on line. Transparency reports under development. CAA Result - the CAA result was published in December 2009 and SCC has been assessed as performing well in managing finances and managing resources and in governing the business has been assessed as adequate. Area Assessment brought Suffolk flags were already Suffolk Story priorities.
60. Review and develop risk policy and practice to ensure that it is proportionate and effective, and reflects the importance of effective risk management in working to the New Strategic Direction.	<ul style="list-style-type: none"> • RM priority 5; lead the Council's aspiration to be an 'exceptional' council. • RM priority 10; sharing good practice. 	<ul style="list-style-type: none"> • Update the risk policy and Guidelines. • Develop internal processes to facilitate the management of identified risks. 	Director of RM: [Strategic issue]	COMPLETE- October 2010 A new policy has now been agreed by senior managers. Its roll-out needs to be co-ordinated with a new version of JCAD (due w/c 18/10/10). The revised approach to Management of Risk has already been approved by the Audit Committee. The expectation is that more operational risks will filter up through the organisation as the NSD progresses.
61. Establish appropriate Health and Safety Systems and culture within Suffolk County Council.	<ul style="list-style-type: none"> • RM Priority 5; lead the Council's aspiration to be an exceptional Council 	<ol style="list-style-type: none"> a) Production of a revised Health and Safety Strategy with linked action /improvement plan. b) A sensible approach to Health and Safety that is flexible enough to meet all future organisational demands. c) Health and Safety judged to be of an appropriate standard for the organisation by the HSE, changing their role from a policing role to critical friend. 	Director of Resource Management [Annual Governance Statement]	<ol style="list-style-type: none"> a) Now developed, signed up to and progressing. b) Being developed as part of the improvement plan part of continual revision. c) HSE regular inspections are very positive at progress being made. A seconded H&S manager is in post to implement these tasks.