<table>
<thead>
<tr>
<th>No</th>
<th>Risk Description</th>
<th>Owner</th>
<th>Current Risk</th>
<th>Planned Control Measures</th>
<th>Timescale</th>
<th>Lead</th>
<th>Target Risk (after Mitigation)</th>
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<td>Likelihood  Impact                  Grading</td>
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<td></td>
<td>Regular budget monitoring and appropriate corrective action</td>
<td>Monthly</td>
<td>All HoS</td>
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<td></td>
<td>Maximise council funding through retained business rates, identifying missing properties</td>
<td>Ongoing</td>
<td>DF</td>
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<td></td>
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<td>and correct completion of returns</td>
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<td></td>
<td></td>
<td>Maximise business rate yield</td>
<td>Mar-17</td>
<td>EC</td>
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<td>Transformation programme</td>
<td>Ongoing</td>
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<td>Commercial opportunities</td>
<td>Ongoing</td>
<td>All HoS</td>
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<td></td>
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<td></td>
<td></td>
<td>Operational planning appropriate ie: delivery commitment, financial plan, risk management</td>
<td>End March</td>
<td>All HoS</td>
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<td></td>
<td></td>
<td></td>
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<td>Operational plans have SMART objectives</td>
<td>Mar-17</td>
<td>All HoS</td>
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<td>Effective performance management</td>
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<td>Robust management practices in place</td>
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<td>Monitor government policy</td>
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<td></td>
<td>Business Planning &amp; Management</td>
<td>DF</td>
<td>4 4 16(R)</td>
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<td></td>
<td>Income not in line with expectations</td>
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<td></td>
<td>Ensure Emergency HQ has IT disaster recovery in place</td>
<td>Complete</td>
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<td></td>
<td></td>
<td>IB</td>
<td>4 4 16(R)</td>
<td>Test ICT disaster recovery</td>
<td>Annually (by Dec 17)</td>
<td>DF</td>
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<td>Review of all business continuity plans to ensure suitable and sufficient</td>
<td>Ongoing</td>
<td>All</td>
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<td>Business Continuity Management</td>
<td>IB</td>
<td>4 4 16(R)</td>
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<td></td>
<td>Failure to have an aligned, embedded,</td>
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<td>Plan to mitigate against the loss of key services, eg: Benefits (Universal Credit)</td>
<td>2017</td>
<td>EC</td>
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<td></td>
<td>owned and understood Business Continuity Plan could lead to the authority being unable to respond effectively to a business continuity incident</td>
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<td>RW</td>
<td>5 3 15(R)</td>
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<td>2017</td>
<td>EC</td>
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<td></td>
<td>Customer / Service Delivery</td>
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<td>Plan to mitigate against the loss of key services, eg: Benefits (Universal Credit)</td>
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<td></td>
<td>Loss of influence on service provision in Ipswich - Local Government is going through a period of significant change with the potential for key services to be removed as a result of change in government legislation</td>
<td></td>
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<td>Fully engage with DWP in order to take advantage of any funded opportunities to participate in the delivery of Universal Credit</td>
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<tr>
<td></td>
<td>Governance</td>
<td>HP</td>
<td>5 3 15(R)</td>
<td></td>
<td>Mar-17</td>
<td>HP/CMT</td>
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<td></td>
<td>Insufficient controls/processes in place for the Council to meet legal and regulatory requirements</td>
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<td></td>
<td>Risk-based audits Operations Manager certifications Service reviews</td>
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**APPENDIX 1**

**IBC CORPORATE RISK REGISTER 2016/17**

v9 December 16
<table>
<thead>
<tr>
<th>No</th>
<th>Risk Description</th>
<th>Owner</th>
<th>Current Risk</th>
<th>Planned Control Measures</th>
<th>Timescale</th>
<th>Lead</th>
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<td>Grading</td>
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<tr>
<td>CRR-5</td>
<td><strong>Business Planning &amp; Management</strong></td>
<td>RW</td>
<td>5</td>
<td>3</td>
<td>15 (R)</td>
<td>Continue delivery of Transformation Programme and solutions identified in CRR-1 above</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td>Fundamental changes to central government funding of local authorities - including new scheme of retained business rates, could have significant implications on the Council's resources</td>
<td></td>
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<td>Lobby through various mechanisms, eg Suffolk MPs, LEPs, DCN</td>
<td>Ongoing</td>
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<td></td>
<td>Complete Efficiency Plan (deadline 14/10/16)</td>
<td>Oct 16 - Complete - agreed by Government</td>
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<td>Share and use information to inform the case for maximising funding to IBC</td>
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<td></td>
<td>Monitoring of Central Government proposals to change Business Rate landscape, providing consultation responses as appropriate</td>
<td>Ongoing</td>
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<tr>
<td>CRR-6</td>
<td><strong>Business Planning &amp; Management</strong></td>
<td>PT</td>
<td>4</td>
<td>3</td>
<td>12 (R)</td>
<td>Scoping of property (excluding Housing property) asset strategy/policy/plan</td>
<td>Jan-17</td>
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<td></td>
<td>Assets – The Council holds significant physical assets. There is a risk with reduced maintenance and management that these assets fall into disrepair resulting in loss of value, risk of liability and impacting on service delivery</td>
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<td>Draft strategy and policy to CMT</td>
<td>Mar-17</td>
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<td>Draft plan to CMT</td>
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<td></td>
<td>Strategy/policy/plan to EWG and Executive</td>
<td>Feb/Mar 17</td>
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<td>Delivery of plan</td>
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<td>Housing Asset Management - review</td>
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<td>CRR-7</td>
<td><strong>People</strong></td>
<td>HP</td>
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<td>Management competencies</td>
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<td>Recruitment and retention</td>
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<td>Transformation Programme</td>
<td>Ongoing</td>
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<td></td>
<td>Development of People strategy, including succession planning, employee engagement</td>
<td>Mar-17</td>
</tr>
<tr>
<td>CRR-8</td>
<td><strong>Customer / Service Delivery</strong></td>
<td>HP</td>
<td>4</td>
<td>3</td>
<td>12 (R)</td>
<td>Deliver Customer Access Strategy</td>
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<td>Inability to deal with increased customer demand and expectation</td>
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<td>Transformation Programme</td>
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<td>CRR-9</td>
<td><strong>Strategic</strong></td>
<td>HP</td>
<td>3</td>
<td>4</td>
<td>12 (R)</td>
<td>Project and Programme Management for all work streams reporting to the Transformation Board</td>
<td>Ongoing &amp; monitored by TB</td>
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<tr>
<td></td>
<td>Failure to deliver Transformation Programme through lack of capacity and/or skills</td>
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<td>Regular updates to lead Councillors and Early Warning Group/Strategy Group</td>
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<td>Ongoing support to review teams</td>
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<td>Senior Managers Group and Manager AwayDays</td>
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<tr>
<td>No</td>
<td>Risk Description</td>
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<td>Current Risk</td>
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<td>CRR-10</td>
<td>Strategic Failure to deliver the council house building programme</td>
<td>PT</td>
<td>4 3 12 (R)</td>
<td>Monthly budget monitoring of business plan (SC)</td>
<td>Monthly</td>
<td>PT</td>
<td>2 2 4 (G)</td>
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<td></td>
<td>Project plan and procurement process in place for each development programmed against 30-year business plan</td>
<td>Ongoing for each dev</td>
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<td>Monthly monitoring of actions against project plan</td>
<td>Monthly</td>
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<td>CRR-11</td>
<td>Strategic Failure to deliver access to the right type and quality of housing</td>
<td>IB</td>
<td>4 3 12 (R)</td>
<td>Monitoring of household profiles and trends</td>
<td>Quarterly</td>
<td>IB</td>
<td>3 2 6 (A)</td>
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<td>Development of Ipswich Letting scheme.</td>
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<td>Delivery of council house build programme.</td>
<td>Monthly</td>
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<td>CRR-12</td>
<td>Strategic Failure to secure positive Devolution deal involving Ipswich</td>
<td>RW</td>
<td>4 3 12 (R)</td>
<td>Involvement in discussion with Norfolk and Suffolk Councils</td>
<td>Ongoing</td>
<td>RW</td>
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<td>Report proposals for Executive decision</td>
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<td>CRR-13</td>
<td>Strategic Failures within Council’s wholly owned companies (Ipswich Buses Ltd and Ipswich Borough Assets Ltd)</td>
<td>HP</td>
<td>3 4 12 (R)</td>
<td>Suitable qualified and adequately trained Directors appointed</td>
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<td>HP</td>
<td>2 4 8 (A)</td>
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<td></td>
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<td></td>
<td>Governance arrangements reviewed to ensure shareholder aware of each company's financial position and risk profile</td>
<td>Mar 17</td>
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<td>Contractual arrangements between entities regularly reviewed</td>
<td>Annual</td>
<td>HP</td>
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<td>Accounts reviewed regularly by the Section 151 Officer</td>
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<td>JH</td>
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<tr>
<td>CRR-14</td>
<td>Strategic Local Plan being found unsound</td>
<td>PT</td>
<td>4 3 12 (R)</td>
<td>Ongoing engagement with neighbouring authorities in respect of the duty to cooperate.</td>
<td>Ongoing</td>
<td>MF/RH</td>
<td>3 2 6 (A)</td>
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<td>Legal support available for the examination process</td>
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<td>CRR-15</td>
<td>Governance The Council’s project management process is not sufficiently robust to ensure that the governance of projects, project outcomes and efficiency/cost effectiveness is maintained</td>
<td>HP</td>
<td>5 2 10 (R)</td>
<td>Review project management process to avoid projects being initiated without early involvement from support areas (eg: ICT, HR, Finance)</td>
<td>Ongoing</td>
<td>HP</td>
<td>2 2 4 (G)</td>
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<td>Guidance for officers through Project Management Handbook/project complexity evaluation</td>
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<td>Project approval and agreed funding carried out through the capital programme process</td>
<td>Annual - by August</td>
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<td>Each project maintains status reports and minutes as evidence in project monitoring</td>
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<td>HP</td>
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<td>Post project reviews undertaken, eg: project closure report/lessons learned</td>
<td>Ongoing</td>
<td>All HoS</td>
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<tr>
<td>No</td>
<td>Risk Description</td>
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<td>Cyclic training of staff at Strategic, Tactical and Operational level</td>
<td>Ongoing</td>
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<td>Review of rest centre provision and recruitment of additional staffing</td>
<td>Ongoing</td>
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<td>Cyclic exercises to be run and real-time issues considered as learning</td>
<td>Ongoing</td>
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<td></td>
<td>JEPU (Joint Emergency Planning Unit) providing resources to identify external risks and threats</td>
<td>Ongoing</td>
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<td>Review of all BCM plans undertaken</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Test and Review Whitton SC Emergency Headquarters</td>
<td>Mar-17</td>
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<td></td>
<td><strong>Business Continuity Management</strong></td>
<td>RW</td>
<td>3</td>
<td>3 (A)</td>
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<td></td>
<td>Failure to identify and manage external emergency risks and threats could lead to the authority being unable to provide sufficient trained resources to support the response to an emergency, as defined by the Civil Contingencies Act 2005, by providing inter alia Emergency Control Centre, Rest Centres or Liaison Personnel</td>
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<td>CRR-16</td>
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<td><strong>Strategic</strong></td>
<td>RW</td>
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<td>3 (A)</td>
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<td>Lack of strategic leadership: The Council’s Administration does not provide clear strategic direction</td>
<td>RW</td>
<td>3</td>
<td>3 (A)</td>
<td>Ongoing</td>
<td>HP</td>
<td>2 3 6 (A)</td>
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<td>CMT monitors change in business environment and advises administration of impact on priorities</td>
<td>Ongoing</td>
<td>RW</td>
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<td></td>
<td>Regular CMT/Administration strategy meetings</td>
<td>Ongoing</td>
<td></td>
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<td></td>
<td></td>
<td>HoS review services and develop business plans to ensure alignment to corporate priorities</td>
<td>Mid March 2017</td>
<td>All HoS</td>
<td>2 3 6 (A)</td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td>Review of Corporate Plan and 3-year priorities</td>
<td>Ongoing</td>
<td>HP</td>
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<td></td>
<td></td>
<td>Medium-term financial plan continues to set out resources in line with priorities</td>
<td>Ongoing</td>
<td>DF</td>
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<td>Transformation Programme</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td><strong>Governance</strong></td>
<td>HP</td>
<td>3</td>
<td>3 (A)</td>
<td></td>
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<tr>
<td></td>
<td>Failure of partner organisations and key suppliers impacts upon IBC service delivery at the required standards</td>
<td>HP</td>
<td>3</td>
<td>3 (A)</td>
<td>Ongoing</td>
<td>HP</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In preparing key contracts, suppliers are checked with rating agencies</td>
<td>Ongoing</td>
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<td></td>
<td>Contract Standing Orders require key contracts to be regularly reviewed during the contract period to ensure ongoing delivery</td>
<td>Ongoing</td>
<td>DF</td>
<td>2 3 6 (A)</td>
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<td></td>
<td>The current Partnership Strategy includes governance arrangements as guidance for reviewing partnerships</td>
<td>Ongoing</td>
<td>HP</td>
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<td>No</td>
<td>Risk Description</td>
<td>Owner</td>
<td>Current Risk</td>
<td>Planned Control Measures</td>
<td>Timescale</td>
<td>Lead</td>
<td>Target Risk (after Mitigation)</td>
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<tr>
<td>CRR-19</td>
<td>Governance</td>
<td>HP</td>
<td>3</td>
<td>3</td>
<td>9 (A)</td>
<td>Statement of Accounts</td>
<td>Annually</td>
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<td></td>
<td>Failure within Corporate and Information Governance – Significant breakdown in key controls, processes (includes core systems) and procedures</td>
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<td>Code of Corporate Governance</td>
<td>Annual - by July</td>
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<td>Annual Assurance Statement</td>
<td>Annual - by July</td>
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<td>Heads of Service Assurance Statements</td>
<td>Annual - by July</td>
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<td>Business Planning Framework</td>
<td>Annual - by Nov</td>
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<td>Annual assessment of compliance with PSN standards and requirements</td>
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<td>Annual assessment of compliance with PSI standards and requirements</td>
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<td>IBC Record Management &amp; Data Retention Policy review</td>
<td>Aug-17</td>
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<td>CRR-20</td>
<td>Strategic</td>
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<td>8 (A)</td>
<td>Planned developer partnership project meetings</td>
<td>Bi-monthly</td>
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<td></td>
<td>Ipswich Garden Suburb (Northern Fringe) not developed to provide housing for Ipswich</td>
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<td></td>
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<td>Core Strategy adoption</td>
<td>Feb-17</td>
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<td>First major planning application determined</td>
<td>Feb-17</td>
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