

Public Document Pack



COMMITTEE	MID SUFFOLK CABINET
PLACE	King Edmund Chamber - Endeavour House, 8 Russell Road, Ipswich
DATE	Monday, 4 June 2018 at 2.30 pm

PLEASE NOTE START TIME OF MEETING

Conservative Independent Group	& Green Group	Liberal Democrat Group
Cllr N Gowrley -C Cllr J Whitehead -VC Cllr G. Brewster Cllr D. Burn Cllr J Flatman Cllr G Horn Cllr D Whybrow Cllr J Willshaw	Cllr R Eburne	Cllr P Otton

REVISED AGENDA

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| 1 | Apologies for absence | |
| 2 | To receive any declarations of pecuniary or non-pecuniary interest by Councillors | |
| 3 | MCA/18/01 - Confirmation of the Minutes of the meeting held on 8 May 2018 | 1 - 8 |
| 4 | To receive notification of petitions in accordance with the Council's Petition Scheme | |
| 5 | Questions from Councillors | |
| 6 | Matters referred to by the Overview and Scrutiny or the Joint Audit and Standards Committees | |
| 7 | MCA/18/02 - Forthcoming Decisions List | 9 - 16 |
| | Please note the most up to date version can be found via the website:
www.midsuffolk.gov.uk/the-council/forthcoming-decisions-list/ | |
| 8 | MCA/18/03 - End of Year Performance Outcome Reporting | 17 - 60 |

9	MCa/18/04 - Stowmarket Vision for Prosperity	61 - 134
10	MCa/18/05 - Asset Investment Fund (Acquisition Fund)	135 - 138
11	EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS)	
	<p>To consider whether, pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public should be excluded from the meeting for the business specified below on the grounds that if the public were present during these items, it is likely that there would be the disclosure to them of exempt information as indicated against each item. The authors of the report proposed to be considered in Part II of the Agenda are satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	
12	MCa/18/06 - BMBS Review of Year to Date	139 - 218
13	MCa/18/07 - Asset Investment Fund (Strategic Property Acquisition Stowmarket)	219 - 228

Introduction to Public Meetings

Babergh/Mid Suffolk District Councils are committed to Open Government. The proceedings of this meeting are open to the public, apart from any confidential or exempt items which may have to be considered in the absence of the press and public.

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact the Governance Officer Sophie Moy on: 01449 724682 or Email: sophie.moy@baberghmidsuffolk.gov.uk

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Agenda Item 3

MID SUFFOLK DISTRICT COUNCIL

Minutes of the meeting of the **MID SUFFOLK CABINET** held in the Britten Room - Endeavour House, 8 Russell Road, Ipswich on Tuesday, 8 May 2018 at 2:30pm

PRESENT:

Councillor: Nick Gowrley (Chair)
John Whitehead (Vice-Chair)

Councillors: Gerard Brewster
Penny Otton
David Whybrow

David Burn
Andrew Stringer
Jill Wilshaw

In attendance:

Councillor Rachel Eburne
Councillor Suzie Morley
Councillor Keith Welham

Chief Executive (AC)
HRA Accountant (TA)
Assistant Director for Planning (TB)
Audit and Risk Management Officer (CC)
Corporate Manager for Finance (ME)
Senior Environmental Management Officer (IF)
Assistant Director for Housing (GF)
Assistant Director for Environment (CF)
Corporate Business Co-ordinator (SM – notes)
Strategic Director (KN)
Infrastructure Officer (NP)
Corporate Manager for Democratic Services (JR)
Corporate Manager for Audit (JS)
Assistant Director for Finance (KS)
Corporate Manager for Infrastructure and Development (CT)
Assistant Director for Law and Governance (EY)

115 APOLOGIES FOR ABSENCE

Apologies had been received from Councillors Barker, Flatman, Kearsley and Horn.

116 TO RECEIVE ANY DECLARATIONS OF PECUNIARY OR NON-PECUNIARY INTEREST BY COUNCILLORS

- 116.1 Councillor Stringer declared a non-pecuniary interest in item 9, Report MCa/17/66, as having self built houses himself in the past.
- 116.2 Councillor Whybrow declared a pecuniary interest in item 13, Report MCa/17/70, and as such left the room and did not take part in the debate or vote.

117 MCA/17/63 - CONFIRMATION OF THE MINUTES OF THE MEETING HELD ON 9 APRIL 2018

The minutes of the meeting held on 9 April 2018 were confirmed as a correct record.

118 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME

None received.

119 QUESTIONS FROM COUNCILLORS

Councillor Otton asked when “Environmental Impacts” would be included in reports. The Corporate Manager for Democratic Services explained as from the Annual Council meeting “Environmental Implications” would be detailed within the new style report template.

120 MATTERS REFERRED TO BY THE OVERVIEW AND SCRUTINY OR THE JOINT AUDIT AND STANDARDS COMMITTEES

120.1 Councillor Eburne thanked Officers for both conducting and organising the recent Overview and Scrutiny training which had taken place. Cabinet members were also very impressed and felt it was an opportunity to not just investigate matters of the Council but to scrutinise any external body or organisation which may have an impact on the residents of the district.

120.2 Councillor Eburne hoped Cabinet would support her in ensuring the topic of Staff Welfare, which had been delayed until June 2018, would go ahead in light of the risk register. There had also been Member concern in respect of the Tourist Information Centre and the current issues surrounding this, as such she questioned whether there would be a further report coming forward in the near future?

120.3 Cabinet confirmed Staff Welfare would be reported and Councillor Brewster agreed to look to obtain further information on the Tourist Information Centre and would inform members accordingly.

121 MC/17/64 - FORTHCOMING DECISIONS LIST

The Forthcoming Decisions list was noted and the following comments were made:

- CAB24 – Council date to be firmed up.
- Questioned whether CAB 34/37/38/40 would include wider member involvement. Wider member engagement was confirmed as these items were strategies.
- Review of Disabled facilities grants should be included after August 2018, but should go into the Overview and Scrutiny Committee in the first instance.

122 MCA/17/65 - 2017/18 FINANCIAL OUTTURN

122.1 Councillor Whitehead, the Cabinet Member with responsibility for Finance,

introduced report MCa/17/65 and moved the recommendation. This was seconded by Councillor Wilshaw.

- 122.2 Councillor Whitehead wished to thank Officers for all their hard work in producing such a detailed report in such a tight timescale.
- 122.3 Some Members considered there should be an increase in regular budget monitoring and to ensure an accurate budget the correct outturn figures should be reported. It was also questioned as to why the worst case scenario was consistently included.
- 122.4 It was recognised in terms of capital slippage it was easier to set the capital aside in the first instance and then to find it had slipped.
- 122.5 In terms of staffing, it was explained it was normal to have the staff vacancy rate which the Council had as people leave before being replaced. However, it was acknowledged there were currently issues in recruiting and retaining planning staff.

By 6 votes to 2

It was RESOLVED:-

- (1) That the 2017/18 financial outturn as set out in this report be noted.
- (2) That the following net transfers of £2,410k be approved with the General Fund reserves;
 - a) Transfer of £1,270k being the net amount, for the following specific earmarked reserves, referred to in section 10.11 of this report be approved;
 - £768k to Community Infrastructure Levy (CIL)
 - £203k to Homelessness
 - £155k to Planning for legal costs
 - £110k to other Government Grants
 - £50k to Strategic Planning
 - £16k from Commuted Sums
 - b) The remaining balance of the General Fund surplus of £1,140k (£938k at Quarter 3) be transferred to the Business Rates Equalisation reserve to support the 2017/18 deficit on the Business Rates Collection Fund which will materialise in 2018/19.
- (3) That the General Fund carry-forward requests totalling £262k referred to in paragraph 10.13 of this report be approved.
- (4) That the Capital carry-forward requests referred to in paragraph 10.21 of this report totalling £14,733k be approved.
- (5) That the transfer of £467k, being the HRA surplus for the year (£1,181k better

than planned) per paragraph 10.26, from reserves be approved.

- (6) That the HRA Capital carry-forward requests referred to in paragraph 10.33 of report MCA/17/65 totalling £71k be approved.

Reason for Decision: To ensure that Members are kept informed of the 2017/18 outturn position for both the General Fund and HRA, and approve the relevant transfers to/from reserves, revenue and capital carry forwards.

123 MCA/17/66 - CONSULTATION RESPONSE TO "SUPPORTING HOUSING DELIVERY THROUGH DEVELOPER CONTRIBUTIONS: REFORMING DEVELOPER CONTRIBUTIONS TO AFFORDABLE HOUSING AND INFRASTRUCTURE"

- 123.1 Councillor Whybrow, the Cabinet Member with responsibility for Planning, introduced report MCA/17/66 and moved the recommendation which was seconded by Councillor Brewster.
- 123.2 Cabinet gave thanks for a well written report but found it frustrating having just gone through the process of approving CIL there had been another change, however, it was thought the implications from this were fair.
- 123.3 Members wished for careful consideration given in respect of blanket self builds and as such a square metre limitation should be imposed which could be built into the response on question 12. Cabinet moved and seconded this amendment to be included in the response.
- 123.4 It was questioned about whether there should be a more robust procedure applied to ensure families received the exemption they were entitled to. The Corporate Manager for Infrastructure and Development explained the team was currently working on a database which held all of CIL records which would become a public facing module to be seen in real time. This would exceed Government expectations.
- 123.5 The Assistant Director for Planning explained the Council was one of three pilot authorities and were on the way to being the first in the country in terms of the level of transparency being provided.

By a unanimous vote.

It was RESOLVED:-

- (1) That Cabinet note the content and potential implications of the Government's consultation titled "Supporting Housing Delivery through Developer Contributions: Reforming Developer Contributions to Affordable Housing and Infrastructure".
- (2) That the recommended response to the consultation, as contained in Appendix 1 of report MCA/17/66 be endorsed subject to a "floor space limitation" being included within question 12.

Reason for Decision: To ensure that Cabinet were aware of the content and potential implications of the Government's consultation titled "Supporting housing delivery through developer contributions to affordable housing and infrastructure" in order that Cabinet endorsed the response to the consultation.

124 MCA/17/67 - SUFFOLK FRAMEWORK FOR INCLUSIVE GROWTH

124.1 Councillor Gowrley, the Leader of the Council, introduced report MCA/17/67 and moved the recommendation, which was seconded by Councillor Brewster.

124.2 Members considered it was an important document as there was a need to both work across boundaries and Suffolk for growth and investment purposes.

By a unanimous vote

It was RESOLVED:-

- (1) That the contents of the document entitled "Suffolk Framework for Inclusive Growth – a Summary (Appendix 1 of report MCA/17/67) be noted.
- (2) That the document entitled: Suffolk's Framework for Inclusive Growth – a Summary (Appendix 1 of report MCA/17/67) be used to: (a) inform County-wide work on the use of "Pooled Business Rates"; (b) support and inform responses to third party consultations on growth and infrastructure; and, (c) support and prioritise – on a local and county-wide basis – funding bids for infrastructure to the Local Enterprise Partnership and other bodies;
- (3) That future infrastructure and strategic planning work for Babergh and Mid Suffolk (including the production of the Joint Local Plan) pays due regard to the contents of the document entitled: "Suffolk's Framework for Inclusive Growth – a Summary (Appendix 1 of report MCA/17/67) and the full AECOM report referred to at paragraph 13.1 of the report, which is recognised as a non-statutory document.

Reason for Decision: To note the summary document for Suffolk's Framework for Inclusive Growth and to recognise the AECOM report as a useful piece of research and evidence to inform a range of future decisions.

125 MCA/17/68 - "DRAFT REVISED NATIONAL PLANNING POLICY FRAMEWORK" CONSULTATION PROPOSALS

125.1 Councillor Whybrow, the Cabinet Member with responsibility for Planning, introduced report MCA/17/68 and moved the recommendation which was seconded by Councillor Burn.

125.2 Members made the following comments on the response paper:

- Question 16 – Could be socially and environmentally damaging and as such there would be severe consequences. Must be sustainable.
- Question 17 – the definition of "edge of town". The Assistant Director for

Planning to double check.

- Question 24 – answer to be strengthened in terms of broadband provision.
- Question 33 – It was recognised the Local Government Association had conducted the work on this and as such the answer should link into the Local Strategy. Answer would be tidied up to reflect this.
- Question 35 – Reference to be made of the desire to protect local designations where they exist.

125.3 Members also wished to see “No concerns with the proposals” included in the consultation document rather than just a “no” as it would appear as if the Council was saying “no comment”.

By a unanimous vote:

It was RESOLVED:-

- (1) That the content and potential implications of the Government’s consultation titled “Draft Revised National Planning Policy Framework” (and accompanying documents) be noted.
- (2) That the recommended response to the consultation, as contained in Appendix 1 of report MCa/17/68, be endorsed.

Reason for Decision: To ensure that Cabinet were aware of the content and potential implications of the Government’s consultation titled “Draft revised National Planning Policy Framework”, in order for Cabinet to endorse the response to the consultation.

126 MCA/17/69 - END OF YEAR RISK POSITION STATEMENT AND PROGRESS REPORT

126.1 In the absence of the Cabinet Member with responsibility for Organisational Delivery the Corporate Manager for Audit introduced report MCa/17/69.

126.2 The recommendation was moved by Councillor Gowrley and seconded by Councillor Whitehead.

126.3 Risk 1(b) was questioned and the Assistant Director for Planning explained it would be challenging for the Council as at present there was not a 5 year land supply. The Assistant Director for Planning and the Cabinet Member with responsibility for Planning would be meeting later in May 2018 and would revisit the score within the risk. The Cabinet Member with responsibility for Planning would give commentary on this issue within his next Cabinet report at Council.

By a unanimous vote:

It was RESOLVED:-

- (1) That the contents of report MCa/17/69, supported by Appendix A and B, be approved.

Reason for Decision: To provide assurances that risk management processes in place were robust and effective.

127 MCA/17/70 - TO CONSIDER BATTERY STORAGE AT ALL OF THE LEISURE SITES

127.1 Councillor Burn, the Cabinet Member with responsibility for the Environment, introduced report MCA/17/70 and moved the recommendation, with amendments which was seconded by Councillor Wilshaw.

127.2 Members considered the opportunities presented within the report sounded interesting and were welcomed. However, some Members felt further cashflow analysis and the cost of maintenance in order to make a solid case was needed.

By a unanimous vote:

It was RESOLVED:-

- (1) That in principle the purchase, installation and operation of commercial scale battery storage at the Mid Suffolk District Council leisure centres be supported.
- (2) That funding of £223,000 be approved for this project.
- (3) That the Cabinet Member for the Environment, in consultation with the Cabinet Member for Finance and a Cabinet Member without Portfolio be given delegated authority to approve the release of the funds in 2.2, subject to a financially viable business case being prepared and approved by the Section 151 Officer and detailed legal advice being received.

Reason for Decision: To provide the Council's with a return on investment over the next 15 years through the reduction in electricity bills and sale of storage capacity.

128 DATE OF NEXT MEETING

The next meeting would be held on Monday 4 June at 2:30pm in the King Edmund Chamber.

The business of the meeting was concluded at 4:05pm

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Chair (date)

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Forthcoming Decisions list (KEY, EXEMPT AND OTHER EXECUTIVE DECISIONS)

June to March 2019 (Published 29 May 2018)

Unique Ref No:	Decision Maker & Decision Date	Subject	Summary	Contacts:		Key Decision ?	Confidential?
				Cabinet Member(s)/MSR	Officer(s)		
CAB24	Council 19/21 June	Local Development Scheme	To introduce a revised timetable for the preparation of the Joint Local Plan to reflect further consultation on the document, to be able to incorporate changes to national planning policy, and broadly align the timetable with Local Plan preparation in neighbouring local authorities.	David Whybrow Nick Ridley	Robert Hobbs 01449 724812 robert.hobbs@baberghmidsuffolk.gov.uk	Yes	No
CNL02	Council 19/21 June	Independent Remuneration Panel report	To review and agree the findings from the Panel	Nick Gowrley John Ward	Emily Yule 01449 724694 Emily.yule@baberghmidsuffolk.gov.uk	No	No
CNL10	Council 19/21 June	Disbandment of the Joint Housing Board	To approve the disbandment of JHB	Jill Wilshaw Jan Osborne	Emily Yule 01449 724694 Emily.yule@baberghmidsuffolk.gov.uk	No	No
CAB30	Cabinet 4 June	Stowmarket Vision for Prosperity	To seek agreement to publish a response to the issues raised in recent public engagement together with an and action plan. To begin work into viability and deliverability of a town centre regeneration project, and marketing/ branding strategy.	Gerard Brewster	Andrew McMillan 01449 724931 Andrew.mcmillan@baberghmidsuffolk.gov.uk	Yes	No

CAB22	Cabinet 4/7 June	Quarter 4 Performance Exception Report	To seek agreement that the performance report and the performance outcome information adequately reflects the Councils performance.	Glen Horn Derek Davis	Karen Coll 01449 724566 Karen.coll@babberghmidsuffolk.gov.uk	No	No
CAB32	Cabinet 4 June	Asset Investment Fund (Acquisition Fund and Strategic Property Acquisition)	To seek establishment of an Asset Investment Fund and approval of the delegation limits for officers to work within.	Nick Gowrley	Jill Pearmain 01449 724802 Jill.pearmain@babberghmidsuffolk.gov.uk	Yes	Yes <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>
CAB25	Cabinet 4/7 June	BMBS Review of Year to Date	To create visibility around the revised business plan and feedback on the first year's performance	Jill Wilshaw Jan Osborne	Justin Wright-Newton 07990 542087	No	Yes <i>As per Paragraph 1 of Part I of Schedule 12A of the Local Government Act</i>
CAB50	Cabinet 7 June	Sudbury Vision for Prosperity	To seek agreement to publish a response to the issues raised in recent public engagement.	John Ward	Andrew McMillan 01449 724931 Andrew.mcmillan@babberghmidsuffolk.gov.uk	No	No
CAB52	Cabinet 7 June	5 Year Housing Land Supply	To follow on from the Overview and Scrutiny Committee recommendations to Cabinet on 12 April 2018	Nick Ridley	Tom Barker 01473 825811 Tom.barker@babberghmid suffolk.gov.uk	No	No
CNL01	Council 19/21 June	BMS Invest – Business Plan/Investment Strategy	To approve the business plan/investment strategy	Nick Gowrley Nick Ridley	Jonathan Stephenson 01449 724704 Jonathan.stephenson@b aberghmidsuffolk.gov.uk	No	No
CNL03	Council 19/21 June	CIFCO Capital Ltd Business Plan 18/19	To approve the business plan 18/19	Nick Gowrley Nick Ridley	Jonathan Stephenson 01449 724704 Jonathan.stephenson@b aberghmidsuffolk.gov.uk	No	No
CAB53	Cabinet 12 July	South Suffolk Leisure and Abbeycroft Leisure Formal Partnership Proposal	To discuss and agree	Margaret Maybury	Chris Fry 01449 724805 Chris.fry@babberghmidsuff olk.gov.uk	Yes	Yes <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>

CNL09	Council 24 July	Potential Merger of the South Suffolk Leisure Trust	To approve	Margaret Maybury	Chris Fry 01449 724805 Chris.fry@babberghmidsuffolk.gov.uk	Yes	Yes <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>
CAB33	Cabinet 12 July	Hamilton Road	To agree	Frank Lawrenson	Jonathan Stephenson 01449 724704 Jonathan.stephenson@babberghmidsuffolk.gov.uk	No	Yes <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>
CAB51	Cabinet 12 July	Local Tourism Strategy (Babergh Visitor Information Options)	To approve the Local Tourism Strategy	John Ward	Lee Carvell 01449 724685 lee.carvell@babberghmidsuffolk.gov.uk	No	Yes in part. <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>
CAB34	Cabinet 9/12 July Cabinet 8/11 October	Joint Housing Strategy	To agree and adopt	Jill Wilshaw Jan Osborne	Gavin Fisk 01449 724969 Gavin.fisk@babberghmidsuffolk.gov.uk	No	No
CAB41	Cabinet 9/12 July	Update to the Joint Policy form dealing with compliments, comments and complaints	That Cabinet agree the change and delegate authorisation for future minor changes to the Senior Leadership Team and Leaders	Glen Horn Derek Davis	Sara Wilcock 01473 296473 Sara.wilcock@babberghmidsuffolk.gov.uk	No	No
CAB35	Cabinet 9/12 July	Customer Strategy Refresh	To approve and agree the approach as set out in the refreshed Customer Strategy. To include the Hadleigh Public Access point.	Glen Horn Derek Davis	Sara Wilcock 01473 296473 Sara.wilcock@babberghmidsuffolk.gov.uk	No	No
CAB43	Cabinet 9/12 July	Public Convenience Policy (Public Realm Review)	To agree the public convenience policy and action plan to implement the policy.	David Burn Margaret Maybury	Jonathan Free 01449 724859 Jonathan.free@babberghmidsuffolk.gov.uk	No	No
CAB60	Cabinet 9/12 July	The Suffolk Waste Partnership Inter Authority Agreement	To discuss and agree the Suffolk Waste Partnership Inter Authority Agreement	David Burn Tina Campbell	Chris Fry 01449 724805 Chris.fry@babberghmidsuffolk.gov.uk	No	No

CAB11	Council 21 June 2018 Cabinet 9 July 2018	Regeneration Proposal – Former Mid Suffolk District Council Headquarters Site, Hurstlea Road, Needham Market	For debate by Council, determination by Cabinet	Nick Gowrley	Jonathan Stephenson 01449 724704 Jonathan.stephenson@baberghmidsuffolk.gov.uk	Yes	<i>This report will be heard in private as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the Council) with regards to detailed financial information to enable negotiated acquisitions.</i>
CAB12	Council 19 June 2018 Cabinet 12 July 2018	Regeneration Proposal – Former Babergh District Council Headquarters Site, Corks Lane, Hadleigh	For debate by Council, determination by Cabinet	Frank Lawrenson	Jonathan Stephenson 01449 724704 Jonathan.stephenson@baberghmidsuffolk.gov.uk	Yes	<i>This report will be heard in private as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the Council) with regards to detailed financial information to enable negotiated acquisitions</i>
CAB27	Cabinet 6/9 August 2018	Quarter One Budgetary Control 2018/19	To approve the Quarter One Budgetary Control	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@baberghmidsuffolk.gov.uk	Yes	No
CAB14	Cabinet 6/9 August 2018	Review of Housing Allocations Policy	To gain approval for changes to the Housing Allocations Policy	Jan Osborne Jill Wilshaw	Sue Lister 01449 724758 Sue.lister@baberghmidsuffolk.gov.uk	Yes	No
CAB36	Cabinet 9 August	Belle Vue	To agree	Frank Lawrenson	Jonathan Stephenson 01449 724704 Jonathan.stephenson@baberghmidsuffolk.gov.uk	No	Yes <i>as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act</i>
CAB54	Cabinet 6 August	Stradbroke Neighbourhood Plan	To seek Cabinet approval for the Stradbroke Neighbourhood Plan to proceed to a local referendum	David Whybrow	Robert Hobbs 01449 724812 robert.hobbs@baberghmidsuffolk.gov.uk	No	No
CAB37	Cabinet 10/13 September	Assets Strategy	To approve the approach set out in the Asset Strategy document	Nick Gowrley Frank Lawrenson	Jill Pearmain 01449 724802 Jill.pearmain@baberghmidsuffolk.gov.uk	No	No

CAB28	Cabinet 10/13 September	Homelessness Prevention Fund Policy	To ensure the Councils are able to fulfil their new statutory obligations under the Homelessness Reduction Act 2017 to prevent homelessness wherever possible.	Jill Wilshaw Jan Osborne	Heather Sparrow 01449 724767 <a href="mailto:Heather.sparrow@baberg
hמידsuffolk.gov.uk">Heather.sparrow@baberg hמידsuffolk.gov.uk	Yes	No
CNL07	Council 25/27 September	Assets Strategy	To approve the approach set out in the Asset Strategy document	Nick Gowrley Frank Lawrenson	Jill Pearmain 01449 724802 <a href="mailto:Jill.pearmain@baberg
dsuffolk.gov.uk">Jill.pearmain@baberg dsuffolk.gov.uk	No	No
CNL04	Council 25/27 September	Localism Act 2011 – Appointment of Independent Persons	To approve the appointments	Nick Gowrley John Ward	Emily Yule 01449 724694 <a href="mailto:Emily.yule@baberg
hמידsuffolk.gov.uk">Emily.yule@baberg hמידsuffolk.gov.uk	No	No
CAB42	Cabinet 8/11 October	Tree Policy (Public Realm Review)	To adopt and agree	Julie Flatman Margaret Maybury	Jonathan Free 01449 724859 <a href="mailto:Jonathan.free@baberg
hמידsuffolk.gov.uk">Jonathan.free@baberg hמידsuffolk.gov.uk	No	No
CAB44	Cabinet 8/11 October	Open Space Transfer Policy (Public Realm Review)	To adopt and agree	Julie Flatman Margaret Maybury	Jonathan Free 01449 724859 <a href="mailto:Jonathan.free@baberg
hמידsuffolk.gov.uk">Jonathan.free@baberg hמידsuffolk.gov.uk	No	No
CNL05	Council 23/25 October	Homelessness Strategy	To agree the strategy	Jill Wilshaw Jan Osborne	Heather Sparrow 01449 724767 <a href="mailto:Heather.sparrow@baberg
hמידsuffolk.gov.uk">Heather.sparrow@baberg hמידsuffolk.gov.uk	No	No
CAB46	Cabinet 5/8 November	Leisure Centre Redevelopment	For comment and agreement	Julie Flatman Margaret Maybury	Chris Fry 01449 724805 <a href="mailto:Chris.fry@baberg
hמידsuffolk.gov.uk">Chris.fry@baberg hמידsuffolk.gov.uk	No	No
CAB55	Cabinet 5/8 November	Quarter Two Budgetary Control 2018/19	To approve the Quarter Two Budgetary Control	John Whitehead Peter Patrick	Melissa Evans 01473 296320 <a href="mailto:Melissa.evans@baberg
hמידsuffolk.gov.uk">Melissa.evans@baberg hמידsuffolk.gov.uk	Yes	No

CAB47	Cabinet 10/13 December	Quarter 2 Performance Exception End of Term Report	To seek agreement that the performance report and the performance outcome information adequately reflects the Councils performance	Glen Horn Derek Davis	Karen Coll 01449 724566 Karen.coll@babberghmidsuffolk.gov.uk	No	No
CAB48	Cabinet 10/13 December	A Review of the First Two Quarters of the Homeless Reduction Act	To review how the Councils have managed the roll out of the Homeless Reduction Act 2017 (HRA 2017)	Jill Wilshaw Jan Osborne	Heather Sparrow 01449 724767 Heather.sparrow@babberghmidsuffolk.gov.uk	No	No
CAB38	Cabinet 10/13 December	Community Strategy	To adopt and agree.	Julie Flatman Margaret Maybury	Jonathan Free 01449 724859 Jonathan.free@babberghmidsuffolk.gov.uk	No	No
CAB39	Cabinet 10/13 December	Joint Parking Policy	To adopt and agree	David Burn Tina Campbell	Chris Fry 01449 724805 Chris.fry@babberghmidsuffolk.gov.uk	No	No
CAB56	Cabinet 10/13 December	2019/20 Budget Report	To review the 2019/20 Budget	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@babberghmidsuffolk.gov.uk	Yes	No
CAB57	Cabinet 7/10 January 2019	2019/20 Budget report	To finalise the 2019/20 Budget	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@babberghmidsuffolk.gov.uk	Yes	No
CAB58	Cabinet 4/7 February 2019	2019/20 Budget report	To approve the 2019/20 Budget and recommend to Council.	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@babberghmidsuffolk.gov.uk	Yes	No
CNL08	Council 5/8 February 2019	2019/20 Budget report	To approve the 2019/20 Budget	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@babberghmidsuffolk.gov.uk	Yes	No

CAB40	Cabinet February 2019	Environment Strategy	To adopt and agree	David Burn Tina Campbell	Chris Fry 01449 724805 Chris.fry@babberghmidsuffolk.gov.uk	No	No
CAB59	Cabinet 4/7 March 2019	Quarter 3 Budgetary Control	To approve the Quarter 3 budgetary control	John Whitehead Peter Patrick	Melissa Evans 01473 296320 Melissa.evans@babberghmidsuffolk.gov.uk	Yes	No

Key:

 Babergh District Council Only
  Mid Suffolk District Council Only
  Joint – Mid Suffolk and Babergh District Councils

If you have any queries regarding this Forward Plan, please contact Sophie Moy on 01449 724682 or Email: Sophie.moy@babberghmidsuffolk.gov.uk

If you wish to make any representations as to why you feel an item that is marked as an “exempt” or confidential item should instead be open to the public, please contact the Monitoring Officer on 01449 724694 or Email: emily.yule@babberghmidsuffolk.gov.uk. Any such representations must be received at least 10 working days before the expected date of the decision.

Arthur Charvonja - Chief Executive

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Agenda Item 8

MID SUFFOLK DISTRICT COUNCIL

COMMITTEE: Cabinet	REPORT NUMBER: MCa/18/03
FROM: Cabinet Member for Organisational Delivery	DATE OF MEETING: 4 June 2018
OFFICER: Karen Coll - Corporate Business Improvement Manager	KEY DECISION REF NO. CAB22

END OF YEAR PERFORMANCE OUTCOME REPORTING

1. PURPOSE OF REPORT

- 1.1 To provide the Cabinet of Mid Suffolk District Council with the end of year performance report in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. OPTIONS CONSIDERED

- 2.1 That Councillors agree that the performance outcomes have been met in delivering the JSP.
- 2.2 That Councillors do not agree the performance outcomes have been met. This option is not recommended because in many cases the performance measures confirm that the outcomes have been met.

3. RECOMMENDATIONS

- 3.1 That the performance report and the performance outcome information tabled at Appendices A to E be agreed as adequately reflecting Mid Suffolk District Council's performance for April 2017 – March 2018

REASON FOR DECISION

To provide assurance that the Council is meeting its performance objectives.

4. KEY INFORMATION

The Appendices to this report provide performance information, including trends, across all the tracking and influencing indicators agreed by the Cabinet Portfolio Holders. They should be read in their entirety for each theme contained within the Joint Strategic Plan. Summarised highlights are shown below, using a 10% tolerance to depict areas where good performance is demonstrated or where performance improvement is needed. In addition, a selection of key achievements is summarised to provide a feel of overall performance and the difference the Council is making in the community.

4.1 Housing Delivery (Appendix A)

Good quality and appropriate housing for all needs is an essential component in ensuring successful, diverse and dynamic communities, and supports a successful

and growing economy. Mid Suffolk has a number of roles to play in helping residents to achieve the best housing solutions for their needs.

- As an annual measure, this year we have seen an increase in **planning approvals** from **776 in 2016/17 to 1209 in 2017/18**, with a total of 430 dwellings completed. There is no direct correlation between approvals and dwellings completed.
- There has been a significant increase in the **% of non-major planning applications processed 'in time'** from **62.70%** at the end of Q2 to an impressive **85.30%** at the end of the year. This figure is **15%** above the Department for Communities and Local Government target which is set at 70%.
- Mid Suffolk continues to exceed the annual target of 10 **Neighbourhood plans in preparation**. With the Diss and District, and Mendlesham plans the total number for the year now stands at **16**.
- There has been a rise in the **number of adaptations completed in council stock** from **18** for the first half year to a total of **37** for the second half year. This enables our customers to continue to live independently in their own homes.
- An improvement project to reduce the **average number of days to turnaround an empty council property** is expected to show future improvements. At the end of Q4 it was taking **46** days against a target of 28 days.
- **A Right to Buy Reinvestment Programme** 2015 – 2018 has seen the use of right to buy receipts to purchase **39** 'Market Sale Homes' within Mid Suffolk, to add to the Council's housing stock.

4.2 **Business Growth & Increased Productivity**

Ensuring that our district supports the sustained and sustainable economic growth of Suffolk is a key priority in the Strategic Plan. Our role as a Council is to ensure that we are as open as possible to encouraging and facilitating new employment opportunities that contribute to our already diverse economic base.

Development of a suite of performance measures is ongoing and will be in place for 2018/19.

4.3 **Community Capacity Building & Engagement (Appendix B)**

To ensure that our communities are thriving, growing, healthy, active and self-sufficient, it is vital that we build and strengthen our relationships, working together to understand what works best for them, helping us to be at the forefront of service design and to reduce demand, and prevent more costly interventions arising in the future.

- **A Funding and Volunteering** event was held at the Cedars Park Community Centre in February. This was attended by over 60 representatives from a range of voluntary and community sector organisations who were provided with a wide-ranging level of information on starting up new groups, encouraging and enabling volunteering and accessing funding programmes.

- The total number of 5k and 2k runs completed at **The Great Run Needham Market Lake** continues to grow with an increase in participants of **46%** in year compared to 2016/17.

4.4 **Enabled & Efficient Organisation (Appendix C)**

For our Council to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation – the right people doing the right things, in the right way, at the right time, for the right reasons. Our organisation will be able to respond and adapt quickly to changes in the external environment and modern technology will be taken advantage of, so that residents can access our services in ways to suit themselves ensuring that our reducing resources can be aimed at assisting those most in need.

- There has been an increase of **26%** in **the number of daily visitors to the Councils joint website** over the year. This was partly due to spikes in early January and March which coincided with severe weather. With exception to the three highest weeks of visits, data still shows a strong underlying growth of 19%.
- Following service improvements by the customer service staff we have seen a decrease of 50.9% in **the number of abandoned calls** to the call centre over the year. There has also been considerable progress made in the **average time taken to answer calls** from 2.76 mins at the beginning of the year to 1.38 mins at the end of the year, a reduction of **50%**.
- There has been a marked improvement in the **Average time taken to process Housing/Council Tax Benefit Change of Circumstance requests**. The overall annual target of 11 days has been exceeded by a reduction to **5.17** days at the end of the second half-year. To ensure continuous improvement in 2018/19 a revised target of 7 days has been agreed.
- The past year saw an increase in the **number of staff leavers** during the middle two quarters. Some of this can be attributed to the move to the new headquarters. Also, during this period, several staff were appointed on fixed term contracts to work on the All Together and other IT projects. Their contracts coming to a natural end has also contributed to the increase in number of leavers. However, the Council has now seen a period of stability, following the move, with the final quarter of the year showing a **decrease** in staff leaving to **22**. This is comparable with the same period in 2016/17 which saw a total of 21 staff leave.
- During the final quarter there has been a **decrease** in the **number of staff on long term sickness** (absent for 4 or more weeks) to **13** and is again in line with figures at the end of 2016/17 of **14**.
- The total amount of **non-domestic rates collected** at 99% exceeded the target for the year which was set at 98.40%. This resulted in an additional **£126,000** being collected in revenue.

4.5 **Assets & Investments (Appendix D)**

In order to replace the transitional government funding which is rapidly reducing and predicted to disappear altogether, we need to identify and secure new income

streams. We have the ability to invest and a portfolio of assets to develop in order to generate additional income and to achieve our strategic priorities.

- Mid Suffolk has recently purchased the former Nat West Bank in the market place at Stowmarket. This has the potential to link with the John Peel Centre, **supporting regeneration of the town.**
- Plans for the **regeneration of the Council’s former Headquarters site in Needham Market** are progressing well. A consultation event was held to obtain community views.

4.6 Environment, Waste & Leisure (Appendix E)

The Council has a key role in achieving energy savings, efficiencies in the waste collection process and ensuring that the local residents have a sustainable provision for access to health benefitting leisure facilities and open spaces.

- There has been a steady increase in the **income generated through business waste**, culminating this year with an increase of 14.1% against the prior year.
- The **building control team** have recently secured the work for the construction of **175** dwellings in Stowupland.

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 Effective performance management enables our Officers, Councillors and Communities to track progress against the delivery of the JSP to understand our key risks and to share in the celebration of our achievements. Our agreed framework is the main tool to show how our work is (or isn’t) delivering on the JSP outcomes.

6. FINANCIAL IMPLICATIONS

There are no immediate financial impacts arising from this report. Effective performance monitoring has a positive impact on the Councils.

7. LEGAL IMPLICATIONS

- 7.1 There are no immediate legal implications arising from this report.

8. RISK MANAGEMENT

- 8.1 This report is most closely linked with the Council’s Corporate / Significant Business Risk No.5d – “If we fail to build the capability across the organisation to commission effectively for outcomes then this may result in inefficient and ineffective use of resources.’ Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Without an effective performance framework, it is	Unlikely (2)	Bad (3)	The performance framework is intrinsically linked to the Council’s

unlikely that the Council will deliver its priorities and outcomes and achieve value for money.			Risk Management Strategy, creating an approach where it is clearly understood what stops effective performance and ensuring remedial actions are in place.
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9. CONSULTATIONS

9.1 Officers and Councillors continue to develop and refine the outcome performance framework through discussions at Administration Briefings and Cabinet meetings.

10. EQUALITY ANALYSIS

10.1 There are no equality and diversity implications arising from this report. This report should have a positive impact on equality.

11. ENVIRONMENTAL IMPLICATIONS

11.1 There are no environmental implications arising from this report. The Council's performance measures show a positive impact on the environment.

12. APPENDICES

Title	Location
Housing Performance 1718	Appendix A
Community Capacity Building & Engagement 1718	Appendix B
Enabled and Efficient Organisation Performance 1718	Appendix C
Assets and Investments Performance 1718	Appendix D
Environment, Waste & Leisure Performance 1718	Appendix E

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Housing Delivery

Our Outcome - Given the shortfall in homes actually built in our area in recent years, and the growing need for new homes due to economic growth, the ageing population and changing household composition, we need to significantly increase the number of new homes built and occupied in the area, ensuring that these are homes of the right type, the right tenure, and in the right place. We also need to make sure these are delivered in a sustainable way to respect and enhance our environment.

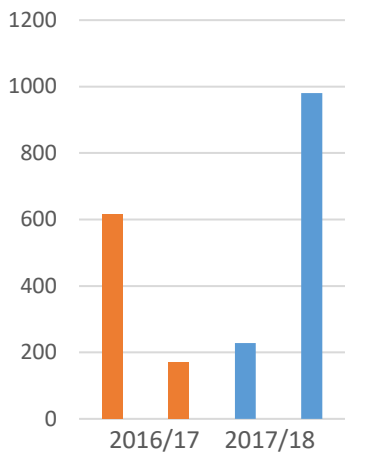
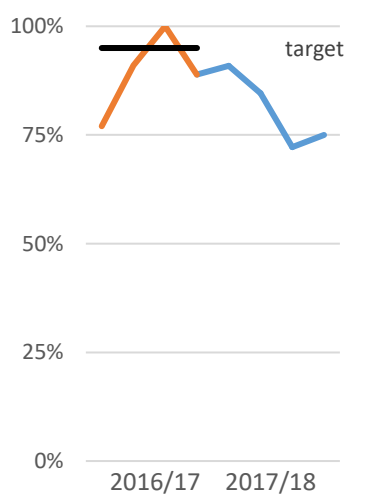
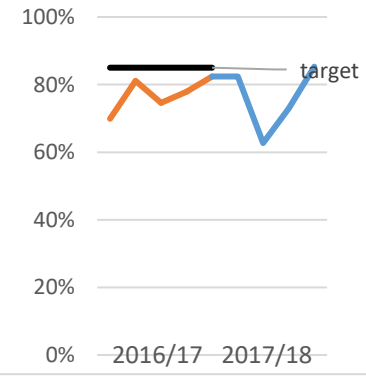

What success looks like? We will catch up on our under-delivery of homes over the past few years, and the pace of building new homes will increase to match predictions of future requirements. There will be no 'one-size-fits-all' approach - rather our councillors and staff will be adept at working through bespoke housing solutions that really do reflect local needs and wishes. The Councils will continue to be active in using their internal housing expertise and the positive, collaborative relationships they have brokered with all manner of interested parties – including our communities – to anticipate and develop imaginative opportunities to shape the housing market across the two districts.

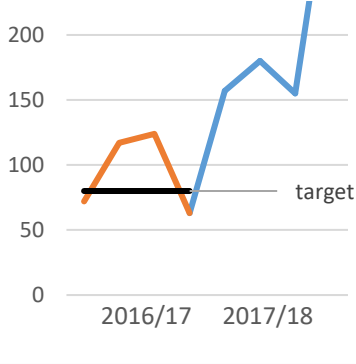
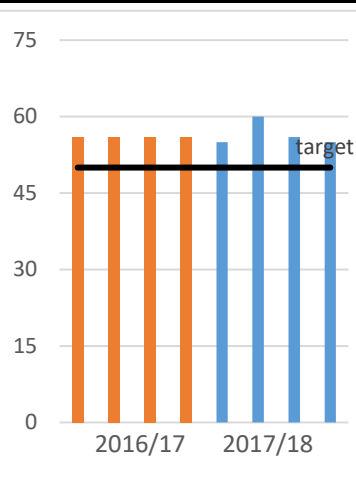
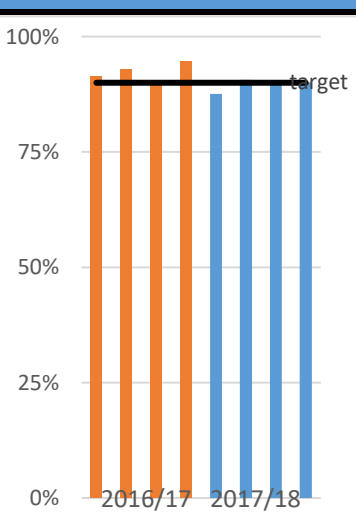
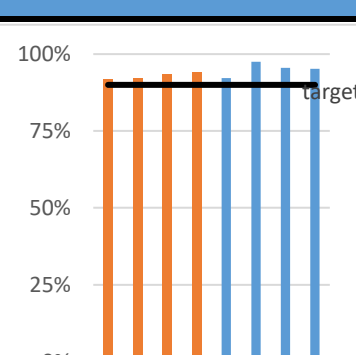
	1st April - June 2017	1st July - 30th September 2017	1st October - 31st December 2017	1st January - 30th March 2018
Main Achievements	1. New computer software was installed in June called 'UNIFORM'. This software covers both districts and joins up several departments (including development and building control) on one system.	1. Babergh and Mid Suffolk District Councils launched the consultation on the draft Joint Local Plan, a document that will ultimately shape development in both Districts for the next two decades. The consultation commenced on 21st August 2017 and will finish on 10th November 2017. Events have been held with Parish Councils to explain the plan and the process for making comments, with Neighbourhood Plan groups to discuss the relationship between Neighbourhood Plans and the new Joint Local Plan and successful drop-in events for the public have been held in Elmswell, Stowmarket, Eye, Tattingstone, Hadleigh and Sudbury. 2. Homelessness. Support Worker appointed to improve prevention and reduce number of rough sleepers. As a result there are currently no rough sleepers in the District.	Work in this quarter prepared for the agreement by Leadership Team (at start Jan) of an outline approach to the development of the BMSDC Joint Housing Strategy. The purpose of the strategy is to describe how BMSDC and partners will re-balance the 'broken' local housing market by working together on a co-produced, comprehensive plan of action, the foundation of which is an understanding of local housing needs. Understanding housing needs and the dynamics of supply and demand is equally important across the private rented sector as it is in the social housing sector and open market sector. Homelessness reduction will be central to the strategy.	Joint Local Plan development has progressed with Member briefings held in March and April, working towards further public consultation in summer 2018. Development of the Councils' Community Infrastructure Levy (CIL) Expenditure Framework continues, with Member briefings and Cabinet endorsement achieved in March, in advance of reporting to Full Council in April. A successful Suffolk-wide application secured £300,000 from the Ministry for Housing, Communities and Local Government Planning Delivery Fund: Design Quality. It will support the development of an updated Suffolk Design Guide and provide resourcing to develop design skills. Work on the Joint Housing Strategy is progressing, including preparation for an April stakeholder event. A restructure within Tenant Services has brought all tenant-related services (housing management, income management, estate management, allocations and voids, leasehold management, right-to-buy and sheltered housing) together under one Corporate Manager, Lee Crowdell. The policies and procedures for these service areas will be reviewed over the coming year to improve overall service delivery while increasing value for money and effectiveness.
Impact of delivery on the communities	1. The new software will improve our service as information will be on one system allowing access to all and our engagement with communities will be streamlined.	1. The Joint Local Plan will shape how development happens across both Districts. The consultation provides an early and meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made.		

Unlocking barriers to growth

- We are reviewing the planning process and identifying ways of speeding up the time taken to process planning applications
- We are reviewing the reasons why approved developments have not been built and will work to unblock these developments – this could be due to shortage of building skills, delays in finalising legal agreements or infrastructure challenges
 - We will promote innovative approaches to housing delivery such as self-build, equity share, starter homes, co-housing, Community Land Trusts or custom-build to meet local need and demand
 - We will seek out small and medium sized (SME) developers, and support them by identifying sites and finding solutions to build
 - We will assess the opportunities for investing in new infrastructure in order to enable new homes development
- We will manage development to achieve the key objectives of economic growth and the provision of houses, and will ensure that there is not an unacceptable impact on our quality of life, heritage or rural distinctiveness of our two districts

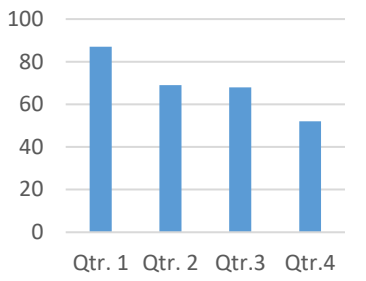
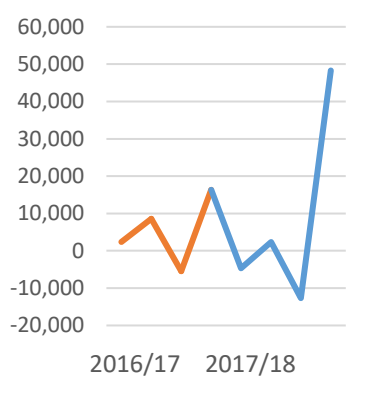
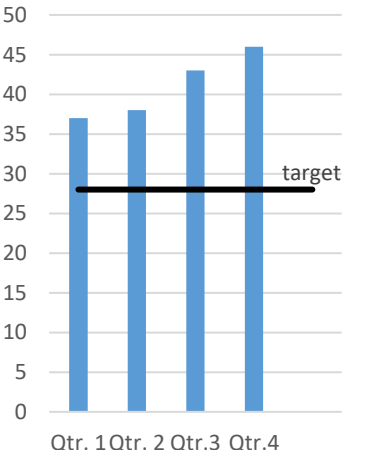
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. The no. of Band D equivalent properties on the Tax base Cabinet Member: John Whitehead Responsible Officer: Sue Palmer Corporate Manager: Melissa Evans	I1, I2	2016/17 Qtr. 3 2017/18 Qtr.3	35,336 36,109			MSDC		Last Update 01/18 This figure is calculated in October yearly. All authorities in Suffolk including Babergh and Mid Suffolk had an increase in their tax band D equivalent, between 1% and 2% from 2015 to 2016. It is important that this figure continues to increase as the population for the districts is also expected to continue to increase.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. no. of dwellings completed Cabinet Member: David Whybrow Responsible Officer: Matt Deakin Corporate Manager: Robert Hobbs	I3, I4	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	270 97	430		MSDC		Last Update 04/18 The number of completions for 2016/17 was 305 dwellings. This was below the target of 430. Since then we have been working on improving our relationship with developers to understand when and why they build. This is not an easy matter to resolve and will take time. Figures for 2017/18 will be available in June 2018.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. Effective Land Supply (+20% buffer) Cabinet Member: David Whybrow Responsible Officer: Matt Deakin Corporate Manager: Robert Hobbs	I3, I4	2016/17 Qtr. 4 2017/18 Qtr. 4	3.9	6.5		MSDC		Last Update 04/18 In 2014/15 MSDC land supply was 3.3, this increased to 3.7 in 2015/16. The effective land supply is increasing however, it is below the threshold of 5.0. The land supply needs to be above the threshold for the Local Plan to have weight when dealing with planning applications. Nationally nearly half of authorities do not have a land supply. (PAS survey in 2014). Data for 2017/18 will be available in June 2018.

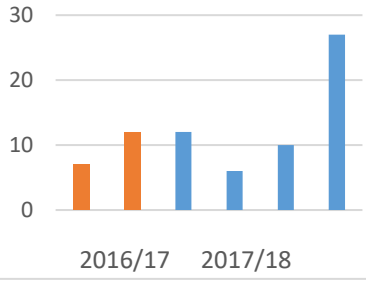
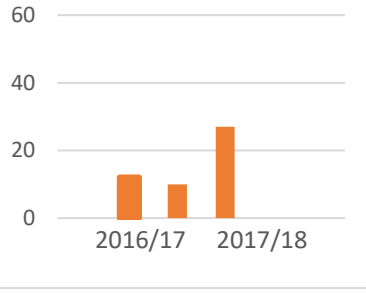
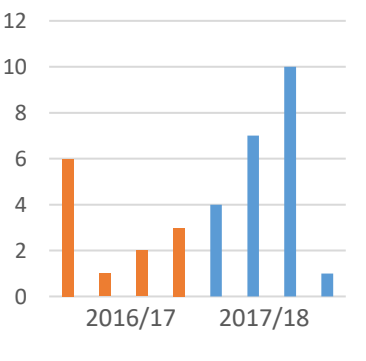
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of dwellings approved Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell	T1	2016/17 Qtr. 2 Qtr. 4 2017/18 Qtr. 2 Qtr. 4	615 171 228 981			MSDC		Last Update 04/18 It is difficult to define a target for this because there is not a direct correlation between applications granted and dwellings completed. However, there is a need to approve more dwellings than the number of dwellings to be completed to provide choice in the market and encourage delivery. The annual number of dwellings for completion is 430. The annual number of dwellings approved for 2017/18 was 1209.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. % of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement) Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell	T2, T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	77.00% 91% 100% 89% 91% 84.60% 72.20% 75%	95%		MSDC		Last Update 04/18 This is a nationally set indicator (DCLG Target set at 60% of majors decided in time). The Uniform 'Enterprise' project is starting in January 18, which will bring add a live performance dashboard to Uniform. Further upgrades to Uniform are planned for Q4 which will have a positive impact on improving this indicator. Overall YTD performance (Apr 17 to 31 Mar 18) for MSDC majors decided in time is sat at 79%. The DCLG assessment period for this measure is the two years up to and including the most recent quarter. For this assessment period, MSDC is currently sat at 83.9% of major applications decided in time.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of non-majors processed 'in time' (8 wks. or within agreed Extension of Time/ Planning Performance Agreement) Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell	T2, T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	69.90% 81.10% 74.60% 77.90% 82% 62.70% 72.90% 85.30%	85%		MSDC		Last Update 04/18 This is a nationally set indicator(DCLG Target set at 70% of non-majors decided in time). Performance has increased since Quarter 2. Overall YTD performance (Apr 17 to 31 Mar 18) for MSDC non-majors decided in time is sat at 76%. The DCLG assessment period for this measure is the two years up to and including the most recent quarter. For this assessment period, MSDC is currently sat at 75.1% of non-major applications decided in time.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. The median number of days to a decision for a major application (Including Environmental Impact Assessment (EIA) that would extend the application length to 112 days (16 weeks) and applications that	T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	72 117 124 63	80				Last Update 04/18 Q3 median number of days reduced since Q2 however Q4 has increased. As you can see over the quarters it can vary. There are a relatively low number of major applications received (Qtr1 11, Qtr2 13, Qtr3 18, Qtr4

<p>have had Extensions of Time (EoT) where it has been agreed for the application to have longer to be decided with the applicant or a Planning Performance Agreement with the applicant.</p> <p>Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell</p>		<p>2017/18 Qtr.1 157 Qtr. 2 180 Qtr. 3 155 Qtr. 4 332</p>				MSDC		<p>20) and if an application has taken some time to get to the determination point, and potentially had one or more extensions of time this will affect the median data. There is a new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>I5. The median number of days to a decision for a non major application (Including applications that have had Extensions of Time (EoT) where it has been agreed for the application to have longer to be decided with the applicant or a Planning Performance Agreement with the applicant.</p> <p>Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell</p>	T2, T3	<p>2016/17 Qtr. 1 56 Qtr. 2 56 Qtr.3 56 Qtr.4 56 2017/18 Qtr.1 55 Qtr. 2 60 Qtr. 3 56 Qtr. 4 55</p>		<p>50</p> <p>50</p>		MSDC		<p>Last Update 04/18 This indicator shows that majority of the non major applications are being decided just after the end of the 8 week time period for both districts. The target is 50 days and the development management teams are working on getting this indicator lower as it will improve the customer experience instead of waiting for the final day to receive a decision. There is new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>I6. % of the application approval rate</p> <p>Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell</p>	T3, T4	<p>2016/17 Qtr. 1 91.40% Qtr. 2 92.90% Qtr.3 90.40% Qtr.4 94.60% 2017/18 Qtr.1 87.60% Qtr. 2 90.60% Qtr. 3 90.00% Qtr. 4 90.10%</p>		<p>90%</p> <p>90%</p>		MSDC		<p>Last Update 04/18 The target is set at 90% so that we aim to have most applications that are submitted to us are approvable applications. This can be achieved through better relationships with the applicants before they submit which is achieved through the pre-application process. The approval rate for both districts has reached its target of 90% for every quarter from Qtr 2 onwards, this is good start toward achieving the target. The new performance framework that is being implemented will support this indicator to improve as will work on the pre-application process.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>I7. % for the delegation rate</p> <p>Cabinet Member: David Whybrow Responsible Officer: John Mawdsley Corporate Manager: Philip Isbell</p>	T3, T4	<p>2016/17 Qtr. 1 91.90% Qtr. 2 92.30% Qtr.3 93.60% Qtr.4 94.10% 2017/18 Qtr.1 92.20% Qtr. 2 97.50% Qtr. 3 95.50%</p>		<p>90%</p> <p>90%</p>		MSDC		<p>Last Update 01/18 This indicator is above the target, which is drawn from national guidance from the Planning Advisory Service. The proportion of applications dealt with under delegated powers is roughly commensurate with other authorities across Suffolk but will depend on the nature and scale of applications being considered.</p>

		Qtr. 4	95.20%	v/v 2016/17 2017/18				
<p>JSP - Communities embrace new homes growth; Provide insight of growth benefits to Communities and Communities engaged as early as possible - community-led planning</p> <ul style="list-style-type: none"> • We will engage with communities at the earliest opportunity so that they can help to shape and influence growth and understand the positive economic benefits that this provides • We will engage early with our businesses and communities to understand where new housing and jobs may be located and to discuss the issues and opportunities that arise <ul style="list-style-type: none"> • We will ensure councillors have all the information they need so communities can <ul style="list-style-type: none"> • understand the benefits for their area • We will work with communities wanting to progress neighbourhood plans for their areas, to make sure they are able to be supported and are in alignment with our spatial planning • Joining-up our work on housing with health and social care colleagues to make sure we design and deliver services together around the needs of individuals and communities 								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No. of Neighbourhood plans at preparation stage Cabinet Member: David Whybrow Responsible Officer: Paul Bryant Corporate Manager: Robert Hobbs		2016/17 Qtr. 1 7 Qtr. 2 8 Qtr.3 8 Qtr.4 9 2017/18 Qtr.1 9 Qtr. 2 11 Qtr. 3 14 Qtr. 4 16		10		MSDC		Last Update 04/18 N'hood Plng is a complex process and it is hard to accurately map how long each plan will take as this will vary dependent upon the skills / knowledge of the PC / Group taking it forward. MSDC continue to exceed the target which reflects the level of interest in NP's. Fressingfield and Laxfield are the most recent areas to be designated. The Qtr 4 figure includes the Diss & District NP (a multi-parish, cross-county boundary plan) and the Mendlesham NP, which, having already been adopted, is being modified to include site allocations.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No. plans entering examination stage Cabinet Member: David Whybrow Responsible Officer: Paul Bryant Corporate Manager: Robert Hobbs	I1, I2	2016/17 Qtr. 1 0 Qtr. 2 0 Qtr.3 1 Qtr.4 0 2017/18 Qtr.1 0 Qtr. 2 0 Qtr. 3 0 Qtr. 4 0		3		MSDC		Last Update 04/18 This and the previous indicator are closely linked. No NPs in Mid Suffolk were advanced enough to enter the examination stage during 2017/18. There remains an expectation that some 10 NP's could be at or near the Examination stage during 2018/19
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. No. of neighbourhood plans made Cabinet Member: David Whybrow Responsible Officer: Paul Bryant Corporate Manager: Robert Hobbs		2016/17 Qtr. 1 0 Qtr. 2 0 Qtr.3 0 Qtr.4 1 2017/18 Qtr.1 0 Qtr. 2 0		1		MSDC		Last updated 04/18 This and the two previous indicators are closely linked. This target was not met in 2017/18. Given our current understanding of where individual groups are it remains possible that some 4 or 5 NP's could be at or close to being made (adopted) during the later part of 2018/19

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																		
I1. Number of enforcement cases referred to the team Cabinet Member: David Whybrow Responsible Officer: Simon Bailey Corporate Manager: James Buckingham	T2	<table border="1"> <tr><td>2016/17</td><td>Qtr. 3</td><td>0</td></tr> <tr><td>2016/17</td><td>Qtr. 4</td><td>0</td></tr> <tr><td>2017/18</td><td>Qtr. 1</td><td>85</td></tr> <tr><td>2017/18</td><td>Qtr. 2</td><td>71</td></tr> <tr><td>2017/18</td><td>Qtr. 3</td><td>62</td></tr> <tr><td>2017/18</td><td>Qtr. 4</td><td>58</td></tr> </table>	2016/17	Qtr. 3	0	2016/17	Qtr. 4	0	2017/18	Qtr. 1	85	2017/18	Qtr. 2	71	2017/18	Qtr. 3	62	2017/18	Qtr. 4	58	294			MSDC		Last Update 06/17 Early engagement is vitally important to establish whether there is a breach of planning control and the degree of harm which may be resulting; to advise those responsible on action required to remedy the breach; or negotiate with those responsible a suitable solution to resolve the breach. As a result of the advisory work and/or negotiation with customers, the percentage of cases resulting in a notice is only 1% of MSDC cases. It is hard to benchmark workloads as there is no current mechanism to compare against other planning authorities.
2016/17	Qtr. 3	0																								
2016/17	Qtr. 4	0																								
2017/18	Qtr. 1	85																								
2017/18	Qtr. 2	71																								
2017/18	Qtr. 3	62																								
2017/18	Qtr. 4	58																								
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																		
I2. Number of notices served Cabinet Member: David Whybrow Responsible Officer: Simon Bailey Corporate Manager: James Buckingham	T2	<table border="1"> <tr><td>2016/17</td><td>Qtr. 4</td><td>3</td></tr> <tr><td>2017/18</td><td>Qtr. 1</td><td>0</td></tr> <tr><td>2017/18</td><td>Qtr. 2</td><td>1</td></tr> <tr><td>2017/18</td><td>Qtr. 3</td><td>0</td></tr> <tr><td>2017/18</td><td>Qtr. 4</td><td>1</td></tr> </table>	2016/17	Qtr. 4	3	2017/18	Qtr. 1	0	2017/18	Qtr. 2	1	2017/18	Qtr. 3	0	2017/18	Qtr. 4	1	3			MSDC		Last Update 06/17 The team seek to resolve matters through negotiation and mutual agreement before resorting to the formal routes for resolving enforcement matters. The number of notices served is therefore low compared to the overall number of cases dealt with.			
2016/17	Qtr. 4	3																								
2017/18	Qtr. 1	0																								
2017/18	Qtr. 2	1																								
2017/18	Qtr. 3	0																								
2017/18	Qtr. 4	1																								
Being Clear about what housing is needed - When the evidence base 'Suffolk Housing Market Assessment (SHMA)' has been completed we can use it to identify the most appropriate indicators that support this outcome. <ul style="list-style-type: none"> • We are identifying more detailed housing requirements in our local area – need, demand and the market view – to develop an evidence base for new-build, the number of homes, type and location, and infrastructure requirements 																										
Agree where growth goes - When the Joint Local Plan is either developed further or adopted we will able to have precise indicators that supports this outcome <ul style="list-style-type: none"> • We will understand where the supply of new homes can be delivered sustainably in Babergh and Mid Suffolk and plan accordingly • Using good quality information we will work with developers on sites coming forward for development to influence what type of homes are delivered and how they meet need • We will identify sites where brand new settlements could be located, such as garden villages, and investigate their feasibility • Continue to deliver new homes using our own resources by commissioning development partners to help us to deliver, identifying suitable land and agreeing a development programme 																										
Make best use of our existing Housing Assets - (Supporting Housing Output)																										
Work with tenants to agree the best way to deliver property services across our own housing, to make sure we are efficient and cost effective in our delivery and commercial in our approach Ensure the ways we manage the Councils' assets helps to free-up finances to reinvest in new affordable homes																										
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																		
T1. No. of privately owned properties empty, in excess of two years, brought back into use Cabinet Member: Jill Wilshaw Responsible Officer: Theresa Grzedzicki		<table border="1"> <tr><td>2016/17</td><td>Qtr.3</td><td>38</td></tr> <tr><td>2016/17</td><td>Qtr.4</td><td>47</td></tr> <tr><td>2017/18</td><td>Qtr.1</td><td>14</td></tr> <tr><td>2017/18</td><td>Qtr. 2</td><td>17</td></tr> </table>	2016/17	Qtr.3	38	2016/17	Qtr.4	47	2017/18	Qtr.1	14	2017/18	Qtr. 2	17	38	100%		MSDC	Lack of staff resource to focus on this area.	Aspiration is to have no empty properties						
2016/17	Qtr.3	38																								
2016/17	Qtr.4	47																								
2017/18	Qtr.1	14																								
2017/18	Qtr. 2	17																								

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
Corporate Manager: Heather Worton		Qtr. 3 Qtr. 4	12 4		2016/17 2017/18			
T2. No. of households where homelessness has either been prevented or relieved NEW MEASURE Cabinet Member: Jill Willshaw Responsible Officer: Victoria Stuart Corporate Manager: Heather Sparrow	I5	2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	87 69 68 52	150		MSDC		Last Update 05/18 The number of Households where homeless has been prevented or relived is likely to reduce following the introduction of the HRA Act 2017. For which there has been the introduction of a new reporting process known as H Click which replaces the former P1E return. Thus requires the collection of data based on an different criteria
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. (£) Expenditure on Bed and Breakfast (previously number of households in B&B) AMENDED MEASURE Cabinet Member: Jill Willshaw Responsible Officer: Jo Moyes Corporate Manager: Heather Sparrow	I5	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	2,371 8,574 -5,464 16,336 -4,723 2,339 -12,677 48,299			MSDC	Last Update 05/18 Number of households in B&B accomodation. With children Without children Q1 4 1 Q2 10 4 Q3 10 5 Q4 4 4	Update 01/18 We are charged a nightly fee for using B&B accommodation. Those we accommodate are able to claim housing benefit, which subsidises the cost but not the full charge. Due to the way subsidy (housing benefit) is allocated there is sometimes a disparity between when we pay B&B invoices and when we recover the subsidy, therefore in some quarters it appears we have made a profit. An End of Year reconciliation gives the overall annual cost
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Average number of days to turn around an empty council property (VOID) that requires *Standard repair REFINED MEASURE (previously all repairs) Cabinet Member: Jill Wilshaw Responsible Officer: Adam Howley Corporate Manager: Lee Crowdell		2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	37 38 43 46	28		MSDC	The void improvement project has been running since November 2017 and has reviewed and improved all stages of the void process. The results of this are starting to feed through but a relatively large number of outstanding voids are still being re-let which is keeping the re-let times high. Once the outstanding voids move through the system we should see new voids being turned around much quicker.	Last Update 04/18 The Council's HRA Business Plans have pledged to reduced void times to 21 days within three years. Following scrutiny of performance in relation to void times, Councillors and officers have agreed that this is not ambitious enough. As a result, a six-month project is commenced in late November to reduce void times by 10 days within six months.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of inspections of flats with entrance through business premises REFINED MEASURE (previously inspections of flats above businesses. Flats with separate entrances is a Fire Service responsibility)		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3	97 10 0 0 0	Increase		MSDC	Last Update 04/18 There is currently no officer assigned to this area of work following the end of secondment place at end 2016. Some follow up inspections were carried out by a contractor employed for 2 months in Q4 to assist with	Recent Award 'Flats above Businesses'

Cabinet Member Jill Wilshaw Responsible Officer Christine Ambrose Corporate Manager Heather Worton		Qtr. 4	17				staffing shortages.	
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. No. of category 1 hazards found in properties following inspection (Category 1 statutory requirement for LAs to take action) NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer Christine Ambrose Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 0 0 0 0 0	0 0		MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. No. of disabled adaptations in council stock Cabinet Member Jill Wilshaw Responsible Officer Sally Farthing Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	7 12 12 6 10 27			MSDC	Demand led via personal request or referral	We aim to enable customers to continue to live independently in their own homes. This is done by providing equipment and making modifications in our customers' homes that meet their needs.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. No. of disabled facilities grants awarded Cabinet Member Jill Wilshaw Responsible Officer Sally Farthing Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	31 46 13 6 10 12			MSDC	Demand led	We aim to assess and support an individuals need to live as independently as possible
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. No. of households for whom homelessness was prevented via the private rented sector Cabinet Member Jill Wilshaw Responsible Officer Victoria Stuart Corporate Manager Heather Sparrow	T2, T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	6 1 2 3 4 7 10 1	Increase		MSDC	Prevents households from going into B&B Nb. Partly influenced by landlord stipulations (i.e. won't accept benefit claimants)	Future funding through the flexible homeless support grant will be determined based on number of preventions via the private rented sector
JSP Homes for ageing population								
We will review our own sheltered housing stock to understand how current provision needs to change to meet future needs								

Understand the needs for different types of accommodation - care homes, supported housing, lifetime homes, special needs accommodation - and support their delivery

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T1. The 2017 Strategic Housing Market Assessment contains evidence of housing need for an ageing population. A suitable tracking indicator will be derived asap in collaboration with HRA and Housing Enabling teams.</p> <p>Cabinet Member Nick Gowrley Responsible Officer Anne Bennett Corporate Manager Anne Bennett</p>		<p>2017/18 Qtr. 4</p>				<p>MSDC</p>		

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Community Capacity Building & Engagement

Our Outcome - To create cohesive, sustainable and empowered communities that can thrive and become more resilient as public service budgets reduce and the demand on our services increase.

What success looks like? Our communities continue to be enjoyable places to live and work. Through our focus on preventative programmes and activities, we will help to ensure that our residents take responsibility for leading active, healthy and safe lifestyles. The broad range of facilities within our communities are retained, valued, well used and make significant contributions to the quality of life and health of residents. People have the opportunity to volunteer within their communities, from roles as trustees to those with the skills and the confidence to design and manage local facilities and activities. Communities are dynamic and vibrant with established and new residents contributing to the community as volunteers, members of community groups and organisations. All these are able to access funding support from local development contributions and/or the wide range of external funding opportunities.

	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements	<p>On the 13th June the Grants and Funding Team joined the Suffolk Association of Local Councils county meeting to promote external funding opportunities to 20 people. This has generated a number of funding enquiries from Parish / Town Councils.</p> <p>The 10th Suffolk Walking Festival – the team actively supported 10 of the 39 walks that took place in Babergh and Mid Suffolk (27 in Babergh; 12 in Mid Suffolk). In total there were over 100 walks in the 3 weeks across Suffolk. GP exercise on referral schemes – we are currently undertaking a review of the Babergh funded schemes with a view to maximising the impact for residents.</p> <p>Dementia – Funding has been secured for a new community post in Hadleigh; essentially a co-ordinator to take on the Memory Club at the Ansell centre</p>	<p>1. Friday 8th September saw the Men's professional cycling Tour of Britain pass through Mid Suffolk. The Communities and Health and Wellbeing teams organised community engagement events and spectator activities along the route. Turnout of spectators and visitors was excellent and this in turn increased footfall into the district bringing with it extra spending at local food and retail outlets. The event was a great opportunity to showcase what the district has to offer!</p> <p>2. As part of the Connect health, care and communities integration work, our sheltered housing scheme managers have been supported to undertake My Care Wishes (MCW) training. The MCW programme is recognised across the NHS family in Suffolk and replaces the previous "yellow folder" arrangements, it is all about ensuring that residents care choices in later life are known and understood by all the professionals, volunteers and family members supporting them.</p>	<p>1. Funding & Volunteering Event which engaged 5 partner organisations. Attendance comprised of 40 delegates representing a total of 29 organisations.</p>	<p>1. During 2017/18 two pubs in the district have opened under Community ownership: The Duke of Marlborough, Somersham and The Cross Keys, Redgrave. We are still working closely with two other communities to move towards successful purchase.</p> <p>2. A Funding and Volunteering event took place in Stowmarket in February, 67 delegates representing 41 groups from VCS.</p> <p>3. Working with Inn Crowd to develop Community Pub Live performance network - first community pub to register interest is Cross Keys in Redgrave - promoter event planned for July 2018.</p> <p>4. We are working with Human Resources to develop a Employer Supported Volunteering Programme.</p> <p>5. After a great community and tourist building programme developed in Shotley Peninsula there was an Arthur Ranson Evaluation during February which gave good feedback on the achievements delivered by the community.</p>

Main Achievements Cont.

Connect programme – The team are focussed on ensuring effective locality working arrangements are in place across all of the Connect localities in our districts (Sudbury, South Rural, Stowmarket, Eye and Northwest Suffolk and Bury Rural) with the aim that our housing and community services become an integral part of the Integrated Neighbourhood Teams leading to more joined-up services for residents. We are currently working with our South Rural INT partners to develop an innovative mobile social prescribing scheme in Shotley and Holbrook.

3.The Health and Wellbeing Team recently supported World Mental Health day. This year the focus was on mental health in the workplace. In addition to working with HR on this we also provided support to our local Mental health forum (Mid Suffolk VASP) and Suffolk Family Carers to provide resources from local volunteer groups supporting individuals with emotional and mental health needs; the event was held in Stowmarket on 12 October outside the Museum of East Anglian Life.
4. Mid Suffolk was recently identified as the 3rd happiest district in England ! This is based on the ONS's headline estimates of personal well-being.

6. Working with our Most Active County partners, Dance East and the John Peel centre delivered a 12-week funded programme "The Stow Elders" project which successfully ran until the end of March 2018.
7. As part of our commitment to the DAAs, we are supporting Hadleigh and Stowmarket to develop a week-long programme of activities to coincide with National Dementia Awareness Week which is 19-27th May. Activities will include tea parties and dementia friends sessions.
8. A mapping exercise was conducted during January and February 2018 to investigate existing local mental health health services both within statutory and voluntary sector and providers. This information has helped to develop forthcoming mental health support programmes to support staff and communities around dementia awareness, positive mental health for young families through a variety of projects linking with physical activity, arts and stress and anxiety workshops.
9. Eye have become accredited to the Walkers Scheme.

Impact on communities / the way we work

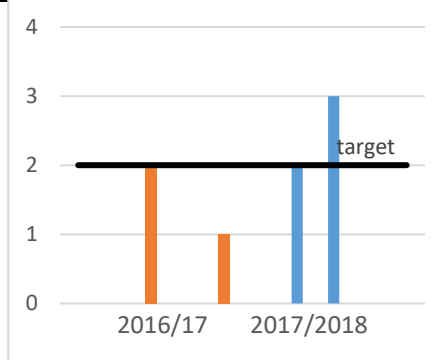
Building community capacity, enabling external funding, effective partnership working to support the voluntary and community sector, enabling healthier, more active and safer communities and promoting and encouraging volunteering. We have a statutory responsibility within the Communities Team to undertake a range of duties in the Community Safety arena, including the 3 yearly Audit for the Section 11 & annual returns, to ensure the safety of our communities.

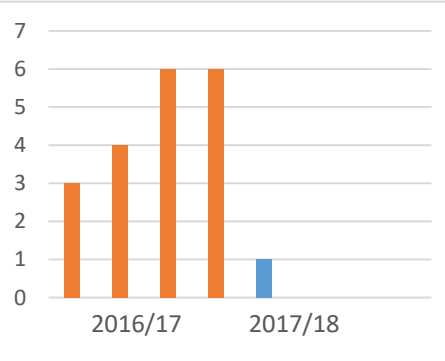
JSP: Community volunteers are skilled and able

Tracking Indicator	Linked to	Annual Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. % of volunteering by our staff and members (based upon those responding to an annual survey (Autumn 2016). Survey to be repeated, date tbc. Cabinet Member Julie Flatman Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	11,12	2016/17 2017/18	53% N/A	65%		Both	Last Update 04/18 A follow up survey due to be carried out in Autumn 2017 was postponed to allow for a settling in period as a result of the moves to Endeavour House. The survey is now scheduled for Summer 2018	Volunteering is vital to our communities and is directly linked to improved health & wellbeing and engaging employers is key. The launch of the new Volunteer Suffolk website is enabling us to have a much better understanding of volunteering across our county and the numbers and activity across our districts in comparison to others. We can then map the 'gaps' and relate our activity directly to meet these needs.
Tracking Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. The number of volunteers and volunteer hours utilised by revenue funded	11,12	Volunteers 2016/17	Hours 1,369	151,306			Last Update 04/18 Many Groups / organisations reporting	Last Update 04/18 Any figures supplied regarding volunteers from

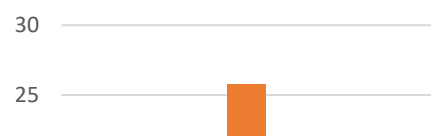
organisations (annual figures)	2017/18	1123	138,901			MSDC	that numbers of volunteers have fallen but number of hours have increased.	our Revenue Grant funding are not always accurate and nos. can vary year upon year depending on the interpretation of what constitutes volunteers e.g. some organisations include trustees in their volunteer nos. where others do not (the current application form will be revised for 2019/20 to instruct applicants to include Trustees).
Cabinet Member Julie Flatman Responsible Officer: Gillian Hilder Corporate Manager: Sue Clements								

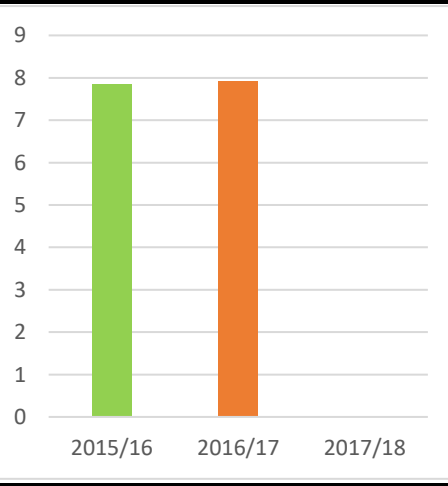
Tracking Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. Nos of volunteering vacancies advertised and taken up in the districts as on the Volunteer Suffolk website. NEW MEASURE Cabinet Member Julie Flatman Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	I1,I2 2017/18 Qtr.2 Qtr.4	Opportunities advertised 158 awaiting data	Volunteers registered 81 awaiting data	200		Both	Last Update 04/18 Data expected to be completed by the end of the month. Nb. this data is provided by a third party.	Last Update 04/18 The new Volunteer Suffolk website will provide data on the number of vacancies advertised and taken up in the districts.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of Funding & Volunteering Events held Cabinet Member Julie Flatman Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	T1,T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 2 0 1 0 2 3	2 2		Both	Last Update 04/18 Volunteering events held Apr 17, Oct 17 and Feb 18 and were well attended. The total is cumulative for the year.	Last Update 04/18 These public events focus on funding and volunteering for all communities

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2.No. of Case Study Stories in Working Together (reflecting the current investment being made by staff and Councillors volunteering across Suffolk Cabinet Member Julie Flatman Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	T1,T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	3 4 6 6 1 0 0 0	2		Both	Last Update 04/18 Reviewing changes to the Working Together format. Liaising with Comms for a better platform	Last Update 04/18 This is a new and emerging area of work and over the next 12 months we will build a picture of volunteering across Babergh and Mid Suffolk and compare this with neighbouring district and borough partners.

JSP: Continued support for Health & Well Being outcomes that prevent interventions

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Adult Sport and Physical Activity Levels measured in moderate intensity equivalent (MIE) minutes: % of INACTIVE adults (less than 30 minutes per week)	I1	11/15 - 11/16 05/16 - 05/17 05/17 - 05/18	21.6 25.8 No New Data				Last Update 04/18 These indicators are taken from the new Active Lives Survey (Sport England) and provide a key benchmark for comparing	Last Update 04/18 Suffolk figure is 25.6% England figure is 25.6% A lower percentage is better

<p>Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed</p>						MSDC	<p>activity levels across Local Authority areas in England. Next data release will be in June 2018. These two outturns are baselines so no data available on trends yet until June 2018. Given the confidence intervals Mid Suffolk is not statistically different when compared to the rest of Suffolk and England on any of these measures for the May 2016 to May 2017 survey window. Around 1 in 5 people are inactive in Mid Suffolk and this is in line with Suffolk and England as a whole.</p>	
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T2. Adult Sport and Physical Activity Levels measured in moderate intensity equivalent (MIE) minutes: % of ACTIVE adults (more than 150 minutes per week)</p> <p>Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed</p>	11,12	<p>11/15 - 11/16 05/16 - 05/17 05/17 - 05/18</p>	<p>64.5 58.1 No New Data</p>			MSDC	As above	<p>Last Update 04/18 Suffolk figure is 58.0% England figure is 60.6% A higher percentage is better</p>
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T3. % of Adults (aged 16+) who have taken part in sport and physical activity in the last 28 days</p> <p>Cabinet Member Julie Flatman Responsible Officer: Jon Seed</p>	11,12	<p>11/15 - 11/16 05/16 - 05/17 05/17 - 05/18</p>	<p>81.5 80.4 No New Data</p>			MSDC	As above	<p>Last Update 01/18 Suffolk figure is 78.6% England figure is 77.2% A higher percentage is better</p>
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T4. Life satisfaction indicator [Question: Overall, how satisfied are you with your life nowadays? Where 0 is 'not at all satisfied' and 10 is 'completely satisfied']</p> <p>Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed</p>		<p>2015/16 2016/17 2017/18</p>	<p>7.84 7.92 No New Data</p>			MSDC	<p>Last Update 04/18 These indicators are derived from the headline estimates of personal well-being from the Annual Population Survey (APS): by counties, local and unitary authorities, April 2016 to March 2017. This data was published by the ONS on 26 September 2017. Given the confidence intervals both Babergh (and Mid Suffolk) are not statistically different when compared to the rest of Suffolk and England on any of these measures.</p>	<p>Last Update 04/18 Suffolk figure is 7.87 East of England figure is 7.74 England figure 7.68 (out of 10) A higher number out of 10 is better</p>
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T5. Happiness Indicator [Question: Overall, how happy did you feel yesterday? Where 0 is 'not at all happy' and 10 is 'completely happy']</p>		<p>2015/16 2016/17 2017/18</p>	<p>7.87 8.18 No New Data</p>			MSDC	<p>Last Update 04/18 8.18 out of 10 is the 3rd highest (best) rating of any local authority area in England.</p>	<p>Last Update 04/18 Suffolk figure is 7.82 East of England figure is 7.58 England figure is 7.51 (out of 10) A higher number out of 10 is better</p>

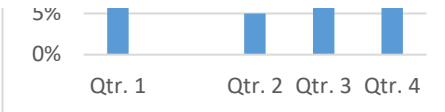
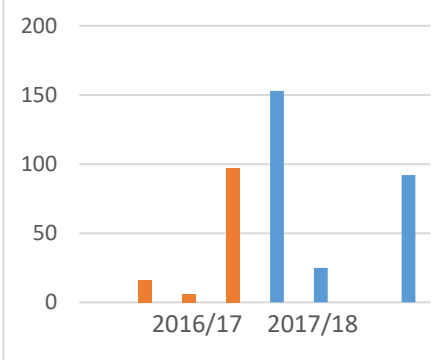
Cabinet Member Julie Flatman Responsible Officer: Jon Seed								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T6. Anxiety Indicator [Question: Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious'] Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed		2015/16 2.71 2016/17 2.32 2017/18 No New Data				MSDC	As above	Last Update 04/18 Suffolk figure is 2.76 East of England figure is 2.85 England figure is 2.91 (out of 10) A lower number out of 10 is better

Influencing Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1.No. of new Fit Villages projects established in the Mid Suffolk areas Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed	T2,T3	2016/17 annual 14 2017/18 Qtr. 1 2 Qtr. 2 1 Qtr. 3 1 Qtr. 4 1				MSDC	Last Update 04/18 1 new Fit village project has been established this quarter in Westhorpe (Keep Fit) bringing the total number of FV projects running in the Mid Suffolk area to 20.	Last Update 04/18 Fit Villages has been nationally recognised for its work within the community after being awarded the Social & Community Development Project of the Year at The County Sports Partnership Network (CSPN) Convention. The number of active projects is currently at its highest level since the programme began. (85% of projects across the districts are sustainable and continue beyond the 8 weeks of funding)

Influencing Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2.Great Run Local Needham Lake event, total number of runs completed Cabinet Member Julie Flatman Responsible Officer: Jon Seed Corporate Manager: Jon Seed	T2,T3	2016/17 Qtr. 1 1791 Qtr. 2 1740 Qtr. 3 1754 Qtr. 4 1650 2017/18 Qtr. 1 3219 Qtr. 2 2605 Qtr. 3 2338 Qtr. 4 1989				MSDC	Last Update 04/18 The total number of 5km and 2km runs completed at this weekly volunteer led event continues to grow. Data shows a 50% increase in participations between Quarter 2 this year and the equivalent period last year. Based on the first two quarters data annual participations for 2017/18 are already on track to significantly exceed last year. Moreover the data shows a consistently high level of participation – highest in England for an event of this type. There is some quarterly variation due to seasonal factors and the numbers of Sundays that fall in any given quarter.	Last Update 04/18 The Needham Lake Great Run Local was established with the help of Sue Calver in the Health and Wellbeing team and has attracted hundreds of regular runners since its launch last year. Open to all abilities, the event prides itself on getting new-starters into running by walking or jogging the 2km course, and gradually moving up to a 5km run. It is now one of the most successful events of its type in the UK. By working in partnership with others there is now a portfolio of projects running across the districts including Park Run, Great Run Local, Year of Walking and 'Fit Villages' which is helping sport and activity reach our more rural locations.

JSP: Targeted grants and funding to support Community capacity building

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1.Capital funds provided by the districts to the voluntary and community sector as a % of their overall income (annual)	I1,I2	2017/18 Qtr. 1 13% Qtr. 2 5% Qtr. 3 10%				MSDC		

Cabinet Member Julie Flatman Responsible Officer: Gillian Hilder Corporate Manager: Sue Clements		Qtr. 4	16%					
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2.Awards for All funding (£200-£10,000) awarded to Babergh and Mid Suffolk organisations (annual) Cabinet Member Julie Flatman Responsible Officer: Chris Knock Corporate Manager: Sue Clements	I1,I2	2017/18	£129,510	200k (£100k per district)		Both	Last Update 04/18 This covers 13 projects	Last Update 04/18 'Awards for All' is a Big Lottery administered fund suitable for many community projects.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3.Delivery of safeguarding training to all Staff and Councillors, Nos of attendees. Cabinet Member Julie Flatman Responsible Officer: Leigh Sherwin Corporate Manager: Sue Clements		2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	0 16 6 97 153 25 0 92			Both	Last Update 04/18 Safeguarding Training to all Staff and Councillors across both Councils to ensure the safety and support the vulnerability of our communities. Training is an ongoing activity for all staff and councillors including renewals and new starters. Section 11 Audit review submitted	Last Update 04/18 Also delivered 5 Safeguarding Children and Vulnerable Adults training session to Members. In total 34 Members have been trained. Also delivered 1 Prevent Training session for 6 members of staff. Two other training sessions were arranged but had to be cancelled due to low numbers. This training raises awareness of radicalisation and what staff should do if they suspect someone is showing extreme behaviours
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Number of Funding & Volunteering Events undertaken by the Communities Team Cabinet Member Julie Flatman Responsible Officer: Chris Knock Corporate Manager: Sue Clements	T1,T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	1 0 2 3 1 0 1 1	2 2		Both	Last Update 04/18 Funding events held Apr 17, Oct 17 and Feb 18 and were well attended. Although held in Mid Suffolk locations, all three events were also advertised in Babergh. 2018/19 we intend to locate events in both districts.	Last Update 04/18 These type of Events are vital for bringing key funders and stakeholders into our communities to promote awareness of financial opportunities and enable networking across our voluntary sector.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Number of assets of community value as part of our statutory duty in respect of community rights Cabinet Member Julie Flatman Responsible Officer: Stephanie Osborne Corporate Manager: Sue Clements	T1,T2	2016/17 2017/18 bi-annual Q2 Q4	7 2 1	no target as a reactive response to community need		MSDC	Last Update 04/18 This is time intensive work and is reactive to the needs and aspirations of communities During 2017/18 two pubs in the district have opened under Community ownership: The Duke of Marlborough, Somersham and The Cross Keys, Redgrave.	Last Update 04/18 As part of the Localism Act 2011, The Community Right to Bid: Assets of Community Value enables communities to nominate valued assets within their community as Assets of Community Value (ACV). This work is undertaken by a specialist Officer and one other officer within the Communities Team working closely with our Shared Legal Services Team.

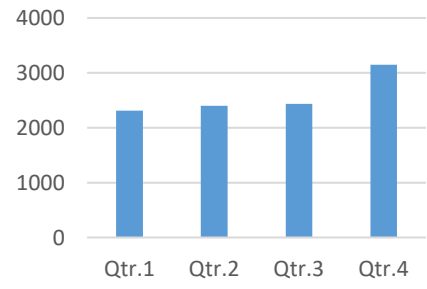
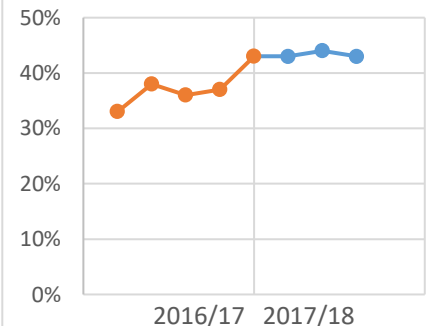
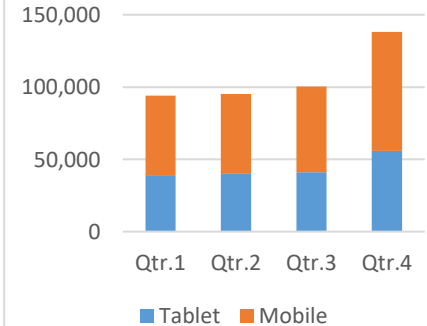
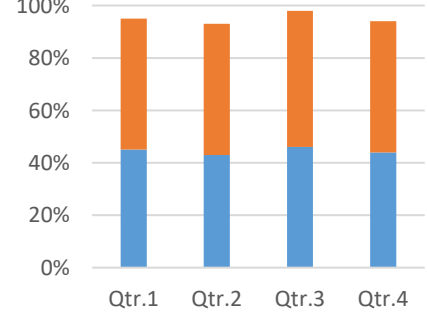
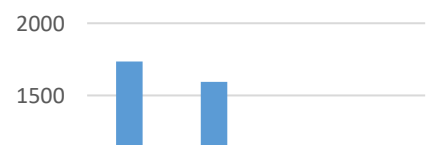
Enabled and Efficient Organisation

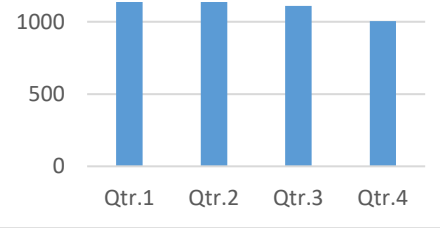
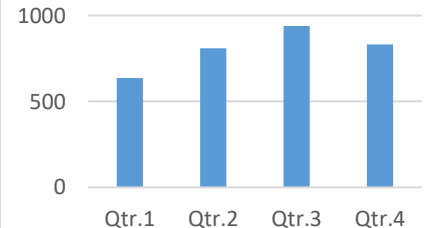
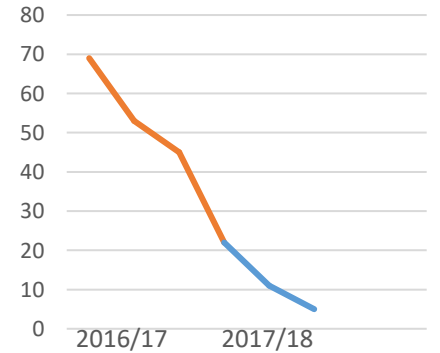
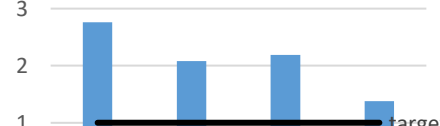
Our outcome - For both councils to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation's resources by using agile ways of working.

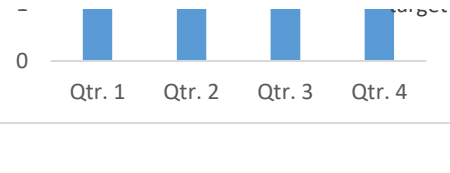
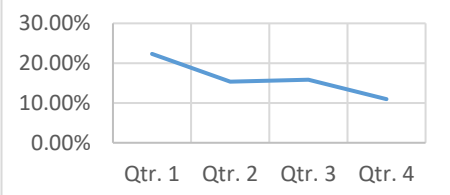
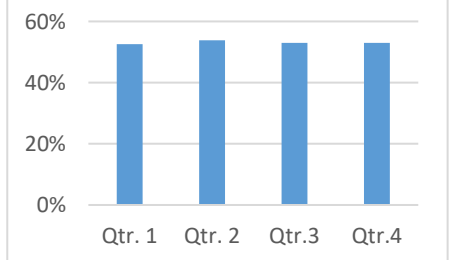
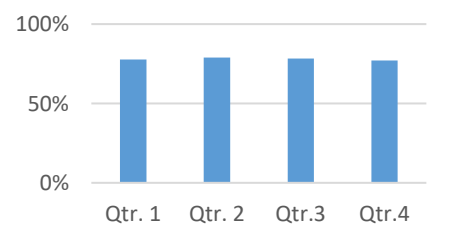
What success looks like? Our organisation will be able to respond and adapt quickly to changes in the external environment and our officers and members will have developed the right skills, attitude and capability to operate in an ever-changing environment. We have an outcome-based focus and can demonstrate what we are delivering for our districts and the wider area. We have provided the means by which people can answer their own queries without needing to contact us, so that our reducing resources are targeted at those most in need of our assistance. We have governance arrangements in place that enable us to operate effectively in the environment that we are working in, and we can demonstrate that we are making intelligence-based, timely decisions that take into account the Council's risk appetite. The Council is financially sustainable in the medium/long term.

	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements	1. Production of the End of Year Report completed.	1. Launch of new Suffolk Observatory on 18 September, very positive initial feedback, workshops now being held across the County to raise awareness. 2. The Performance Framework continues to be developed between Officers and lead Councillors. This includes the publication of the 3. Successful opening of Stowmarket Customer Services on 11 September. During this day we took the second highest amount of calls on our opening day up to that date in September. 4. Both the Licensing and Homelessness teams are utilising booked slots in the public interview room at Stowmarket 5. Land Charges have instigated a new system whereby our officers in Stowmarket Customer Services can access an electronic folder for personal searches allowing them to assist customers in either taking their own photos of the documents or having them printed off.	1. The move of the Council headquarters was completed in November. 2. The successful roll-out of the Skype for Business enables staff to make and receive calls from their laptops at home, in the office or out and about in the districts. This also corresponded with the roll-out of 120 laptops to staff so they can work flexibly from any location. 3. There has been an upgrade to the finance system and the transfer of the HR system to Suffolk County Council.	1. An electronic monitoring tool has been developed to enable Customer Services to record additional information relating to customers using the face 2 face facility. 2. A staff survey was completed in March with views being sought on a range of matters including jobs, teams and organisation as well as training and development opportunities, agile working and internal communications.
Impact on communities / the way we work	1. This document highlights how we have delivered against the JSP in year.	1. Increased knowledge on the health of the Districts/County enabling evidence based decision making. 2. The publication of the document gives visibility for our customers and residents to be able to hold us to account. 3. Customers being seen from 9am with phones operational from 10am. 4/5. Maintaining a presence within our districts, accessible to customers, providing enhanced services.	1. Business continuity was maintained during the move to Endeavour House, with the communities see no impact on the service provision. 2. Staff have benefited from the enhanced IT packages enabling them to work agilely across the District. 3. Partnership working provides the opportunity to share best practice and developing our knowledge and understanding.	1. The development of the survey will enable the Council to gain a greater understanding of the needs of the communities and align the offer accordingly. 2. The staff survey will provide the organisation with a baseline of information about how staff are feeling at this moment of time and will be used to make some positive changes within the organisation.

JSP: Digital by design

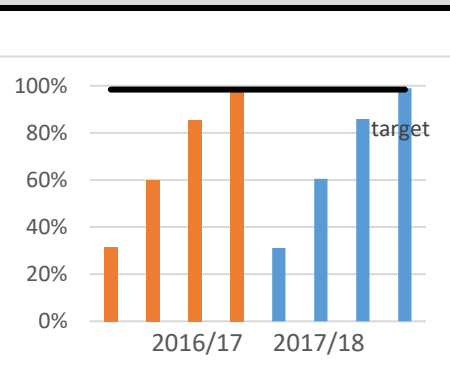
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Average number of daily visitors to joint website NEW MEASURE Cabinet Member: Glen Horn Lead Member: Suzi Morley Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I1,I2,I3,I4,	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	2310 2397 2432 3147			Both		Last Update 04/18 Sharp increase in average partly due to spikes in early Jan and early March coincident with severe weather. New weekly high (4,399) week ending 11 March. Average without the three highest weeks (2859) shows strong underlying growth.
T2. % of staff/members using Connect NEW MEASURE Cabinet Member: Glen Horn Lead Member: Suzi Morley Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I5	2016/17 Qtr.1 Qtr.2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	33% 38% 36% 37% 43% 43% 44% 43%			Both		Last Update 04/18 With quarter 4 encompassing the Easter break and end of annual leave period the overall percentage has remained steady. January had the second highest monthly percentage (48%) since tracking started.
I1.No: of sessions where mobile devices are used to access website Tablet Mobile NEW MEASURE Cabinet Member: Glen Horn Lead Member: Suzi Morley Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2 Qtr.3 Qtr.4	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	39,128 40,025 41162 55819 54,841 55,191 59065 82347			Both		
I2. % of new sessions where mobile devices are used to access website Tablet Mobile NEW MEASURE Cabinet Member; Glen Horn Lead Member: Suzi Morley Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2 Qtr.3 Qtr.4	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	45% 43% 46% 44% 50% 50% 52% 50%			Both		
I3. No: of calls logged with IT helpdesk NEW MEASURE Cabinet Member: Glen Horn	T1	2017/18 Qtr.1 Qtr.2 Qtr.3	1736 1595 1110				Last Update 04/18 (no value) Email	Last Update 10/17 no value = call source is a mandatory field, so it shouldn't be possible for no value to be recorded. However, we believe that some

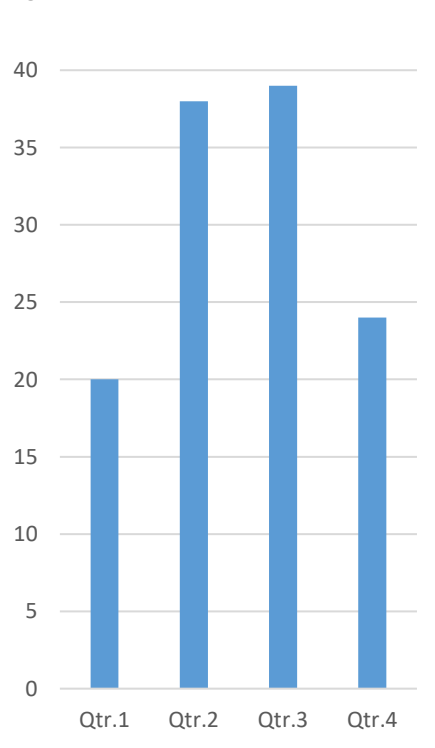
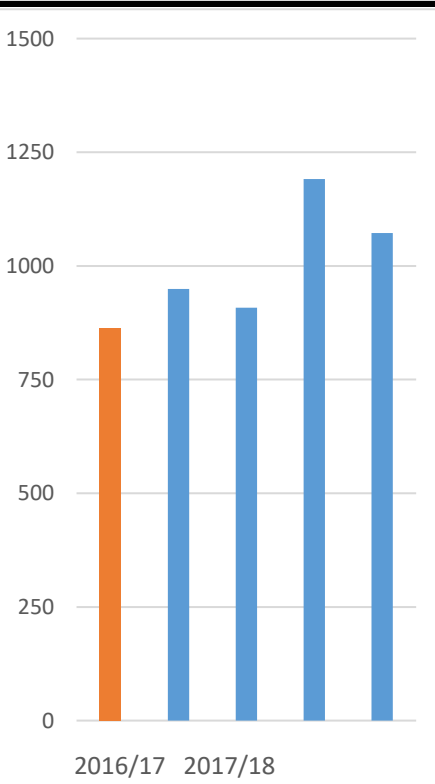
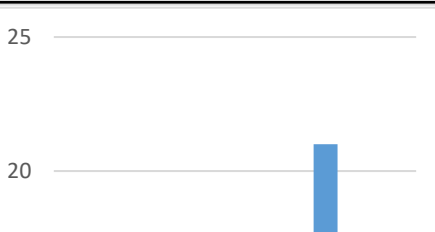
Lead Member: Suzi Morley Responsible Officer: Louis Gorham		Qtr.4	1006			Both	Internal only 3 16 16 18 Telephone 1263 1030 766 783 Walk In 14 113 52 96 Live Chat 0 7 16 32 Self Service - - - 832	self-service calls were not populating that field successfully after an upgrade to the call management system. Walk In = Where someone has presented their issue to the IT platform in Endeavour House or went directly into IT.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. No: of requests for assistance made via self service IT Helpdesk NEW MEASURE Cabinet Member: Glen Horn Lead Member: Suzi Morley Responsible Officer: Louis Gorham	T1	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	636 810 939 832			Both		
JSP: More efficient public access arrangements								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Unannounced face to face visits per day at HQ's (No. of people on average per day) Lead Member: Suzi Morley Responsible Officer : Helen Austin	I1,I2,I3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	69 53 45 22 11 5			MSDC	Last Update 10/17 Quarter 2 contains data for July and August only as Customer Access Point in Stowmarket opened 11 September	Last Update 04/18 This measure will be superseded by measures relating to the Customer Access Point from October onwards. Data relating to face to face visits at Endeavour House will form part of the measures for 2018/19.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. Average number of face to face visitors to Customer Services NEW MEASURE Lead Member: Suzi Morley Responsible Officer: Helen Austin	I4,I5	2017/18 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	34 1078			MSDC		Latest Update 04/18 Electronic system now in place for capturing data. Still needs manual entries which means not all customers are captured if influx all at once.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Average time taken to answer calls (mins) NEW MEASURE	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3	2.76 2.08 2.19	1.00				Last Update 04/18 This quarter includes the New Year Billing period which is normally the busiest time of the year meaning result is exceeding normal

Lead Member: Suzi Morley Responsible Officer: Helen Austin		Qtr. 4	1.38			Both		expectation for this quarter. New telephone messages installed assisted in reducing volumes.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Average % of overall calls abandoned NEW MEASURE Lead Member: Suzi Morley Responsible Officer: Helen Austin	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22.33% 15.33% 15.81% 10.96%			Both		Last Update 04/18 This quarter includes the New Year Billing period which is normally the busiest time of the year meaning result is exceeding normal expectation for this quarter. New telephone messages installed assisted in reducing volumes.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Online housing benefit new claims as a % of all benefit claims Cabinet Member: John Whitehead Responsible Officer : John Booty	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	71% 66% 83% 83% 79% 85% 83% 80%			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. % of business rates payers using Direct Debit NEW MEASURE Cabinet Member: John Whitehead Responsible Officer: Clive Snowling Service Manager: Andrew Wilcock	T2	2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	53% 54% 53% 53%			MSDC	Data provided by SRP	
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of Council tax payers using Direct Debit NEW MEASURE Cabinet Member: John Whitehead Responsible Officer: Clive Snowling Service Manager: Andrew Wilcock	T2	2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	78% 79% 78% 77%			MSDC	Data provided by SRP	

JSP: Financially sustainable Councils

Tracking Indicator	Linked to	Data	Revenue		Trend	Council	Report on Progress	Additional comments/ comparisons	
T1. Government funding - Actual Revenue Support Grant £'000	I3,I4,I5,I6	2016/17 Qtr. 1	918			MSDC			
Cabinet Member: John Whitehead Corporate Manager: Melissa Evans		2017/18 Qtr. 1	370						
Tracking Indicator	Linked to	Data	Total		Trend	Council	Report on Progress	Additional comments/ comparisons	
T2. % Council tax collected	I7,I8	2016/17 Qtr1.	30.03%	98.40%		MSDC	Figures provided for each quarter are cumulative	Last Update 04/18 Collection exceeded target for 17/18 and outturn for 16/17.	
Cabinet Member: John Whitehead Responsible Officer: John Booty Operations Manager: Andrew Wilcock		Qtr.2	57.66%						
		Qtr.3	86.16%						
		Qtr.4	98.59%						
		2017/18 Qtr1.	30.05%	98.40%					
		Qtr.2	57.68%						
		Qtr.3	86.00%						
		Qtr.4	98.65%						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I3. Tax base - No. of Band D equivalent properties	T1	2016/17 Qtr. 3	35,336				Last Update 06/17 Increase of 1.3% for 17/18	Last Update 01/18 This figure is calculated in October yearly. All authorities in Suffolk including Babergh and Mid Suffolk had an increase in their tax band D equivalent, between 1% and 2% from 2015 to 2016. It is important that this figure continues to increase as the population for the districts is also expected to continue to	
		2017/18 Qtr. 3	36109	35,786		MSDC			
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I4. Income generated from Public Realm as a % of expenditure	T1	2016/17 Qtr. 4	70%				Last Update 04/18 Figures taken as at 23.04.2018 Expenditure 1,508,287 Income 1,032,777		
Cabinet Member: David Burn Responsible Officer: Mandy Hall Corporate Manager: Melissa Evans		2017/18 Qtr. 4	68%			MSDC			
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I5. Income generated from investing cash £'000	T1	2016/17 Qtr. 1	71					Last Update 04/18 Interest income has remained above target, Q4 figures include forecasts due to unpublished performance.	
Cabinet Member: John Whitehead Responsible Officer: Edward Banyard Corporate Manager: Melissa Evans		Qtr. 2	70						
		Qtr. 3	73						
		Qtr. 4	86						
		2017/18		112			MSDC		

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
		Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	130 129 116 112					
16. % Non-domestic rates collected	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	31.45% 60.11% 85.37% 98.19% 31.10% 60.45% 85.89% 98.97%	98.40% 98.40%		MSDC	Figures provided for each quarter are cumulative	Last Update 04/18 Collection exceeded target and outturn for 16/17.
17. Average time taken to process new Housing Benefit/ Council Tax Reduction claims	T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22 22 22 22 23 30 31 23	24 days 24 days		MSDC	Success measurement is to be below target	Last Update 04/18 The performance target for Q4 was exceeded and there has been considerable improvement in performance since Q3. The annual outturn for New Claims was impacted by the delays in processing earlier in the year which has resulted in a cumulative YTD total of 26.01 days (against a target of 24 days). Customers are paid Housing Benefit monthly in arrears. The target for 18/19 will be maintained at 24 days. It is anticipated that performance can be maintained within target.
18. Average time taken to process Housing/Council Tax Benefit Change of Circumstance requests	T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	9 9 11 3 7 7 6 3	10 days 11 days		MSDC	Success measurement is to be below target	Last Update 04/18 The performance target for Q4 was exceeded. The annual outturn report shows that the target for CoC was also exceeded 5.17 days (against a target of 11 days). Concentrating available resources on changes of circumstances has allowed us to minimise Housing Benefit overpayments and minimise the risk to subsidy incentives caused through delay. The target for 18/19 will be improved to 7 days to reflect this direction.
JSP: Networked and agile organisation								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of Staff Leavers		2017/18					Last Update 10/17	Last Update 10/17

<p>NEW MEASURE</p> <p>Cabinet Member: John Whitehead Responsible Officer: Magda Brauer Corporate Manager: Anne Conway</p>		<p>Qtr.1 20 Qtr.2 38 Qtr.3 39 Qtr.4 24</p>	<p>20 38 39 24</p>			<p>Both</p>	<p>There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the ISP outcomes</p>	<p>The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.</p>
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T2. No: of Days lost to sickness</p> <p>NEW MEASURE</p> <p>Cabinet Member: John Whitehead Responsible Officer: Magda Brauer Corporate Manager: Anne Conway</p>	<p>I2</p>	<p>2016/17 Qtr.4 864 2017/18 Qtr.1 949 Qtr.2 908 Qtr.3 1191 Qtr.4 1072</p>	<p>864 949 908 1191 1072</p>			<p>Both</p>	<p>Last Update 10/17</p> <p>There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the ISP outcomes</p>	<p>Last Update 10/17</p> <p>The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>I2. No: of staff on long term sickness (absent for 4 or more weeks)</p> <p>NEW MEASURE</p> <p>Cabinet Member: John Whitehead Responsible Officer: Magda Brauer</p>	<p>T2</p>	<p>2016/17 Qtr.3 13 Qtr.4 14 2017/18 Qtr.1 15 Qtr.2 16</p>	<p>13 14 15 16</p>				<p>Last Update 10/17</p> <p>There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is</p>	<p>Last Update 10/17</p> <p>The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some</p>

Corporate Manager: Anne Conway		Qtr.3 Qtr.4	21 13			Both	<p>to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes.</p>	<p>stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.</p>
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JSP: Strengthened and clear governance to enable delivery

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of complaints received against Councillors NEW MEASURE To Be Confirmed Cabinet Member: Nick Gowrley Responsible Officer: Corporate Manager: Jan Robinson		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of judicial reviews undertaken NEW MEASURE To Be Confirmed Cabinet Member: Nick Gowrley Responsible Officer: Corporate Manager: Jan Robinson		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. % of District Councillors completing register of interest within statutory timeframe 28 days NEW MEASURE Cabinet Member: Nick Gowrley Responsible Officer: Corporate Manager: Jan Robinson		2017/18 2018/19	100%	100% 100%		MSDC		Last Updated 04/18 This is an annual indicator
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of minutes published on time NEW MEASURE To Be Confirmed		2017/18 Qtr.1 Qtr.2						

Cabinet Member: Nick Gowrley
Responsible Officer:
Corporate Manager: Jan Robinson

Qtr.3
Qtr.4

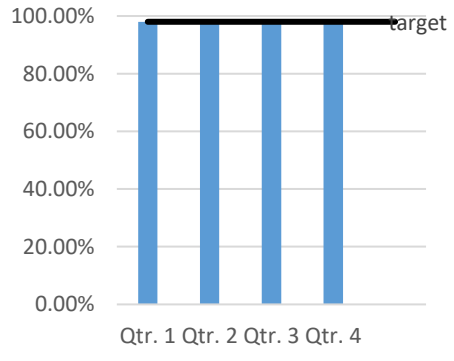

MSDC

JSP: Alternative service delivery models

Performance measures are currently being worked up in collaboration with West Suffolk

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Assets & Investments Housing Delivery								
Our Outcome -The public sector has the ability to invest, and a portfolio of assets to develop. We will maximise the contribution made by our own and other public sector land and property assets, and we will invest in new assets, in order to generate additional income and to achieve our strategic priorities								
What success looks like? The Council is financially sustainable, without direct government support, with all funding being secured from council tax, business rates and incentivised government funding, as well as our own commercial activities. The Council is managing a portfolio of property assets in a coordinated and efficient way, optimising our housing assets and resources, and maximising the return on the property we own for investment purposes.								
	Apr - Jun 2017			July - Sept 2017		Oct - Dec 2017		Jan - Mar 2018
Main Achievements				1. HRA scenario testing has resulted in more robust, sustainable HRA Business Plans 2. Compliance Review findings has resulted in improvements to reporting lines, accountability and more robust policies around Health & safety and Legionnaires 3. Working with the Universal Credit Group is minimising the associated risks from UC roll-out		1. The offices at Needham Market are now being used on a temporary basis by the Suffolk Police dog unit for training general use German Shepherds and specialist spaniels and Labradors. The training takes place at ad-hoc times of day or night and the council's insurers are more than happy about the additional deterrent this provides as well as the 24/7 security staff we already have on site. MSDC is a member of the Suffolk Property Partnership – Suffolk's public bodies working together to make best use of the public sector estate, and is not charging its partner organisation for this temporary use		1. The purchase of the former Nat West Bank in the market place at Stowmarket has been completed, this has the potential to link with the John Peel Centre, supporting regeneration of the town. 2. From February 18, BMBS now has a full compliment of team leaders. 3. A restructure within Tenant Services has brought all tenant-related services (housing management, income management, estate management, allocations and voids, leasehold management, right-to-buy and sheltered housing) together under one Corporate Manager, Lee Crowdell. The policies and procedures for these service areas will be reviewed over the coming year to improve overall service delivery while increasing value for money and effectiveness
Impact on communities / the way we work								1. This is an example of achieving the Council's vision " We will work to ensure the economy, environment and communities in Mid Suffolk continue to thrive and achieve their full potential" 2. This will increase the level of capacity in supervision and planning of works and will improve service delivery.
JSP: Manage our housing assets effectively We will need to transform our approach to our tenants and housing stock to manage within reducing resources We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements We will explore longer-term options for making best use of our housing assets We will seek to reduce our carbon footprint and make our housing sustainable								
Tracking Indicator	Linked to	Data	Total	Target (by 2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Headroom within Housing Revenue Accounts.	I1	2016/17 Qtr. 4 2017/18	£4.1m	£6.4m			At time of Budget setting need to decide whether target is set: i) to reduce the Headroom to £X or	Our robust HRA Business planning offers Members and Tenants peace of mind that we are compliant with HRA regulation in relation

Cabinet Member Jill Wilshaw Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson		Qtr. 4				MSDC	ii) keep it at a level close to the Debt Cap to enable us to maximise that available to MSDC so we can build new homes.	to accounting, rents and treasury management. Note: Not available until 31 May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target (2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T2 Reducing the Budget vs Actual Variance NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson	I1, I2	2016/17 Qtr. 4 2017/18 Qtr.4	91.60%	5%		MSDC	Regular budget monitoring and effective financial controls and procedures will reduce the variances between budget and actual	There will continue to be unexpected costs incurred but holding an amount in contingency can reduce the impact of these Note: Not available until May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target 2018	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. New build - houses built for HRA Cabinet Member Nick Gowrley Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett	I3, I4	2016/17 Qtr. 4 2017/18 Qtr. 4	17	65 across both councils		MSDC	Shared ownership properties proving to be a popular option New pipeline Any slippages in overall timetable due to planning conditions or adverse weather	A 3 year programme (2015-18) to deliver 65 new homes across Babergh and Mid Suffolk Districts by 31 March 2018
Tracking Indicator	Linked to	Data	Total	Target (by 2021/22)	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Surplus generated by in house trades team Cabinet Member Jill Wilshaw Responsible Officer: Justin Wright-Newton Corp' Manager: Justin Wright Newton	I5, I6	2017/18 Qtr. 4		£97,000		MSDC	It is forecast that BMBS will perform as follows :- Yr 1 £158k deficit, Yr2 £110k deficit, Yr3 £65k deficit, Yr4 £11k deficit and Yr 5 £97k surplus	This measure monitors inputs, outputs, expenditure and potential income generation to inform future business decisions Note: Not available until 31 May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T5. % of local authority housing rent (incl. garages) collected NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Lee Crowdell Corporate Manager: Lee Crowdell	I7, I8	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	97.98% 97.81% 97.60% 97.46%	98%		MSDC	Last Update 04/18 The Mid Suffolk team have felt some impacts on their overall capacity over the past 6 months or so, with staff changes within the team and considerable time commitments given over to the UC project. These have affected their ability to meet target. However, the next 12 months are expected to be much more settled.	Rent loss due to Voids and Write-offs are taken into account
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Housing Revenue Account Capital programme expenditure (£,000's) Cabinet Member Jill Wilshaw Responsible Officer: Heather Worton	T1, T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	488 733 1666 1709	4800			A stock condition survey will be carried in 2017/18 after which a review of the 30 year Capital programme will take place. Current forecasts from 2018/19 are based on £1,100 per dwelling	Target; to reduce the overspend so Actuals are equal to or lower than budget. This is to be achieved whilst still maintaining a good service to our customers ensuring they are living in council dwellings as per the decent

Corporate Manager: Heather Worton		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	267 457	3400		MSDC	homes standard. This will enable MSDC to reduce their debt therefore avoiding reaching the debt cap in the next 5 years. Note: Not available until 31 May 2018 due to year end not closing until then	
Influencing Indicator	Linked to	Data	Total	Target (by 2022/23)	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Reduce the amount MSDC subsidises Sheltered Housing service charges NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Lee Crowdell Corporate Manager: Lee Crowdell	T2	2017/18 Qtr. 4		£0		MSDC	Each year when setting the Budget there is a request to increase the service charge by a certain % but capped at a £ level (£4 in 2017/18). The weekly amount paid can be measured against other social care providers to prove how much less we are charging (average £2 per week in 2016/17)	Last Update 04/18 The cost of providing support services to Sheltered Housing tenants is not fully recovered and at the end of 2016/17 the subsidy was £100k app. This needs to be reduced to £0 as the other residents are funding this from their rent when it should be used to benefit them
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Capital generated by sale of non-viable housing stock Cabinet Member Nick Gowrley Responsible Officer: Lynn Morris + Justin Kerry Corporate Manager: Jill Pearmain	T3	2016/17 Qtr. 4 2017/18 Qtr. 1 Qtr.2 Qtr.3 Qtr.4	£781,000 £194,785 £0 £0 £0			MSDC		By disposing of our non-viable housing stock, we can reinvest capital into building homes in the right places for the right needs.
Tracking Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Acquisitions - houses/s acquired for the HRA Cabinet Member Nick Gowrley Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett	T3	2016/17 Qtr. 4 2017/18 Qtr. 4	19			MSDC		We need to demonstrate that we are using the RTB Receipts wisely and for the benefit of the community on an annual basis and in total to prevent having to return the unspent funds to the Government.
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of calls passed on to housing team by contact centre Cabinet Member Glen Horn Responsible Officer: Claire White		2016/17 Qtr. 4 2017/18 Qtr. 4	2% (784) 1.37%(133)			Both	2017/2018 1.37% represents 133 calls. Not able to split between authorities.	Supports 'no wrong door' policy by demonstrating the majority of customers are being dealt with at first point of contact i.e. the contact centre.
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. Attendance at Toolbox talks (BMBS)	T4	2017/18 Qtr. 1	93.75%	100%			Latest Update 04/18 We are not able to split this measure	'Toolbox' is a staff / operative forum to keep staff informed on a timely basis. Measuring

Appendix D

<p>Cabinet Member Jill Wilshaw Responsible Officer: Justin Wright Newton Corporate Manager: Justin Wright Newton</p>		<p>Qtr. 2 93.00% Qtr. 3 93.00% Qtr. 4 95.20%</p>				Both	<p>across each authority. In quarter 2 and 3 there was a slight drop in attendance due to staff attending college and emergency callouts. When staff cannot attend the sessions the individuals are updated at a later time so everyone has the same information and engagement.</p>	<p>staff involvement and engagement will identify further development needs for the service and will enable BMBS to effectively and efficiently contribute toward transforming our approach to our tenants and housing stock, whilst managing within reducing resources.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>17. % of housing rent collected by Direct Debit NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell</p>	T5	<p>2017/18 Qtr. 1 44% Qtr. 2 44% Qtr. 3 44% Qtr. 4 44%</p>		Increase		MSDC	<p>Latest Update 04/18 The use of direct debit has remained more or less static throughout the year. Consideration will be given in 2018/19 to finding more ways of encouraging the use of direct debit</p>	<p>Last Update 04/18 Qtr 1 – 21% tenants on Full Benefit, Qtr 2 21% tenants on Full Benefits, Qtr 3 21% tenants on Full Benefits, Qtr 4 21% tenants on Full Benefits</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>18.% of housing rent Direct Debit payments that failed NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell</p>	T5	<p>2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4</p>		Increase		MSDC	<p>Last Update 04/18 awaiting data - currently interrogating reporting systems</p>	<p>Last Update 04/18 awaiting data - currently interrogating reporting systems</p>

Environment Waste and Leisure

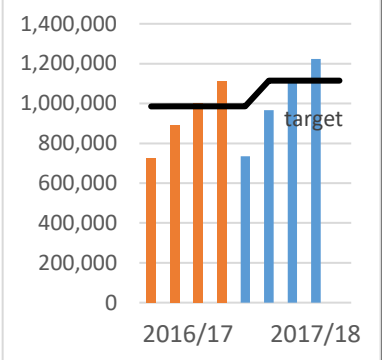
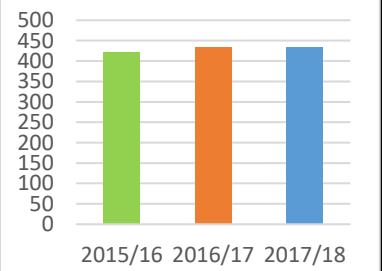
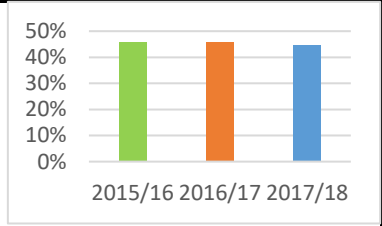
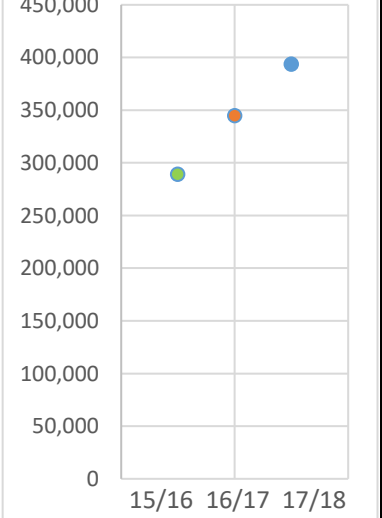
Our Outcome -The Environment Waste and Leisure are intrinsically linked to the wellbeing of the residents within the two districts. The deliverable outcomes come from achieving energy savings, efficiencies in the waste collection process and ensuring that the local residents have a sustainable provision for access to health benefitting leisure facilities and open spaces.

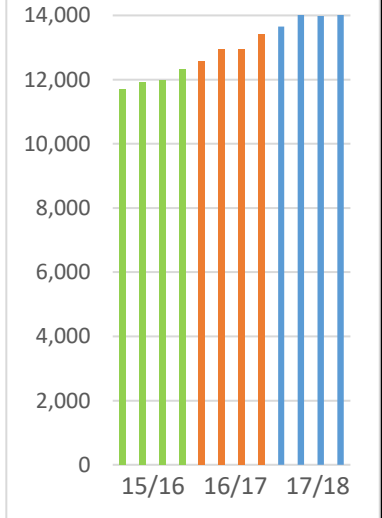
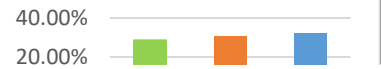
	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements		<p>1. There has been a steady increase in our waste business customer base since the Commercial Waste Officer started the role in June 2015. The role was vacant for a year. Client base growth Yr1 6.7%, year 2 16.1% and cumulative 26% as at end Sept.</p>	<p>1. The glass collections rounds have been reviewed over Xmas/New Year with Serco and moved from 5 to 3 days to dovetail with the clinical rounds that have changed from 3 to 2 days leading to overall contract efficiencies.</p> <p>2. Highways England is undertaking a national project to install electric vehicle charging points across the strategic road network; in Suffolk this would include the A11, A14 and A12. Officers from BMSDC are leading on a project of rapid-charging points every 20 miles along these key trunk roads. A charging point at Needham lakes is being scoped for suitability.</p> <p>3. MSDC are currently working on a programme to convert around 100 replacement street and car park lights with LEDs in Mid Suffolk, which will reduce the annual running costs.</p> <p>4. New Anglia Better Business for All (BBfA) Programme is a partnership between all the Norfolk and Suffolk local authorities, the New Anglia LEP and Growth Hub and various business organisations that was formed to improve the way in which regulators and businesses interact. BMSDC is the lead local authority partner working with Department for Business, Energy and Industrial Strategy (BEIS), the launch took place in November with numerous teams attending</p>	<p>The MSDC area business/trade waste increased the client base by some 9% compared to previous year and income was increased by some £18k, 5% against an aspiration of a 3% increase, agreed instead of increasing prices.</p>
Impact on communities / the way we work		<p>1. By attracting clients from our private sector competitors our commercial waste collection profits can contribute to the overall income of the council thus providing funds to support the local community and reduce our reliance on government grant income [in a small way]</p>	<p>4. Undertaking the lead role in this programme will strengthen the Councils position in understanding and supporting the needs of businesses with the districts.</p>	


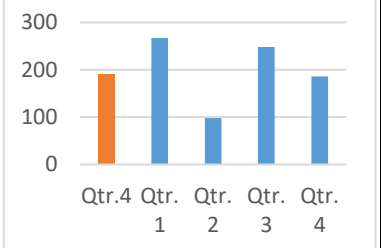
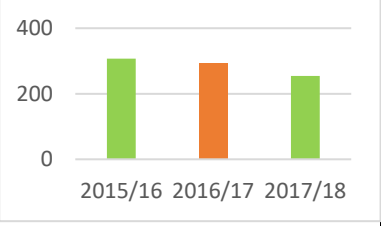
Waste Services

We work collaboratively with all Suffolk local authorities through the Suffolk Waste Partnership to ensure we provide our communities with first class waste and recycling services now and in the future.

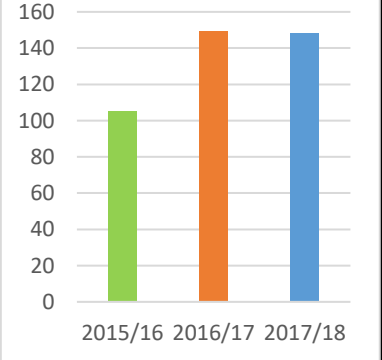
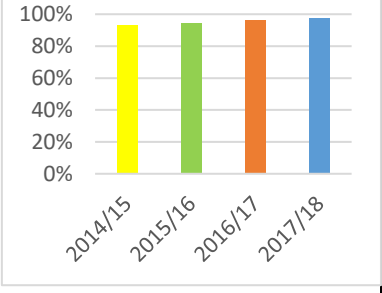
We support our communities to help them recycle their waste in the most cost effective manner.

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Overall income generated through chargeable waste services (including business waste) Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I1,I2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	723,949 891,604 999,604 1,111,043 734,491 966,550 1,113,921 1,222,775	985,210 1,114,575		MSDC	Last Update 10/17 Figures provided for each quarter are cumulative Payment is received for the majority of business waste and green waste collection during the first quarter.	Last Update 10/17 15/16 outturn £938,296 16/17 outturn £1,111,043 There are slight variations between quarters reported for 2016/17 which occurred due to the periods closing in Integra 2017/18 out-turn £1,222,775
T2. Total collected residual waste per household per kg Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I2	2015/16 2016/17 2017/18	422 433 433			MSDC		Last Update 10/17 Residual waste is waste that is unable to be reused, recycled or composted
T3. % of household waste sent for reuse, recycling or composting Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I2,I3	2015/16 2016/17 2017/18	45.67% 45.98% 44.62%			MSDC		Last update 04/18 Recycling rate has fallen slightly due to a change in how street sweepings are included in the figure.
T4. Income generated through business waste services (£) Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I1	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	282,468 4,896 844 936 322,010 14,038 6,476 2,254 377,365 11,001 3,444 1,607			MSDC	Last Update 10/17 Business customers are invoiced for this service with payment received during Q1.	Last Update 04/18 Total Income: 2015/16 £289,145 2016/17 £344,777 Qtr 2 17/18 figure reduced as figure provided in qtr2 included small amount of period 7 entries. This has been corrected in this report. 19.2 % increase yoy. 2017/19 £393, 417 - 14.1% increase yoy.

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T5. Customer Satisfaction levels with refuse collection service NEW MEASURE Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I4	2015/16 2016/17 2017/18	86.1% 87.2% 92.90%			Both	Last Update 10/17 Measures used for this report are based on a response of fairly or very satisfied with the service	Last Update 10/17 This survey is undertaken by Serco has part of their statutory requirement.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: Business waste customers NEW MEASURE Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	T4	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	475 471 500 502 522 540 556 563 589 601 613 615	680		MSDC		Last Update 10/17 The commercial waste section is a relatively new service in comparison with the well established service in place at BDC. However, the growth achieved over the past years can be seen in the figures, with the current target of 680 being the average number of business customers engaged with BDC in 2015.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. No: of Garden Waste Subscribers Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	T1,T3	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	11,701 11,913 11,972 12,315 12,581 12,956 12,955 13,415 13,656 14,034 13,979 14,063			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % Garden Subscriptions of total households	T3	2015/16 2016/17	28.49% 30.75%					

Lead Member: Roy Barker Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers		2017/18	31.89%			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Missed Bins - rate/ 100,000 collections Lead Member: Roy Barker Corporate Manager: Oliver Faiers	T2	2016 Qtr.4 2017 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	192 267 98 248 186			Both		Last Update 01/18 Advised that the system used by Serco has changed from Q3 onwards and data is collated in a different way.
Sustainable Environment Environmental Protection team: We aim to facilitate environmentally sustainable growth and tackle pollution to prevent adverse impacts on health and the environment. Planning Enforcement team: We aim to ensure, as part of the planning process in protecting the environment and amenities of residents, that any issues arising from actions undertaken either as a result of planning applications being refused, or where applications haven't been made in the first place, are appropriately resolved. Heritage team: We aim to protect and enhance our historic environment by preventing loss, managing change effectively, promoting understanding and contributing to sustainable development.								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of instances of Fly tipping Cabinet Member: David Burn Responsible Officer: Joanna Hart Corporate Manager: James Buckingham	I1	2016/17 2017/18	324 322			MSDC		Last update 04/18
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of noise complaints NEW MEASURE Cabinet Member: David Burn Corporate Manager: James Buckingham		2015/16 2016/17 2017/18	307 293 254			MSDC		Last update 04/18 2015/16 population 99,600; No. of complaints per 1000 population 3.1. 2016/17 population 100,000; No. of complaints per 1000 population 2.9. 2017/18 population 100,000; No. of complaints per 1000 population 2.5.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons

T3. No: of business supported to become more energy efficient NEW MEASURE Cabinet Member: David Burn Corporate Manager: James Buckingham	I2,I3	Apr 2016 - Mar 2018	35			MSDC		Last update 04/18 BEE Anglia is a three-year programme which will provide free support to at least 1,000 SMEs across Suffolk and Norfolk to become more energy efficient. It has been developed by Suffolk County Council, Groundwork, Nwes and Norfolk County Council and is part funded through the European Union European Regional Development Fund (ERDF).
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: of enforcement actions for fly-tipping e.g. investigations, prosecutions, cautions, penalty notices, warning letters, vehicle stop & searches Cabinet Member: David Burn Responsible Officer: Joanna Hart Corporate Manager: James	T1	2016/17 2017/18	77 72			MSDC		Last update 04/18
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Projected actual CO2 savings in tonnes for businesses NEW MEASURE Cabinet Member: David Burn Corporate Manager: James Buckingham	T3	Apr 2016 - Mar 2018	372			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Projected annual energy bill savings (£) for businesses NEW MEASURE Cabinet Member: David Burn Corporate Manager: James Buckingham	T3	Apr 2016 - Mar 2018	82,079			MSDC		Last update 04/18 Projected Actual savings calculated as a proportion (26%) of potential savings, identified from previous sampling of supported businesses
Food & Safety								
Carrying out programmed interventions and investigations to detect, eliminate and/or control hazards by engaging with business communities and the public and applying fair enforcement								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons

T1. No: of interventions carried out in line with the Food Safety Act Code of Practice NEW MEASURE Cabinet Member: David Burn Corporate Manager: John Grayling	I1	2017/18	908	924		Both	A significant amount of time has been taken up with the office accommodation changes which has distracted from service delivery but the team expects to achieve the targeted inspections by year end.	
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of complaints received relating to food where the Council is the enforcement authority NEW MEASURE Cabinet Member: David Burn Corporate Manager: John Grayling	I2	2015/16 2016/17 2017/18	105 149 148			Both		In 2016/17 there were 149 food and premises complaints, these relatively low numbers were up from the previous year of 105, however considering the large number of retail food businesses across both districts are an indication of the good levels of general compliance of our food businesses.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. % of broadly complaint food premises (Food hygiene rating 3, 4, 5) NEW MEASURE Cabinet Member: David Burn Corporate Manager: John Grayling	T1	2014/15 2015/16 2016/17 2017/18	93.29% 94.35% 96.05% 97.21%			Both		One of the primary purposes of the Food and Safety service is to improve the safety of food produced in BMSDC and whether businesses are broadly compliant is a reasonable indicator of this. Total businesses 1935 at the start of 2017/18
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2 .No: of food premises achieving 5 star ratings NEW MEASURE Cabinet Member: David Burn Corporate Manager: John Grayling	T2	2017/18	1041			Both		This is a figure that will gain meaning when year on year comparisons can be made
Building Control Our function is to enforce the Building Regulations to ensure the built environment is safe, energy efficient and accessible to everyone in partnership with all relevant stakeholders. This function is carried out whilst operating within a fully open market competing with the private sector. We are also responsible for the protection and safety of the public where dangerous structures occur.								

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Increase in number of live cases for building control Cabinet Member: David Burn Corporate Manager: Paul Hughes	I1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	234 202 144 167			MSDC		Last Update 01/18 Work underway to create business plan to increase no. of applications and to be partner of choice in collaboration with our counterparts throughout Suffolk. Total no. of applications forecast in line with average per year over previous 5 years.
Tracking Indicator	Linked to	Data	Total	Target 2034	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. Solar PV Panel Income generated against cost of loan repayment NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Sharon Bayliss Corporate Manager: Heather Worton	I2	2017/18 Qtr. 4	-£225,471			Both	Last Update 04/18 Income generated - £365,046; finance borrowing £125,616; portal costs £10,983; repairs £2,976	Over the 20 year length of the project we expect to generate income of 19.3m (net 7.5m) across both councils
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. % of market share of building control applications Cabinet Member: David Burn Corporate Manager: Paul Hughes	T1	2016/17 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	73.40% 77.60% 73.30% 73.80% 72.60% 68.00% 68.00% 68.00%			MSDC		Last Update 01/18 Consolidation of current market position is still the aim following impact of new entrants to the market and loss of business through staff departures. This will provide a solid base with which to increase market share through closer collaborative working with our counterparts throughout Suffolk and creation of a focused business plan aimed at attracting business back to Local Authority Building Control.
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I9 . Amount of energy generated by Solar PV Panels installed on council property roofs Cabinet Member Jill Wilshaw Responsible Officer: Stephen Clarke Corporate Manager: Heather Worton	T6	Feb '17 Housing stock Sheltered stock Feb '18 Housing stock	3,173,864kWh 195,418kWh 1,883,332 kWh			MSDC	Last Update 04/18 This energy will either have been used straightaway with the property or if not required exported back to the national grid.	Last Update 04/18 The average 3 bed house will use 4000 kWh per year. The energy generated would supply 471 general houses, and 21 sheltered houses across the district.

Sheltered stock	85,877 kWh
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Agenda Item 9

MID SUFFOLK DISTRICT COUNCIL

COMMITTEE: CABINET	REPORT NUMBER: MCa/18/04
FROM: CABINET MEMBER WITH RESPONSIBILITY FOR ECONOMY	DATE OF MEETING: 4 JUNE 2018
OFFICER: LEE CARVELL – CORPORATE MANAGER, OPEN FOR BUSINESS	KEY DECISION REF NO. CAB30

STOWMARKET VISION FOR PROSPERITY NEXT STEPS

1. Purpose of Report

- 1.1 The *Vision for Prosperity* (VfP) work is intended to kick-start a resurgence in Stowmarket and its surrounding area, coordinating services and responding to the needs of the community. This work is a priority as set by councillors within the recently updated 2018/19 priorities.
- 1.2 During the VfP consultation (October 2017) there were a lot of comments made about a lot of issues, but the majority of interest was in the town centre itself. In short, the perception is that the town is under-performing as a retail and leisure venue. Consequently, the reputation of the town is weak which hinders positivity in residents and in potential investors in the area.
- 1.3 This report is seeking endorsement for the draft VfP documents that respond to the issues raised in public consultation, and for a budget commitment for projects that begin to deliver some of the solutions and interventions to address these.

A. Recommendations

Members are recommended to:

- a. Review the draft “VfP Action Plan” and draft “VfP All-Issues Response” and endorse for publication. It is recommended that the Cabinet Member for the Economy in consultation with the Strategic Director should be granted delegated authority to approve any updates/amendments prior to publication.
- b. Allocate a total of £550k from the Growth & Efficiency Fund as follows
 - £200,000 to
 - o investigate the Council’s options for branding and marketing Stowmarket, and
 - o explore the feasibility/deliverability of a Stowmarket town centre regeneration project
 - £250,000 to be made available in a grant scheme for shop improvements in Eye, Needham Market and Stowmarket.
 - £100,000 to be made available in a grant scheme for works to improve the experience in Eye, Needham Market and Stowmarket for mobility impaired users. and agree that the Cabinet Member for Communities and the Cabinet Member for Economy in consultation with the Strategic Director should be granted delegated authority to agree the details of the grant schemes.

- c. Consider how and when the VfP response is presented to the public beyond the release of the document (to be available online and copies in prominent places). It is recommended that a drop-in event is conducted with partner organisations, and appropriate publicity, to be held on 16th of June as part of Stowmarket's Civic Day.

2. Financial Implications

- 2.1 It is recommended that a total of £550k funding is allocated from the Growth & Efficiency Fund as follows
- £200,000 to
 - o investigate the Council's options for branding and marketing Stowmarket, and
 - o explore the feasibility/deliverability of a Stowmarket town centre regeneration project
 - £250,000 to be made available in a grant scheme for shop improvements in Eye, Needham Market and Stowmarket.
 - £100,000 to be made available in a grant scheme for works to improve the experience in Eye, Needham Market and Stowmarket for mobility impaired users.
- 2.2 It is envisaged that grant criteria will require a match-funding element so as to amplify the impact of spending.
- 2.3 It is anticipated that there may be business cases developed to deliver additional projects that arise from the VfP, but these will be subject to their own individual reports and consideration in the future.

3. Legal Implications

4. The intervention rate, terms and conditions of the grant scheme will be developed in consultation with partners, and agreed under delegated authority to the Cabinet Member for the Economy in consultation with the Strategic Director. The progress and outcomes of the grant scheme will be reported back to Cabinet as part of the broader performance reporting.

5. Risk Management

- 5.1 The report links to the following risks in the Councils' Significant Risk Register:

Risk Description	Likelihood	Impact	Mitigation Measures
<p>Failure to develop the local economy and our market towns to thrive – Risk 2b</p> <p>2c: If we do not engage with communities of Stowmarket to develop a 'Vision' which is then supported by a programme of projects, activities and initiatives (including regeneration) which will deliver the vision, we may not realise</p>	Likely	Bad	<p>We have worked with Town Councils, steering groups and partnerships to develop the Vision. This output is one such project that directly responds to the concerns of communities.</p> <p>Development of the Open For Business Strategy, Suffolk tourism strategy; Promotion of area to attract new business; Increased commercial awareness and relationship building with our businesses</p>

the economic potential of our largest market town.			will assist in successful delivery of a suite of projects.
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5.2 Other project risks:

Risk Description	Likelihood	Impact	Mitigation Measures
Not to proceed with a regeneration/development project based on viability without public funding support.	Likely	Bad	A feasibility study will consider financial, economic, social returns on investment. The overall economic and social benefits for regeneration will be weighed against not providing support for regeneration. The budget will be spent to understand the risk of major regeneration and so in the event that feasibility/deliverability cannot be demonstrated, the budget will have been invested wisely. Conversely, if it can be shown that there is a viable/deliverable project or projects the investment will be even more well spent. Appropriate publicity of findings and options (in due course) will ensure that expectations are managed.
MSDC cannot deliver this project within budget and within the agreed timescale	Unlikely	Medium	
The legacy of a failed regeneration project in 2010 is still in many minds, and there is an expectation that the VfP will revive that scheme, or instigate a new one.	Unlikely	Low	
Establishing a brand, shared ownership of delivery against VfP. Getting the collective buy-in.	Likely	Bad	
			Ensure partner buy-in and involvement throughout the branding/marketing exercise to instill ownership.

<p>Failure to address accessibility issues – impact on town centre vitality. – impact on town centre appeal, operator confidence and investment decisions.</p>			<p>An improved aesthetic and more accessible town centre offer will promote the area to attract new business and footfall. This will ensure Stowmarket continues to offer day-to-day services and shopping opportunities in an attractive and inclusive environment.</p>
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6. Consultations

- 6.1 The VfP consultation was undertaken in October 2017, as the culmination of significant priority work undertaken and managed by the OfB Team. Over 400 response comments were received, as well as numerous conversations taking place with the public, Members and Officers. A specific effort was made to engage with young people through work with Stowmarket High School. The overwhelming issue was that the town centre requires significant investment.
- 6.2 Given the collaborative approach to the VfP with partner organisations, the draft documents have been shared with partner organisations to review them and make comments. The documents may be considered a ‘Stowmarket response’ and not just a District Council publication.
- 6.3 The VfP is not a stand-alone document, but an ongoing umbrella approach to advance change and intervention in the Stowmarket area. Therefore, it is anticipated that the feasibility work conclusions commissioned by this report will encourage significant further public display/engagement activity demonstrating potential schemes/options. This will be considered in future reporting.

7. Equality Analysis

- 7.1 This project will help to improve access for those with impaired mobility and improve the inclusiveness and vitality of the town centre.

8. Shared Service / Partnership Implications

- 8.1 It is recommended that a select working group is established to take forward this initial work (composed of Suffolk County Council, Stowmarket Town Council and Mid Suffolk District Council – for example one Officer and one Member from each, plus a chairman and OFB team as admin support).
- 8.2 The Town Councils and Mid Suffolk Disability Forum can help to design the grants scheme.

9. Links to Joint Strategic Plan

- 9.1 The 2016 MSDC Joint Strategic Plan (JSP) sets out the direction of the Council for the next four years. Further, 2018/2019 priority refinement has just taken place in support of the JSP, of which VfP is included.

- 9.2 The JSP articulates three priority areas: Economy and Environment, Housing and Strong and Healthy communities which will be delivered under five key strategic outcomes. The following key strategic outcomes are linked to this project:
- Further develop local economy and market towns to thrive
 - Property investment to generate income and regenerate local areas
 - Targeted grants and funding to support community capacity building
 - Continued support for Health and Wellbeing outcomes that prevent interventions

10. Key Information

- 10.1 During the VfP consultation and events (concluding in October 2017) there were over 400 comments made about a lot of issues, but the majority of interest was in the town centre itself. In short, the perception is that the town is under-performing as a retail and leisure venue. Consequently, the reputation of the town is weak which hinders positivity in residents and in potential investors in the area.
- 10.2 The recently-approved Open For Business Strategy both supports and underpins the VfP work. Our renewed approach to engaging with businesses will ensure that the needs of users and operators are built in to any investments to deliver the necessary economic conditions for regeneration projects and interventions to maximise their success.
- 10.3 The next stages of the VfP project include the publication of documents that respond in detail to the issues raised, and set out the approach and actions for change. As there are developing projects, it is recommended that delegated authority is granted to approve any amendments prior to publication so as to ensure it is as up to date as can be.
- 10.4 Members are invited to consider how and when the VfP response is presented to the public beyond the release of the document (to be available online and copies in prominent places). It is recommended that a drop-in event is conducted, and that the Stowmarket Civic Day on the 16th of June would be an ideal opportunity.

VfP All-Issues Response Document

- 10.5 The public consultation event has wholly led the development of this document – addressing the points that are concerning to local residents and businesses. Although the majority of responses concern ‘small issues’ such as parking enforcement, youth behaviour and littering, and none of the responses were considered ‘transformational’ in nature, despite nearly half of responders favouring ‘radical change’. There were no new issues raised in the consultation, and as anticipated, the town centre appearance and ‘experience’ were the most commonly raised issues. However, it is important that these issues are addressed and responded to.
- 10.6 The comprehensive reply means that subsequent VfP actions to be focused without diverting resources to smaller issues. The document is attached in appendix 1.

VfP Action Plan

- 10.7 Alongside the lengthy “All-issues response” above, an “Action Plan” of commitments/deliverable projects (not aspirations) has been prepared. This a much shorter document that is all about positivity, progress, action and delivery. The Action Plan may be considered a culmination of many projects that collectively demonstrate the strong leadership, as well as the commitment to providing quality services by the Council and all of its delivery partners. The Action Plan is attached in appendix 2.

Regeneration Options investigation – Growth and Efficiency Fund application

- 10.8 Stowmarket does not have the reputation or importance to attract a market-led regeneration project. The Council must lead any major regeneration project. It is considered that information from the previous regeneration scheme in 2010 will be out of date, and without the specialist, up-to-date knowledge of funding options and market trends that is held by regeneration consultancies, any potential scheme undertaken will be at a much greater risk of failure.
- 10.9 It is recommended that the previous regeneration plans of 2010-2013 are NOT revived. Since that time there have been significant changes to the Planning and Compulsory Purchase Act, to policies and processes, but more significantly there have been national changes in retailer demands, shopper habits and the expectation of town centre users. A single-development scheme is also considered to be a higher risk, as if it were to fail again there could be another 10 years of inaction: therefore a group of projects is preferred to ensure delivery and growth. Lastly, the previous scheme is not considered to be of a sufficient aspirational scale to make it genuinely attractive to a cautious market; it would *evolve* Stowmarket but would not *transform* it.
- 10.10 It is recommended that Cabinet commits £200,000 from the Growth & Efficiency Fund for feasibility work should be secured, and for marketing and promotion. The money would be released in stages with each “gateway” being delivered and successful before further funds are released. The stages could include:
- The appointment of a temporary Officer to assist in VfP work (specific job role as opposed to generic officer role is attractive to regeneration professionals)
 - Engaging a regeneration consultancy partner to:
 - assess market conditions and advise Council regarding funding, process, partnership models, and other aspects of delivering major regeneration
 - develop a suite of concept ideas
 - undertake viability and feasibility work up ideas to stage 1 options
 - Engage with stakeholders to establish preferred model
 - Market testing and fine-tuning
 - Stakeholder and public engagement
- 10.11 Additional funding will be sought from savings and efficiencies, investment by partner organisations, and from other projects that complement the VfP work, including significant officer time to ensure the project is successful.
- 10.12 With regard to marketing/branding, the VfP consultation yielded no significant existing “character” or role that Stowmarket has that could be the basis of its marketing angle. Therefore, it is an opportunity to create a new identity. The Museum of East Anglian Life is already building its offer around Suffolk’s food production which could be one option to explore for Stowmarket more generally. The procurement of marketing/branding services may be approached through partners and provide additional opportunities such as the use of the University of Suffolk’s marketing course students. The appropriate procurement methods will be used to secure any such services. The marketing would include a logo, strapline, colour scheme and other brand identifiers. The appointed consultants will be asked to advise on a programme of promotion works that reinforce the brand. The Council must commit to using the branding in its range of functions and duties to ensure it is effective.

Grant Schemes

- 10.13 A fund of £250,000 is sought to deliver a shop front improvement grant scheme to make Eye, Needham Market and Stowmarket town centres more attractive to users through repairs, maintenance, painting and building improvements. A similar scheme has been run in Stowmarket in the past. The HERS (Heritage Economic Regeneration Scheme) was focused on the conservation/restoration of historic fabric, as it was instigated and part-funded by English Heritage. This scheme does not need to be so focused and can be broadened out, such as to include modern assets, non-retail uses, streetscape/public realm etc if desired.
- 10.14 A further fund of £100,000 is sought to deliver a grant scheme to make Eye, Needham Market and Stowmarket town centres more accessible to persons with impaired mobility. The 2017 Mid Suffolk Disability Forum report highlighted a number of concerns around wheelchair access in Stowmarket, and some simple/cost effective amendments that could be made to street furniture to make it more navigable to people with a range of disabilities. This includes basic repairs and maintenance, but also works such as adding a contrasting band to the black bollards, more/clearer signage, and highlights on the nose of steps. Some of these recommendations are already being progressed via Stowmarket Town Council, the District Council and other members of the Mid Suffolk Disability Forum, but more funding being made available will accelerate the implementation of works.
- 10.15 The intervention rates, grant allowance values, terms & conditions and monitoring/reporting mechanism for the schemes can be drafted once the funds are agreed in principle. The details can be drawn up in consultation with all relevant Council services and partner organisations to ensure it is appropriate. The grant schemes details may be approved under delegated authority.
- 10.16 Although it could be desirable, it is not practical to extend the fund to all shops across the District as the fund is unlikely to be effective if it is spread too thinly. While there are undoubtedly benefits of improved access and aesthetic quality anywhere, the cumulative impact of several interventions in the town centres has much larger overall benefit. However, should take-up of grants be slow, this may be reviewed.

11. Conclusion

- 11.1 The VfP project has sparked some initial interest and with the proposed actions we can capitalise on the momentum. By addressing both day-to-day irritant issues as well as establishing a strong action/intervention plan it will demonstrate leadership and commitment to the population of Stowmarket and its surrounding area.
- 11.2 A number of these activities (branding, regeneration background work) can be commenced prior to more long-term interventions such as major regeneration, as VfP is a suite of continued actions, not a stand-alone document.

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Appendices

Title	Attachment
Draft VfP All-Issues Response	APPENDIX A
Draft VfP Action Plan	APPENDIX B

All-issues response

Delivering a Vision for Prosperity



Contents

Foreword	x
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Regal cinema/theatre	
New Homes – type, size and tenure	
Signage	
Scania depot, Violet Hill Rd	
HWRC	
Hotel	

Delivering a Vision for Prosperity



Funding
Former Babytime shop, Station Rd West
Pubs
Gipping Way roundabout
Former Poundland store
Former Nat West Bank, Market Place
Cycling
Wildlife
Stowmarket Town Clock
MEAL
Gateway 14
Former Council Office at Needham Market
Dentist

Conclusion

Delivering a Vision for Prosperity



Foreword

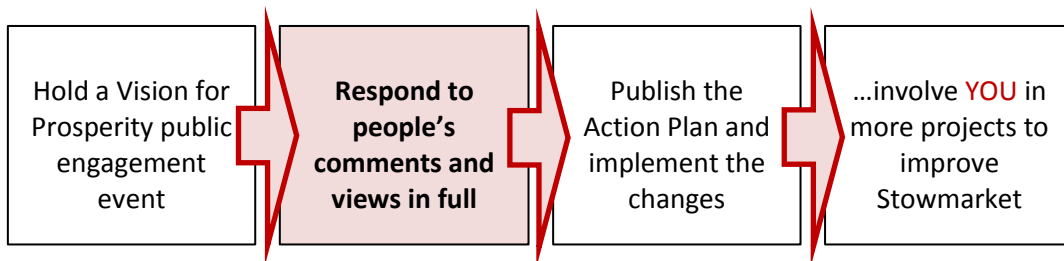
We'd like to thank everyone who took time to express their views at the drop in, online or through their letters. Our partners have shared this journey and we look to them to help us ensure that the people of Stowmarket and the surrounding villages receive the best possible service as we look to the future.

We've listened and here is the first part of the VFP response – setting the record straight, giving some information, and responding in detail to the concerns, thoughts and issues that people raised. There are many different opinions to consider in mapping out the future of the town and our starting point has been to discuss and understand the views of the local community, so that we can move forward together, on the basis of a consensus about **what matters most**.

“There is a lot to be done – but only by imagining the future can we take steps to create it!”

The lessons we have learned during the *Delivering a Vision for Prosperity* exercise are invaluable as we look for more ways to engage with residents and businesses across Mid Suffolk District. We can use these lessons in other communities as there are many common issues and similarities in how people interact the Councils and their delivery partners.

We have used the *Delivering a Vision for Prosperity* initiative to seek the views of local people about the future of the town and we have listened to what they have told us. The preparation of this response and the **Action Plan** brings together some of the key areas of work that we will undertake to achieve our goal of a sustainable town that offers a good quality of life to local people.



Success will depend upon the combined efforts of a range of partners and stakeholders that have an interest in the town. This will mean measurable targets and accountability for implementation. The public will be kept involved with regular updates and opportunities to help shape the direction we take.

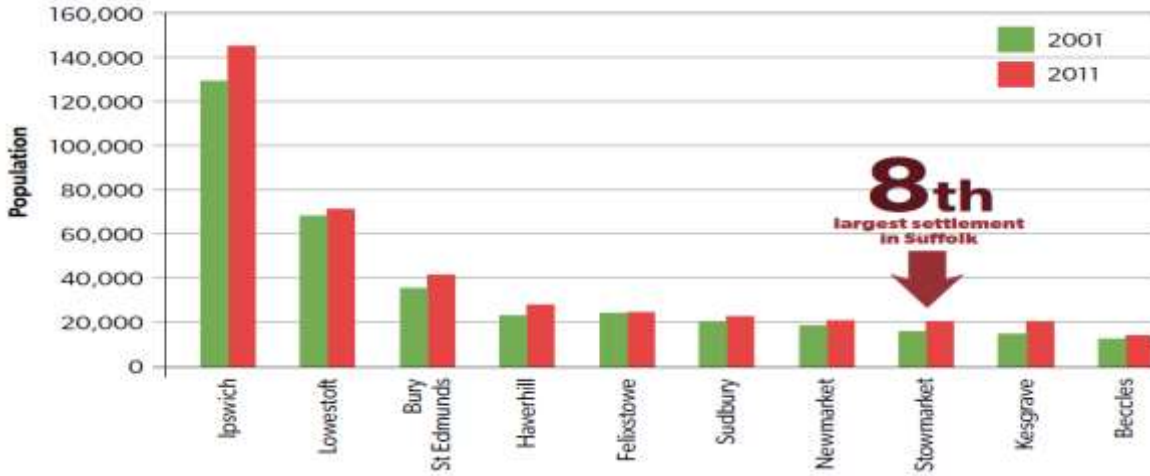
We hope you find this feedback useful and interesting – but please don't think that *“this is it”* – we look forward to keeping *Delivering a Vision for Prosperity* going and evolving as we develop more projects and ideas, and reshape our services to better meet your needs.



Introduction

Stowmarket today

Stowmarket is the main town and key driver of growth and prosperity, with a large sphere of influence as the major social and economic hub for the district. The town has a mix of positive and not so positive aspects.



Stowmarket is the **537th** largest settlement in the country



Comparable in size to **Dorchester** in Dorset, **Leek** in Staffordshire, **Harwich** in Essex

Ranked **616th** retail centre in the UK

145 shop units in the town centre

26,868m² of shop space (about 280,000sqft)



Vacancy rates just 5.5%: National average is 11.5% vacancy



Stowmarket has just **24 out of 118** of the major "High Street retailer brands"



25% fewer leisure uses than the average town centre



Just **1 in 12** think Stowmarket is an attractive place



25 weekday trains to Ipswich and London



16 weekday train services to Cambridge



Over **1MILLION** railway passengers per year use the station



8 bus services serving the town and its neighbouring settlements



60% of journeys are made by private car



Delivering a Vision for Prosperity

Growth ambition

Like every town in the country, Stowmarket is looking to improve. We can't do it alone, so there must be a framework of organisations, plans and strategies in place to deliver. We are fortunate that the Government, our regional, County, Local and Town leaders are working together to deliver growth and prosperity.

The Government's *Plan for Growth*¹ (2011) was published with the aim of achieving strong, sustainable, and balanced economic growth throughout Britain. Its four ambitions are to:

- Create a more competitive tax system;
- Make the UK one of the best places in Europe to start, finance and grow a business;
- Encourage investment and exports to make a more balanced economy;
- Create a more educated workforce.

The national *Industrial Strategy*² (2017) sets out the Government's plan to create an economy that boosts productivity and earning power throughout the UK. The white paper focuses on the 5 foundations of productivity – ideas, people, infrastructure, business environment and places – with a clear and complementary vision for each. Each foundation is supported by a range of policies designed to provide businesses with certainty and reassurance that the UK will continue to have a competitive edge.

The New Anglia LEP *Strategic Economic Plan*³ (NALEP 2017) looks ahead to 2036, but focuses on the actions we need to take over the next four years to help secure long-term success. It is a dynamic and living blueprint to guide the work and investment of many partners.

The *Suffolk Growth Strategy*⁴ (Suffolk County Council, 2013) set out the following four aims:

“First, Suffolk needs a prosperous and vibrant economy which inspires people to succeed. Second, Suffolk needs a high quality, responsive education and training system. Third, Suffolk wants to be an exemplar in tackling climate change. Finally, Suffolk needs all people to be kept safe from harm, to be able to live healthy lifestyles and to be valued.”

The *Suffolk Growth Programme Board* agreed in December 2016 to:

- **lead:** the Suffolk Growth Framework at officer level, and through collaboration across the County ensure GPB outcomes are communicated to all staff and members.
- **deliver:** Suffolk's economic vision and achieve impact through the coordination of programmes and projects directly managed by the GPB and through facilitated work with partners
- **influence** (through engagement): public / private stakeholders, businesses and politicians about the priorities for growth in Suffolk and the opportunities for improving the region's competitive position and prosperity
- **manage risk:** by understanding upcoming risks / unknowns, and responding to these through a flexible & innovative approach to economic growth

*Suffolk Chamber of Commerce's Manifesto*⁵ (2018) sets out our broad aims and ambitions to maximise the positive role of businesses through promoting a 'Suffolk PLC' model, aimed at creating inclusive economic growth and improved levels of prosperity for all in Suffolk.

¹ www.gov.uk/government/publications/plan-for-growth--5

² www.gov.uk/government/publications/industrial-strategy-the-foundations

³ newanglia.co.uk/our-economic-strategy/

⁴ www.suffolk.gov.uk/assets/Jobs-careers-and-business/economic-development-and-inward-investment/Suffolk-Growth-Strategy-Summary-Booklet.PDF

⁵ www.suffolkchamber.co.uk/greater-ipswich/manifesto/



Review of the drop-in engagement event

On 4 October 2017, residents, businesses, visitors and users of Stowmarket and its surrounding catchment villages were invited to attend a drop-in display event at the United Reformed Church, Ipswich Street. The drop-in was run alongside the Councils' Joint Local Plan consultation display as a joined-up process.

Publicity for the event was undertaken through

- Press releases, including a front-page headline in the East Anglian Daily Times on Friday 29 September 2017.
- Erecting over 250 posters in prominent positions in Stowmarket and in the surrounding villages
- Dedicated web site
- Text included on the Joint Local Plan publicity material, including on a flyer posted to all residences and businesses in the District
- Social Media using the hashtag #VFPStowmarket
- Cross referencing from associated public sector organisations

Additional engagement

Following the drop-in event, hard copies of the material were made available at Stowmarket Library, Stowmarket Town Hall, Needham Market Library, Elmswell Library, and the new Council Office at 54 Ipswich Street, Stowmarket. Display material was also available online at www.midsuffolk.gov.uk/vfpstowmarket. Additional comments on the projects were invited before 5pm on the 10th November and are taken in to account in this analysis.

Drop in displays format

In addition to Joint Local Plan information and other partner organisations' displays, 30 VFP display boards were erected around the room that set out:

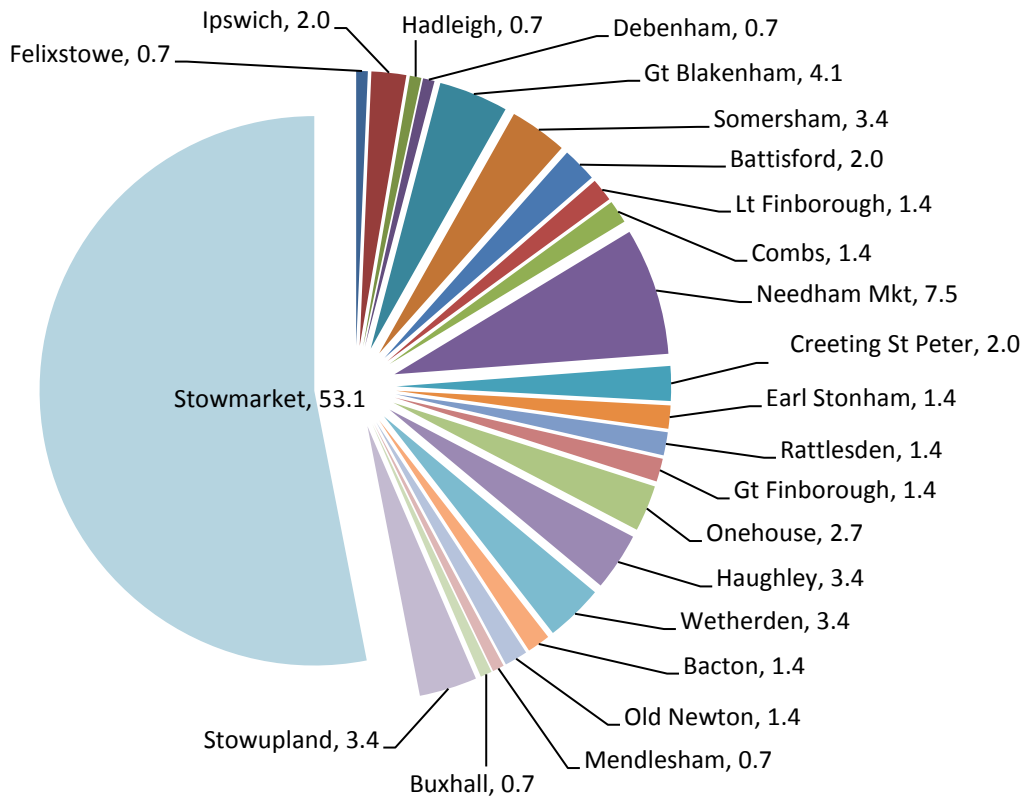
- a welcome & introduction to VFP
- an opportunity to say where you came from – for statistical analysis
- a timeline of historic growth and change for Stowmarket
- the national/regional perspective demonstrating the growth agenda
- a series of statistics and facts about the area
- a roundup of some young people's views about the area
- a series of questions about the future of Stowmarket and the area. This prompted the use of sticky dots to "vote" on some questions, and some written opinions expressed through the use of post-it notes.

Attendance

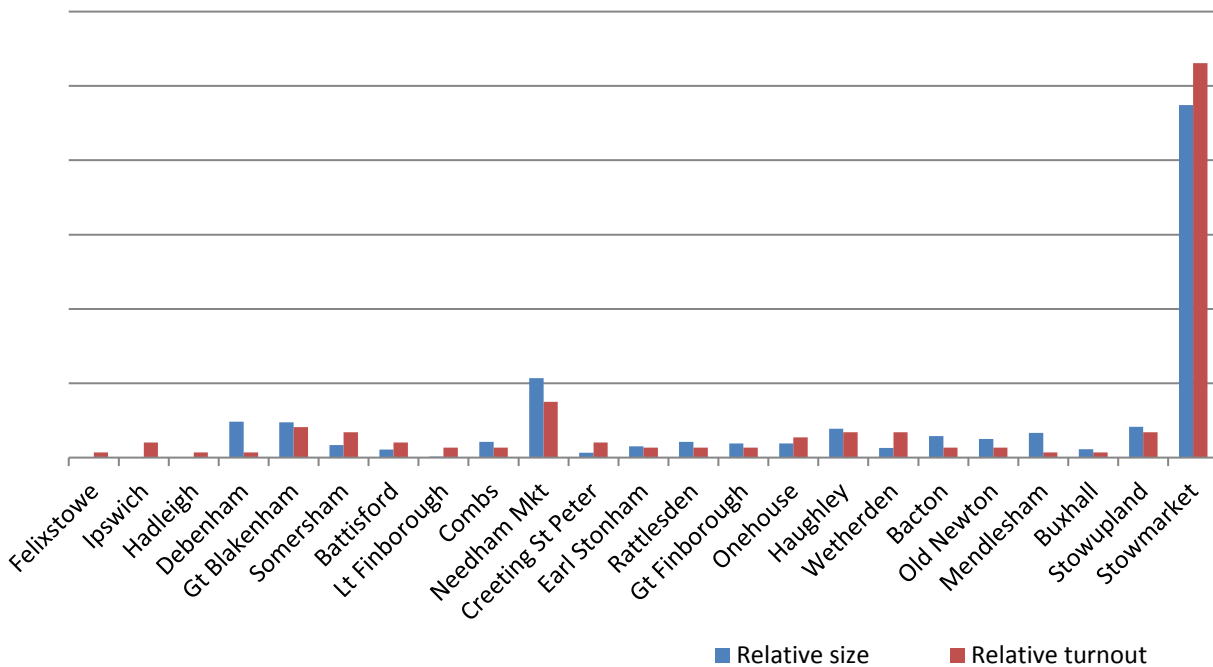
Nearly 400 people attended the drop-in event and left hundreds of comments. Of particular value was the ability for people to talk directly with Councillors, Officers and partner organisations to discuss their views openly.

The breakdown of attendees is based on the exercise that invited people to put a sticky dot on a map to show where they have come from. Not all visitors stuck dots on the map, and although it was not an O/S based map, it gave a good indication of the broad spread of people in attendance.





The response rate appears skewed towards people of Stowmarket itself, but when the size of the population in each settlement is taken into consideration (2011 Census based) the proportional representation from each place is consistent.



Responses

Many people did not respond directly to the questions, instead choosing to make more generalised comments on post-it notes. Because of this, the analysis does not always directly follow the format used in the displays. Comments may be grouped by topic/area/theme and addressed appropriately.



Responses to the young people's views

Responses to the young people's views

Although comments were not specifically invited in relation to these boards, there were a number of comments made both in support of and in reaction to, the views expressed. Some opinions were expressed that the views of the young people was not representative of *all* young people, having only been sought from a group of year 8/9/10 students at Stowmarket High School. Others noted that their own experience of working and engaging with other young people corroborates many of the views expressed.

Some attendees expressed surprise that young people had been asked for their views before older age groups, while others understood the need for young people to have a voice as they would not generally attend a drop-in display event.

Below is a roundup of the responses left in relation to the young people's views

Context (what the young people said)	Attendee's comment
STRENGTHS board. Young people say there is good public transport.	No buses up Poplar Hill now so where is the good bus service?
Students were invited to liken the town to a famous person in order to express their views about "character" and "image". They chose Donald Trump, Susan Boyle, Simon Cowell, Amy Winehouse and Phil Mitchell. Overall feedback was that Stowmarket is an older person, out of touch with young people, and with no hobbies or interests	<ul style="list-style-type: none"> • None of the above • You must be joking! • Could not agree more
Students designed "houses of the future", and created new "town Plans" for Stowmarket of the future.	<ul style="list-style-type: none"> • Very good idea [urban renewal] • Young people move away
THREATS: the students felt that there was not sufficient choice of houses in terms of size, type, location, or price.	<ul style="list-style-type: none"> • Support small local builders? • Poor local plot vs self-builder match making. Reactive nor proactive

Context (what the young people said)	Attendee's comment	Officer observation/ response
<p>Opportunities: students identified a number of possible projects that could be undertaken to improve Stowmarket</p>	<ul style="list-style-type: none"> • Listen to the young people then! • Proper cycle track needed all around town, not just painted lanes on the roads • We had perfectly good middle school that closed. The buildings have been empty for 2 years. Cost of security and recent boarding up must have been atrocious. 	<p>Young people's views will be taken into consideration alongside comments left through the <i>Delivering a Vision for Prosperity</i> engagement exercise. The second stage of the engagement will be to develop a delivery plan and work up some ideas within defined timescales.</p>
<p>Strengths. The students comment on some of the best bits of Stowmarket, but also observe that Stowmarket's best is not up to the same standard as other places' best.</p>	<ul style="list-style-type: none"> • What's wrong with our cinema? Its great if you take the trouble to look what is on. Give it a try you'll be pleasantly surprised • The cinema is fine • The cinema may be small and only have one screen but it makes it more affordable for everyone • Town centre is an absolute disgrace. Better quality shops and restaurants needed. • The Sinma is fine [sic] • Sort the roads out in Stow. Not all routes need to go via Gipping Way – it already cannot cope • No soul • Town dead at 5pm. It's a joke, never alive, it's dead at 2pm • Parking restrictions need to be enforced as illegal parking is a nightmare for residents in the town centre <ul style="list-style-type: none"> ○ Cheaper parking, better promotion 	<p>This mix of short-term "quick win" and longer-term solutions is what creates confusion and uncertainty. Therefore, the <i>Delivering a Vision for Prosperity</i> work will establish what projects can take place and the timeframe that people can expect them to be delivered. The inter-dependency of projects will also be set out, so some people may not think a particular project is important, or even the "right solution", but in the overall context of the "bigger picture" for the Stowmarket area, it will be a logical element.</p>

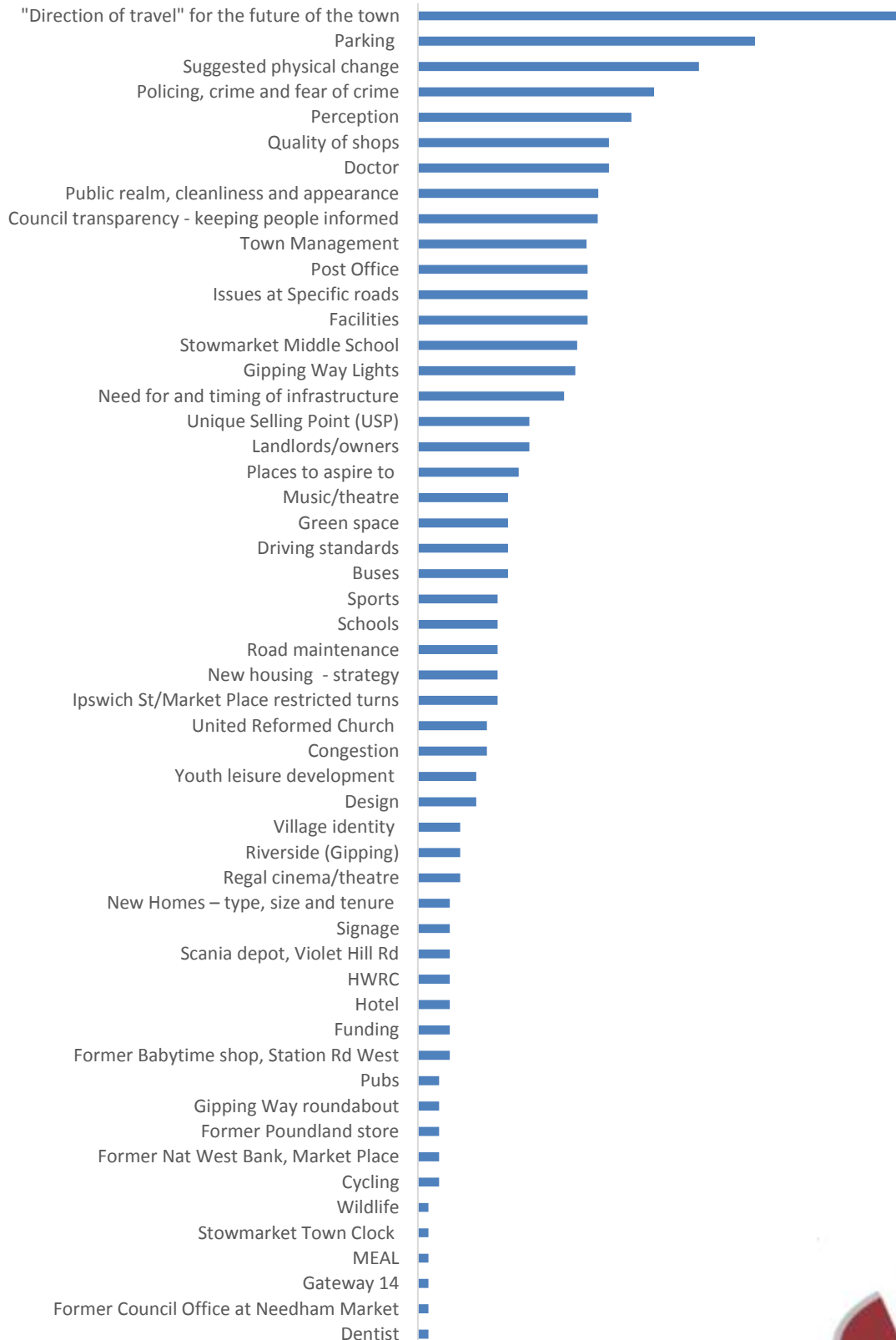
We want to do our part, so we have listened to the opinions, ideas and concerns, and prepared a document called *Delivering a Vision for Prosperity Action Plan* for Stowmarket. This identifies the intended key projects and action points, and sets out who will be responsible for their implementation, and when. As *Delivering a Vision for Prosperity* progresses, the town and its catchment area will have a clear focus for improved quality of life and confident business decisions.

We have also prepared this detailed response to the issues raised and hope that the answers to many day-to-day questions can be found. The response has been prepared with help from all of the District Council's partners, so it is up to date and accurate.



Top priority THEMES and PROJECTS

A “sticky dot exercise” asked people to say which are the most important *themes* and *projects*. The responses highlighted that there are a lot of areas that need general improvement, intervention or change. As well as the dots exercise above, many comments were left that were much more detailed, and also explored many other themes too, such as crime and the fear of crime, specific sites, and driving/parking issues. The table below shows these issues as a proportion of all responses. These issues explored in more detail below, addressing the comments that people made.



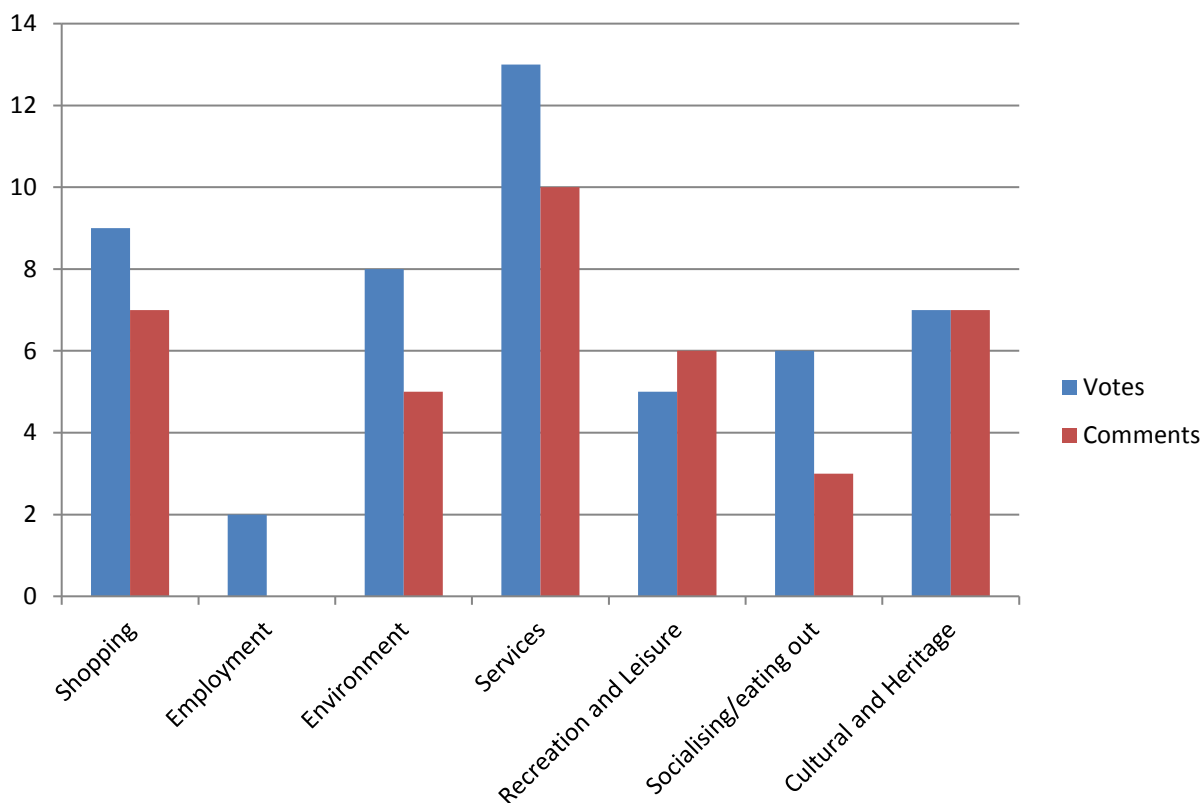
Delivering a Vision for Prosperity



"Direction of travel" for the future of the town

It is clear that the town centre is no longer fit for purpose, or large enough for the population of Greater Stowmarket. Indeed, it has been likened to a town with a village centre. In order to make it a destination it needs to move out of the shadow of Bury St Edmunds and Ipswich, and find its own niche. Overall, as described in the Council's retail study⁷, *"The greatest challenge facing local planning authorities will be how to revitalise the fortunes of struggling small and medium sized centres and market towns that do not have the critical mass of retail, leisure and other uses to compete for more limited investment and development; including the centres in Babergh and Mid Suffolk Districts."*

We asked what the focus of the town centre should be by voting with sticky dots. The votes are shown in blue. We also asked people to leave comments about the future role of the town centre, and counted the number of comments in each theme area, which are shown in red.

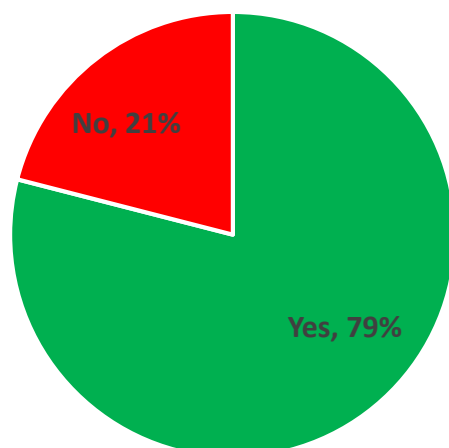


There is a consistency in the output, but what is most apparent is that people want the town centre to be all things for all people, and not focus on a particular aspect (such as retail or leisure). Within such a varied role, support was expressed or different zones or quarters to identify particular roles, rather than a mix of uses throughout the town centre. This reflects operator preferences, such as leisure operators like to be close to other leisure uses in order to create a "critical mass" that identifies it as a location for leisure – so the whole is more than the sum of its parts. This is reflected in the public's preferences, as set out below:

⁷ <http://www.midsuffolk.gov.uk/planning/planning-policy/evidence-base/current-evidence/joint-town-centre-and-retail-study-sept-2015/>



Percentage of responders who think that zones or quarters should be used to help Stowmarket create an identity



Vacant shops

The low vacancy rate of 5.5% (less than half the national average) is a very good sign of local confidence in Stowmarket, with demand from small independent retailers in the town. Vacant units tend to be in places “off circuit” such as Bury Street, which means the *centre of town* is strong but that people don’t usually use the *whole town centre* – only Market Place, Ipswich Street and the Meadow Centre. The Council’s Retail Study states “*We also recommend that the frontage along the northern part of Bury Street (from Union Street West down to the southern end of Thurlow Court) is taken out of the PSA and SSF. This will allow for the natural contraction of this end of the town where required and prevent long-term vacancies.*” However, the Council considers that instead of reducing the town centre, there should be positive improvements to encourage more footfall and growth, thus strengthening the centre rather than contracting it.

Rental values

The rental values have been criticised as the reason there are not so many “High Street shops present, however the rental values are set by the owners at a market rate – if they are too expensive, then the price will be lowered to make it attractive until someone takes out a lease. It is common also for owners to offer incentives such as rent-free periods to help get businesses established. This market stability is reflected in the low number of vacant units. Therefore, the Council does not consider it necessary to intervene in rental values.

A healthy town centre should have a mix of rents, based on a mix of unit size. A high rental value is a sign of retailer confidence in a place, which in turn means that there is demand for units because there is a strong local footfall – since people like to be there. Locally, Woodbridge experiences this high confidence, and in turn that itself attracts more people. Stowmarket must seek to garner higher rents in this way to prosper.

Business rates

Business premises have a “rateable value” which is worked out by the Government’s *Valuation Office Agency* (VOA) (part of HMRC) based upon the open market rental value of the premises at a baseline date of the 1st of April 2015. To calculate the actual business rates to be paid per year, the rateable value is then multiplied by a “multiplier” which is also set by Central Government.

Historically all properties have been revalued every five years, but the revaluation due for 2015 was pushed back to 2017 by Central Government. In this review, all “non-domestic” properties – ie commercial premises⁸ – were reviewed and the new

⁸ Non-domestic properties isn’t just commercial premises – it also includes car parks, toilet

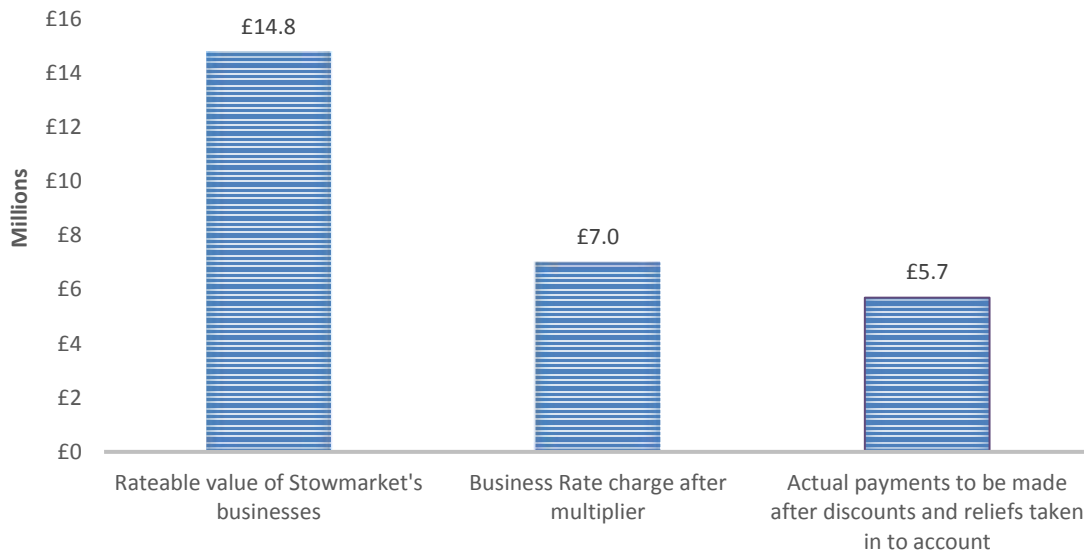
values were introduced with effect from the 1st April 2017. In the recent autumn budget the Government announced the intention to move to 3 yearly revaluations after the revaluation in 2022.

The District Council merely bills the occupier and collects the revenue based upon the information provided by the VOA. The Business Rates collected are shared 50/50 between Central and Local Government. Looking to the future the Government is considering a “100% Business Rates Retention model” so that Local Authorities keep a greater share of Business Rates instead of it being sent to Central Government, and this will replace the current core grant that they give the Council to operate its services. This scheme is still being developed but Central Government wants to give Local Authorities greater control over locally-raised resources.

Business Rates in Stowmarket for 2017/18

For 2017, the total *rateable value* for Stowmarket is £14,775,915, with a gross charge of around £7m. After various reliefs and discounts are taken into account the net rates actually collected is around £5.7m.

**BUSINESS RATES IN STOWMARKET
IN £MILLIONS**



There are 601 companies with rateable values which if they were split evenly, the mean average bill is £11,647. However, not everyone pays the same as the rateable value depends on many factors, not least the size of premises. In fact, 4% (just 25 very large companies) pay 40% of Stowmarket’s overall charge. This reduces the mean average for the rest (which are usually small local companies) to £7,291.

Retail rates

In terms of retailing in the High Street, 176 shops are registered (29% of companies liable for business rates) with a total rateable value of £4,997,130. After discounts, shops pay about £2.33million, which is 34% of the total rateable value for Stowmarket. Shops have always paid more than industrial premises.

In the 2017 review, the percentage change in total rateable values from 2010 to 2017 is shown below for the East of England and England as a whole.

blocks communication masts, sub-stations, ATM’s etc which people may not associate with commercial premises



Delivering a Vision for Prosperity

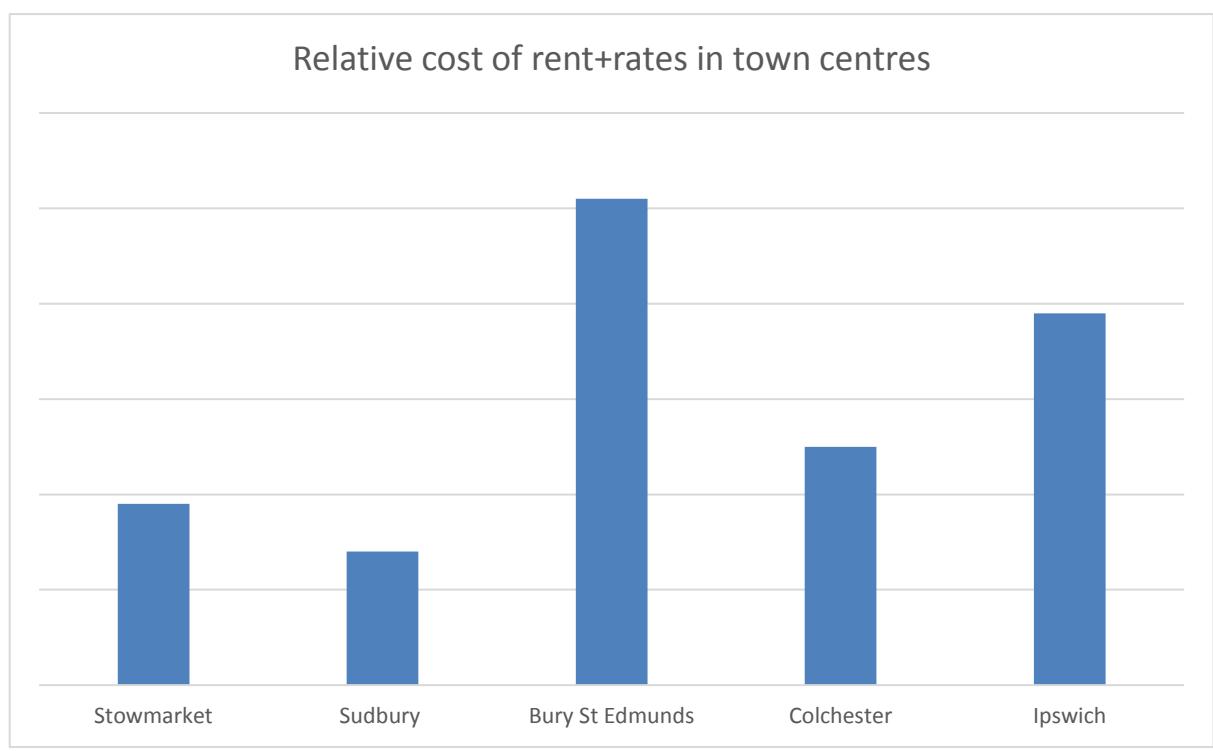
Area	% change in rateable value by Sector				
	Retail	Industry	Office	Other	All
East	-4.0%	2.3%	2.4%	13.2%	3.9%
England	4.7%	4.0%	11.3%	15.5%	9.1%

Source Valuation Office Agency data as at 1st August 2016

It is clear that overall in the eastern region the rateable value for retail premises reduced unlike all other sectors that increased. This means that overall, Business Rates are less of a burden on operators in retail in this region from 2017 onward.

Rates comparison

Although there is a view that small, local, independent shops are not opening due to Business Rates, the reality is that these operating costs are relative. It is not really possible to directly compare rent or rates between towns because there are so many factors, not least operator preference, footfall (how busy a street is), size of premises, location in the town, proximity of other similar shops and competition, quality and layout of premises, upper floors or just ground floor use etc. However, the examples below show that Stowmarket's combination of rent and rates is much lower than neighbouring towns. This means that rent and rates are not necessarily putting retailers off, as although their potential profits are lower, their actual costs are too.



As at 15/12/17 there are shops to let in the following places:

- Stowmarket – “Millpets” Ipswich Street**
 - Floorspace: 1600sqft (158sqm) (plus upper floors)
 - Rent: £22,500 (payable to the landlord)
 - Rates: rateable value is £16,500, multiplier 46.6p
actual business rates payable ($£16,500 \times £0.46.6$) = £7,689
 - Total rent+rates: £30,189
 - £/sqft p/a: about £19/sqft (£196/sqm)



2. Sudbury – North Street (former North Street Studios)
 - Floorspace: 1,659sqft (155sqm)
 - Rent: £21,500 (payable to the landlord)
 - Rates: rateable value is £21,500
multiplier 46.6p
actual business rates payable ($£10,575 \times £0.46.6$)
= £10,575
 - Total rent+rates: £22,075
 - £/sqft p/a: about £14p/sqft (£142/sqm)

3. Bury St Edmunds – 3 Cornhill (former “Betfred” unit)
 - Floorspace: 1732sqft (161sqm)
 - Rent: £65,000 (payable to the landlord)
 - Rates: rateable value is £49,250,
multiplier 46.6p (estimate)
actual business rates payable ($£49,250 \times £0.46.6$) = £22,950
 - Total rent+rates: £87,950
 - £/sqft p/a: about £51/sqft (£546/sqm)

4. Colchester – 26 Priory Walk
 - Floorspace: 2874sqft (267sqm) (+ upper floor)
 - Rent: £47,500 (payable to the landlord)
 - Rates: rateable value is £47,750,
multiplier 46.6p (estimate)
actual business rates payable ($£47,750 \times £0.46.6$) = £ 22,251
 - Total rent+rates: £70,001
 - £/sqft p/a: about £25/sqft (£262/sqm)

5. Ipswich – Carr Street (part of the former Co-Op)
 - Floorspace: 841sqft (73sqm) (plus upper floors)
 - Rent: £25,000 (payable to the landlord)
 - Rates: rateable value is £16,750,
multiplier 46.6p
actual business rates payable ($£16,750 \times £0.46.6$) = £7,805
 - Total rent+rates: £32,805
 - £/sqft p/a: about £39/sqft (£449/sqm)

Rate relief and help for small businesses

Notwithstanding the generally lower rent and rates in Stowmarket, the Council operates a *small business rate relief* scheme (not just for shops but for all types of small businesses). Under this scheme, if the rateable value is under £12,000 and it is the ratepayers only property (ie an independent not a chain store) then they do not pay any rates. For properties with a value that does not exceed £15,000, the ratepayer will receive a percentage reduction in their bill of up to a maximum of 100%.

In fact, over 200 (around a third of all businesses) pay no rates or only a proportion of the bill due to *small business rate relief*. These discounts and exemptions equate to over 19% of Stowmarket’s overall liability. In other words, the bigger companies pay a larger chunk of the overall bill, and the “small guys” pay nothing or a discounted amount.

In addition to the reliefs, additional help is offered for those businesses that have a significant increase in rates following the 2017 review. The Councils automatically apply the “supporting small business relief” which caps the annual increase to spread the cost.



Charity Relief

Charities and registered Community Amateur Sports Clubs are offered a discretionary relief from rates on any business property which is wholly or mainly used for charitable or “club”, purposes. Relief is given at 80% of the rate bill where the organisation is philanthropic, religious or concerned with education, social welfare, science, literature or the fine arts.

Pub Relief

The Government has also introduced a new relief scheme for pubs that have a 2017 rateable value of below £100,000. Under the scheme, eligible pubs will receive a £1,000 discount on their bill for 2017/18 and 2018/19. This relief is automatically awarded by the Council.

Overall business rates

Overall, the Council is required by the Government to collect Business Rates, but it does what it can to support smaller independent businesses through local reliefs. Therefore, Stowmarket’s weak retail experience is not considered to be only due to Business Rates.

“High Street Brand” shops

The selection of shops in Stowmarket has been criticised as there are not enough “High Street Brand” shops. Similarly, other people want more independent shops to create a more local-flavour and demonstrate Stowmarket’s individuality from other centres. As shown in the VFP display material, Stowmarket has fewer than 20% of the “top High Street Brands”. Of those it does have, they tend to be the more discount brands.

The brands that people named as preferred to see are:



There are three main reasons that the “big brands” are not present in Stowmarket:

1. Footfall: Stowmarket and its catchment simply doesn’t have a big enough population to justify to the big operators opening a store in Stowmarket. Those that do live in Greater Stowmarket also choose to visit Ipswich or



Bury St Edmunds over Stowmarket, which However, through the new Joint Local Plan there will be a significant increase in house building over the coming 25 years which is likely to attract the attention of more big companies.

2. Image – This project has already identified the need for a branding and promotion of Stowmarket. This not just advertising to bring people in, but to raise the profile across the board and attract the attention of the big names, investors, and those who can bring in new life and new investment capital to refurbish existing, and develop new, buildings.
3. Unit availability – Most shop units in Stowmarket are older stock that are not energy efficient, and lack the servicing arrangements that modern retail needs (such as 24hr rear access for lorries). Furthermore, the average unit size of 185sqm (1,995sqft) is significantly lower than most “high street brand” shops require, and that statistic itself is skewed by the ASDA and B&M unit presence. Without these two, the average unit size is probably under 100sqm (1,076sqft). Lichfields Planning Consultancy noted in a report in 2012⁹ “High street national multiples have increasingly sought larger modern shop units (200 sq. m +) [2,153sqft]”.

A lot of units are also old and small so may have steps or tight doorways etc, so the national brand shops may not wish to locate there as they will always seek to ensure that their shops are accessible to all. In short, Stowmarket doesn't really have the shop units that are of interest to the big high street brands.

Variety of shop type

National planning policy differentiates shop types into “Use Classes”. In the past, planning policy sought to protect and encourage “A1” shop uses: ie those where you can buy objects. Stowmarket's high street reflects this retail-heavy approach. However, the changes in retail trends over the last 30 years (not least internet shopping and out of town developments etc) means that Stowmarket is unbalanced as a shopping *experience*. People now like to visit a place for its ambience, coffee shops, street scene, leisure and entertainment, not just to buy objects. The current dominance of A1 shops means that Stowmarket can't offer such an experience. There needs to be more other types of uses, such as “A3” cafes/restaurants, “D-class uses” such as bingo halls, meeting rooms, entertainment venues, and other services like health centres.

Demolition

There is caution around possible demolition as it depends on which buildings, but there is support for removal of 1960s “brutalist style” buildings, particularly in Ipswich Street. Memories of previous proposals to demolish the United Reformed Church were aired, with equal support and resistance to demolition of that building. Overall, some demolition is accepted by the vast majority in order to move Stowmarket forward.

Parking

The District Council operates most of the main car parks at Iliffe Way/Meadow Centre (ASDA), Milton Street (B&M), the Ipswich Street (next to the cinema), and Union Street and Bury Street. Charges are levied to cover costs such as business rates that are payable every year on the car park, and for maintenance and upkeep of the surface. It is impractical for the Council to remove parking charges as the actual costs of providing them would have to be borne by other sources, probably through a rise in Council Tax. Relative to other places, the parking is considered to be very cheap, particularly as ASDA will refund the costs of parking at Iliffe Way upon production of the ticket and a minimum spend.

⁹ South Lakeland Retail Study 2012 Para 2.15:

<https://www.southlakeland.gov.uk/media/4430/ever04a-sldc-retail-study-2012-combined.pdf>

Other main car parks are run privately, including by NCP and RCP at the railway station, and by a contractor at the former Poundland store and they have their own terms, conditions and enforcement that is outside of the control of the Council.

However, despite being cheap, the Council could explore incentives, such as vouchers for a free coffee, or an extra hour for free which would be pleasant “rewards” that people may obtain each time they paid. Cafes and shops may be interested in this as a different kind of incentive scheme to bring people to their premises. Timing and pricing of parking could also be reviewed to ensure that when there are special events taking place, that parking costs is not a reason not to visit and take part.

In most of Suffolk, on-street parking offences are still criminal and dealt with by Suffolk Constabulary. The Constabulary deploys its resources according to threat, harm and risk, so dealing with parking offences is a lower priority and complaints of illegal parking will not automatically result in police attending them. However, officers will attend where there is a clear offence that poses a risk to public safety, and police will consider prosecution where criminal, community engagement or vulnerability issues are identified. Where there is a particular issue with a particular location which is causing community concern, the Safer Neighbourhood Team will deal with it appropriately. Parking offences include:

- parking obstructions (including skips and trailers)
- yellow lines
- loading restrictions
- zig zag lines
- waiting restrictions
- limited parking
- disabled parking
- Police no-waiting signs

Civil Parking Enforcement

A working group comprising of representatives from the Police, District and Borough Councils and the County Council is in place to progress the transition of on-street parking enforcement in Suffolk from the Police to local authorities. Such a change is known as *Civil Parking Enforcement (CPE)*. The aim is to ensure that an effective system is created, allowing all parking enforcement to be fully coordinated across the county.

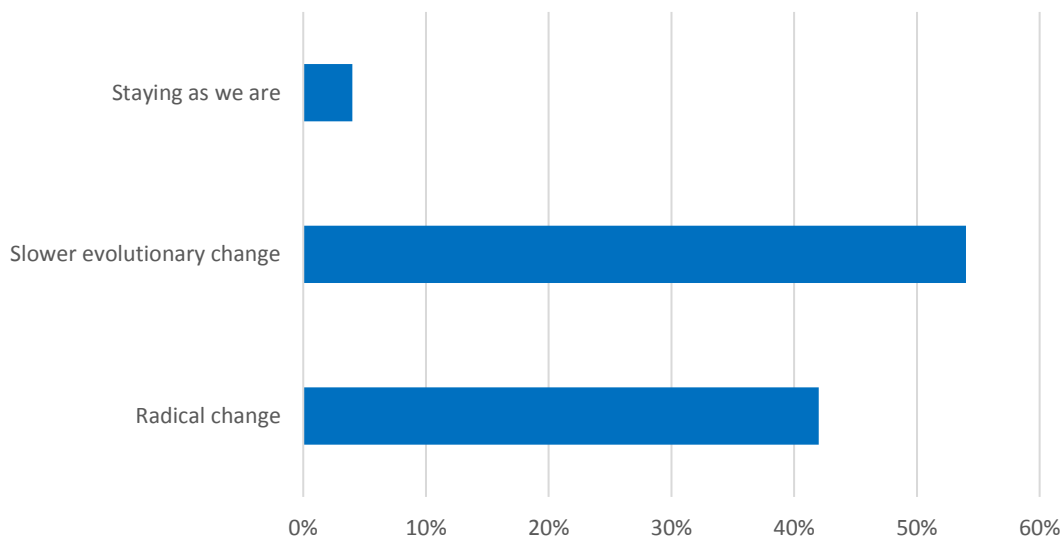
In early 2017 the District, Borough and County Councils agreed to seek powers to introduce CPE by April 2019. An application for the necessary powers was submitted to the Department for Transport in April 2018 for a start for CPE in April 2019. We are awaiting confirmation from the DfT when CPE can commence. In the meantime, the Police will continue to deal with illegal parking in Suffolk (except in Ipswich where CPE has successfully operated since 2005).

Suggested physical change

A few ideas were put forward for smaller-scale physical changes to the town, but larger-scale and strategic schemes that comprehensively changes the way the town works were not put forward.

With memories of the previous attempt to develop the south/west side of Ipswich Street still relatively fresh in people’s minds, there was some considerable support for investing in significant changes in Stowmarket through urban renewal, regeneration and/or redevelopment. 96% of responders favour such change, but it is fairly close as to whether that should be evolutionary or radical change, with evolutionary change just edging ahead.





It was suggested that the shopping function of the town could be changed through having an out-of-town development, but these are contrary to planning policy, and have significant detrimental effects on the town centre – ie they accelerate and worsen decline. Retail-only centres may appear attractive to users, but the lack of variety and choice is contradictory to what people say they want from their town centre.

It is clear that there is a need for action to improve the centre, but going out-of-town is not the answer. Moving particular users out of the town would limit the impact of large lorry deliveries. However, more control over delivery times and routes would enable the operators to remain in the town where it is best placed for shoppers, without the disruption of the delivery.

Previously-developed (brownfield) land is not abundant in Stowmarket, but areas along the Gipping corridor around Navigation Approach were highlighted as places that should be re-used. In particular, more should be made of the river, and landmark buildings of quality design and publicly accessible uses should be built in prominent positions – especially the land on the corner of Gipping Way and Navigation Approach. A planning permission already exists for retail warehouses on that corner, but the site has not been sold to an operator yet.

Pedestrianisation of Ipswich Street and Market Place was a very common request. The current layout is confusing to pedestrians, and is abused by drivers ignoring signs and parking restrictions. Pedestrianisation can only be possible if there is an alternative route, and provision for buses/taxis and loading for the retail users. The Council could investigate alternative management for the high street, such as pedestrian zone times, loading restrictions and other measures to create a safer, more attractive pedestrian experience as well as to allow cafes to operate on-street seating.

A study in 2017 by the [Mid Suffolk Disability Forum](#) highlighted a number of concerns around wheelchair access and some simple amendments that could be made to street furniture to make it more navigable to people with disabilities. This includes basic repairs and maintenance, but also things like adding a contrasting band to the black bollards, more, clearer signage and highlights on the nose of steps. Some of these recommendations are already being progressed via the Town Council, the District Council and other members of the Mid Suffolk Disability Forum. Some more significant changes can be addressed through regeneration proposals to ensure Stowmarket is fully accessible for everyone including those with disabilities.

More use of the market square for events was widely supported. Creating a layout that encourages users to dwell in the town for longer is one of the keys to a successful and prosperous town centre. An interesting option was suggested to cover over part of the high street to protect it from the weather. Although Stowmarket has one of the warmest and mildest climates in the UK, a cover could offer other benefits



such as:

- 24-hour venue space,
- a unique experience that offers something Ipswich and Bury St Edmunds do not,
- a controlled environment that will result in improved behaviours (reducing the fear of crime)
- a comprehensive change of image (branding) that will reinvigorate Stowmarket and attract new visitors and users.

Overall, a fresh look at the town centre could reap rewards without a complicated regeneration project that has vast costs and long timescales.

Policing, crime and fear of crime

A Police and Crime Commissioner (PCC) is responsible for ensuring the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, building confidence in the system and restoring trust. Police and Crime Commissioners will give the public a voice at the highest level, and give the public the ability to ensure their police are accountable. They will aim to cut crime and deliver an effective and efficient police service within the force area. They will do this by:

- holding the chief constable to account for the delivery of the force
- setting and updating a police and crime plan
- setting the force budget and precept
- regularly engaging with the public and communities
- appointing, and where necessary dismissing, the chief constable

Tim Passmore, The Police and Crime Commissioner for Suffolk, has published his second Police and Crime Plan, following consultation. The plan gives the Constabulary the clarity it needs to take the PCC's vision forward and gives the public a clear picture of the PCC's objectives to make the county a safer place in which to live, work, travel and invest.

Suffolk Constabulary's workforce comprises 1097.5 funded police officer posts, 107 funded PCSO posts and 923 funded members of police staff and is reinforced by specialist officers and staff in organisations such as the National Crime Agency, the Eastern Region Special Operations Unit and the Counter Terrorism and Intelligence Unit.

While 'visible' police officers and staff are important to maintaining the trust and confidence of the public, by necessity, the resources devoted to tackling 'hidden harm' such as the cyber-crime unit are not always uniformed police officers.

Police officers and specialist police staff must work covertly to identify perpetrators of hidden harm and bring them to justice. If we are to tackle hidden harm, judgements about officer numbers, efficiency and effectiveness need to move beyond the outmoded narrative of police officers numbers and 'visible police officers on the streets' to a more sophisticated one recognising the more complex policing landscape.

There also needs to be a recognition that keeping our communities safe cannot now be achieved solely by visible police officers but requires a multi-skilled, multi-agency workforce comprising police officers and specialist staff working covertly and overtly together across regional, national and global boundaries.

More locally, the *Safer Neighbourhood Team* (SNT) works with you and partner agencies in your community to identify and address local concerns. The SNT in Stowmarket covers 73 parishes in total across the Mid-Suffolk area.

Stowmarket SNT has the following priorities:

- Work with vulnerable people to minimise exposure to criminality.
- Reduce anti-social behaviour at public facilities and on school grounds.



- Reduce the risk of child sexual exploitation to children in care.

The Stowmarket Safer Neighbourhood Team (SNT) hold weekly meetings and each month appoint locations for 'High Visibility Patrols' (HVPs). These locations are selected by analysing the data and liaising with local residents.

We continue to develop intelligence and drug activity in the locality by way of foot and mobile patrol and 'street a week' questionnaires. These are designed to encourage local residents to express any concerns in their neighbourhood. If these concerns are not of a police nature, we can refer them to the appropriate agency if considered appropriate and necessary.

Stowmarket Police Cadets help to progress current policing initiatives in the local community. They assist with events including the Suffolk Show, town fairs, carnivals and charity events. They also support the important work of safer neighbourhood teams and are taught basic knowledge in a variety of policing activity. This includes law, for example: definitions of robbery, burglary, theft, public order, Police and Criminal Evidence Act, along with arrest and custody procedures. Cadets will also get an insight into how to deal with a road traffic collision, first aid, officers safety, conflict management, the caution and stop and search powers.

Suffolk Police has a big interest in teamwork within the cadets, which is why we also practice and perfect the discipline of drill. We take pride in our uniform and cadets are taught how to be disciplined and independent on how to clean and maintain high standards. Cadets also have the opportunity to visit different departments in the police service, such as Air Support Unit, Dog Section, Firearms Unit, Roads Policing and Scenes of Crime unit. The Cadets meet at Stowmarket High School on Saturdays 10:00-12:00 during term time.

Perception

The perception of Stowmarket is more than its USP and branding – it is what people think of the quality of life, especially compared with its past and with its neighbours. Overall people still consider Stowmarket to be a village that has exploded in size to become a town, but that the services haven't grown at the same rate, so Stowmarket is punching well below its weight.

The derogatory term "Stowmartian" that is sometimes used to describe residents is not welcome, and the negativity that that brings is hindering the town – overshadowing its positives. However, many people think that Stowmarket's worst enemy is its own residents who have a negative attitude towards change, growth any who choose to focus on Stowmarket's failings. Only by being positive about our town with outsiders be positive too.

There is a strong perception that standards are falling. Aside from littering and antisocial behaviour, Stowmarket's residents are becoming louder and more yobbish, with drinking on the street, selfish parking, and other nuisances being cited. More than this though, the public – particularly the young people – are not getting involved with the town's events or the running of the town. Possibly fuelled by the commuter convenience, people are not taking ownership and responsibility for Stowmarket – instead they complain that others are not doing enough to make it better.

The Council and Town Council agree that society has changed and that people's needs, behaviours and beliefs are changing so Stowmarket is not what it used to be, but then nowhere can remain the same. There are far worse places to live, work and visit – as mentioned by several responders. As the statistics used at the drop-in display show, Stowmarket is not bad, but isn't inspirational, and it is that element of perception that the *Vision for Prosperity* must seek to address.

Town Pastors continue to be present on the streets of the town on Friday evenings between 8pm and approximately midnight. This Christian presence is greatly appreciated by traders and door staff, the Police with whom we have good liaison, and indeed the young people who frequent the Town and Recreation Ground.



The Town Pastor operation comprises 3 teams: Pastors who patrol, Base prayers who from café 52 in Crowe Street support the pastors, record activity, and provide a communication conduit, and Home Prayers who for an hour each pray for the Pastors and events as they occur. We currently have: 14 active pastors, 8 active base prayers, and 19 active home prayers, drawn from Christian Churches in Stowmarket and the surrounding area.

We have an aspiration over coming years to extend the work to include Saturday nights, at a later time, to cater for the patrons of the Licensed premises which stay open into the early hours of Sundays. This aspiration will only be realised when sufficient personnel are recruited from local Churches to enable it. However we do feel that this increased presence would have a beneficial effect on the safety and wellbeing of those who may be vulnerable on a night out, and to the general atmosphere in the town at those times.

Quality of shops

Pound shops, discounter brands, the number of funeral directors and estate agents, and proliferation of charity shops are mentioned as being bad for the town. Whilst the town does have a higher than average number of charity shops, they do fill otherwise empty units, adding to the variety of choice. It should also be noted that charity shops also perform a social function. Funeral directors and estate agents are also performing a service, and are good local businesses. There may be value in considering the grouping and position of these uses within the shopping frontage so that such services do not dilute the strength of the town's offer.

Most "high street brand" companies use computer software to understand the local socio-demographic make-up of the place before they decide whether to invest. Put simply, they will only invest if there is the "right sort of customer". If there is the right sort of customer, then they will also look at which other companies are already there as they usually only like to be located next to other similar companies. None of them really want to be the first and/or only one to invest, just in case it isn't successful.

Because of the many changes in retail industry over the years, and the recent recession, big companies are reluctant to invest in small towns unless there is a major regeneration project – something they can "buy in to" and help to design to ensure it meets their needs now and in the future. Without a "big bang" development, getting big companies to invest in high streets is a very difficult task. After all, if they wanted to be here they probably would be already. This is why we need to look carefully at options for major change, which is discussed in more detail elsewhere in this document.

However Stowmarket can attract some of the big names. Prezzo opened relatively recently and now a new Costa Coffee drive through has been approved near Cedars Park, with construction scheduled to commence prior to 2020. Permission has been sought to secure the details for a McDonald's drive through on the adjacent land. A new family chain restaurant will follow thereafter.

Doctor

GPs deal with a whole range of health problems. They also provide health education, offer advice on smoking and diet, run clinics, give vaccinations and carry out simple surgical operations. GPs usually work in practices as part of a team that includes nurses, healthcare assistants, practice managers, receptionists and other staff. Practices also work closely with other healthcare professionals, such as health visitors, midwives, mental health services and social care services. If your GP cannot deal with a problem, then you'll usually be referred to a hospital for tests, treatment, or to see a consultant with specialist knowledge.



Like dental practices, GPs in England are independent contractors (working as either individuals, companies, partnerships and non-profit organisations) that provide NHS services via a contract with NHS England. GP Practices are available at

- Stowhealth in Violet Hill Road, Stowmarket
- Combs Ford Surgery in Combs Lane, Combs Ford
- Needham Market Country Practice in Barking Road, Needham Market
- Woolpit Health Centre in Heath Road, Woolpit
- Mendlesham Health Centre in Chapel Road, Mendlesham
- Manor Farm Surgery in Church Road, Bacton (a branch of the Mendlesham Health Centre)

All the above GP Practices are currently (as at April 2018) accepting new patient registrations.

There is a perception that you can't get an appointment to see a doctor in Stowmarket, but that isn't correct – it's just that sometimes they are busier than other times. Note that there is also a wealth of information and assistance available to you online. GP Practices also offer online appointment bookings or repeat prescription ordering: you can log on to online services directly from NHS Choices: each available service is listed under "Online facilities" on the "Overview" page of the GP profile.

Public realm, cleanliness and appearance

Street furniture is co-ordinated and public areas are kept in good order. Although there are inevitably instances of littering, graffiti, dog fouling and discarded chewing gum, the overall level is much lower than many places. Town Council Maintenance Staff carry out regular litter picks of certain parts of the town to supplement the work of Mid Suffolk District Council's street cleansing team who carry out the majority of the litter picking. Town Council staff also litter pick their own land, including the Recreation Ground.

The 2017 Mid Suffolk Disability Forum survey noted that there are lots of shops with products stacked outside which gives the street a livelier appearance and encourages people to come in to browse. However, sometimes this isn't appropriate because of the narrow paths that the stock narrows further. This coupled with a plethora of A-boards and hoardings can make it difficult for wheelchair users or partially-sighted users.

The appearance of individual buildings is a matter for the owner/tenant. If a building is in very bad condition – ie dangerous – then the Council can serve a notice ordering its repair. However the majority of buildings are just "tired" and in need of annual maintenance. The Council has in the past offered a grant scheme for simple maintenance of commercial buildings and will launch a similar scheme again.

There are a number of flower beds, baskets and planted areas throughout Stowmarket and the nearby villages, that add greatly to the rural charm of the area. These are mostly maintained by Parish and Town Councils with significant volunteer time and money. Stowmarket in Bloom in 2012 was a success, and it could become an annual promotion.

Council transparency - keeping people informed

Councillors have a very busy Council work schedule, however most work with their communities and if not always immediately visible, all are easily-contactable if needed. Our 'Open for Business' Team working with members are always pleased to support and speak to business and some excellent links are made, and our Communities Team is in constant liaison with community groups and organisations. Of course, whenever the opportunity arises, it is good and desirable for councillors to be able to meet and talk with people. Councillors continue to be just one of the links between people and the Council, it really is not a different world.

Councillors are answerable to the communities they serve, and all councillors, regardless of political persuasion, do their best to make transparent decisions



which benefit the District, to achieve this it may be necessary to consider also the broader picture of what is happening across Suffolk and beyond. No comment received is ever treated with contempt, it is just that any decision made will never suit everyone, balancing and arriving at the right decision can be very difficult and much thought is given to what is right in each situation, that is one of the challenges of being a Councillor.

Of course, there will be differing political views between members – That is democracy. However, although they might not actually agree with the outcome of decisions, members have respect for another member's viewpoint. This is a healthy position not a 'fighting' one, as it ensures that decisions are not made lightly.

There is a minority of the public with the perception that Councillors or Officers at Mid Suffolk District Council "Do whatever they want, and take back handers". This is simply untrue. The Council respects the views and experience of our communities, and recognises that projects can be enhanced by developing the public input. Processes exist where recommendations received are duly considered and weighted, those that are considered to provide real value to the project and the wider community can be taken account of.

Better communication is a challenge to many organisations, and Mid Suffolk District Council is no exception. The Councils have over recent months developed several different ways to make it easier for people to communicate with the Council. From a single telephone number going to our call centre in Stowmarket, an improved web site designed to enable even poor signal strength and mobile phone connectivity, and Customer Access points in Stowmarket where one to one support is available. For those who are unable to use these methods there remains the option of a letter to the council's new office at Endeavour House in Ipswich.

Better communication and listening is really part of what this *Vision for Prosperity* consultation is striving to achieve; we endeavour to encourage our communities to take ownership through the consultation process, and Members are keen to see that any consultation is followed by a phased delivery plan so that our communities will know that there will be a result. Both Officers and Members realised the importance of looking at 'Greater Stowmarket' in developing this Consultation and considerable weight was given to ensuring that those who looked to the town as a service centre should have their voice heard. We intend the consultation should be successful in developing the needs of this 'greater' area while taking account of the needs of Mid Suffolk's principal Market Town.

Considerable Officer time was spent in the preparation and delivery of this consultation. Historically consultations in Stowmarket have not produced a large public attendance and certainly not into the evening period. In the run up to the consultation day Officers worked with Stowmarket High School to receive some views of young people as to how a future Stowmarket should look. The open day drop in event itself had a very good attendance with a differing range of views received from quite a diverse number of people. We considered that students and those commuting and working at a distance, receipt of whose views we certainly valued were still able to undertake part in the online consultation if they so wished.

Town Management

Stowmarket has a rich history of being a market town. Edward III granted the town a market charter in July 1347 and the market continues to serve local people every Thursday and Saturday in the Market Place. The market features a wide range of stalls selling quality goods at competitive prices including meat, fish, fruit & vegetables, greetings cards, flowers, eggs – and even vacuum cleaners! The vibrant market takes place in the town centre throughout the day and is full of local hustle and bustle.

The first Friday of the month boasts a local Farmers' Market in the Market Place which features speciality traders selling products sourced from within 30 miles of



Stowmarket – keeping food miles very low. The Town Council is keen to attract new traders to the Farmers’ Market which usually takes place on the first Friday of every month in the Market Place. The current charge is just £10 per stall to trade on the market.

Basic services like grass cutting, cleaning etc are undertaken by different agencies so sometimes places receive different levels or frequency of care. For example: sometimes grass cutting can be done on one side of the road but not the other as it is a different organisation with the responsibility for the maintenance. The three tiers of Council (Town, District and County) do work together to try to deliver services, but if there are specific examples then please report them to the Council office.

Some responders have suggested weekly town meetings get local people involved, however this has been tried in the past and nobody turned up to the meetings. This does not mean that a forum could not be trialled again. However, people are encouraged to attend the regular existing Town and District Council meetings, in order to take part in local decisions.

Similarly, some people suggested a youth forum to reflect views of young people. There are several youth groups including at The Mix who are active in local matters and anyone interested in these matters should explore what is already available.

Post Office

At the time of the *Delivering a Vision for Prosperity* consultation, there was some public concern regarding the potential closure of Stowmarket Post Office located in the *One Stop Shop* in Ipswich Street. The Post Office is a private company, often but not exclusively run as a franchise, and as such decisions made about its presence are commercial, and outside of the Council’s influence.

In November 2016 the Council became aware that the owners of the *One Stop Shop* had given the Post Office one year’s notice to close the Post Office service, as they intended to sell the business. The Council contacted the Post Office offering support to keep the Post Office in the town centre and giving suggestions for potential alternative premises. In February 2018 it was announced that the Post Office would remain in-situ and that the Nisa brand operator would take over from One Stop.

Issues at specific roads

People have raised individual concerns about several roads in the town, particularly relating to congestion, lorries, road works and parking, and have given their views about how things could be made better. The opportunity to address some of these issues, such as a need for more car parking, can be addressed as new development comes forward.

In respect of ‘rat running’, it is difficult to prevent drivers choosing routes that they perceive as being better for them as individuals. Being close to the A14 means that it is difficult to prevent some through traffic filtering through nearby communities, but the County Council is working with *Highways England* to improve the A14, and the Suffolk Chamber of Commerce is leading a partnership campaign called “*No More Delays on the A14*” which has already resulted in some works around Ipswich and Cambridge. We have a designated lorry route network (including roads such as Finborough Road), to keep HGV traffic off smaller routes. Ultimately, much of the HGV traffic in and around Stowmarket will be accessing Stowmarket and the villages itself, rather than passing through.

As part of long-term growth plans, new routes into Stowmarket will be explored making greater use of the northern and southern roads such as Junction 49 off the A14.



Facilities

Stowmarket has a suite of leisure facilities and local services including a Cinema, The Mix youth centre, John Peel Centre, Museum of East Anglian Life, a mainline railway station with first class links to London, a market twice a week, many shops, a good library, sports & leisure centre, regular bus services, and many pubs and clubs, schools and churches. This is linked by a network of green routes, cycle paths and open spaces. There is an excellent Doctor's surgery and several dental clinics, charity support organisations with premises for hire and walk-in support as well as longer term support.

It is difficult to imagine what additional facilities are NEEDED to make a successful town, but there are options to explore around developing facilities to meet local people's ASPIRATIONS. Suggestions include an Ice Rink – which would put Stowmarket on the Regional Map as the nearest such facility is in Chelmsford. There is also demand for cemetery space in Stowmarket.

Stowmarket Middle School

Both Stowmarket and Needham Market Middle Schools closed in 2015 in the County Council's School Organisational Review. Since then, both sites have been bought by Mid Suffolk District Council in 2017, and boarded up to prevent break-ins and vandalism.

Planning application are being prepared for submission late in 2018 for residential development. Icenl will be the development partner as the Council plans to develop the sites itself rather than sell them on the open market to a builder. Work is ongoing looking at viability and working up designs. Full public engagement will be undertaken before the submission so there will be a chance to influence the plans in due course.

Gipping Way Lights

People have raised concerns about the use of traffic lights at Gipping Way. Many of these comments suggest that a roundabout would have been a better choice. This was considered when the relief road scheme was being designed but there was not sufficient land available for a roundabout. Traffic signals can be fitted into a smaller space and are often more effective than roundabouts for managing traffic. An additional benefit of traffic signals is that they include crossings for people walking or cycling. With roundabout control, separate crossings would be needed and these would make the junction less efficient.

Need for and timing of infrastructure

"Infrastructure" normally refers to the provision of public services and utilities, including:

- Education – early years and childcare, primary and secondary, and further and higher education
- Healthcare – means the physical infrastructure of surgeries, dental practices, preventative care clinics and hospitals, not the doctors themselves
- Transport – highways, cycle and pedestrian facilities, rail, bus, travel management and car parking
- Water and drainage – water supply, waste water, flood risk management and resilience, and water quality
- Energy – electricity, gas, and renewable energy
- Communications – telephone, mobile and broadband coverage
- Leisure and Green infrastructure – sport, open space, and community facilities



Infrastructure is important because the delivery of new homes and employment needs to be supported by necessary infrastructure to make it work. Without improvements in infrastructure existing services are strained and there can be problems such as congestion on our roads, slow download speeds in broadband, long waiting times at doctor's surgeries, "brownouts" in electricity supply, flooding and other problems. The Councils are prioritising investment into strategic services and infrastructure in order both alleviate existing issues as well as to enable new growth.

Addressing Infrastructure needs is undertaken both at the Local Plan preparation stage, and on a site-by-site basis.

- For the Local Plan the Council liaises with infrastructure providers and bodies and then considers where development needs can be met by existing infrastructure networks. Where existing capacity does not exist, then an assessment is made to establish what needs to be done, or sometimes that the scale/cost of accommodating additional development is too much so development cannot be permitted. The Local Plan is accompanied by an *Infrastructure Delivery Plan* which contains all the information about *strategic* infrastructure necessary to deliver the Local Plan aims and objectives.
- Individual planning applications are also scrutinised by infrastructure providers as part of the normal consultation process. This may occur up-front in a "pre-application discussion", but is always considered in any formal planning application. Infrastructure is always planned as part of a development proposal and if the infrastructure meets the three tests in the CIL Regulations¹⁰ then it should be an important part of the Councils considerations before weighing up all the issues and then recommending whether to grant planning permission or not. Not having the required infrastructure can mean that the resultant development is unsustainable so cannot be granted permission.

The funding of infrastructure varies depending on which service is being improved. Some items are paid for from the Community Infrastructure Levy (CIL) – a mandatory charge placed on the building of most new homes that is put in a "general strategic pot" to address schools places, leisure centre and library, waste handling etc. Where there are site-specific needs, infrastructure is paid for through a Section 106 agreement on top of the CIL. However, some other infrastructure is paid for through normal taxation and budgets. Usually this will be a reaction to the building rather than put in advance; this is because the Government cannot give money to improve networks "just in case development takes place" – it will have to be bid for retrospectively. However, where growth is known about – such as through land allocation in Local Plans and assessments in Infrastructure Delivery Plans – budgets can be fixed up-front. This is why it is so important to have a good Local Plan and not have to rely on occasional "windfall" planning applications. Large developments will have their own infrastructure plan which sets out the milestones and quantities of houses built before payments for infrastructure must be made.

Landlords/owners

Buildings in Stowmarket town centre are privately owned and usually rented by the business operating there. Accordingly, the Council is not able to direct landlords to undertake repairs, or force businesses to take on apprentices or other staff, and outside of planning controls cannot get involved in which operator rents premises.

The Council can however help to deliver the conditions that help the town to grow, and investigate regeneration projects that could raise the bar when it comes to which operators are in the town and how they manage their premises. An injection of quality and some interest from major high street

¹⁰ *In accordance with the Community Infrastructure Levy Regulations, 2010, the obligations recommended to be secured by way of a planning obligation deed must be (a) necessary to make the Development acceptable in planning terms (b) directly related to the Development and (c) fairly and reasonably relate in scale and kind to the Development.*



operators could be the catalyst for more widespread repairs and maintenance taking place throughout the High Street.

Unique Selling Point (USP)

While many people recognise the need for a USP and a brand image for the Stowmarket area, few suggestions were put forward for what that could be. However, the town's geographic position and links to London Liverpool Street Station means it is physically the centre - or the heart - of Suffolk. This together with its existing assets such as MEAL and the John Peel Centre make it unique. While this is true, there is not enough to make a brand out of because many other places also have good links with London, and have museums/music halls. While we should support our assets such as these, it is not a branding. Some people suggested that our industrial and agricultural heritage could be the basis of a promotional and advertising campaign.

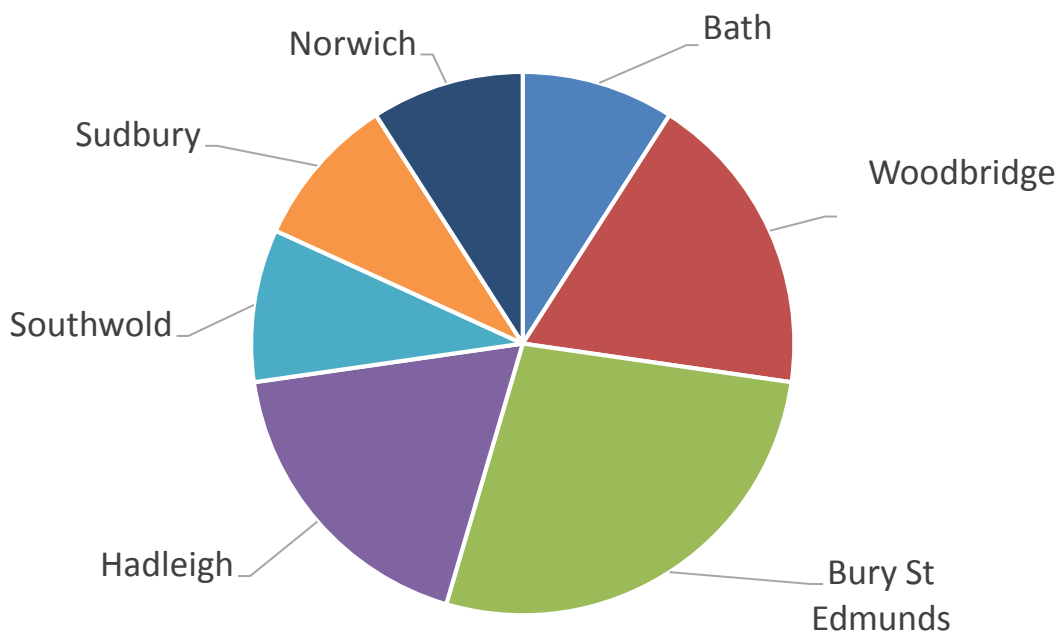
Our branding can develop a more attractive street scene, try to bring in the "right" operators, and start to promote Stowmarket as a leisure and cultural destination. This would enable us to grow and be economically prosperous, without having to compete with neighbouring Bury St Edmunds or Ipswich = an alternative experience.

We will explore possible ideas over the coming year.

Places to aspire to

People mentioned other places that Stowmarket could copy because they have traditional architecture and attractive buildings that Stowmarket lacks. There is also the perception of independent retailers making the experience, with green spaces, and better quality [branded] shops.

Interestingly, none of the criticisms levelled at Stowmarket such as parking charges, congestion, litter/run down places etc were associated with any of these places.



It is also interesting that none of the suggested places to aspire to are located outside of East Anglia. Many of the great shopping experiences such as Birmingham's Bull Ring, York's Shambles, Regent Street in London or the Royal Mile in Edinburgh were mentioned.

Delivering a Vision for Prosperity



Music/theatre

Several responders suggested that there should be more music and theatre opportunities in Stowmarket, with venues aimed at all ages rather than separating them. Additional music-based cultural “boho” cafes and bars with more live entertainment were suggested, complemented by street theatre and festivals.

However, Stowmarket already has a fantastic music and creative arts venue in the form of the John Peel Centre. The Regal theatre too has international events programme as well as doubling as a cinema, and The Mix has an auditorium with regular events.

The town is also regularly closed to traffic for festivals and events including the Carnival, StowFest music weekend, Snowfiesta, Christmas lights switch on, and many parades. The Christmas tree festival is the largest in the UK, and the Recreation Ground has regular travelling fairs, circuses and events including outdoor cinema. The Museum also has regular events including the beer festival, blues festival and the Cider & Song to name but a few.

Overall Stowmarket is very well served for music/theatre cultural events that attract a wide range of local and regional interest. However, there is always room for more, so the Council will consider how theatre and arts can be incorporated into any regeneration plans.

Green space

There is a lot of publicly-accessible green space in Stowmarket, from grass edged roads to regional facilities like the large parks at the Recreation Ground and Pikes Meadow in Combsor the nearby Needham Lake. Responders to the VFP didn't say that there isn't enough green space, but that the quality and type of green space should be improved.

In particular, the amount of tree coverage was criticised across the town, but mostly in the town centre. This, together with the “regulation standard mowing” of grassed areas creates a plainer looking town. Responders consider that open areas should have more variety of shrubs, flowers, trees and habitat to attract wildlife and to provide aesthetic variety. Coupled with hanging baskets on the town and on main approach roads, the town could be made to look much “happier”.

Stowmarket Town Council provides hanging baskets and large planters throughout the town centre which add a great deal of colour and interest during the summer months. New style hanging baskets, which incorporate a water reservoir, have successfully reduced the water consumption and the time involved in maintaining the hanging baskets. Over 20 additional trees were added to the trees planted on Gipping Way in 2013-14 which were installed to commemorate Her Majesty Queen Elizabeth's Diamond Jubilee. The work was carried out in partnership with Mid Suffolk District Council. Stowmarket Town Council will commission a study of tree planting and growth in the town in 2018, working with partners to assess the contribution that trees can make to the townscape and areas for further planting in the future.

A further 3,000 bulbs were planted on the Recreation Ground by the Town Council adding to the planting scheme to commemorate the Centenary of the Start of the First World War. This has significantly enhanced the visual appeal of the area. More crocus and daffodil bulbs will be planted each year, up to and including 2018, as part of the commemoration of the First World War.

To help improve the local environment, air quality and natural habitat, a new tree policy will be adopted that reflects the District Council's endorsement of the Woodland Trust Charter and the newly introduced 'Trees for Life' initiative. This ensures that in future a tree will be planted to mark the birth of every new baby born in Mid Suffolk.



To help families enjoy their experience of Needham Lake, the District Council is considering developing a new café facility, and will be undertaking feasibility work later this summer.

Driving standards

Excess speed for the conditions or the limit is one of the main reasons for accidental deaths and injuries on our roads. Speed limits are there to protect road users, warning them of the dangers of the road and if caught speeding you could instantly face a minimum of a £100 penalty and three points on your licence or attend court. The Safety Camera Team operates a number of mobile enforcement vehicles, which are deployed across the county of Suffolk.

Proactive speed enforcement only takes place in Suffolk at locations where there is an on-going risk of collisions, where a number of fatal or serious injury road traffic collisions have occurred or where there have been substantiated complaints from local people. Locations where proactive speed enforcement takes place will be reviewed regularly by senior officers.

There are various courses for drivers and riders to help reduce the number of deaths and serious injuries on our roads.

- Suffolk County Council offers a scheme for older drivers (60+) to have their driving skills assessed. In Suffolk this is called *Grand Driver Scheme*.
- *Safe Rider* is a joint initiative between Suffolk and Norfolk Constabularies which aims to reduce motorcycle casualties. Workshops are run over two days and are aimed at all fully qualified riders from post-test novices to experienced riders who want to improve their skills to become better and safer riders. The underlying message of our workshops is that education is the key, not enforcement. In a conflict free environment, riders will be introduced to the police roadcraft system - the corner stone of police riding. The workshop provides individuals with professional advice and confirms their strengths and identifies their weaknesses as a rider. During the road session participants will receive a demonstration ride by a police rider and there will be an opportunity to have their riding assessed with written feedback.
- *DriveWise* is a road safety presentation aimed at young drivers in Suffolk. The aim of the presentation, which includes videos, slides and interactive voting, is to make people aware of the consequences of dangerous driving. 1 in 3 of all people killed on Suffolk roads in 2015 were aged between 16 and 24. Suffolk police would like to hold DriveWise sessions for young people across Suffolk and deliver this important message to as many people as possible. The sessions have been run in schools throughout the county – with a lot of positive feedback from those involved.

S.59 Police Reform Act 2002

Where there are persistent problems with anti-social driving actions, some offences can now be dealt with by Section 59 of the Police Reform Act. This will apply if someone is:

- driving in a careless or inconsiderate manner
- driving on common land, a footpath or bridle way or any land which is not part of a road
- driving in a manner which is causing, or is likely to cause alarm, distress or annoyance to members of the public.

Then a *Section 59* warning can be issued against both the driver and the vehicle and lasts for 12 months. If the driver of the vehicle or the vehicle with the warning issued to it is then seen driving in any of those conditions again in the next 12 months the vehicle can be seized and, if not collected after paying for recovery and storage costs, it could be sold on or crushed. This is in addition to the penalties that can be received for the actual offence committed i.e. penalty points, fines and disqualifications.



Buses/trains

Buses form an important part of the transport system, and help to reduce congestion by offering an alternative to the private vehicle.

Bus services need to be financially viable, hence routes and times are determined by operators. The majority of bus services in Stowmarket are operated on a commercial basis – including the 88/88a (Stowmarket – Ipswich) and 384/385 (Stowmarket – Bury St Edmunds).

The County Council provides financial support to the 386 (Stowmarket – Bury St Edmunds) and 462 (Stowmarket – Hadleigh). The County Council is also in the process of redesigning and replacing the 387 and 459, to create a new service to Diss. Our priority for funding in this case is to maintain a service to Stowupland, and to improve access for residents in Poplar Hill.

Stowmarket does not have a large enough population to make an internal bus network financially viable. Within Suffolk, towns such as Lowestoft and Ipswich can sustain a town network, and Bury St Edmunds has a smaller service. In each case there is no public funding for these and they are self-sustaining.

New development is assessed for its relationship with the public transport network and wherever possible, contributions are sought to improve the network.

The railway network is undergoing changes locally too, and these services offer longer-distance public transport. Under the “*Norwich in 90*” and “*Ipswich in 60*” by 2022 campaigns, we will also promote “*Stowmarket in 75*”, and welcome a fleet of brand new trains.

Sports

High quality sport and leisure provision can enhance the quality of life, health and well-being of the local community. Our aims include the following:

- Promoting sporting/physical activity programmes and activities.
- Supporting Disability Sport.
- Club and Coach Development.
- Facility Development.
- Funding.
- Health & Well-being.

The Suffolk Sport website www.suffolksport.com contains lots of information about where you can access sports facilities and related services, funding for sports, volunteering opportunities, clubs and jobs in sport.

Locally, most sports facilities are available at the Mid Suffolk Leisure Centre in Gainsborough Road. The leisure centre will gradually be redeveloped with brand new facilities starting after 2020.

Playgrounds may be found at

- The Recreation Ground.
- Brambling Close.
- Chilton Fields trim trail.
- Creting Road.
- Lindsey Way MUGA.
- Maltsters Walk.
- Partridge Close.
- Peregrine Drive
- Pikes Meadow.
- Wren Close.

The Stowmarket area has hundreds of professional and amateur clubs, venues and facilities across all sorts of sports, including some high-profile and very successful ones. We have successful teams and opportunities to try new sports in more unusual sports, such as:

- Mid Suffolk Cobras Basketball Club.
 - Scorpion Martial Arts Academy.
 - Somersham Tennis Club.
 - Norton Badminton Club.
 - Gipping Valley Archers Archery Club.
 - Grasshopper Ladies Hockey Club.
 - Stowmarket Disabled Angling Club.
 - Anglia Gliding Club.
 - Rougham Table Tennis Club.
 - Ipswich Cycle Speedway Club.
- ...to name but a few!

Visit the [Suffolk Sport](#) website or pop in to the Leisure Centre to find clubs and teams, and to see what you can try yourself. All of the clubs and facilities are welcoming of new members, supporters, and people who would just like to know more about the sport or the club. Age, sex, race or disability is not a barrier!

It is also very exciting to announce that the [Suffolk Football Association](#) is working with partners to fulfil its ambition to open a new Headquarters building in Violet Hill Road in 2020, bringing a high quality artificial pitch to the town. The new HQ would include a state-of-the-art pitch, changing facilities and a football training school. Suffolk is the only County where the local Football Association is based outside of the County Town, so this is a real boon for Stowmarket! The other great benefit of this development is that there would be a lot of additional parking for use at the Doctor's surgery.

Schools

There are 17 primary schools in the Stowmarket cluster, 13 of which are good and 4 require improvement. The number of schools depends on the population of the town – at the moment, we have sufficient schools in Stowmarket, but future needs will be determined according to the level of housing growth. Schools can cooperate, collaborate and compete to drive up standards, but there needs to be sufficient pupils for additional schools to be sustainable.

School forecasts are regularly monitored to ensure that the high % of 1st preferences that Suffolk has achieved in recent years continues (just under 94% of applications made on time). The primary school age population of Stowmarket is forecast to decline slightly in the next few years and as such the schools in the Stowmarket area are not expected to be full. However, there will be demand for new school places due to new housing development and families moving into the area. Suffolk County Council works with Mid-Suffolk District Council to ensure appropriate education contributions are acquired from these developments to ensure places are provided to offset the demand, for example, there is a new school being established on the Chilton Leys development that will be funded through Section 106 contributions.

The decision as to whether we expand a school or build a new one is based on the forecast pupil population. Where the population is growing by enough to justify a new school – such as Chilton Leys in the west of Stowmarket – we will establish new schools.



In the Stowmarket area there are 23 nursery or pre-school play groups. Currently, 15 have Ofsted judgements of good with 8 either exempt or not yet inspected by Ofsted. All childminders in Stowmarket are judged good by Ofsted.

Two secondary schools serve Stowmarket, one is an academy and is currently judged as good. Stowmarket High will soon convert to academy status; the most recent HMI monitoring letter, published on the Ofsted web site, explains that senior leaders and governors are taking effective action to tackle the areas requiring improvement, identified at the recent section 5 inspection, in order to become a good school.

The local authority has recently launched the new phase of its Raising the Bar Strategy to achieve the aims that every child, including those who are vulnerable or need extra help, has a good start in life and the best opportunities to thrive, develop and achieve. Every young person is given the support they need to achieve their full potential and ambitions, and become a confident and successful adult. This strategy includes close working with the regional schools commissioner so that all leaders of academies and local authority maintained schools receive the appropriate support and challenge as well as contribute to the development of a strong school to school support partnership

There is major investment in education in Stowmarket, as part of the Taylor Wimpey *Section 106 agreement* at Chilton Leys, the Education & Skills Funding Agency is seeking to deliver a new primary school with early years setting by September 2020. Then, a brand-new, state-of the art building will replace the existing Stowmarket High School facility – with construction scheduled to being in late 2018, and the first occupation in 2020.

Road maintenance

Road works, particularly those carried out by gas, water, telecoms and electricity operators can result in delays and frustration to all road users. The county council works with operators to minimise disruption but some delay is inevitable and everyone in the town does need these services to be kept in good order, which means the highway does have to be dug up sometimes.

The County Council works with Kier as Suffolk Highways to maintain public highways. You can find all about how Suffolk County Council maintains the roads and how to notify defects or to raise specific complaints at: <https://www.suffolk.gov.uk/roads-and-transport/highway-maintenance/>

New Housing - Strategy

The comments from residents reflect some of the social issues identified in our area causing issues for the local housing market, and they reflect central Government's thinking that the 'housing market is broken'.

We know that it is much more difficult across the Eastern region, where Mid Suffolk is located, for people to afford to buy or rent a home compared to other regions such as the Northwest or Central England. Twenty years ago, the cost of a home here was about 3X a local wage, but now this ratio is more usually about 9X a local wage – putting home ownership out of reach for many, especially single person or single waged households and first-time buyers. This lack of housing to buy at the right price forces many households to rent in the private sector, and as this demand for private rent homes increases so often, do the rents.



Some of the underlying causes and the inevitable effects on the housing market are:

- A growing population as people are living longer. This means a higher number of additional new homes are required because right now demand for homes is far outstripping new supply
- By 2036 it is anticipated 1 in 3 people will be aged 65+ means we need to provide both more, and a wider range of, suitable housing options for 65+ year olds
- Fewer younger people in the area as birth rate decreases proportionately to average age, means their housing needs (for example starter homes, more affordable homes as 1st-time households generally earn less) may get less priority
- House prices locally are on average around 9 times the average earnings of residents and even more so in some of the more desirable areas. This means buying a home is not an option for many households, especially single people and/or those on limited incomes – these people will look to renting a home, or may choose to opt for discount market home sales under the ‘Help to Buy’ scheme.
- The global economic downturn of 2008 left many individual households in severe financial difficulty, so new financial regulation means households can mainly only borrow 3 times earnings, in permanent employment. This could mean that there will be an increase in homelessness affecting single people and families, as well as preventing older children ‘flying the nest’ to set up their own home – many still live with parents in their 30s and 40s.

The Council is aware of these factors and is intervening where it can, but the Council does not CONTROL the delivery of housing – it is predominantly market-led. However, we can influence and seek to steer housing delivery through evidence-based policies. Some of our actions include:

- Undertaking a study called the Strategic Housing Market Assessment (SHMA) to fully understand the local housing market needs¹¹.
- Developing the *Joint Housing Strategy 2050* – the strategy and the action plan show how we will address the difficulties many households face because of their housing situation. This will include
 - Making sure new homes are of the ‘right type, right tenure and in the right places’;
 - Re-generating tired housing estates fit for 21st century living;
 - Making sure resources are available for housing adaptations ensuring residents can stay in their own homes for longer;
 - Creating a new generation of fully accessible homes for people who need them;
 - Ensuring Mid Suffolk has only the highest quality private rented homes
- The creation of a new Joint Local Plan 2036 that will guide the development of new homes to 2036 through planning policies that steer developers as to where and what to build to best deliver the strategy.

The SHMA establishes a *starting point number of how many homes* should be built each year across the whole of the district: at present it is around 452 in Mid Suffolk. It also gives us a steer to understand what *types of homes* by number of bedrooms may be ‘missing’ from the housing stock. Finally - and perhaps most importantly for many financially stretched households - *what sort of tenures*. By tenure we mean if the property could be owned outright (open market homes), rented through the private sector by private landlords or, rented/part owned–part rented through the social sector via the Councils or another registered social housing provider operating in our districts.

However, our duties as the Local Housing Authority don’t simply stop at delivering new homes. There are already about 40,000 homes in each district, so whilst new homes delivery is very important, we must focus too on making the most of all the homes already here. Our housing duties require us to demonstrate responsibility for people who are homeless or threatened with homelessness; we must regulate and enforce standards in the private rented sector; commission housing stock surveys; getting empty homes back in to use; administer grants for home adaptations and, administer Housing Benefit and Council Tax Support. BMSDC also have many very

¹¹ Ipswich and Waveney area Strategic Housing Market Assessment
<http://www.midsuffolk.gov.uk/planning/planning-policy/evidence-base/current-evidence/>



technical duties as a responsible social housing landlord for about 7,000 households across the two districts.

Ipswich St/Market Place restricted turns

Ipswich Street/Market Place is a one-way system that allows vehicles some restricted use of the “High Street”. A full pedestrianisation scheme was not possible because of the needs of retailers around deliveries, and also due to the bus routes. There are also residential properties with parking that need service access. Instead of pedestrianisation, Ipswich Street was re-paved and had limited access through the use of restricted right and left turns. This was to ensure it was not used as a shortcut in the interests of pedestrian/shopper safety; instead all vehicles should use the Gipping Way/Station Road West route.

It is not appropriate to remove the restrictions on left and right turns, as the circumstances of their original use have not changed. If anything, the Council is even more keen to make a better “High Street” environment and reduce further the presence of vehicles. There are some drivers who ignore the restrictions and the Council will work with the Police to establish the most appropriate method of monitoring and enforcing the rules.

United Reformed Church (URC)

In 2010, the Government rejected a Compulsory Purchase Order (CPO) being put forward by the District Council to demolish the URC and the shops on the south west side of Ipswich Street. This scheme would have been a retail-led regeneration scheme in partnership with developers ISG Southern. The demolition would have enabled a range of larger-format shops to be built with rear servicing – the kind that would be more attractive to high street brand shops. For economies of scale, the scheme couldn’t go ahead without the inclusion of the land occupied by the current URC. The URC would have relocated to a new building elsewhere, but none was found suitable, and so the CPO couldn’t be carried out as “all other options had not been explored”.

Several people commented that the scheme should be revived, whilst others said that the URC should be part of the High Street and should not be relocated/demolished. The Council has already committed to working with specialists to explore finance options and possible schemes. The needs of the market and financial packages are very different today than they were even 5 years ago, and the Stowmarket population is set to grow even bigger, so the same scheme might not be the best solution this time. The advice from the consultants will be used to inform any decision, and the public will have an opportunity to shape any regeneration plans. It is too early to say it will be the same scheme or something different.

Congestion

Congestion at some locations is likely to get worse over time if traffic demand continues to increase. It is not feasible to provide significant additional road capacity in the town, nor is it feasible to prevent all future development, so we must make more sensible use of what we have.

Part of the congestion issue is the pollution caused by standing traffic. Recognising the technological shift in modern cars, Mid Suffolk District Council is investing in a vehicle recharging point which will be installed at Needham Lake later in 2018.

Part of the solution is for people to take responsibility for how they choose to travel and how this impacts on others. Greater use of walking and cycling for short trips and of buses for longer trips would remove some traffic from the road and hence reduce congestion. It would also lead to better health outcomes for people. The County Council seeks to enhance existing cycle routes and to promote new facilities including safe routes and cycle parking.



Youth leisure development

Facilities for young people in Stowmarket and the area are plentiful, but are potentially underused. This could be because service providers are not keeping up with social changes or what the young people want.

The Town Council-led development of a skate park on the Recreation Ground together with the café offers a local gathering place for young people. In 2017 Stowmarket Town Council also refreshed the children's play areas at the Recreation Ground and at Pikes Meadow giving new play options including some equipment for those with disabilities.

The Mix in Stowmarket is a youth club run mainly by young people for young people. The vision is for every young person, everywhere, to be empowered and enabled to change their world and ours. Driven by the mission of 'giving every young person a voice', the Mix is a way for all young people to be valued, heard and empowered. The Open Project has 5 strands:

- **Open Doors** is a physical Hub for Young People, Parents, Professionals and the wider community. A place and a face for people to go to and talk to with any issues, questions, challenges, worries or needs that they are facing.
- **Open Up** is taking the 'youth club' to a new level. With the vision and commitment to raise the quality and quantity of access young people have to support, services, leisure time activities and a safe community.
- **Open Space** is a unique partnership with schools that enables young people access to the support they need at a time that works for them. With most young people at school 8 hour a day and most services only open during that time, providing services to Young People requires a new approach.
- **Open Out** is our detached approach to reducing barriers. Ignoring buildings all together and engaging with Young People in a time and space that they feel comfortable and may be of increased need for access to services.
- **Open Source** is our digital approach to reducing physical barriers. An app, you tube channel & webpage, with up to date, relevant and local support, when and where it's needed. The true beauty of Open Source is found in your hand... literally.

Other youth clubs operate in Stowmarket and the area including Girl Guides and Scouts, Boys/Girls Brigade, dance/stage clubs, Church clubs and many sports clubs from archery to zumba. These offer a diverse range of activities for young people to take part in, and provide them with skills and experience that will help them later in life.

Most comments that people submitted around young people's facilities were more about paid-for activities such as karting, bowling and ice skating. These facilities are suitable for all ages, but like the big brand high street shops, there simply isn't sufficient local population to make this type of facility profitable. As with the shops, if they were profitable then they would already be here.

As Stowmarket develops over the coming decades, the population will grow and activities such as these may become viable. However, as part of the Council's commitment to investigating the reality of a major town centre intervention, and based on the responses about what people want their town to become, a leisure-led scheme will also be investigated.

Design

House building is mostly done by large national volume house builders who have a portfolio of designs that they can adapt to local circumstances – eg change the window design from Victorian to Georgian style, or change the facing material to suit local brick types. However, the basic design remains constant across the country which leads to accusations of monoculture and "toytown" developments.



The quality of houses has risen considerably in recent years as the minimum Building Regulation standards have risen, particularly around energy efficiency. Although planning policy cannot always impose particular standards, they are always encouraged to be above the bare minimum, and many developers are happy to oblige because there is a market for such homes.

The “traditional” Suffolk pink render and thatched roof on a low, wide building is a relevant consideration. But buildings were built like that because that was what the materials and technology allowed at the time. Today we do not have such constraints and can be more varied. The trick is to ensure that new buildings are not a pastiche of the old, but respect the location. That could mean it simply uses the traditional materials in a new way, or to observe the basic shapes and positions of old buildings with a modern design. Good design does not copy the past, but it respects it. The Local Planning Authority is constantly seeking to work with developers of all scales to encourage more innovation in aesthetic issues of design, but also in usability and quality of construction terms. What we will confirm is that bland, monoculture design is not acceptable in this area – we will strive for better architecture and planning.

In recent years, the national planning policy of restricting the level of parking provision, particularly in new residential developments, has tried to promote less reliance on the motor vehicle and a move to more sustainable and healthy methods of travel, particularly for shorter journeys. This approach has had some success in city and town centres across England, but in our rural area public transport is not always a viable option and a car is a necessity rather than a luxury. Therefore, Suffolk County Council’s parking standards were changed in 2015 from MAXIMUM standard (to discourage car ownership and promote other means of transport) to MINIMUM standards.

Village identity

Stowmarket is more than just the town: it is the centre of a network of villages and communities that collectively make up the catchment area. This “Greater Stowmarket” area is growing steadily and so the linkages between the settlements must be addressed to ensure that service delivery is consistent and efficient.

How do we connect the villages and the town better?

Most comments are about the attractiveness of Stowmarket to promote association with the town. Currently it is not a place to be particularly proud of or fond of, so the outlying villages do not feel that they are particularly part of anything. This is one of the key objectives of *Delivering a Vision for Prosperity* – to give Stowmarket an identity, role and status so that people can love their town and feel part of something good.

Physical access and linkages (transport issues) also featured in the comments, as although Stowmarket provides all the basic needs, it is frequently inaccessible to villages, particularly those without a car. Even those with cars feel that as they MUST drive, it is not much further to go to Ipswich or Bury St Edmunds where through economies of scale there is more value in making the journey.

We must do more to keep people informed about what is happening in the area – in terms of events, but also in terms of decisions that are made.

What does the village need/want, and in balance what is the village willing to accept to obtain it?

It is clear that people agree with us that villages should not be “swallowed up” by the continued expansion of Stowmarket and/or their own growth. Villages should be separated by both clear *physical* and *perceived* boundaries/markers.



Villages stated that business promotion, a living wage, education and training opportunities are things that we should promote and make more of in order to ensure they have a stable and growing economy. Villages should not depend on Stowmarket for basic services – they should be self-sufficient, with the choice to visit Stowmarket for other services and facilities. Similarly, access to jobs within communities should be available.

There is universal consensus that transport links – cycling/walking routes, public transport and road capacity all need improvements to enable people to get to and from Stowmarket.

Recognition of the narrow, winding roads without footpaths and the resulting safety issues, together with “rat running”, speeding and other anti-social car use mean that villagers are forced to use cars by more factors than simply the distance to travel.

Balancing the needs of a young population and of an ageing population

Responders stated that there needs to be greater interaction between age groups, such as through shared classes where all ages can share their skills and experience. Mutual understanding and opportunities for social interaction within the communities requires more venues and activities. There are many clubs, organisations and events held each year across the Stowmarket area, and it is considered that the difficulty is in keeping up with the sheer number.

Riverside (Gipping)

The River Gipping is a shallow, slow flowing river that drains the rural areas north of Stowmarket. In 1790, an Act of Parliament was obtained to improve the navigability from Ipswich to Stowmarket. 15 locks were built, and the river became known as the *Ipswich and Stowmarket Navigation*. The navigation was opened in 1793 and was successful until the 1840s when the railways arrived in the area which led to the closure of the navigation. After a period of decay, the River Gipping Trust is leading restoration work, and several of the lock chambers have been restored, while the Gipping Valley River Path had been established along the towpath.

The River Gipping Trust has established its vision¹² to

- Maintain and improve for the benefit of the public the navigation of the River Gipping;
- Advance the education of the public in the history, industrial archaeology and natural history of the Stowmarket Navigation;
- Promote and develop the recreational opportunities along the river;
- Promote and develop the natural environment of the Gipping Valley.

A number of projects have been developed and delivered by the Trust, including repairs to the river bank, wildlife habitat creation, restoration of lock gates, flood water management, new bridges and footpath maintenance, improved boating conditions etc. With additional fundraising the Trust is hoping to bring more people to the River to enjoy it.

Local environmental initiative **The Pickereel Project** has been strimming and toiling in preparation to build a brand new path along the River Gipping. Thanks to the generosity of Buildbase and their hired digger the path is now well underway. The tangles of weeds and natural debris was completely removed to make space for a brand new, much wider path all the way up to Iron Foundry Road. Though the path is currently in a raw state, the group has plans to surface the path so you will be able to fully enjoy strolls along the bank as soon as possible and make it more accessible to those with disabilities. The second stage of work will see completion of the path up to ICI.

¹² <https://rivergippingtrust.org.uk/wp-content/uploads/2017/03/RGTVision.pdf>



Nearer the town centre, the previous Local Plan¹³ (1997) and the 2013 Stowmarket Area Action Plan¹⁴ (AAP) identified the area around the railway station and what is now Travis Perkins as the “Station Quarter mixed-use regeneration area”. The AAP said:

The Station Quarter has been specifically identified for transport improvements, notably the need for a bus/rail interchange and linkages to the town centre. At the same time the area has also been allocated for mixed use purposes, which must include appropriately located and proportional: residential, retail and employment uses. Open space, car parking provision and hotel use must also be fully and properly explored. Any proposed development within the area affected by flood risk must comply with the sequential and exception tests in the Technical Guidance to the National Planning Policy Framework

The image below is an extract from the Stowmarket Area Action plan.



Map 5.2 Illustrative layout for the Station Quarter (extract from Stowmarket Masterplan Phase 2 - Station Quarter Concept Statement - see glossary for details)

The land is very difficult to build upon due to the wet soil conditions, so there hasn't been much built apart from Navigation Approach bridge (itself built on large polystyrene “rafts”), some apartments and the car dealership. The towpath has had some intervention, but the whole area still lacks coordination and hasn't really been “lifted”. The Council will ask the consultants to include this area in their recommendations for regeneration projects, including delivery mechanisms and funding options so that any grand vision can actually be delivered.

¹³ <http://www.midsuffolk.gov.uk/planning/planning-policy/adopted-documents/mid-suffolk-district-council/mid-suffolk-local-plan/>

¹⁴ <http://www.midsuffolk.gov.uk/assets/Strategic-Planning/Mid-Suffolk-SAAP/Stowmarket-AAP-Adopted-21.02.13.pdf>

The Regal Theatre

The Regal Theatre and Cinema (managed by Stowmarket Town Council) is a single auditorium venue within the town centre which shows new release films and stage productions. The venue is profitable and well supported with a wide catchment area across MSDC district. Stowmarket Town Council intends to modify and extend the existing building to provide improved single auditorium for shared cinema and theatre use, add 2 new cinema auditoria, and deliver improvements to the foyer, café bar, and toilets so they are more attractive and accessible to all. Stowmarket Town Council is seeking financial support towards the re-development and has already commissioned a site options appraisal that was conducted by Burrell Foley Fischer LLP and which identified a preferred option involving the extension of the theatre.

On the 5th February 2018, Mid Suffolk District Council's Cabinet voted to invest £2.56 million in the Regal Theatre Stowmarket Improvement Project, consisting of £1.56m in capital grant from Mid Suffolk District Council, and £1million in a loan to Stowmarket Town Council.

These new 87 and 57 seat screens, plus the renovation of the existing auditorium and foyer area, are predicted to increase attendance at the Regal Theatre by approximately 40% from around 63,000 people a year to 114,800. The increase in visitor numbers are expected to generate between an extra £500,000 and £1m annually for the local economy. The project is also expected to create between 10 and 20 new jobs. The Mid Suffolk District Council-owned Ipswich Street Car Park, which is next to the Regal Theatre, will be rearranged to improve its layout.

The Regal Theatre Stowmarket Improvement Project has been identified as an investment project in Mid Suffolk District Council's Stowmarket Area Action Plan, which was also supported by the community at the *Vision for Prosperity* events.

The Leader of Mid Suffolk District Council and Cabinet Member for Assets and Investment, Cllr Nick Gowrley, said: "The Regal Theatre is a truly loved institution in Stowmarket, offering the community a place to come together and stage their own productions as well as screening the latest films. The extra cinema screens will attract new audiences and enable us to show more newly released films and a wider variety of other movies.

"The Regal has been at the heart of Stowmarket for a long time, not only thanks to its cinema screens but due to it's hard work with community theatre groups, Dementia Friendly Screenings and hosting touring performances from across the country for residents of our town to enjoy.

"However, this funding is not just about the Regal: it is about investing in the future of Stowmarket by increasing visitor spending in our town by up to £1million a year and creating up to a score of new jobs. Improving the layout of Ipswich Street Car Park will also make it easier for visitors to support the businesses that drive our local economy."

Stowmarket Town Councillor Barry Salmon said: "We are delighted that the District Council is supporting this project. The Regal Theatre is hugely popular and it is great news for the town that both the District and Town Councils are willing to invest in its continuing success. We wish to see a modern entertainment venue at the south-eastern gateway to the town centre which can be used for civic and community purposes, cinema and theatre."

New Homes – type, size and tenure

As set out above, the Housing Strategy and the Local Plan are being developed to reflect the needs of people in the local community. However, this is a cross-District study that looks at a high-level sample and statistical data, and while it is accurate enough to establish a strategic policy, it does make a number of assumptions about a place where actual delivery takes place. This means that new building will address a general need that is satisfactory for most households, but to ensure development is truly in the best interests of the village or Parish, a more detailed survey can be carried out.



A local housing need survey in a Parish or village can be undertaken to identify very specific needs that are too fine (ie small scale) to be addressed in the broader District study. A Local study can find “hidden households” or address the needs of “hard to reach” people – particularly young people whose needs may not be apparent for several years yet. Many Parish Councils in the Districts have started a **Local Needs Assessment** (often to inform a Neighbourhood Plan), and this is a very important part of the town planning process that the Councils take very seriously.

The outcome of a local study can be used to ensure that the very specific needs in a village are addressed through development proposals – mainly to ensure that people who live in that community are able to access a reasonable home – as opposed to development mainly being composed of 4-bed detached houses that are far beyond the reasonable mortgage availability of villagers. By addressing the specific local needs, it means that community life can be maintained and enhanced. For example, young people often have to leave the community – not just the family home as there are no smaller, cheaper homes to rent. This removes the local young labour supply, and can affect the operational ability of businesses such as shops, schools and pubs – leading to closures. It can also mean that older people are forced to stay in large homes (although of course some may choose to do so) as there are no smaller homes to downsize to once the family has grown up and moved out. By taking up a family home, there is one less option for a new family to occupy and they may be forced to accept the wrong house, or forced to move elsewhere.

The key here is CHOICE, VARIETY, SUITABILITY and ACCESSIBILITY – and the Councils are working towards delivering that over the coming Local Plan period. The housing is needed, so making sure they build the right housing is important. New house building should not be viewed as “a fight between developers and villagers”, but an opportunity to build a balanced and healthy community for the community’s needs.

Signage

New signs have been installed at the main road entrances to the town. The signs feature the town crest, and have been installed as part of a town-wide project by the Town Council to enhance and improve the carriageways and gateways throughout the town. The Town, District and County Councils will work together to commission a design project to enhance areas of public space at key locations in the town. This may include art, sculpture, paving, planting and other physical works to make the local area more attractive.



Stowmarket Town Council will continue to work on town identity and orientation through the delivery of more “finger posts and information panels in town by early 2019. These will highlight some of the key venues, as well as promote Bury Street from the Market Place for those who may not be aware of what is available there. These signs will follow the same design theme as the welcome signs for a more coordinated overall aesthetic. Along with the continuation of its free, town centre Wi-Fi initiative, Stowmarket will be a welcoming place for visitors and residents alike.

Scania depot, Violet Hill Rd

The Scania depot has been in Violet Hill Road for decades and provides an internationally-significant service that supports many local businesses and provides numerous local jobs. In fact, TruckEast is one of Suffolk’s biggest companies and we are proud to have them in Stowmarket.

However, as lorries have got bigger and roads have got busier, Violet Hill Road has proven itself to be less and less suitable for HGV traffic, particularly with the adjacent primary school drop off/collection traffic and the busy surgery junction. Although there is no push for the company to relocate, there could be significant traffic improvement in Violet Hill Road if they moved.



The District Council will work with TruckEast to see if there is any assistance that the Council can offer to the business, and in particular discuss the possibility of finding suitable alternative location for the business operation (and a suitable alternative use of the site if they vacate it).

HWRC

Suffolk County Council continually reviews the pressures on its HWRC service across the county and the suitability of all sites to deliver these needs both now and in the future. Stowmarket has been identified as a site for redevelopment or replacing. It is recognised that the current site is restricted in terms of space and traffic management and that development in the town and nearby villages will continue to increase this pressure. The County Council would like to identify possible alternatives but potential sites which meet the essential criteria for an HWRC are difficult to find. This site remains a priority and the County Council is working with Mid Suffolk District Council on viable options for the future.

We are pleased to hear that staff at our HWRCs are appreciated – it is our policy that all staff should help the public where needed. We keep staffing resources under review.

The disposal of hardcore, rubble, soil and plasterboard at Suffolk Recycling Centres is not a statutory duty and the County Council chooses to deliver this service for a modest charge, in response to public demand. This policy for charging is in line with a number of other councils. It is much better if residents can reduce and reuse where possible and residents are urged to donate hardcore and rubble for reuse online via www.suffolkfreecycle.org or www.freecycle.org

Residents can also retain excess soil for planting and potting, or ask neighbours, friends or relatives if they have any use for it. There are also alternative options for dealing with these types of waste including hiring a skip or tonne bag. Further information is available at www.suffolkrecycling.org.uk

Hotel

Stowmarket's visitor accommodation offer is weak, but there are several developments that are collectively improving the offer. The Cedars Hotel has recently been bought and is undergoing a refurbishment as part of the Best Western Group to bring it up to date as well as improving operational practices. At the other end of the scale, the Museum of East Anglian Life is seeking to bring "glamping" to the site – an interesting alternative that can enable more visitors to spend time in the town centre itself.

The Council will also ask the town centre consultants to work on including a hotel in the feasibility/deliverability work. This will enable the Council to build in a hotel as part of any proposal, knowing that it is actually what the market wants and that there can be a suitable operator to make it happen.

Funding

The Council is facing a significant change in the way its budget is worked out. The Government is constantly reducing the operational budget and so the Council must seek to reduce costs, and at the same time increase its revenue streams from alternative sources. The "general fund" total funding has dropped from just under £12m to just under £10m between 2015/16 and 2016/17 year. This is likely to continue, so the allocation of funds is an increasingly difficult topic to address.



The Leader of the Council Cllr Nick Gowrley said

“We at Mid Suffolk District Council are committed to getting value for money and during the last year we have delivered a combination of savings and investments which, together with our healthy reserves and careful use of the New Homes Bonus, have kept our financial position strong.

However, as core funding from the Government decreases again this financial year and reduces to zero by 2019/20, we have made the difficult decision to increase our slice of the council tax by 0.5%.

It is important to remember that Mid Suffolk District Council only receives approximately 10% of your total council tax bill – most of it goes to fund other public services including the county council, police, town and parish councils, which we just collect on their behalf. Messages from them are enclosed. Mid Suffolk’s own share of the rise in council tax is equivalent to just 81p a year for a band D property. This means that the largest properties in the district will pay £1.62 more to Mid Suffolk and the smallest homes will pay an extra 54p per annum.

You have a right to know what we are doing with this money, and how we are approaching the challenges our district faces.

I want to start by assuring you that housing is one of our top priorities: we successfully bid for £226,476 from the Government to develop community-led housing projects in partnership with local groups, while we plan to directly deliver 98 new homes by 2021. This last year also saw residents move into the first shared ownership homes offered for 25 years.

Supporting and growing the local economy is another priority area. We are working to develop key sites the council owns, as well as embracing the opportunities that Enterprise Zones can offer local businesses along the key A14 corridor through our district. Stowmarket is one of the key economic focal points of our district, so last summer, with local residents and stakeholders, we started to develop a vision for revitalising the town centre. We are also investing £2.56million in the Regal Theatre Improvement Project, which is set to generate between £500,000 and £1million annually for the local economy.

We are working hard to provide high quality services in all areas for which we as a council are responsible. In recognition of this work, Mid Suffolk Leisure Centre was recently rated excellent by Quest, the national quality scheme for sports and leisure.

But our work isn’t just about strategic priorities, however important those are, but also about you, our residents. We have worked hard over the last year to make it quicker, easier and more convenient for people to contact us at a time of their choosing via our new website, a new single telephone number and a new customer access point which opened in Ipswich Street, Stowmarket.

We have also moved our back-office staff into the same building as Suffolk County Council and the Clinical Commissioning Groups (Health) in order to better join up everything we do together for the benefit of our residents. This will also save £5.8m in running costs over the next 10 years. By saving your money we will be able to reinvest it into other services for our residents.

... Please remember, our council tax reduction scheme remains unchanged, ensuring the most vulnerable households only pay five per cent of their council tax bill.”



Business Rates Retention spending

As the Council's grant from Central Government fades away, the Government wants Local Authorities to be self-funding through Council Tax and Business Rates. This means that as future changes to the level of business rates that are paid will directly impact on the Council's funding levels. When business rates grow we will have more income and when they contract there will be less funding. There is therefore an incentive to enable growth and prosperity in order to continue to provide services to residents.

In order to help manage this risk, and to maximise the potential amount of business rates that are retained within Suffolk, Suffolk County Council and all the district/borough Councils responded to the Department for Communities and Local Government's *Invitation to Local Authorities in England to pilot 100% Business Rates Retention in 2018/19 and to pioneer new pooling and tier-split models*.

There are 10 winning areas, and we are delighted that Suffolk is one that has successfully secured *100% business rate pilot status*. The financial benefits are shared between Councils and a proportion used to support collaborative ventures that will achieve sustainable economic growth in the region. As a Suffolk system we have agreed that this will equate to approximately £1m for Mid Suffolk District Council to spend on projects that facilitate growth in 2018/19. The Council is considering how it could invest the money and will announce its intentions later this year.

CIL and S106 – developer contributions

There are two mechanisms available to the Council to seek contributions from developers when they build new homes, shops and other buildings. The two mechanisms work side by side to enable development to pay a contribution towards the provision of infrastructure for the wider community.

The first is the Community Infrastructure Levy (CIL): a fixed-rate payment that councils can charge on new buildings in their area to off-set the impacts of additional homes and businesses on facilities such as roads, schools, open space and health centres (infrastructure) and to enable sustainable growth. Mid Suffolk District Council brought its Charging Schedule in to force on the 21st of January 2016 and has raised nearly £1m already. The Council has a list of projects¹⁵ to spend the CIL money on, which includes

- Public transport improvements
- Provision of library facilities
- Provision of additional pre-school places at existing establishments
- Provision of primary school places at existing schools
- Provision of secondary, sixth form and further education places
- Provision of health facilities
- Provision of leisure and community facilities
- Provision of 'off site' open space
- Strategic green infrastructure (excluding suitable alternative natural greenspace)
- Maintenance of new and existing open space and strategic green infrastructure
- Strategic flooding
- Provision of waste infrastructure

On the 5th February 2018, MSDC Cabinet resolved "That the current thinking around a framework for CIL expenditure be noted and used as a basis for development of a detailed CIL expenditure framework. That the creation of a Panel comprising of three Members from each Council to shape the development of a detailed CIL expenditure framework be approved. That the framework be returned to Cabinet for consideration and agreement before being presented to Full Council as a key decision for both Councils."

¹⁵ <http://www.midsuffolk.gov.uk/assets/CIL-and-S106-Documents/Pre-Adoption-Documents-Mid-Suffolk/MSDC-123-list-.pdf>



The second is *Section 106 legal agreements* which will be used alongside CIL to secure on-site infrastructure (as opposed to general community-wide issues) and things that are “not infrastructure”, such as affordable housing agreements.

The two mechanisms are separate, but they cannot be used to seek contributions for the same thing (no “double-dipping”). These agreements are not intended to take out of the developer profit, but are made to ensure that each development pays its way to offset the additional burden it will put on existing infrastructure networks.

Funding for regeneration

As set out above, the Council intends to work with consultants to establish the most suitable method of funding regeneration projects.

Community funding

Mid Suffolk District Council has a dedicated Community Grants Team who can advise on the Council’s Community Grants as well as other sources of funding that may be available to community groups who fulfil eligibility criteria bmsdcgrants@babberghmidsuffolk.gov.uk.

In addition, for the year 2018/19, each Mid Suffolk Councillor has their own *Locality Award Fund* that can be used to award projects or organisations that have a direct impact on Mid Suffolk Communities. Any community group wishing to apply for a share of this funding can do so by contacting their District Councillor directly. Details of District Councillors are available online¹⁶.

Former Babytime shop, Station Rd West

The former “Babytime” shop in Station Road West has been vacant and boarded up for several years. As it lies at the head of the road, almost all visitors to Stowmarket see it in the prominent location, and this brings the perception of the town down. Although vacancy rates are low, this unit has not been re-let.

The District Council has therefore agreed to develop and implement a £250,000 shop front grant scheme in Eye, Needham Market and Stowmarket Town Centres. Money will be available for cosmetic works such as painting window frames, and for structural repairs. There will also be money available for restoration and repair of heritage features such as restoring traditional shop fronts in historic buildings and reinstating lost architectural features. An additional £100,000 grant scheme also be available to improve access arrangements for disabled people to give them a better experience of Stowmarket. Grants may be paid for the installation of ramps, handles, signage and other hardware that will ensure our shops are accessible to all.

Full details and eligibility criteria will be published in due course when the scheme is launched. Once the grant is available, it will be up to the owners and occupiers of properties to apply – the Council cannot force them to undertake any work.

Pubs

The pubs in Stowmarket cater for a range of budgets and tastes. There remains a market for evening visits to the town, but more can be done to make eating out a more common occurrence and strengthen the role of pubs throughout the day. While the Council can influence the attractiveness of the town, it is down to the operators to decide how best to manage their premises.

The Council’s local ‘*Statement of Licensing Policy*’¹⁷ endeavours to strike the right balance between supporting growth and diversification, in all licensed sectors, with proportionate controls and protections which are appropriate to promote the licensing objectives. It is in everybody’s interests

¹⁶ <http://babberghmidsuffolk.moderngov.co.uk/mgFindMember.aspx>

¹⁷ <http://www.midsuffolk.gov.uk/business/licensing/>



for leisure businesses and events to be well managed, successful and sustainable. The Licensing Authority is focused on the promotion of the four licensing objectives, which are:

1. The prevention of crime and disorder
2. Public safety
3. The prevention of public nuisance
4. The protection of children from harm.

As a result of recent economic pressures many licensed premises in the district are seeking to diversify and offer more flexibility and greater choice to the consumer. Many traditional public houses now offer both food and entertainment to improve their economic viability, and more so in the surrounding village halls and community facilities that are seeking additional flexibility in their relevant licences in order to provide their local communities with a greater choice in how to spend their leisure time.

As of November 2015, Mid Suffolk District Council has issued 364 premises licences, 49 club premises certificates, 984 personal licences and authorises approximately 500 Temporary Event Notices per annum. Since 2005 the Licensing Authority has arranged in excess of 100 licensing hearings to determine contested applications, and helped facilitate mediated agreements for many more. The result is an effective and efficient service that maintains the balance of needs within the town centre as a lively, yet safe experience.

Gipping Way roundabout

The roundabout and the roads approaching Gipping Way Roundabout have been made safer through the introduction of parking controls, and the County Council appreciates the positive feedback that this has generated.

Similarly, the Town Council spends a lot of time ensuring the roundabouts and verges are neat and well kept, that trees and hedges are pruned, and that our public realm is kept attractive. The positive comments that people have made are very welcome.

Former Poundland store

The former Poundland Store in Gipping Way was originally built by ALDI and opened in 2006, but closed in 2009. It reopened as a discount store which was later bought out by Poundland. In 2016 Poundland restructured and closed its lowest-performing stores, including the Stowmarket branch. Since then the shop has remained vacant. It is on the market for £2,250,000, or can be rented at £170,000 per annum, so it is likely to be attractive to a “national multiple” (a high street brand operator).

The Council is considering how it could assist a faster occupation of the building in order to strengthen the Town Centre offer, such as in partnering with an end-user. The Council will also consider proposals for alternative uses of the building that offer something different in the town – such as leisure or community uses.



Former Nat West Bank, Market Place

The Former Nat West Bank is an attractive Listed Building that fronts on to the Market Place right in the middle of the town centre. The building was the original entrance to the Corn Exchange prior to the transformation into the John Peel Centre. The Nat West first reduced its presence, then pulled out of Stowmarket completely in 2017.

The Council considered it essential that the building's new use should be a high-quality use in order to improve the overall offer in the town.

Accordingly, to control the end use, the Council purchased the premises in Spring 2018 and will act as landlord.

The Council needs to ensure that the building is a financial asset, so it won't be giving it away. However, the Council could subsidise any rent if the user is a community organisation or would bring other significant benefits to the town. One possible use is to expand the John Peel Centre offer, but this is not a *fait accompli* and will be subject to detailed negotiation.

The Council wants to maximise both the economic and community benefits for the town, so it is certain that the building will be refurbished and repaired this Summer, and won't remain empty very long.

“There are lots of opportunities from Mid Suffolk's strategic purchase and we're looking forward to sharing ideas about how to maximise the economic and community benefits from this building.”

Cycling

Greater use of walking and cycling for short trips and of buses for longer trips would remove some traffic from the road and hence reduce congestion. It would also lead to better health outcomes for people. The County Council seeks to enhance existing cycle routes and to promote new facilities including safe routes and cycle parking. New developments are encouraged to install secure cycle parking facilities, and new housing developments are asked to cater for cycling with new cycle paths.

Cyclists often visit the town centre for shopping, but the National Cycle Route Number 51 also passes through the town centre. Route 51 is a long-distance route that connects major cities in the south of England. It links Milton Keynes, Bedford, Bury St Edmunds and Ipswich on its way and also links the University Cities of Oxford and Cambridge with the coast at Felixstowe before continuing to Harwich and Colchester.

Within Stowmarket, the route passes the Leisure Centre, across the Recreation Ground then through the Meadow Centre car park, down Crowe Street to the Market Place and then along Ipswich Street before heading along to Combs. As well as Route 51, Stowmarket has a number of shared pathways where cyclists are permitted to ride instead of in the carriageway. Accordingly, there can sometimes be a large number of bicycles in Ipswich Street in both directions which can conflict with shoppers and pedestrians. However, most cyclists are courteous and will give way to pedestrians.

Wildlife

There is concern that the amount of wildlife in the town is falling due to increased traffic and road collisions. Initiatives exist¹⁸ to increase the amount of wildlife habitats across Suffolk, from domestic gardens to new wildlife protected areas as part of development sites.

¹⁸ <https://www.suffolk.gov.uk/planning-waste-and-environment/suffolks-countryside-and-wildlife/protecting-the-environment/>

Suffolk's Nature Strategy describes the challenges and opportunities our natural environment faces. Its purpose is to articulate what we believe are the key natural environment priorities for the county and to convey to decision-makers how the wildlife and landscapes of Suffolk are important building blocks for our own economic growth and health and wellbeing. The recommendations and actions we propose within this document are both forward-looking and challenging. Their delivery will enhance the environment of Suffolk itself, as well as our ability to derive both economic and social benefits from it. The messages are equally relevant to businesses, health professionals and community representatives. The strategy is set out in three broad sections: natural environment, economic growth, and health and wellbeing; each containing a number of sub-sections for issues of particular importance to the delivery of our vision.

Wildlife improvements must be a big part of the Stowmarket *Vision for Prosperity* to ensure that our finely balanced environment can continue to prosper.

Stowmarket Town Clock

On Sunday the 9th November 2014, following a parade through the town of personnel from Wattisham Flying Station, the Stowmarket Memorial Clock was officially unveiled and dedicated. The clock, which serves as a memorial to all those who lost their lives in conflict, was designed, manufactured and installed by the Town Council.

The clock is the centrepiece of the Market Place. Any potential regeneration project that takes place in the future must consider the clock and ensure that this important memorial is respected.

Museum of East Anglian Life (MEAL)

The Museum of East Anglian Life¹⁹ is a leading regional visitor attraction and the largest independent museum in Suffolk. The museum is located within the boundaries of the town centre, just off the main shopping street. It sits at the centre of the town's cultural offer, within easy walking distance of the John Peel Centre, the Regal Cinema and The Mix. The museum is a community asset and a key plank in any strategy to give the town a strong and vibrant USP.

The museum is an educational charity. It opened in 1967 and has grown up over a 50-year period, from a volunteer-run organisation to increasing professionalism. The museum's assets include 20 buildings open to the public (including 17 historic buildings), 75 acres of land and 40,000 objects. The historic Abbot's Hall estate lies at the heart of the museum. The original buildings are listed at Grade II or Grade II*. Other historic buildings have been brought to the museum and re-erected.

Alongside its permanent exhibits, the museum runs a lively public programme ranging from the annual Festival of Beer and Brewing to the town's Bonfire Night celebrations, and has recognised strengths in training and volunteering. The museum has a strong track record of engaging hard-to-reach audiences through targeted programmes to build confidence and skills – working with unemployed people, mental health service users, ex-offenders and people with learning difficulties. The District Council's 2016 independent assessment concluded that '*MEAL is much more than a museum. It has an impact across the local community of Stowmarket, Mid Suffolk and indeed East Anglia as a whole.*'

The museum has a long-term vision for development, encapsulated in its masterplan. The masterplan will transform the Museum of East Anglian Life into one of the leading independent museums in the country. The plans reflect a desire to take advantage of the tremendous potential of the site – its size, its location – and to make the most of the impressive assets – collection, buildings, people, landscape – to meaningfully engage with people. The museum has

¹⁹ <http://eastanglianlife.org.uk/>



significant potential to develop into a magnet for tourism, bringing economic benefits to the area and consolidating the local cultural offer. It will play a substantial role in East Anglia's economy and society: a must-see attraction for visitors and a source of pride for local people.

The masterplan sets out how the museum will transform into a gateway for understanding the food inheritance of the region: a museum of food. It will incorporate working-class stories of agricultural labourers and artisans alongside the stories of internationally-significant innovations and invention in farming, to cover the role of the market town and also the day-to-day experience of cooking and eating in the home. It will look back at a horse-powered economy and forward to the challenges that face us now and in the future. It will show what East Anglian agriculture and food industries – past and present – have contributed to the world and also look to how future challenges are being addressed. The museum will work with individuals, businesses and organisations working in East Anglian food production industries to showcase the region's current food heritage and explore what the past can tell us about sustainability.

There is no museum of food in the UK. The museum's collection is well placed to tell the story of food production, processing and consumption. Food is the common thread which runs through the medieval barn, the watermill and the farmhouse; it encompasses carts, milk floats and machinery as well as it does the museum's animals and domestic interiors. The museum's aim is that people understand where their food comes from, its impact on the landscape and on themselves. To deliver this vision, the museum will re-zone its site and develop exhibits to accommodate new stories and an innovative activity programme.

The first focus of the masterplan is a new Heritage Farm which will be delivered over the winter of 2018-19. It will be a family-focused exhibit and will include a new orchard and animal area, showcasing East Anglian breeds and varieties.

For more information, visit the museum and talk to staff.

Gateway 14 – Mill Lane

Mill Lane site is the town's major employment land allocation on the eastern side of the A1120. It has recently been renamed Gateway 14. A new access will be built off the roundabout at Cedars Park opening up land for new factories, offices and jobs.

The Chancellor announced in 2015 that New Anglia LEP and its local authority partners had secured one of the Government's prestigious new Enterprise Zones for Norfolk and Suffolk. Under the theme *Space to Innovate*, the new, multi-site zone will help create 18,500 jobs over its 25 year lifetime, including 5,000 by 2021.

The zone includes Stowmarket Enterprise Park, Suffolk - a 17 hectare Enterprise Zone which includes the existing Food Enterprise Zone, located on the edge of town. The main theme of the park will be agri-tech, food and health sectors as well as digital and media based business. Businesses relocating to either site could receive business rates discount of up to £275,000 over five years, simplified planning and access to Superfast broadband.

Food and Drink Processing business could also qualify for grants between £60,000 up to £1 million if they establish themselves in the Food Enterprise Zone in Stowmarket. The Councils are producing Local Development Orders (LDO) which will enable some types of development to be quickly built without the need to apply for planning permission. This will give Food & Drink related businesses such as food production, packing, logistics and marketing the opportunity to expand and grow at a faster rate.



Locating on an Enterprise Zone site in Mid Suffolk District gives businesses certain benefits including:

- Discretionary Business Rates Relief (currently in draft awaiting Member approval) – available to businesses locating to an EZ site on or before 31 March 2021, subject to State Aid thresholds.
- Additional business marketing and promotion support via Councils, New Anglia LEP and other agencies.
- Potential to access other funding/preferential finance aimed at employment growth.
- Streamlined planning e.g. Local Development Orders, Outline Planning Permissions.
- Potential to access other areas of expertise via Districts/New Anglia LEP e.g. education and health sectors, ICT operators, local Chambers of Commerce and other business advice agencies.
- Stowmarket EZ site – potential cluster of food related business operators.
- Fully serviced employment land located close to main junctions (50 and 54) on A14.
- Close proximity to rail network including London mainline stations.
- high capacity, high speed broadband connectivity.
- modern office accommodation.

The Council priorities were established in March 2018 and the Council is investigating how to bring the site forward quickly. This includes consideration for buying some land, assisting the delivery of infrastructure and/or buildings, and ensuring that jobs are created.

The Council is also developing the new Local Plan which will have up to date policies for businesses to develop premises and grow. The Council is considering how it can speed up planning decisions and simplify processes so that businesses can move quickly as markets change.

Former Council Office at Needham Market

In 2016 Mid Suffolk District Councillors made the decision to relocate from these buildings to Endeavour House in Ipswich, creating a single HQ sharing space with other public sector bodies, while continuing to deliver services within the district, including at a new public access point in Stowmarket.

The decision was in part a result of appraisals of the Needham Market site, which showed that the buildings were no longer fit for purpose to fulfil local government functions. The reasons for this included barriers to redesign, such as listed building status, and poor connections to vital utilities. The cost of mitigating this and bringing the buildings up to modern office standards would have been prohibitive.

Instead, as a result of the move to Endeavour House, Babergh and Mid Suffolk District Councils will save an estimated £5.8 million over the next decade in HQ costs, allowing that money to be reinvested in council services.

With the offices vacant a design and planning team has focused on the regeneration and redevelopment of the site, informed by soft market testing to identify suitable uses and options. This work has confirmed that demand for commercial office space at this location is extremely limited, with no demand from providers of care homes for this location.

The proposals the Council are considering would see much of the existing offices – the non-listed buildings in particular – demolished and a new development built in their place and on the former office car park. This would comprise:

- 99 houses and apartments, with a mix of 1, 2 and 3 bedroom apartments and 2, 3 and 4 bedroom houses.
- Public car parking.
- High quality landscaping.
- Cycle storage.



- Waste management facilities, either located on the site or elsewhere within the town if not accommodated on the site.

The exact mix of houses and apartments is unknown, as there are also plans being considered to include a retail unit on the site, on the west of Hurstlea Road. Whether this option was developed, or a purely residential option instead, would determine the total number of dwellings.

Over the coming months work will begin on deciding how the development can be delivered. The next stage, once this work is complete, will be for Planning and Listed Building Applications to be submitted for the site: this is expected to be in late summer 2018.

Dentist

Like Doctors' surgeries, dental practices in England are independent contractors (individuals, companies, partnerships and non-profit organisations) that undertake work for the NHS on a contractor basis. This means that in some remote rural places there isn't enough work to sustain a business and so there is no dentist service locally. However, in Stowmarket there is a range of dental surgeries available, and Stowmarket acts as the hub for the greater catchment too. Dentist services in Stowmarket are provided at

- Tavern Street Dental Practice.
- The Dental Design Studio.
- Bury House.
- Wedgewood House Dental practice.
- Community Dental Services CIC .

Additional local services can be found at Needham Market Tooth Booth and Needham Market Dental Practice. Most dental practices are open Monday to Friday 9 – 5, with some practice open outside these hours. Most dental practices are not open on a weekend. An out of hours dental service provides urgent dental care on Saturdays, Sundays and Bank Holidays.

NHS England is the commissioning organisation for all dental services including both primary (high street dentist), secondary dental care (hospital services) as well as community dental services (special care patients) and includes services such as orthodontics (straightening teeth), minor oral surgery, endodontics (root canal treatment) and periodontics (gum treatments), urgent dental care and out of hours urgent dental care. In our area, this has been the responsibility of *NHS England (Midlands and East – East)* since April 2013.

There is no formal patient registration with dental practices and patients are able to seek dental care from any dental practice that is taking on patients. Patients can find information about dental practice using NHS Choices website www.nhs.uk or by contacting 111. New adult and child NHS patients can seek dental care with Tavern Street, Tooth Booth and Bury House, while Dental Design Studio can see new child NHS patients. Unlike medical practices, dental practices are able to open and close their lists as and when they need to. Each practice will have their own process of managing this and lists may close and open during the course of any year.

The majority of the dental provision that is currently in place is based on historic arrangements, when dental practices could be set up by a dentist anywhere they liked. A new contract was introduced in 2006 which resulted in contracts being issued to current dental practices and them only being able to secure contracts moving forward if the commissioning organisation determined a need by basing commissioning decisions on the Oral Health Needs assessment and if a need determined, following a procurement process.

General dental practices are commissioned to provide a number of units of dental activity for a fixed payment and have to deliver at least 96% of this activity during the course of the year. Delivery of the units of activity is monitored by NHS England, practices that do not deliver their activity will be in breach of their contracts and NHS England looks to right size contracts based on what the practice can deliver.



The premises that NHS dental services are delivered from are in the main the responsibility of the dental provider. NHS England contributes towards the non-domestic rates of eligible dental practices.

Delivering a Vision for Prosperity



Conclusion

Actually, Stowmarket is quite a nice place to live in and to visit!

Stowmarket is also only around an hour from London, Norwich and Cambridge by train, with high speed links across the country, so we're very well connected. With the exception of a few hotspots, traffic congestion is also very low. We also live in a great climate - fresh, clean air, and the mildest, warmest and driest climate in the UK. Average rainfall is low and temperatures are higher than any other county. This accounts for our beautiful countryside, river valleys, heathlands, woodland, wildlife and acres of attractive landscapes.

We are recognised as being in the top 50 rural places to live in terms of wellbeing and satisfaction with quality of life: the Halifax Rural Areas Quality of Life Survey identifies Mid Suffolk as 25th best place! So overall we have it rather good really!

House prices are on average 20% lower than in neighbouring Essex and 15% lower than in neighbouring Cambridge. Although still affordable, Suffolk is experiencing some of the fastest-rising prices in the country ensuring that buying homes in BMS is a sound investment. We have homes of all shapes, sizes and price brackets for workers, managers and company directors.

Your three tiers of local Government have a programme of interventions that keep the area working, from obvious things like waste and recycling collections, street lighting, and the general maintenance of your public areas. As well as these overt things, there is a vast array of behind-the-scenes support such as business support, social care for vulnerable people, and political promotion of the area to ensure that we get a good deal from the Government.

As well as local government, a swathe of organisations maintain our quality of life – Suffolk Constabulary ensures we live in one of the lowest crime rate areas in the country, while Suffolk Fire and Rescue Service has one of the best track records of any such service. Our local NHS Clinical Commissioning Service ensures that we have a standard of medical care far higher than most rural communities experience.

As well as these services, there is a raft of charity, community and social organisations that work tirelessly to support our primary services and do so much to make sure that the quality of life in the Stowmarket area is very high.

We must also acknowledge our local businesses and employers. The international conglomerates choose to locate here because they recognise the good conditions and the quality workforce that are more attractive than anywhere else on the planet – otherwise they'd move production! We also have thousands of small businesses that are the backbone of our local economy.

Of course, there is always room for improvement – and that is what the *Vision for Prosperity* is all about. We are working together to address small scale issues that affect the way people perceive their local environment. We are working on plans and strategies such as the Joint Local Plan, Housing Strategy, Economic Strategy, Open Space and Recreation Strategy, Gateways to the Town Strategy and other documents that establish the way we want to develop in the future, setting the standards for quality, design and inclusivity so that everyone can benefit from changes that will naturally occur.

But we're also looking to bring about major interventions in the town centre to make it a place to suit the needs of the town and its surrounding villages, and also to attract tourists and shoppers from further afield to ensure it is a prosperous, sustainable place that is accessible to all, where you and your family can live, work and play.



Overall, *Vision for Prosperity* is about bringing organisations, companies and **you** the residents together to get behind improvements and support projects. If we believe in Stowmarket, others will too – and that will bring about prosperity.

The *Vision for Prosperity 5-Year Action Plan* is available alongside this response in a stand-alone document. The Action Plan considers all of the points raised and set out some immediate actions to address them. The Action Plan is not about talk – it is about doing things. Some are small, some are setting the groundwork for longer-term projects, but all of them are going to happen and make Stowmarket a better place. After that, we'll look to do more Action Plans and keep the momentum of positive change going.

Let's get started!

Delivering a Vision for Prosperity



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Delivering a Vision for Prosperity



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*Delivering a Vision for
Prosperity in Stowmarket*

***5-Year
Delivery
Plan***

Delivering a Vision for Prosperity



Introduction

Stowmarket is the main town and key driver of growth and prosperity in Mid Suffolk, with a large sphere of influence as the major social and economic hub for the district. We have used the *Delivering a Vision for Prosperity* initiative to seek the views of local people about the future of the town and we have listened to what they have told us. There are many different opinions to consider in mapping out the future of the town and our starting point has been to discuss and understand the views of the local community, so that we can move forward together, on the basis of a consensus about **what matters most**.

Over 90% of respondents from our local consultation wished to see “radical” or “evolutionary” change. This provides a clear steer to explore new possibilities for Stowmarket in respect of the town’s community, environment and economy.

Here is the Action Plan that sets out a series of commitments to make Stowmarket and its surrounding area a better place to live, work and play. We believe that *Delivering a Vision for Prosperity* will appeal to everyone – giving the local community, local partners and potential new investors’ confidence that we are ambitious about the future of Stowmarket and wish to support investment in its success.

“There is a lot to be done – but only by imagining the future can we take steps to create it!”

What we did

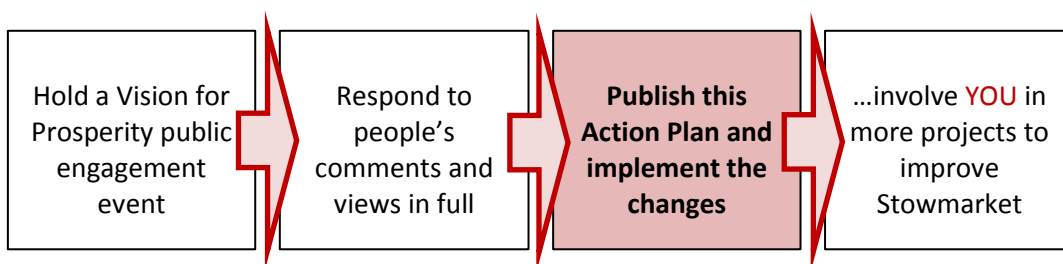
On 4 October 2017, local residents, businesses, visitors and users of Stowmarket were invited to attend a key community information and consultation event in the heart of Stowmarket. Nearly 400 people attended and hundreds of their comments and suggestions were recorded. It was a very successful event and with enthusiastic interest in the many issues affecting the development and prosperity of Stowmarket.

What you told us

The process of engagement has provided us with some valuable insights which can be used to inform our future work. Themes such as the town centre, leisure provision, education and healthcare, have been commented upon by the local community. A full response to all the issues raised during the consultation has been published on the website www.VFPStowmarket.com, but the most important **ACTIONS** are published here.

What are we going to do?

The preparation of this **Action Plan** brings together some of the key areas of work that we will undertake to achieve our goal of a sustainable town that offers a good quality of life to local people.



Success will depend upon the combined efforts of a range of partners and stakeholders that have an interest in the town. This will mean measurable targets and accountability for implementation. The public will be kept involved with regular updates and opportunities to help shape the direction we take.



Action!

A. Tourism & Place

1. Following the introduction of new town gateway signs in 2017, Stowmarket Town Council will continue to work on town identity and orientation through the delivery of a new scheme of fingerpost signs and information panels in town by early 2019, along with the continuation of its free, town centre Wi-Fi initiative.
2. The Town, District and County Councils will work together to develop improvements to the main gateways and carriageways of the town, commissioning a design project to enhance areas of public space at key locations in the town. This may include art, sculpture, paving, planting and other physical works to make the local area more attractive.
3. The Cedars Hotel will be upgraded by the new owners as part of the Best Western Group to offer improved facilities with the construction of new hotel space for use by local businesses and tourists to the area.

B. Heritage and Culture

4. The Museum of East Anglian Life is seeking £10m+ of investment to deliver a major masterplan for regeneration of the site. This will transform it into a leading cultural attraction – a national museum of food – and make the town into a destination.

The Museum of the Future

We are working towards a re-zoning of the site:

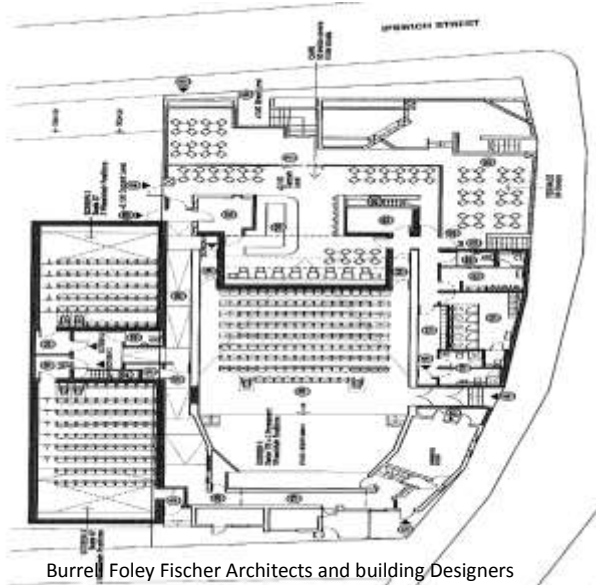
1. Entrance: introduction, tickets, cafe, shop
2. Food and Nature: how we harvest from the natural world
3. Food Production: the raw materials
4. Food Processing: between field and fork
5. Dining: how a historic estate fed itself
6. Food in the Home: how we ate
7. Temporary exhibition gallery
8. Events area: wartime food, summer glamping



5. Following the recent purchase of the former NatWest Bank by the District Council, innovative uses of this prime location and space will be examined in 2018/19.



- The District and Town Councils will fund a major upgrade and extension of the Regal Theatre at the south-eastern gateway of the town centre, including the provision of a new frontage and two additional screens. The construction phase is due to commence in 2019.



C. Economic Development and Employment

- A new Costa Coffee drive through has been approved near Cedars Park and construction should commence prior to 2020. Permission has been sought to secure the details for a McDonald's drive through on the adjacent land. A new family restaurant will follow thereafter.
- Other opportunities for jobs growth will be supported, including development of a Technology Hub to support and attract IT & multi media businesses to Stowmarket, and utilisation of the Chilton Leys employment land which has the potential to bring new jobs to the town.
- The District Council will explore ways it can unlock the potential of the Gateway14 (Mill Lane) employment site, including how infrastructure can be provided to allow developers to build new business premises.



Gateway14 Masterplan (image from www.gateway14.com)

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D. Town Centre

10. The District Council will appoint a speciality town centre regeneration consultancy to fully understand the options to deliver a new town centre experience. Options will be presented to the community for their views in 2019. **Watch this space...!**
11. The District Council is launching a £250,000 shop improvement grant scheme in Eye, Needham Market and Stowmarket. Owners and occupiers will shortly be able to obtain financial assistance towards repairs and maintenance, and shop front improvements. An additional £100,000 grant scheme will be made available for works to improve the town centre experience for mobility impaired visitors.

E. Transport and Infrastructure

12. A brand-new, state-of the art building will replace the existing Stowmarket High School facility – with construction scheduled to being in late 2018 and the first occupation in 2020.
13. As part of the Taylor Wimpey *Section 106 agreement* at Chilton Leys, the Education & Skills Funding Agency is seeking to deliver a new primary school with early years setting by September 2020.
14. As part of long-term growth plans, new routes into Stowmarket will be explored making greater use of the northern and southern roads such as Junction 49 off the A14.
15. As part of the Suffolk FA project in Violet Hill Road, additional car parking may be developed to support StowHealth, which will benefit existing users and provide opportunities for the expansion of GP services on site.
16. The Suffolk Chamber of Commerce is leading a partnership campaign to ensure **“No More Delays on the A14”** and keep our excellent road links with Cambridge, Ipswich, Essex and beyond flowing.
17. Under the **“Norwich in 90”** and **“Ipswich in 60”** by 2022 campaigns, we will also promote **“Stowmarket in 75”**, and welcome a fleet of brand new trains.



F. Housing

18. The former Stowmarket Middle School, and the former Needham Market Middle School will be redeveloped for housing, with options to be explored for providing smaller units which are suitable for young or retired people, small families, and homes for others with particular needs that are not usually found on modern estates.



19. A new housing strategy will be adopted in 2018 to ensure that modern house building meets the type, size and tenure needs of our residents.

G. Sport and Leisure

20. The Suffolk Football Association is working with partners to fulfil its ambition to open a new Head Quarters building in Violet Hill Road in 2020, bringing a high quality artificial pitch to the town.
21. The Mid Suffolk Leisure Centre will gradually be redeveloped with brand new facilities starting after 2020
22. To help families enjoy their experience of Needham Lake, the District Council is seeking to develop a new café facility, and will be undertaking feasibility work later this summer.



H. Environment and wildlife

23. To help improve the local environment, air quality and natural habitat, a new tree policy will be adopted that reflects the District Council's endorsement of the Woodland Trust Charter and the newly introduced '*Trees for Life*' initiative. This ensures that in future a tree will be planted to mark the birth of every new baby born in Mid Suffolk.
24. Stowmarket Town Council will commission a study of tree planting and growth in the town in 2018, working with partners to assess the contribution that trees can make to the townscape and areas for further planting in the future.
25. An electric vehicle recharging point will be installed near Stowmarket in 2018.
26. The Pickerel Project will work with the River Gipping Trust to upgrade the footpath along the River Gipping corridor, together with enhancement of habitat to open up this hidden natural environment to more people.

I. Strategic Support for Delivery

27. In the summer of 2018, Mid Suffolk District Council will develop and adopt the "*Community Infrastructure Levy spending schedule*" and start to invest hundreds of thousands of pounds in infrastructure and community improvements across the District.
28. A branding and marketing strategy will be developed in 2018 to stimulate interest in Stowmarket from developers, businesses, leisure operators, retailers and the public.
29. The Joint Local Plan will be adopted by 2020 to give developers and communities some certainty about how places will grow over the next 20+ years.
30. Mid Suffolk District Council will invest £1million pounds from Business Rate Retention in projects that facilitate growth in 2018/19. The District Council is considering how it could invest the money and will announce its intentions later this year...



...That's not the end though

Delivering a Vision for Prosperity will continue to set out a clear focus for improved quality of life and confident business decisions. There will be more projects, more growth and more improvements that will continue to build on this early action plan. Visit our website or follow us on twitter to keep u to date with how your town is changing.



Visit us at
www.vfpstowmarket.com

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[#vfpstowmarket](https://twitter.com/vfpstowmarket)



Delivering a Vision for Prosperity



Agenda Item 10

MID SUFFOLK DISTRICT COUNCIL

COMMITTEE: CABINET	REPORT NUMBER: MCa/18/05
FROM: Cabinet Member for Assets & Investments	DATE OF MEETING: 7 JUNE 2018
OFFICER: Jonathan Stephenson (Strategic Director, responsible for Assets & Investments)	KEY DECISION REF NO. CAB32

ASSET INVESTMENT FUND (ACQUISITION FUND)

1. PURPOSE OF REPORT

- 1.1 This report requests Cabinet's approval to establish a Strategic Property and Land Investment Fund of £3million, allocated from the Councils Growth & Efficiency Fund, to enable the Council to act immediately when opportunities are available for strategic purchases.
- 1.2 The allocation of this dedicated fund will provide the Council with the opportunity to react and secure, when required, strategic properties and land, within the district.
- 1.3 The proposed fund will not require a secondary decision-making process, with the proposed final decision, to purchase, delegated to the Strategic Director (responsible for Assets and Investments) in consultation with the Cabinet Members for Assets and Investments, Finance and Economy. All transactions will have a thorough due-diligence process and will follow the strict criteria detailed within section 4.6 of this report. Acquisitions will be reported, at Cabinet, following the completion of all purchases.

2. OPTIONS CONSIDERED

- 2.1 Other options have been considered:
 - 2.1.1 **Option 1** Not allocating a fund for strategic purchases;
 - 2.1.2 **Option 2** Allocating a fund of £3million;
- 2.2 Both options above have been considered and the recommended option within this report is option 2, to allocate a fund of £3million. The reason the other option has not been recommended is detailed below.
 - 2.2.1 **Option 1** - This does not allow the Council to react and secure strategic assets on a level playing field with the commercial sector.

3. RECOMMENDATIONS

That the Cabinet:

- 3.1 Approves the establishment of a Strategic Property and Land Fund of £3million, from the Growth and Efficiency Fund, and delegates to the Strategic Director, with responsibility for Assets and Investments, in consultation with the Cabinet Members for Assets and Investments, Finance and Economy, the authority to pursue and finalise purchases of strategic property and land as set out within section 4.6 of this report.

REASON FOR DECISION

To enable the Council to react and secure, when required, strategic property and land, as an investment opportunity, and to assist future house building and economic growth within the district.

4. KEY INFORMATION

- 4.1 The Council has recently approved, through the Cabinet process, the purchase of a number of strategic assets over the last few months, prior to a formal offer being made and accepted. However, the current delayed decision-making process has put the Council at risk of not securing strategic properties and not being able to compete with the commercial sector, in a timely way, to gain the best purchase price for the Council.
- 4.2 The proposal is that the Council establishes a Strategic Property and Land Fund and allocates £3million from the Growth and Efficiency Fund. It is an innovative step, that some other councils have also recently adopted, to set up a fund and delegate authority to invest in strategic property and land in this way.
- 4.3 Following benchmarking with other similar councils, £3million is the most appropriate amount to allocate to this type of fund. A review would be proposed after the first year to measure the success of the fund and enable the funding allocation to be reviewed to ensure it is appropriate moving forward.
- 4.4 The nature of negotiating on property and land purchases means that the ability to act quickly and with the relevant authority is often needed. Having to make offers which are subject to Cabinet approval and wait for the next meeting cycle for proposals to be formally approved is not efficient, especially when in competition for strategic property and land with the commercial and housebuilding sectors.
- 4.5 The following criteria will be used to guide such property and land purchases:
- a) The property/land will be within the district of Mid Suffolk;
 - b) Both urban and rural opportunities will be considered;
 - c) The purchases of the property/land would represent good value for money given the potential return on investment;
 - d) The property/land will have some development potential, although not necessarily immediate, to allow the Council to be able to take a medium and long-term view;

e) No more than £1.5m will be paid for any individual land or property acquisition;

4.6 Further checks and balances would be put in place. Before agreeing to purchase any property/land, the Cabinet Members for Assets and Investments, Finance, Economy and local members will always be consulted. Once completed, the details of all property and land purchases will be reported, in full, to Cabinet. The Fund, its operation, and performance, will be reviewed annually.

5. LINKS TO JOINT STRATEGIC PLAN

5.1 The purchase of the property, highlighted within this report and the opportunity to purchase future properties and land, meets the following key strategic priorities and outcomes:

5.1.1 Property investment to generate income and regenerate local areas

5.1.2 Ensure there are enough good quality, environmentally efficient and cost-effective homes with the appropriate tenures and in the right locations

5.1.3 Making best use of land and buildings across the Suffolk system

5.1.4 Further develop the local economy and market towns to thrive.

6. FINANCIAL IMPLICATIONS

Revenue/Capital/ Expenditure/Income Item	
Capital	
Strategic Property and Land Fund (to include all associated purchase costs)	£3m

7. LEGAL IMPLICATIONS

7.1 The Local Government Act 1972, Section 120, gives the Council the power to acquire property and land.

7.2 The purchase of the property mentioned in this report and future properties/land will be subject to a legal contract. The development of the property/land may also require a planning application to be submitted or change of use.

8. RISK MANAGEMENT

8.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 4c. If we do not manage our asset portfolio effectively it may result in: lost opportunity; loss of capital value; increased revenue costs and loss of public confidence. Key risks are set out below:

8.2 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Strategic Asset Management Operational Risk	2 - Unlikely	3 – Bad / Serious	Identify funding and put appropriate

4A08. If we do not have readily accessible funds with appropriate delegations in place to make timely strategic acquisitions, then the council may miss opportunities to add assets to its portfolio which could contribute significantly to its strategic priorities			delegations in place via MSDC Cabinet.
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9. CONSULTATIONS

- 9.1 Prior to all purchases, consultation will be made with all local ward members to the land or property
- 9.2 Consultation will also take place with Planning Officers who will be able to provide pre-application planning advice for all properties and sites prior to acquisitions being completed, where appropriate.
- 9.3 Consultation with the public would also take place under the usual planning process in the event of any future redevelopment.

10. EQUALITY ANALYSIS

- 10.1 The content of this report is such that there are no equality issues arising directly from this report and an Equality Impact Assessment (EIA) is not required.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 Environmental issues will be considered prior to all acquisitions being made, for example as one area of due diligence, energy certificates will be obtained and reviewed.
- 11.2 All acquisitions will be reviewed, post purchase, to enable all acquisitions to be as energy efficient as possible

12. APPENDICES

Title	Location
(a) N/A	

Agenda Item 12

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of the Local Government Act 1972.

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Agenda Item 13

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