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COMMITTEE: **Babergh Cabinet**

VENUE: **Canteen, Council Offices,
Corks Lane, Hadleigh**

DATE: **Tuesday, 6 June 2017 at
5.30 p.m.**

Cabinet Members

Tina Campbell
Jennie Jenkins
Margaret Maybury
Jan Osborne

Lee Parker
Peter Patrick
John Ward

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AGENDA

PART 1

ITEM	BUSINESS	Page(s)
1	<u>APOLOGIES FOR ABSENCE</u>	
2	<u>DECLARATION OF INTERESTS BY COUNCILLORS</u>	
3	<u>BCa/17/1 - TO CONFIRM THE MINUTES OF THE STRATEGY COMMITTEE HELD ON 11 MAY 2017 AS A CORRECT RECORD</u>	1 - 2
4	<u>TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME</u>	
5	<u>QUESTIONS BY THE PUBLIC</u>	
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7	<u>BCa/17/2 - HALF-YEARLY PERFORMANCE OUTCOME REPORTING (OCTOBER 2016 TO MARCH 2017)</u>	3 - 62

Report by the Corporate Manager - Business Improvement attached.

Cabinet Member for Customers – Peter Patrick

ITEM	BUSINESS	<u>Page(s)</u>
8	<u>BCa/17/3 - PRE-APPLICATION SERVICES</u> Report by the Assistant Director – Planning for Growth attached. Cabinet Member for Planning – Lee Parker	63 - 76
9	<u>EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS)</u> 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 this item, it is likely that there would be the disclosure to them of exempt information as indicated against the item. The author of the report proposed to be considered in Part II of the Agenda is satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
PART II		
10	<u>BCa/17/4 - CONFIRMATION OF THE CONFIDENTIAL MINUTE OF THE STRATEGY COMMITTEE HELD ON 11 MAY 2017 (Exempt information by virtue of Paragraph 3 of Part 1)</u>	77 - 78

Please note that the next meeting is scheduled for Thursday 13 July 2017 commencing at 9.30 a.m.

For further information on any of the Part 1 items listed above, please contact Committees on 01473 826610 or via e-mail at Committees@babermidsuffolk.gov.uk.

Agenda Item 3

BCa/17/1

BABERGH DISTRICT COUNCIL

MINUTES OF THE MEETING OF THE BABERGH STRATEGY COMMITTEE HELD IN THE COUNCIL CHAMBER, COUNCIL OFFICES, CORKS LANE, HADLEIGH ON THURSDAY, 11 MAY 2017

PRESENT: Jennie Jenkins - Chairman

Clive Arthey

David Holland

Margaret Maybury

Peter Patrick

Sue Carpendale

Richard Kemp

Jan Osborne

John Ward

Simon Barrett was unable to be present.

114 DECLARATION OF INTERESTS

None declared.

115 MINUTES

RESOLVED

That the Minutes of the meeting held on 6 April 2017 be confirmed and signed as a correct record.

116 PETITIONS

None received.

117 QUESTIONS BY THE PUBLIC

None received.

118 QUESTIONS BY COUNCILLORS

None received.

119 PAPER S137 - STRATEGY COMMITTEE FORWARD PLAN

RESOLVED

That the content of Paper S137 be noted.

120 PAPER S138 – END OF YEAR SIGNIFICANT RISK REGISTER 2016/17 – UPDATE AND SUMMARY OF WORK UNDERTAKEN

Peter Patrick, Enabled and Efficient Organisation Portfolio, introduced Paper S138 updating Members on the end-of-year position.

John Snell, Corporate Manager – Internal Audit, outlined the key issues in relation to operational and reputational risks. He and Lindsay Barker responded to Members’ questions on various aspects, including planning linkages. The Corporate Manager undertook to advise Members further, outside of the meeting, on a query about mitigation measures.

RESOLVED

That (a) Members have the assurance of the work of the Audit and Risk Management Services Team and (b) the contents of the Significant Risk Register (Appendix A to Paper S138) be approved.

121 PAPER S139 – DELEGATION TO CHIEF EXECUTIVE: APPOINTMENT OF DEVELOPMENT PARTNER

Jennie Jenkins, Assets and Investment Portfolio, introduced Paper S139 seeking Member approval to delegate authority to the Chief Executive.

RESOLVED

That authority be delegated to the Chief Executive to appoint a Joint Development Partner following a procurement process as outlined in paragraph 1.3 of Paper S139.

122 EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS)

RESOLVED

That pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public be excluded from the meeting for the business specified below on the grounds that if the public were present during this item there would be the disclosure to them of exempt information as indicated the item.

The Committee was also satisfied that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

123 PAPER S140 – REVIEW OF GENERAL FUND ASSETS (Exempt information by virtue of Paragraph 3 of Part 1)

The minute relating to Paper S140 is excluded from the public record. A summary of the Minute made by the Proper Officer in accordance with sub-section 2 of Section 100(c) of the Local Government Act 1972 is set out below. Jennie Jenkins, Assets and Investment Portfolio, introduced Paper S140 which set out for approval the new approach for appraising the Councils’ Assets. The recommendations contained in the report were approved by the Committee.

The business of the meeting was concluded at 10.05 a.m.

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Chairman

Agenda Item 7

BABERGH DISTRICT COUNCIL

From: Business Improvement Manager (Corporate)	Report Number: BCa/17/2
To: Babergh Cabinet	Date of meeting: 6 June 2017

HALF-YEARLY PERFORMANCE OUTCOME REPORTING (OCTOBER 2016 TO MARCH 2017)

1. Purpose of Report

To provide the Cabinet of Babergh District Council with a report on current performance in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. Recommendation

That the performance report and the performance outcome information attached as Appendices A to G be agreed as an accurate reflection of Babergh District Council's current performance and progress towards the Joint Strategic Plan outcomes.

3. Key Information

- 3.1 In December 2016, Councillors were presented with the first 6 monthly performance report in line with our new agreed outcome performance framework. This second report further enhances the approach to help ensure that Members can monitor and evidence JSP programme progress.
- 3.2 The performance information for this report evidences key achievements and the impacts they are having in our communities, against the outcomes required. Examples include:
- Housing Delivery: As at the end of March, the Councils have secured over £500,000 in **Community Infrastructure Levy** payments: Babergh £83,739.13 and MSDC £503,284.79. This provides funding towards the community infrastructure required to ensure that new development is sustainable.
 - Housing Delivery: Building **65 new council** homes by 2018, to date 12 at Babergh and 17 in Mid Suffolk. This is part of our aim to increase the number of new homes built of the right type and tenure and in the right place.
 - Business Growth & Productivity: Swift delivery of the **Food Enterprise Zones** is underway with Local Development Orders adopted for Stevins site and Jimmy's Farm. This business growth of the right type in the right locations will lever-in additional investment to the area.
 - Community capacity building & engagement: Actively supported new opportunities for those living with **dementia** and their carers in Hadleigh. The focus being to help people to establish and maintain active lifestyles.

- Enabled & Efficient: Unannounced **face to face visits** are reducing and the number of **websites sessions** is increasing as we improve our access and methods of contact, to modernise our services. This ensures that our reducing resources can be aimed at assisting those most in need.
- Assets & Investments: Council approval for an **incorporated group company structure** and appointment of Directors to Holding Companies. This has been established to invest in commercial property, generating long term revenue income streams.
- Environment, Waste & Leisure: Roll out of **business glass recycling** – 20 tonnes of glass are being collected across both districts and processed each month. This increases recycling in the district, minimises waste and generates income.

- 3.3 An area where performance improvement is needed is in meeting the five year land supply. The risk section at 6.1 identifies actions that are being taken to address this issue. Some other areas within the appendices can also be seen to be off track, but these are not considered to be of significant concern at this stage.
- 3.4 Overall, good progress is being made across most areas in delivering the programme both through project delivery and operational activities. Ongoing, the Portfolio Holders and lead Assistant Director for each JSP theme will continue to refine the indicators and performance information, to ensure that it gives improved real time insight into progress towards the JSP outcomes, and appropriate information for Councillors to convey to the various external audiences.
- 3.5 Assistant Directors will continue to develop targets and use additional trend information in future reports to provide an improving sense of progress. Our outcome performance culture will also continue to be embedded through ongoing performance conversations facilitating better decision making, service improvement and transformational thinking.
- 3.6 Appendices A, B, D, E and G provide quarterly performance information for 2016/17, for each JSP theme. As background information to this report, they contain populated tracking indicators with associated influencing indicators and, where available, a range of trends providing an 'at a glance' view. Mid Suffolk District Council data is also shown as a comparison where there are significant exceptions.
- 3.7 A number of projects or activities are in their infancy or at the scoping stage. Appendices C and F provide information for the Assets and Investments, and Business Growth and Increased Productivity themes, on work in progress and an indication of future performance measures.
- 3.8 All of the appendices will be updated on a quarterly basis and can be accessed via Connect.
- 3.9 Operational performance information, for each quarter of 2016/17, is available as 'Facts and Stats' on our website. An ambitious plan is in place to further expand the suite of measures, with the next tranche being available mid-July.

3.10 Complementing this performance report, a thorough End of year Achievements Report will be available in June.

4. Financial Implications

There are no immediate financial impacts arising from this report.

5. Legal Implications

There are no immediate legal implications arising from this report.

6. Risk Management

6.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Without an effective performance framework, it is unlikely that the Council will deliver its priorities and outcomes and achieve value for money.	Unlikely (2)	Bad (3)	The new framework is intrinsically linked to our risk management strategy, creating an approach where it is clearly understood what is stopping us performing effectively and ensuring remedial actions are in place.
Lack of 5 year housing land supply. If we do not have a sufficient, appropriate supply of land available in the right locations, then we may be unable to meet housing needs in the district.	Probable (3)	Bad (3)	Current local plans in place, call for sites undertaken. New Joint Local Plan with comprehensive site allocations, currently being created.

7. Consultations

Officers and Councillors have developed and refined the outcome performance framework through discussions at Portfolio Holder Briefings, the Administration meeting and the Strategy committee.

8. Equality Analysis

There are no equality and diversity implications arising from this report.

9. Shared Service / Partnership Implications

Our performance approach is designed to measure the impact of our key collaborative activity in the wider Suffolk system and with our businesses and other partners. It currently reports upon our joint activities with the Shared Revenues Partnership and our leisure providers.

10. Links to Joint Strategic Plan

Effective performance management enables our Officers, Councillors and Communities to track progress against the delivery of the Joint Strategic Plan 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.

11. Background Information

Outcome Performance Reporting

11.1 Appendices A,B,D,E and G present our current half-yearly position using tracking (lagging) and influencing (leading) indicators. They set a baseline upon which future reports will track our progress and trends, although in some cases gaps still need to be filled and targets identified. New tracking and influencing indicators for the projects and activities shown as work in progress in appendices C and F will be added as the systems are set up for data collection.

11.2 As a reminder, a tracking indicator helps us to monitor progress towards our desired outcomes. Through selecting what is important to us, they provide us with a data snapshot that we can track. A number of activities are identified and measured that will influence this tracking indicator and these are called the influencing indicators. If we identify these correctly they will help us to achieve better results and ultimately deliver our outcomes.

11.3 Highlights or issues from the second half-year performance templates include:

11.3.1 Housing Delivery (Appendix A & B)

'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. Babergh has a number of roles to play in helping residents to achieve the best housing solutions for their needs'.

- The **Community Infrastructure Levy** started in April 2016. As at the end of March, the Councils have secured nearly £600,000. Babergh £83,739.13 and MSDC £503,284.79. The Levy provides funding towards the community infrastructure required to ensure that development is sustainable. The governance and process for expenditure is currently being worked up and will be presented to Councillors in Spring 2017.
- We plan to build 65 **new council homes** by 2018, 27 in Babergh and 38 in Mid Suffolk, to date 12 have been built in Babergh and 17 in Mid Suffolk.
- In Lavenham an application for 100% **affordable dwellings** (20 in total), was approved in February. This application was in partnership with the local Parish council and highlighted the positive outcomes development can have for a community.
- We currently have 56 individuals across the two districts who have applied and have had their names added to our **self-build** register.

- Our **financial inclusion** team is continuing to assist an increasing number of people to decrease their debt and to gain the skills and confidence to manage household budgets. 229 people have been assisted during Qtrs 1-4 at Babergh and 79 at Mid Suffolk.
- Total **rent arrears** (including dwellings, garages and former) has reduced. The percentage of housing rent collected has improved with Babergh 0.39% above target.
- Income generated this year by **solar panels** installed by our Solar PV project is up by almost 70% on last year to £462,000 (£276,500 BDC and £185,500 MSDC).
- The project has now reduced CO2 emissions by 3.7 million tonnes since June 2014. Over the 20 year length of the project we expect to generate income of £19.3m, net £7.5m).
- During the year there has been a steady increase in the number of **households placed in bed and breakfast**. We are committed to preventing homelessness and finding lasting solutions to stop people from becoming homeless in the first place.
- Babergh does not have a 5 year housing land supply following a re-calculation in January 2017.

11.3.2 Business Growth & Increased Productivity (Appendix C)

'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'.

- With regard to employment site allocations, swift delivery of the **Food Enterprise Zones** is underway with Local Development Orders adopted for Stevins site and Jimmy's Farm.
- We have continued to develop our '**open for business**' approach and have commenced implementation of a CRM (Customer Relationship Management) System to hold key information and intelligence about our businesses and our interactions with them. Other activities include identifying the Suffolk 100 top influencing and successful businesses, with 10 business head offices being in Babergh.
- In further developing our market towns to thrive and our **tourism offer**, a Heart of Suffolk Guide 2017 has been published and distributed.
- Nine grants have been secured from the NALEP Growth Hub during quarters 1 to 3, for Babergh /Mid Suffolk businesses. 7 grants to Babergh businesses worth £294,299 **creating 25 jobs** and 2 grants to Mid Suffolk businesses worth £79,077 creating 19 jobs. This was out of a total funding allocation of 50 grants across Norfolk & Suffolk equalling £3,217,946 and creating 376 jobs.
- The ICANBEA online platform displays a wide range of career opportunities and skills and training information for young people. BDC invested £25,000 back in 2012/13 in the ICANBEA programme which subsequently launched in October 2016. The Council still continues to promote this key enabler to ensure the **right skills for business**.

11.3.3 Community Capacity Building & Engagement (Appendix D)

'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'.

- As part of the Dementia Action Alliances we have supported new opportunities for those living with **dementia** and their carers in Hadleigh, by participating in the steering groups, developing and promoting dementia friendly activities in pools and leisure centres and delivering dementia awareness sessions in community settings.
- The Council supported the Shotley Pier Heritage Group to secure a **£105,000 award** from the Community Share Unit Booster Programme.

11.3.4 Enabled & Efficient Organisation (Appendix E)

'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'.

- A new **Public Access Strategy** has been developed alongside a planned move of the two Councils to Endeavour House in Ipswich. Its focus is on improving access, and contact to modernised local services for residents, and refining the way the Councils work. We are already seeing a reduction in unannounced **face to face visits** and an increase in the number of **websites sessions**.
- The councils have invested in new IT systems which have led to the introduction of a **new single website** for both Babergh and Mid Suffolk District Councils, enabling our customers to access information on mobile devices as well as PC's and laptops. Alongside this a new telephone system with a **single contact number** for all service enquiries and an automated telephone payment line has been introduced. The introduction of the new on-line and automated services will make it easier and more convenient for our customers to be able to request or pay for services, report problems and to contact us. It will also allow us more time to offer assistance for those customers with complex needs.
- To deliver our outcome to become **digital by design**, we have recently adopted the 'Allpay' system for payments, providing access to the widest range of payment collection solutions across cash, debit/credit card and direct debit acceptance. This service will be fully functional from April 2017.
- A **combined legal service** created by 4 councils now supports the new ways that councils need to work in the future by working collaboratively and sharing expertise.
- We have achieved a **balanced budget** for 2017/18 without any significant impact on services against a back drop of austerity and funding cuts within the sector.

11.3.5 Assets & Investments (Appendix F)

'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'.

- The Councils have approved an **incorporated group company structure** with a jointly (50/50) owned **Capital Investment Fund Joint Venture Company** established to invest in commercial property. This will generate long term revenue income streams. Investment commences in May 2017.
- An **Affordable Housing Development Strategy** has been approved to steer a programme of new homes built using the Councils' existing and newly acquired assets. The programme will maximise affordable housing numbers and will be developed to meet wider housing need.
- A **Housing Revenue Account Business Plan** has been approved in April 2017 and includes a Development Programme.
- An investment prospectus is being designed to attract the private market to help the Council deliver a leisure led town centre **regeneration scheme in Sudbury**.

11.3.6 Environment, Waste & Leisure (Appendix G)

'We have 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'.

- From our roll out of **business glass recycling**, 20 tonnes of glass is being collected and processed each month with, in Qtr 4, a 6.5% increase in the business base contributing to this.
- Our **income generated through chargeable waste services** exceeded the target of £1,142,369 at quarter 3, reaching a total of £1,234,367 at the end of the year. This is a key contributor to balancing our budget.

11.4 In future, half-yearly reports will be presented to the Cabinet with quarterly updates visible on 'Connect'.

Facts and Stats

11.5 The performance information within this report complements the self-serve information 'Facts and Stats', which are available on our website. We currently report on 16 data sets covering Asset and Investments, Housing (Planning), Enabled and Efficient Organisation and Waste Services. Of these measures we record 4 joint measures for staffing data and the waste services.

11.6 The information below relates to the exceptions shown within our Q4 'facts and stats' unless otherwise stated:

Delivery Outcome	No. of measures	Indicator and comment
Assets & Investments	4	The average time to re-let council houses for Q4 was 36 days, against a target of 28 days. The average for the year was 29 days. A number of properties required major works prior to being re-let.
Housing	4	All remain on target
Enabled & Efficient Organisation	4	All remain on target
	1 joint with MSDC	The average number of sickness days per member of staff for Q4 was 2.2 days. Cumulatively this has exceeded the joint target of 6 days for the year with an annual figure of 7.4 days.
Waste Services	3 joint with MSDC	All on target, reported annually

11.7 Work is underway to review the targets for the existing facts and stats, and to further expand the suite of measures. The process for the recording of planning applications has changed and this area is being considered.

12. Appendices

Title	Location
Draft HD Performance 1617	Appendix A
Draft HD within A&I Performance 1617	Appendix B
Draft BG&IP Performance 1617	Appendix C
Draft CCB&E Performance 1617	Appendix D
Draft E&EO Performance 1617	Appendix E
Draft A&I Performance 1617	Appendix F
Draft EW&L Performance 1617	Appendix G

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Appendix A

BABERGH DC Housing Delivery Theme

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 2016	1st July - 30th September 2016	1st October - 31st December 2016	1st January - 30th March 2017
Main Achievements	1. Community Infrastructure Levy commenced collection in April 2016.	1. East Bergholt and Lavenham's Neighbourhood plans were made (adopted) on the 20th September 2016.	1. We currently have 56 individuals across the two districts who have applied and have had their names added to our self-build register.	1. The Council has secured £83,739.19 through the Community Infrastructure Levy . The governance and process for expenditure is currently being worked up and will be taken to Members in Spring 2017. 2. In Lavenham an application for 100% affordable dwellings (20 in total), was approved in February. This application was in partnership with the local Parish council and highlighted the positive outcomes development can have for a community.
Impact of delivery on the communities	1. The Community Infrastructure Levy will provide funding for the infrastructure required to ensure that the development is sustainable. It will automatically provide Town and Parishes that have development a percentage of total Community Infrastructure Levy to help with the local infrastructure need which is decided by the Town or Parish Council.	1. Neighbourhood plans allow local communities to have a direct influence on how their local area develops and grows in a sustainable way.	1. Having an understanding of the number, type of dwellings and location where individuals wish to carry out their own self build project will better inform us with the development of our housing delivery framework.	1. This provides funding towards the community infrastructure required to ensure that development is sustainable. 15% of the funding received goes straight to the Parish where development occurred, (or 25% if there's a neighbourhood plan in place), helping to give communities opportunities to invest in the facilities that are most important to them. 2. This has resulted in a scheme that has been both community-led and has accorded with the progressive and positive attitude to sustainable growth adopted by the Councils. With the addition of a provision for an artistic installation that could be secured again through local competition and public engagement, Officers consider that this is a fantastic scheme genuinely-led by the Lavenham community and its respective Community Land Trust.

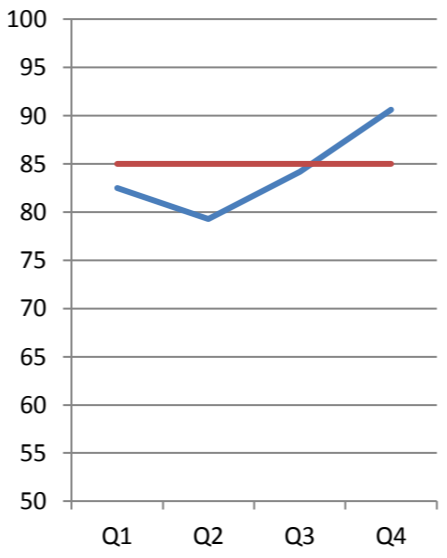
Unlocking barriers to growth

- 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	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. The no. of Band D equivalent properties on the Tax base	I1 & I2			32,020		No target	N/A	BDC	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.	The Tax base is the total number of dwellings, it demonstrates the changes in the number of dwellings that have been removed for the base and number of dwellings added to the tax base. It is important to track this indicator to understand if the tax base is increasing overall in light of the number of new homes being approved and completed by the two districts.
T2. No. of dwellings completed	I3 & I4				This figure is currently being calculated and will be in the Annual Monitoring Report.	325	N/A	BDC	The number of completions for 2015/16 was 157 dwellings. This was below the target of 220, which was an around 40% under delivery. Since then we have been working on improving our relationships with developers to understand when and why they build. This is not an easy matter to resolve and will take time.	This is important to monitor what has been forecasted (within the Local Plans for the districts) against the actual completions of dwellings. Under delivery was an issue in both authorities for 2015/16 and work is underway to understand why there has been an under delivery of dwellings so we can better support development to be delivered. This work has started through improved relationships with developers to understand where, when and why they build as well as the barriers that influence delivery and where we can resolve the barriers to get the growth that is needed.

T3. Effective Land Supply (+20% buffer)	I3 & I4				3*	6.5	N/A	BDC	In 2014/15 BDC land supply was 5.5, this increased to 5.7 in 2015/16. However, the land supply was re-calculated in January 2017 and the council does not have a 5 year housing land supply. Nationally nearly half of authorities do not have a land supply (PAS survey in 2014), although reports from Savills and other consultancies suggest that more than two-thirds of authorities are not able to demonstrate a 5 year supply.	The threshold of 5 years housing land supply was introduced by Government to stimulate delivery of housing. Whether an Authority has a 5 year supply or not, development is still required to be sustainable, as defined by the National Planning Policy Framework.
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Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?										
		Q1	Q2	Q3	Q4															
I1. No. of dwellings approved	T1		464		476	It is not appropriate to have target for this indicator as it is assessed individually	<table border="1"> <caption>Dwellings Approved</caption> <thead> <tr> <th>Quarter</th> <th>Number of Dwellings</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>464</td> </tr> <tr> <td>Q4</td> <td>476</td> </tr> </tbody> </table>	Quarter	Number of Dwellings	Q2	464	Q4	476	BDC	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 325. The annual number of dwellings approved for 2016/17 was 940.	It is a significant indicator to monitor, there needs to be dwellings being approved so that we can have a flow of growth for the future. This indicator is one of many factors considered when calculating the effective land supply.				
Quarter	Number of Dwellings																			
Q2	464																			
Q4	476																			
I2. % of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement)	T2 & T3	92.9	100	100	100	95	<table border="1"> <caption>% of Major Applications Processed 'in time'</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>92.9</td> </tr> <tr> <td>Q2</td> <td>100</td> </tr> <tr> <td>Q3</td> <td>100</td> </tr> <tr> <td>Q4</td> <td>100</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	92.9	Q2	100	Q3	100	Q4	100	BDC	This is a nationally set indicator. Performance in processing applications has improved overall for both districts. 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. Overall for the 2016/17 BDC has processed 97.5% and MSDC has processed 87.7% of major applications 'in time'.	This is indicator monitored by Government however, is calculated over 24 month time period. Currently the benchmark is 50% which is rising to 60%. It is a meaningful indicator on whether applications are being processed in an appropriate time scale as this is important to enable applicants and developers to plan investment decisions and to provide greater certainty for all stakeholders in the process.
Quarter	Percentage																			
Q1	92.9																			
Q2	100																			
Q3	100																			
Q4	100																			

<p>13. % of non-majors processed 'in time' (8 wks. or within agreed Extension of Time/ Planning Performance Agreement)</p>	<p>T2 & T3</p>	<p>82.5</p>	<p>79.3</p>	<p>84.2</p>	<p>90.6</p>	<p>85</p>		<p>BDC</p> <p>This is a nationally set indicator. Performance is improving. We have set a high target, above that set by Government, because we are aiming for excellent service. There has been improvements on how performance is being monitored. 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. Overall for the 2016/17 BDC processed 83.7% and MSDC processed 76.5% of non-major applications 'in time'.</p>	<p>This indicator is currently monitored by Government and the benchmark is currently 65% changing to 70% in April 2018. It is useful to compare performance against other authorities and to see how we are performing as customers expect us to deliver within the timescales. It is a meaningful indicator on whether applications are being processed in an appropriate timescale.</p>
<p>14. 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 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>T2 & T3</p>	<p>167</p>	<p>70</p>	<p>91</p>	<p>76</p>	<p>80</p>		<p>BDC</p> <p>In quarter 4 both districts were under the target. As you can see over the quarters it can vary. Due to the relatively low number of major applications received, and the use of extensions of time to enable matters to be negotiated during the process, and to give communities more time to respond, the median number of days can vary significantly. However, overall the median number is reducing. 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>	<p>This is an important indicator as it gives a better understanding of when the majority of applications are being decided. The development management team is working on with changes to ensure that applications are decided within the needed time scales or where appropriate that an extension of time has been agreed.</p>
<p>15. 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>T2 & T3</p>	<p>55</p>	<p>55</p>	<p>56</p>	<p>54</p>	<p>50</p>		<p>BDC</p> <p>This indicator shows that majority of the non major applications are being decided just before 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>	<p>This is an important indicator as it gives a better understanding of when the majority of applications are being decided. The development management team is working on changes to ensure that applications are decided within the needed time scales or where appropriate that an extension of time has been agreed.</p>

<p>I6. % of the application approval rate</p>	<p>T3 & T4</p>	<p>95.63</p>	<p>94.1</p>	<p>92.2</p>	<p>96.5</p>	<p>90</p>	<table border="1"> <caption>Application Approval Rate Data</caption> <thead> <tr> <th>Quarter</th> <th>Approval Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>95.63</td> </tr> <tr> <td>Q2</td> <td>94.1</td> </tr> <tr> <td>Q3</td> <td>92.2</td> </tr> <tr> <td>Q4</td> <td>96.5</td> </tr> </tbody> </table>	Quarter	Approval Rate (%)	Q1	95.63	Q2	94.1	Q3	92.2	Q4	96.5	<p>BDC</p> <p>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, 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>	<p>This target does have a caveat in that it very much depends on the nature of applications submitted. The Councils seek to support sustainable development, and through good pre-application advice seek to influence applications prior to their submission. However, if applications are made that cause harm, or are not considered to provide sustainable development then it is appropriate to safeguard the interests of communities and refuse applications as necessary.</p>
Quarter	Approval Rate (%)																		
Q1	95.63																		
Q2	94.1																		
Q3	92.2																		
Q4	96.5																		
<p>I7. % for the delegation rate</p>	<p>T3 & T4</p>	<p>93.7</p>	<p>95.8</p>	<p>94.5</p>	<p>97.4</p>	<p>90</p>	<table border="1"> <caption>Delegation Rate Data</caption> <thead> <tr> <th>Quarter</th> <th>Delegation Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>93.7</td> </tr> <tr> <td>Q2</td> <td>95.8</td> </tr> <tr> <td>Q3</td> <td>94.5</td> </tr> <tr> <td>Q4</td> <td>97.4</td> </tr> </tbody> </table>	Quarter	Delegation Rate (%)	Q1	93.7	Q2	95.8	Q3	94.5	Q4	97.4	<p>BDC</p> <p>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>	<p>It is important to monitor the percentage of applications that are being decided through delegated powers, as there are significant implications for both timeliness of decision-making but also use of resources. This figure needs to be considered in association with the type of applications being taken to committee and the ones that are delegated, to ensure the right applications are going to committee.</p>
Quarter	Delegation Rate (%)																		
Q1	93.7																		
Q2	95.8																		
Q3	94.5																		
Q4	97.4																		

Joint Strategic Plan - Communities embrace new homes growth; Provide insight of growth benefits to Communities and Communities engaged as early as possible - community-led planning

- 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
- We will ensure councillors have all the information they need so communities can 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	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	12. Why is this indicator important?										
		Q1	Q2	Q3	Q4															
T1. No. of Neighbourhood plans at preparation stage		3	3	3	4	5	<table border="1"> <caption>T1 Trend Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>3</td></tr> <tr><td>Q4</td><td>4</td></tr> </tbody> </table>	Quarter	Value	Q1	3	Q2	3	Q3	3	Q4	4	BDC	Neighbourhood plans are complex processes and it is hard to accurately map the time for the process as it can vary for each one, and is dependent upon communities and Parish Councils to take the work forwards. Both districts are close to their target which highlights that there is an interest in neighbourhood plans in the districts and that more Parishes are working on a neighbourhood plans.	This indicator is the first stage in the neighbourhood plan process, the next two indicators lead on from this indicator. It is important to understand the desire for neighbourhood plans in the districts as they can be a key indicator about the communities view on growth. There are also implications for workload and resource management so this indicator is both useful in performance terms but also as a management tool.
Quarter	Value																			
Q1	3																			
Q2	3																			
Q3	3																			
Q4	4																			
T2. No. plans entering examination stage		2	0	0	1	2	<table border="1"> <caption>T2 Trend Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>2</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>1</td></tr> </tbody> </table>	Quarter	Value	Q1	2	Q2	0	Q3	0	Q4	1	BDC	The target was not met. Neighbourhood plans are complex processes and it is hard to accurately map the time for the process as it can vary for each one. Both districts are close to their target which is a positive position to be in.	This indicator is the next stage in the neighbourhood plan process that is being monitored. The next indicator leads on from this indicator as does this indicator leading from the previous one. It is important to understand the desire for Neighbourhood plans in the districts and entering examination stage provides a reasonable amount of certain that the communities want a neighbourhood plan.
Quarter	Value																			
Q1	2																			
Q2	0																			
Q3	0																			
Q4	1																			
T3. No. of neighbourhood plans made		0	2	0	0	2	<table border="1"> <caption>T3 Trend Data</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q1	0	Q2	2	Q3	0	Q4	0	BDC	BDC has reached its target for this year, as two neighbourhood plans have been made. These neighbourhood plans are for East Bergholt and Lavenham.	This indicator is the final stage in the neighbourhood plan process that is being monitored. The previous indicators lead to this indicator. It is important to understand the desire for Neighbourhood plans in the districts and when a Neighbourhood plan has been made this is material consideration for planning applications for that area so that the communities view of growth is consideration with weighing
Quarter	Value																			
Q1	0																			
Q2	2																			
Q3	0																			
Q4	0																			

Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. Number of enforcement cases referred to the team	T2				280	It is not appropriate to have target for this indicator	N/A	BDC	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 3% of BDC cases and 1% of MSDC cases. It is hard to benchmark workloads as there is no current mechanism to compare against other planning authorities.	This will give an understanding of the demand for this service and whether we have the right resources available. The numbers tell part of the story but it is also important to understand the complexities of cases and the time to resolve breaches. We know that growth in our communities can be emotive, therefore, when a building has not been built in accordance with the plans it can cause animosity within communities. This in turn could cause potential prejudice or antipathy towards further growth in the communities.
I2. Number of notices served	T2				8	It is not appropriate to have target for this indicator	N/A	BDC	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.	This indicator provides an understanding of how many cases have resulted in a notice being served. If a notice is required this is, in most cases, the last resort – in exceptional circumstances a notice may be served early, but this is extremely rare. The majority of cases are resolved through advice and negotiation with the relevant landowners and/or occupiers.

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. • 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 be able to have precise indicators that support this outcome • 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

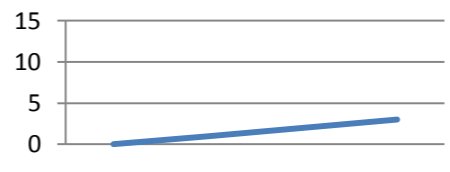
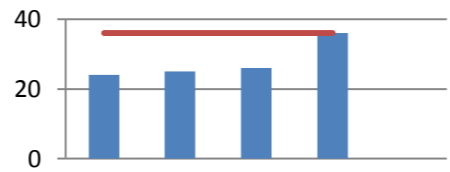
Make best use of our existing Housing Assets - (Supporting Housing Output)

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	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?						
		Q1	Q2	Q3	Q4											
T1. No. of unlicensed Houses in Multiple Occupation identified within the districts				0	0	Decrease number	N/A	BDC		We work hard to identify HMOs to ensure they meet standards in fire safety and amenities and are adequately managed.						
T2. No. of properties empty, in excess of two years, brought back into use				52	64	Increase number	<table border="1"> <caption>Properties brought back into use</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>52</td> </tr> <tr> <td>Q4</td> <td>64</td> </tr> </tbody> </table>	Quarter	Count	Q3	52	Q4	64	BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
Quarter	Count															
Q3	52															
Q4	64															
T3. No. of households placed in Bed and Breakfast		20	24	23	29	Reduce number	<table border="1"> <caption>Households placed in B&B</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>20</td> </tr> <tr> <td>Q4</td> <td>29</td> </tr> </tbody> </table>	Quarter	Count	Q3	20	Q4	29	BDC		We want to reduce homelessness in our Districts. Tackling homelessness is not just about getting people off the streets. It's also about finding lasting solutions to stop people from becoming homeless in the first place.
	Quarter	Count														
Q3	20															
Q4	29															
	5	12	10	17	<table border="1"> <caption>Households placed in B&B</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>5</td> </tr> <tr> <td>Q4</td> <td>17</td> </tr> </tbody> </table>	Quarter	Count	Q3	5	Q4	17	MSDC				
Quarter	Count															
Q3	5															
Q4	17															
T4. Expenditure on Bed and Breakfast		£20,288	£34,210	£30,073	*Avail' May/Jun17	Decrease expenditure	<table border="1"> <caption>Expenditure on B&B accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>£20,288</td> </tr> <tr> <td>Q4</td> <td>£30,073</td> </tr> </tbody> </table>	Quarter	Amount (£)	Q3	£20,288	Q4	£30,073	BDC		Tracking expenditure will enable us to see the resources spent on B&B accommodation. *Invoices received from B&Bs typically fall one quarter behind.
	Quarter	Amount (£)														
Q3	£20,288															
Q4	£30,073															
	£3,290	£10,379	£9,720	*Avail' May/Jun17	<table border="1"> <caption>Expenditure on B&B accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>£3,290</td> </tr> <tr> <td>Q4</td> <td>£9,720</td> </tr> </tbody> </table>	Quarter	Amount (£)	Q3	£3,290	Q4	£9,720	MSDC				
Quarter	Amount (£)															
Q3	£3,290															
Q4	£9,720															

Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. No. of inspections of flats above businesses				87	Awaiting data	Increase number	N/A	BDC		This project identifies fire hazards and HMO's.
I2. No. of notices served on hazardous premises				0	0	Increase number	N/A	BDC		We want to improve the health and wellbeing of private sector tenants by ensuring they live in the right conditions.
I3. No. of disabled adaptations in council stock				13	9			BDC		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.
I4. No. of disabled facilities grants				37	44	Increase number		BDC		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.
I5. No. of empty home owners contacted					50	Increase number	annual figure	BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
I6. No. of Compulsory Purchase Orders					0	Increase number	N/A	BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
I7. No. of temporary accommodation units at our disposal (exc. Bed and Breakfast)		27	27	32	32	Increase number		BDC		By monitoring the number of units, we are able to seek alternative temporary accommodation solutions when necessary.
		10	10	10	14			MSDC		
I8. No. of households for whom homelessness was prevented via the private rented sector		11	6	8	2	Increase number		BDC		We want to make greater use of the private sector to provide housing for homeless households rather than see temporary accommodation used. This offers a long-term solution to households.

	0	1	2	3	number			
							MSDC	
I9. Average time to turn around an empty council property (VOID)	24	25	26	36	28 days		BDC	By tracking our performance on the days to turn around a VOID property, we can ensure the most cost effective and efficient processes are used.
I10. Amount of energy generated by Solar PV panels installed on council property roofs					Housing Stock - 3,707,349kW ----- Sheltered Stock - 312,186kW	N/A	BDC	* Amounts shown measured February 2017
					Housing Stock - 3,173,864kW ----- Sheltered Stock - 195,418kW	N/A	MSDC	

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	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. The 2017 Strategic Housing Market Assessment (awaiting publication date) 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.							Contributed to the granting of planning permission in Hadleigh for Lifetime Home standard dwellings + 34 retirement living apartments	BDC		With a large predicted rise in older aged households, many of whom will live alone, understanding the <u>housing and health needs</u> of this group will enable the wider Suffolk system (ACS /Public Health / NHS / Housing Authorities) to create solutions together by making best use of combined assets and resources, placing less strain on care and health budgets – and significantly enhancing the quality of life in older age.

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BABERGH DC Assets & Investments Theme (Housing Delivery)										
JSP: Manage our housing assets effectively										
<p>We will need to transform our approach to our tenants and housing stock to manage within reducing resources</p> <p>We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements</p> <p>We will explore longer-term options for making best use of our housing assets</p> <p>We will seek to reduce our carbon footprint and make our housing sustainable</p>										
April 2016 - March 2017										
Main Achievements	<p>1. A number of properties have been purchased from the open market using Right To Buy Receipts and the HRA fund. These have replaced some stock sold through Right To Buy over the years.</p> <p>2. HRA Income collection: Total rent arrears (including dwellings, garages and former) has reduced. The percentage of housing rent collected has improved. Babergh 0.39% above target, Mid Suffolk only 0.08% below target.</p>									
Impact on communities / the way we work	<p>1. When allocating bungalows or adapted properties our housing allocations policy gives priority to people with a physical disability or mobility problems. Last year each council housed around 350 people from its housing register of which 80 had physical problems and were able to move to more a suitable property. The councils and registered providers have been able to make best use of existing housing stock and have assisted in improving the quality of life, health and wellbeing of some of our vulnerable households.</p>									
Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. Headroom within Housing Revenue Accounts	11				£13.1m	On track	N/A	BDC		We want to have robust Housing Revenue Account Business Plans, that are reviewed annually. This offers Members and Tenants peace of mind that we are compliant with HRA regulation in relation to accounting, rents and treasury management.
					£4.1m	Increase headroom	N/A	MSDC		
T2. Acquisitions - houses/s acquired for the HRA					13 (£2,349,669)	On track	N/A	BDC		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.
T3. New build - houses built for HRA					12	65 across the two districts (by 2018)	N/A	BDC		Affordable Homes Programme Remaining units to be completed 2017-18.
T4. Surplus generated by in house trades team					new wef 2017		N/A	BDC	Track from April 2017	This measure will monitor inputs, outputs, expenditure and potential income generation to inform future business decisions (JSP tile 'Managing our Housing Assets Effectively').

Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	12. Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. Capital generated by sale of non-viable housing stock	T1				£624,500	Increase number	N/A	BDC		By disposing of our non-viable housing stock, we can reinvest capital into building homes in the right places for the right needs.
					£781,000					
I2. No. of people assisted by Financial Inclusion team	T2	72	47	43	67	Increase number annually		BDC	229 cumulative.	Increasing financial inclusion benefits our wider communities and impacts positively on our districts' economies. We have decreased debt and its effects by helping tenants claim £33k more in benefit entitlement and averted 13 evictions; helped people gain skills and confidence to manage household budgets via 1:2:1 income / outgoings planning; and improved employability skills by signposting tenants to relevant agencies /on-line support.
		19	21	18	21			MSDC	79 cumulative.	
I3. % of calls passed on to housing team by contact centre					2% (784)		N/A	*Both		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. * System does not allow for individual reporting.
I4. Housing Revenue Account Capital programme expenditure (£,000's)		£379k	£563k	£971k	available May/Jun 17			BDC		Robust stock condition data enables the Councils to plan and to budget for the capital work required to maintain the housing stock in a reasonable and lettable condition. Accurate data provides confidence that HRA funds are spent on the right work and in the right places.
		£488K	£245k	£448k	available May/Jun 17			MSDC		
I5. Productivity: average jobs per day completed	T4				new wef 2017		N/A	BDC	Tracking from April 2017	Target; to improve levels of output and performance and increase income generation. This measure will enable BMBS to investigate and implement improvements in efficiency and effectiveness of housing management arrangements.

I6. Attendance at toolbox talks (BMBS)	T4				new wef 2017		N/A	BDC	Tracking from April 2017	'Toolbox' is a staff / operative forum to keep staff informed on a timely basis. Measuring 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.
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• **Business Growth and Increased Productivity**

Strategic Outcome	Why	What does success look like	How	Milestones	Achievements
<p>Engage & support businesses to thrive & Increased understanding of local business</p>	<p>We have a strong context for economic growth in Suffolk which is captured in the New Anglia Local Enterprise Partnership’s Economic Plan, the Suffolk Growth Strategy, and our own Joint Strategic Plan.</p> <p>Supporting and engaging with our businesses to ensure that: they secure funds from a range of sources: have the support, skills, and infrastructure they need to thrive; have visible local leadership through our officers working with partners to raise understanding of local business needs and to ensure the voice of our local business community</p>	<p>We are providing the appropriate level of guidance, and support to our businesses, at the time it is needed to support them to achieve their aims and aspirations.</p>	<p>We will continue to develop an open for business approach which will be embedded across the whole organisation. This will include a business support and engagement model which will be tailored to business needs:</p> <ol style="list-style-type: none"> 1. We will develop a bespoke approach to supporting key businesses through developing relationships which will create a shared understanding of businesses aims and aspirations. 2. We will review our Business Account Managers pilot and evolve the approach to widen the take up and organisational impact 3. We will work with colleagues developing our emerging customer access strategies to ensure that business support is embedded in 	<p>Exploring collaborative CRM options May 17</p> <p>Ongoing development of our service area CRM June 17</p> <p>Periodic review of the BAM next review due July/September 2017</p> <p>A range of available case studies to inform tailor made services to build a model of delivery that meets our business customer needs August</p>	<p>Customer Relationship Management System Draft within SharePoint developed Feb 17</p> <p>Development of a Business Account Managers Handbook Feb 17</p>

	<p>is heard. This is vital to the growth of jobs and homes to support our local economies.</p>	<p>We will have a clear understanding of the type, location, size and number of business in our districts.</p> <p>We play a key role across a range of networks including; New Anglia LEP, Chamber of Commerce, Suffolk Growth Group, to ensure businesses are</p>	<p>the new approaches.</p> <p>We will undertake surveys of our businesses, and enable an ongoing two way feedback channel. The surveys will ask a range of questions which help us to understand the needs, aspirations (including jobs and growth), and make-up of our businesses. We will use this information to plan how and where to focus our resources.</p> <p>We will use our developed Customer Relationship Management (CRM) to hold key information and intelligence about our businesses and our interactions with them. This will enable us to allocate and focus our resources. It will complement broader Suffolk and regional sector working by linking through to county and NALEP business intelligence and data.</p> <p>We will work with partners to ensure our businesses can secure funding, expertise and skills support from a range of sources.</p>	<p>17</p> <p>Review the model of how businesses access our services, including digital August 17</p> <p>Scope out our business offer and services on the external website through a business workshop, and liaison with partners such as the Growth Hub – Sept 17</p> <p>A shared collaborative tool capturing contact with our key businesses in a central place across all areas of the organisation August 17 and shared database with our external partners e.g. SCC Oct 17</p> <p>The amount of funding secured from the NALEP Growth Hub during the first three quarters of financial year: 2016/17 awarded 7 grants to Babergh businesses worth £294,299 creating 25 jobs and 2 grants to Mid Suffolk businesses</p>	<p>Identification of the Suffolk 100 top influencing and successful businesses and the BMSDC businesses which make the list March 2017. Of the top 100 – 10 Business Head Offices are within the BDC area.</p> <p>Identification of our business sectoral split March 2017</p>
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		<p>connected and informed about opportunities and developments in Suffolk.</p> <p>Because of our links to these organisations our businesses are aware of and can access funding to support their plans for growth from NALEP and other funding sources.</p> <p>Our regulatory services will be easy to access and understand. We support our businesses to understand what they need to do to meet regulatory requirements. Our cultural approach is one which encourages early engagement from business, and gives us the opportunity to add value which</p>	<p>We will influence and shape a NALEP wide approach, sponsored by BEIS (Department for Business Energy and Industrial Strategy), to our regulatory services called Better Business for All. Making it simpler, cohesive, swifter and less daunting for businesses to access our regulatory services and the advice they need.</p>	<p>worth £79,077 creating 19 jobs. This was out of a total funding allocation of 50 grants across Norfolk & Suffolk equalled £3,217,946 creating 376 jobs</p> <p>Future Reporting Quarterly reporting</p> <p>Development of a BBFA action plan running parallel to OfB steering group May 17</p>	
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		benefits the business and maximises the positive impact of our own resources.			
Further develop market towns to thrive	Our market towns are the key economic and housing hubs within our districts. Their vitality is essential to the overall success of our districts. Many of our main services, including health services, public services, larger retail and cultural offers are located within our market towns.	<p>Our market towns are thriving, sustainable places with a range of services and facilities which meet the needs of our residents, businesses, and visitors and support our JSP aims around housing delivery, business growth, community capacity building, assets and investment.</p> <p>A strong locally developed Vision is created for Sudbury with an accompanying delivery plan, which will provide a route map to ensure delivery.</p> <p>Our districts have a strong and clearly articulated</p>	<p>We will support Sudbury to develop and articulate a Vision. The vision will describe aims and aspirations and will provide the context for growth within the Joint Local Plan.</p> <p>Following this we will work with Sudbury to set out a delivery programme, supported by a range of initiatives and activities which will deliver the Vision.</p> <p>We will work collaboratively, locally and across Suffolk to meet the aims and objectives of the Suffolk Tourism Strategy. Which include the following:</p> <ol style="list-style-type: none"> 1. A review of the Suffolk Local Authority direct tourism activity and a reduction of direct 	<p>A series of facilitated workshops on a range of themes completed May 2017.</p> <p>Draft Vision completed July 2017.</p> <p>Delivery programme developed and agreed September 2017.</p>	

		<p>tourism and visitor offer which can be easily accessed through high profile website provision, and linked to Destination Management Organisations (DMOs) where viable. The local business community leads and promotes the tourism offer through a range of private sector led organisations e.g. Tourism Action Groups.</p>	<p>spend.</p> <ol style="list-style-type: none"> The creation of a network of private sector supported organisations and activities to support and promote the tourism offer for Suffolk and locally. 5% increase in visitor spend in Suffolk across the 3 years of the Visit Suffolk contract ending March 2018. 	<p>Analysis of the Tourist Information Centre cost, demand and impact are continuing towards reporting to Councillors in the May 2017.</p> <p>Implement TIC actions following review October 2017</p> <p>Heart of Suffolk website hosting being reviewed May 2017.</p> <p>Review of Local Tourist Action Group outcomes, report to Councillors June 2017.</p> <p>An increase in the number of domestic tourist visitors and expenditure generated Average for 2013-2015 Babergh 124,000 visitor trips with a total average spend for BDC 2013-2015 £20m To be reported annually</p>	<p>Heart of Suffolk Guide 2017 published and distributed. Feb 2017</p> <p>Tourist Action Groups established: Shotley Peninsula – Jun 16 Stour Valley – Dec 16 Heart of Suffolk – Jun 16 Waveney Valley (reformed) -Nov 16 Wool Towns Association – Feb 16</p>
Employment site allocations	To meet the current and future needs of business provision of employment land in	We will ensure that our existing key employment sites:	We will develop an Open for Business Strategy which will clearly describe the way in which we will focus resources	Employment needs land assessment completed July 2017 .	Employment sites ID and mapping completed Jan 17

	<p>our districts must be flexible to meet the fast-changing needs of industry over the coming years. Ensuring there are options for business across the area in terms of premises and land, but also in terms of infrastructure to support growth are key role for the Open for Business Team.</p>	<p>Brantham; (e.g. South Suffolk Business Centre) are fit for purpose - meeting modern business requirements and have the appropriate infrastructure to make them attractive places for businesses to locate.</p> <p>New employment sites are in the right place and are delivered, and occupied, swiftly by the market. The new sites provide the infrastructure, facilities and services required by businesses in the 21st Century.</p>	<p>and activities to support Economic Growth in our districts. The Open for Business Strategy will make links to our new Joint Local Plan, the Spatial Planning and Infrastructure Plan (SPIF), the NALEP Economic Plan and the new Industrial Strategy. The detailed activities and initiatives which will support delivery of the Strategy will be located on the Connect Portal.</p> <p>Linking with the work to develop our new Joint Local Plan we will use the evidence base and our market knowledge to understand what future demand and location requirements are for employment sites.</p> <p>We will work closely with NALEP and other partners to progress swift delivery of Space to Innovate Enterprise Zones and Food Enterprise Zones at Gateway 14 Stowmarket, Orwell and Sproughton.</p>	<p>Draft Open for Business (OFB) Strategy complete May 2017.</p> <p>OFB Strategy Approval by Councillors July 2017.</p> <p>Feasibility/scoping of innovation/technology hub Stowmarket completed June 17</p>	<p>Functional cluster economic health check analysis complete April 17</p> <p>Employment Land Survey Assessment Maps available April 17</p> <p>Enterprise zone site development plans (up to 2021) agreed April 17.</p> <p>Food Enterprise Zone Status awarded –Orwell FEZ June 2015.</p> <p>Space to Innovate, Enterprise Zone Status Sproughton awarded June 2016?</p> <p>Orwell approved October 16</p> <p>FEZ Local Development Order (LDO) for Stevins</p>
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		<p>Investment for our districts is secured to deliver: new and improved roads and other forms of infrastructure linked to employment site delivery.</p>	<p>We will play a leading role in enabling employment site delivery and occupation. We will ensure we bid into and connect with key funding streams to provide the investment needed to support employment site upgrade and new delivery, including: EU Funding NALEP Growth Hub NALEP Growing Places Fund</p>	<p>Funding allocated to BMSDC districts NALEP Growing Places Funding.6 projects are in the pipeline with funding amounts to be confirmed later. Expected minimum of £500,000 per project – total minimum £3m</p> <p>£10m of European Agricultural Fund for Rural Development (EAFRD) Growth Programme 2017: Of this £4.17m will support food processing firms with grants from £60,000 to £1m. (related to FEZ). £3.06m will support rural business development through capital grants of £50,000 to £170,000. A further £2.41m will improve rural tourism infrastructure through capital grants of between £50,000 and £170,000.</p>	<p>site Dec 16 Jimmy's Farm LDO adopted Oct 16</p> <p>EZ Sproughton masterplan completed Sept 16</p> <p>Sproughton masterplanning recommendations approved by Ipswich Borough Council February 2017</p>
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<p>Ensuring the right skills for business</p>	<p>The <i>Developing Suffolk Talent Programme</i> aims to create a skills system that meets the future economic needs of our area. To do this it will grow talent in priority sectors, and raise individual achievement and aspiration, as well as helping to get people in to work. The Councils' will participate positively in Suffolk and LEP wide initiatives that support this aspiration.</p> <p>Education infrastructure is critical to the long term economic health of the Districts, and as such forms an essential stepping stone to job creation and increased</p>	<p>ICANBEA online platform has a wide range of businesses represented, across a range of sectors and is widely used. The platform will display a wide range of career opportunities and skills and training information for young people.</p> <p>The Schools Project is rolled out in our secondary schools.</p>	<p>Working with local business through our Business Engagement and Support programme we will continue to promote the ICANBEA online platform and provide advice and support to businesses who contribute.</p> <p>The Councils will support opportunities for businesses and education to become more closer aligned, seeking opportunities to support and facilitate these relationships through the Business Engagement and Support Programme and specifically through the Schools Project,</p>	<p>No of businesses represented on ICANBEA 176.</p> <p>Increase in no. of businesses quarterly additional 16 in quarter 3 to be reported quarterly</p> <p>48 different sectors represented through ICANBEA</p> <p><u>Measure additional businesses/organisations represented – Reported annually</u></p> <p>No. of visiting users accessing the site 5454 (Nov 16 – Feb17) No of registered users 1034</p> <p>No of young people participating in Schools Project 825</p> <p>Businesses engaged with Schools - 29 unique offers have been developed. In addition 9 Regional and National offers have been agreed for free of charge delivery in the Mid Suffolk and Babergh District.</p>	<p>BDC invested £25,000 back in 2012/13 to invest in the ICANBEA programme which subsequently launched October 2016.</p> <p>Schools Project launched 2016.</p>
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	<p>productivity, and towards retaining local talent in the local area.</p>	<p>In the context of sustainable development, the Councils support delivery of education and training establishments that are fit for future need across the Districts.</p> <p>The Councils' internal offer</p>	<p>which will aim to work with businesses, education providers, young people (Years 7 to 11), and their parents to increase awareness regarding career paths, and help young people gain confidence around skills.</p> <p>We will work with the Local Education Authority and Local Academies to establish up to date information about schools' capacity and work in partnership to enable school capacity is available across our Districts to support growth and new homes. We will commit an element of CIL developer contributions towards education establishment to support growth in our communities, as well as negotiate with developers of large-scale site to deliver new facilities through Section 106 agreements.</p> <p>We will commit to taking on apprentices across our services in a range of roles, including</p>	<p>25 National Activities and 15 STEM and Employability Activities have also been added.</p> <p>Parents engaged with Social Media platforms will be measured as a pilot through Stowupland and reported in the future. Further details and scoping of the pilot will be determined in April 17.</p> <p>Small pilot happening with Planning team – May 17</p>	
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		<p>around skills, work experiences is supported through training and qualifications, secondments, work shadowing and other flexible working arrangements to broaden the skills of staff.</p> <p>BMSDC are connected to and working collaboratively with our key sectors: NALEP; Suffolk Apprenticeships and our schools to promote and develop apprenticeship opportunities.</p>	<p>graduate degree programmes.</p> <p>Staff volunteering is used to deliver employability experiences and information on the role of local authorities in schools.</p> <p>We will support employers with understanding how they can benefit from apprenticeships, to access apprenticeships and to identify their networks to benefit from the apprenticeship levy funding and support training providers to deliver pathways that fulfil employer need. Where possible we will link our commissioning activity (Social Value Act) to contracting for skills on our own developments and internal General Fund and Asset related work. With apprenticeships forming part of our procurement and contracting approach.</p>	<p>No. of BMSDC employees engaged in volunteering schemes</p>	<p>118 staff members responded to a survey identifying 62 of those responding regularly volunteer. This will be further broken down and reported by District in the next performance reporting period.</p>
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Community Capacity Building & Engagement Theme

Description of the hexagon and its outcomes - In these challenging times with reducing budgets available to public services and greater demands and expectations on our services, it is vital that we build and strengthen our relationships with our communities. They need to help us to understand what works best for them, to be at the forefront of service design and to help us to reduce demand, and prevent more costly interventions arising in the future. This Theme forms part of the overarching strategic themes that all our communities are thriving, growing, healthy, active and self-sufficient.

	1st April - June 2016	1st July - 30th September 2016	1st October - 31st December 2016	1st January - 30th March 2017
Main Achievements	<p>1. In April the winners of the first-ever joint Babergh and Mid Suffolk Community Achievement Awards were celebrated at the Wherstead Park Awards Ceremony recognising volunteering</p> <p>2. In June at the Suffolk Show the Communities Team promoted the Suffolk Volunteering Strategy at the Volunteer Superhero Stand.</p> <p>3. Communities Team Officer Melanie Yolland won the 2016 Sue Poole Award for Innovation in Domestic Abuse work.</p> <p>4. In May the Public Realm Team welcomed TV and news media in a campaign to raise awareness about the work of the litter picking team.</p>	<p>1. Bentley Stores opened in July 2016. Significant community support and fundraising was assisted by the engagement of the Communities Team to guide and supporting external funding applications</p> <p>2. In partnership with SCC supported 'Being Well in the Wild' Projects such as the 'Fab 40 Adventures' Campaign.</p> <p>3. The successful Great Cornard Park Run and Junior Park Run set up with and run by local volunteers and Babergh funding to support active and healthy communities.</p> <p>4. Beat the Streets Sudbury enabled a mass participation event connecting people to their local surroundings whilst improving physical activity and improved health outcomes.</p>	<p>1. Funding Event in Lavenham (open to both districts) enabled 60 attendees to learn about a range of external funding. The event received very positive feedback.</p> <p>2. The Communities Team supported the Shotley Pier Heritage Group to secure a £105,000 award from the Community Share Unit Booster Programme. The Booster programme will match what the community raises from their shares issue, which is due to go live in March 17. The extra £5,000 helps with the costs of developing the share offer</p> <p>3. The development of the initiative to offer Safeguarding Training to ALL Staff and ALL Councillors began for the roll out from Spring 2017</p> <p>4. As part of the Dementia Action Alliances we have supported new opportunities for those living with dementia and their carers in Hadleigh by participating in the steering groups, developing and promoting dementia friendly activities in pools and leisure centres and delivering dementia awareness sessions in community settings</p>	<p>1. The delivery of the first Community Rights Event in Bentley (open to both districts) with over 25 participants delivered in partnership with 'Pub is the Hub'</p> <p>2. Public Realm Transformation work reached a significant milestone with the commissioning and commencements of options appraisal work.</p>
Impact on communities / the way we work	<p>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.</p>			

JSP: Community volunteers are skilled and able

*Promoting and developing volunteering capacity within the districts

*Working with a wide range of partners to enable people to become involved as volunteers

* Ensuring our volunteering commitment is open to people of all ages and all abilities

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1.% of volunteering by our staff and members (based upon those responding to an annual survey (Autumn 2016). Survey to be repeated, date tbc.	I1, I2	53%					N/A	Both	559 staff, 83 members surveyed, 119 responded (18.5%) 63 volunteer, 53% of respondents (Sept 2016). We are seeking to maximise the upward trend for BMS.	Repeating the survey in Autumn 2017 will enable improvement to be assessed. 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 will enable 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.
T2. The number of volunteers and volunteer hours utilised by revenue funded organisations (annual figures)	I1	853 volunteers achieving 97,544 volunteer hours (17 organisations funded)					N/A	BDC	15/16 figures show 300 volunteers achieving 39,916 hours however a form change and some inconsistencies in reporting mean that the figures are not directly comparable. We are seeking to build volumes consistent with national trends.	Maximising the number of volunteers benefits both our organisations and the individual volunteers, we therefore hope to see an upward trend. The 16/17 figures include 28,000 hours from Suffolk Museums Service but still suggest an upward trend.
		1102 volunteers achieving 143,183 volunteer hours (24 organisations funded)					N/A	MSDC	15/16 figures show 797 volunteers achieving 93,607 hours however a form change and some inconsistencies in reporting mean that the figures are not directly comparable. We are seeking to build volumes consistent with national trends.	Maximising the number of volunteers benefits both our organisations and the individual volunteers, we therefore hope to see an upward trend. The 16/17 figures include 30,000 hours from Suffolk Museums Service but still suggest an upward trend.

T3. Nos of volunteering vacancies advertised and taken up in the districts as on the Volunteer Suffolk website. New measure, data available from June 2017.				Building thriving volunteer districts		From May 2017 the new Volunteer Suffolk website will be able to provide data on the number of vacancies advertised and taken up in the districts.	This is a key area of development to map the impact of our volunteers across Babergh and Mid Suffolk and the measure across the other districts and boroughs.
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Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1.No. of Volunteering Information Drop in sessions held	T1 T2 T3	0	0	2	0	2		Both	The focus for future sessions is public facing, a session is planned for Babergh in May. Sessions are open to all.	Building communities which encourage and enable people to volunteer is vital for future sustainability of community activity and assets. We need to develop and build volunteering capacity and showcase the value added to our communities and the impact for people volunteering.
I2.No. of Case Study Stories in Working Together (reflecting the current investment being made by staff and Councillors volunteering across Suffolk)	T1 T2 T3	3	4	6	6			Both		This is a new and emerging area of work for us and over the next 12 months we will build a picture of volunteering across Babergh and Mid Suffolk and compare this with our neighbouring district and borough partners. We can develop mechanisms for encouraging and enabling volunteering and map the gaps in the range of people directly volunteering in our communities.

JSP: Continued support for Health and Wellbeing outcomes that prevent interventions

*Ensuring prevention and early intervention principles are embedded within service planning, commissioning and delivery

*Making mental health our business by supporting mentally healthy communities

*Place based working including playing our part in locality based public service integration (e.g. Connect, INTs and Community Resilience)

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. Adult Sport and Physical Activity Levels measured in moderate intensity equivalent (MIE) minutes: % of INACTIVE adults (less than 30 minutes per week)	I4	24.2					N/A	BDC	Suffolk figure is 22.7% England figure is 22.0% A lower percentage is better	These indicators are taken from the new Active Lives Survey (Sport England) and provide a key benchmark for comparing activity levels across Local Authority areas in England. Next data release will be in September 2017. These outturns are baselines so no data available on trends yet. Next data release will be in September 2017. Given the confidence intervals Babergh (and Mid Suffolk) are not statistically different when compared to the rest of Suffolk and England on any of these measures
T2. Adult Sport and Physical Activity Levels measured in moderate intensity equivalent (MIE) minutes: % of ACTIVE adults (more than 150 minutes per week)	I1,I2, I4	61.1					N/A	BDC	Suffolk figure is 62.1% England figure is 65.4% A higher percentage is better	
T3. % of Adults (aged 16+) who have taken part in sport and physical activity at least in the last 28 days	I1,I2, I4	75.2					N/A	BDC	Suffolk figure is 76.7% England figure is 77.2% A higher percentage is better	
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']	I3	7.63					N/A	BDC	Suffolk figure is 7.68 England figure is 7.64 (out of 10). A higher number out of 10 is better	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 2015 to March 2016. Data for the current financial year is not yet available.
T5. Happiness Indicator [Question: Overall, how happy did you feel yesterday? Where 0 is 'not at all happy' and 10 is 'completely happy']	I3	7.37					N/A	BDC	Suffolk figure is 7.56 England figure is 7.47 (out of 10). A higher number out of 10 is better	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.

T6. Anxiety Indicator [Question: Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious']	I3	3.07					N/A		BDC	Suffolk figure is 2.81 England figure is 2.87. A lower number out of 10 is better											
Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?											
		Q1	Q2	Q3	Q4																
I1.No. of Fit Villages projects established in the Babergh areas	T2, T3	18					N/A		BDC	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)	Starting out as a means of overcoming rural transport issues and barriers to activity; Fit Villages has evolved and developed into the highly successful and much sought after flagship rural project it is today, impacting individuals and communities far beyond their physical wellbeing. The range of activities now available (includes Tai Chi, Yoga, Pilates, Dance, Zumba, Running Club, Nordic Walking, Bowls) ensures there is something for everyone to improve their activity levels as well as addressing other outcomes such as reducing social isolation and loneliness										
I2. Great Cornard parkrun, number of runners (as at 18 March)	T2, T3	589	1015	1123	1571		<table border="1"> <caption>Great Cornard parkrun - Number of runners (2016/17)</caption> <thead> <tr> <th>Quarter</th> <th>Number of runners</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>589</td> </tr> <tr> <td>Q2</td> <td>1015</td> </tr> <tr> <td>Q3</td> <td>1123</td> </tr> <tr> <td>Q4</td> <td>1571</td> </tr> </tbody> </table>	Quarter	Number of runners	Q1	589	Q2	1015	Q3	1123	Q4	1571		BDC	Total number of runs = 4298 (2016/17).Data shows consistent increases between each quarter. Participation peaked in January 2017 at 548 runs in line with people wanting to keep their New Year resolutions and then a small drop off in no.'s after that. There are monthly variations due to the number of runs per calendar month (usually this is 4 but sometimes 5). Nb first quarter figures are for May and June only, no April data.	The successful Great Cornard Park Run and Junior Park Run was enabled with funding and officer support from Babergh to support active and healthy communities. It is now run entirely by local volunteers.
Quarter	Number of runners																				
Q1	589																				
Q2	1015																				
Q3	1123																				
Q4	1571																				

<p>I4. A Leisure, Sport and Physical Activity Strategy is in development, draft published on 17 March 2017. This work includes the identification of possible performance measures for consideration by Members.</p>		<p>The proposed KPIs will be essential to understand the impact we are making against the strategic priorities in the draft Leisure, Sport and Physical Activity strategy. Establishing baselines will be essential before setting targets for improvement in the new strategy.</p>
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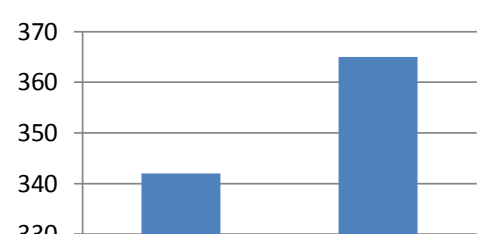
JSP: Targeted grants and funding to support community capacity building

- * We will actively engage with a broad range of external funders to enable capital investment within our communities
- * We will help the voluntary and community sector grow their skills, capacity and resources to take on more responsibility for assets and services
- * Our grants will add value for our communities by supporting sustainability and capacity building and act as a springboard for drawing in external funding
- * Building safe communities through our activities and ensuring the vulnerability of communities is supported

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1.Capital funds provided by the districts to the voluntary and community sector as a % of their overall income (annual)	I1, I2	9%					N/A	BDC	2016/17.Grants: £93,970 Total Project Value: £1,040,624 Equates to 9%. 16/17 end of year figures provide a baseline	We are encouraging organisations to identify alternative funding sources as our own resources decrease, and to maximise the leverage that our funding can achieve.
	I1,I2	15%					N/A	MSDC	2016/17 Grants: £165,028 Total Project Value: £1,067,258 Equates to 15%. 16/17 figures will provide a baseline.	We are encouraging organisations to identify alternative funding sources as our own resources decrease, and to maximise the leverage that our funding can achieve.
T2.Awards for All funding (£200-£10,000) awarded to Babergh and Mid Suffolk organisations (annual)	I1,I2						N/A	Both	2015/2016 total Babergh £81,134. The combined figure Babergh and Mid Suffolk puts us ahead of Ipswich, West Suffolk and East Suffolk (total awards for Suffolk £608,384). 2016/17 figures will not be available until after May 2017.	Awards for All is a Big Lottery administered fund suitable for many community projects.

T3.Delivery of safeguarding training to all Staff and Councillors, Nos of attendees.		119		N/A		Both	From Spring 2017 delivering Safeguarding Training to all Staff and Councillors across both Councils to ensure the safety and support the vulnerability of our communities. In 16/17 we carried our 5 Adult Safeguarding sessions for 50 attendees and 8 Child Safeguarding sessions for 69 attendees.	Increasing national media coverage on safeguarding issues, current and historical, highlights the importance to our communities of ensuring their safety and support. Building a picture of numbers of courses and numbers training over the next 12 month period to compare with the previous 12 months. Annual Safeguarding Audit undertaken and 3 year Section 11 Review are our statutory responsibility.
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Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. Number of Funding Events undertaken by the Communities Team	T1, T2	1		1		2	N/A	Both	Funding events (open to both districts) were held in Lavenham in October 2016. We know our work with the Suffolk Historic Churches in 2015 increased take up of the funding by 100% for 2016-2017.	Maximise and actively enable greater awareness and value in sourcing and securing external funding opportunities. We understand the importance of making external funding opportunities work for our districts and communities. We have a vital role in breaking down the barriers to applying for funding by making events and support available to build confidence and skills in this area.
I2. No. of meeting contacts with organisations and groups by the Communities team (excludes meeting with statutory partners)	T1, T2			342	365			Both	The 3rd quarter figure provides a quarterly baseline.	This is a basic measure, meetings cover a range of topics relevant to enabling community resilience. It helps to demonstrate the extent of engagement achieved by the team and trend mapping will be helpful alongside other indicators.

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Enabled and Efficient Organisation

Description of the hexagon and its outcomes

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.

To achieve a successful outcome 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.

Main Achievements

1. Alternative service delivery models - A combined legal service created by 4 councils now supports the new ways that councils need to work in the future by working collaboratively and sharing expertise.
2. Business Intelligence - Work on Connect has advanced in the past 6 months in relation to Programme and Project Management. With a desire to provide transparent and visible information in a clear and concise format which has offered an effective monitoring and reporting tool on programme / project progression.
3. Digital by Design - Babergh and Mid Suffolk District Councils have adopted the allpay system for payments. This system will provide access to the widest range of payment collection solutions across cash, debit/credit card and direct debit acceptance. Allpay allows access to PayPoint and Post Office for the payment of council tax, business rates, sundry debts and housing benefit overpayments. This service will be fully functional from April 2017.
4. Strengthened and clear governance to enable delivery - Strengthening governance across the organisation with revised Constitution, and schemes of delegation. Our Councillors agreed to adopt the 'leader-cabinet' form of governance, effective from the May 2017 Annual Council meeting.
5. Strengthened and clear governance to enable delivery -Work has also commenced on electoral reviews that will consider how many councillors Mid Suffolk and Babergh District Councils each have, it will also consider where the ward boundaries fall throughout our districts.
6. Financially sustainable Councils - Babergh and Mid Suffolk Councils have set a balanced budget for 2017/18 without any significant impact on services against a back drop of austerity and funding cuts within the sector, which has seen other councils having to cut services that impact on their communities.

<p>Main Achievements cont.</p>	<p>7. Networked and agile organisation - Apprenticeship recruitment and development has been on the increase with the number of apprentices rising to 18 during 2016/17. The majority of these positions are in service areas that align with the organisational needs including Housing, Planning, and Public Realm apprentices, 13 apprentices are currently still on programme. The success of this initiative can also be measured in their positive progression; 3 apprentices have secured permanent employment with a fourth currently working within the organisation on a fixed term contract.</p> <p>8. More efficient public access arrangements - A new Public Access Strategy was developed alongside the move of the two Councils to Endeavour House in Ipswich. It sets out the case for change with a focus on improving access and contact to modernised local services for residents and refining the way the Councils work. Taking a whole system approach, it supports collaborative working with partners, and develops self-service options, meaning more attention is focused on those that really need our help.</p> <p>9. More efficient public access arrangements - The councils have invested in new IT systems which has led to the introduction of a new single website for both Babergh and Mid Suffolk District Councils, enabling our customers to access information on mobile devices as well as PC's and laptops. Alongside this a new telephone system with a single contact number for all service enquiries and an automated telephone payment line has been introduced.</p>
<p>Impact on communities / the way we work</p>	<p>1. Strengthened and clear governance to enable delivery - Electoral review, the overall aim of the review is to ensure that we have electoral equality in our districts: that each councillor represents a similar number of residents, and each councillor requires a similar level of support from residents to be elected. The Councils have agreed the number of members for both councils to be recommended to the Boundary Commission; Babergh 31 members .</p> <p>2. Strengthened and clear governance to enable delivery - The adoption of the Leader - Cabinet model will enable decision making to become more considered, agile and responsive.</p> <p>3. Digital by Design - In line with the new Public Access Strategy Babergh and Mid Suffolk Councils are equipping the workforce with mobile devices which will support staff to work more efficiently and effectively from a wider range of destinations. The use of technology will enable teams to remain connected whilst working remotely.</p> <p>4. Digital by Design - We have successfully launched the new joint website, early indications are showing a strong use of the new site.</p> <p>5. More efficient public access arrangements - The introduction of the new on-line and automated services will make it easier and more convenient for our customers to be able to request or pay for services, report problems and to contact us. Allowing us more time to offer assistance for those customers with complex needs.</p>

JSP: Digital by design

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	11. Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
		T1. Unannounced face to face visits per day at HQ's (No. of people on average per day)	I1	69	53					
T2. Calls answered per day at Hadleigh Contact centre (No. of calls on average per day)	I2	1654	1669	1594	Due to changes in telephones more time is required to collate the figures as they need to amalgamate them from different systems		Both	More detailed telephony measures will be available from June 2017	As telephone is currently the customer's favoured method of contact we need to understand our performance.	

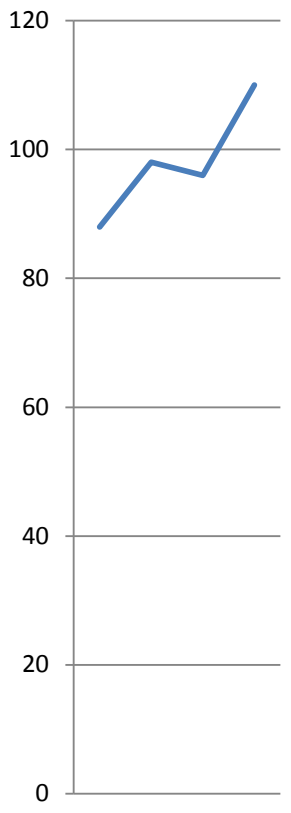
<p>T3. No. of website users per day (No. of people on average per day excludes internal traffic)</p>	<p>12</p>	<p>236</p>	<p>560</p>	<p>568</p>	<p>Due to the launch of the new website more time is required to collate the figures as they need to amalgamate them from different systems</p>		<table border="1"> <caption>Website Users per Day</caption> <thead> <tr> <th>Day</th> <th>Users</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>236</td> </tr> <tr> <td>2</td> <td>560</td> </tr> <tr> <td>3</td> <td>568</td> </tr> </tbody> </table>	Day	Users	1	236	2	560	3	568	<p>BDC</p>	<p>No data collected for Babergh website until June 2016</p>	<p>This measure gives a broad indication of the popularity of the website, although is not sufficient to measure channel shift. New indicators are being developed.</p>
Day	Users																	
1	236																	
2	560																	
3	568																	
<p>T4. No of website sessions per day (No. of sessions on average per day excludes internal traffic)</p>	<p>12</p>	<p>349</p>	<p>946</p>	<p>956</p>	<p>Due to the launch of the new website more time is required to collate the figures as they need to amalgamate them from different systems</p>		<table border="1"> <caption>Website Sessions per Day</caption> <thead> <tr> <th>Day</th> <th>Sessions</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>349</td> </tr> <tr> <td>2</td> <td>946</td> </tr> <tr> <td>3</td> <td>956</td> </tr> </tbody> </table>	Day	Sessions	1	349	2	946	3	956	<p>BDC</p>	<p>No data collected for Babergh website until June 2016</p>	<p>This measure gives a broad indication of the popularity of the website, although is not sufficient to measure channel shift. New indicators are being developed.</p>
Day	Sessions																	
1	349																	
2	946																	
3	956																	

Influencing Indicator	Linked to	Q1	Q2	Q3	Q4	Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?	
I1. Online housing benefit new claims as a % of all benefit claims	T1	74%	66%	68%	76%	N/A		BDC		The increase in residents accessing our services online when it suits themselves provides the opportunity to focus our resources on assisting those who most need it.	
I2. % of transactions that are digital to the end									Both	This is a measure that we intend to use in the future, the data is not available at present.	

JSP: Financially sustainable Councils

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	11. Comment / How does this compare to the Suffolk-wide/National	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. Government funding - Actual Revenue Support Grant	I1, I2, I3, I4 & I5	503,874					N/A	BDC		
Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. % of market share of building control applications	T1	70.9	70.1	69.5	70.4			BDC		

I2. Income generated through chargeable waste services	T1	918,992	1,112,886	1,157,218	1,234,367	1,142,369		BDC	15/16 outturn £1,087,971 figures provided for 16/17 are cumulative showing an increase at outturn of 13.4% against last year
I3. Tax base - No. of Band D equivalent properties	T1			32,020			N/A	BDC	15/16 31,641 17/18 32,489 increase of 1.5%
I4. Income generated from Public Realm as a % of expenditure	T1				17%		N/A	BDC	Figures taken as at 15.05.2017 Expenditure 1,469,022 Income 256,773
I4. Income generated from Public Realm as a % of expenditure	T1				70%		N/A	MSDC	Figures taken as at 15.05.2017 for year end Expenditure 1,487,585 Income 1,041,068 One of the main reasons for the variation between MSDC and BDC is that there are a greater number of chargeable car parks within MSDC.

I5. Income generated from investing cash £'000	T1	88	98	96	110		 <p>The chart displays a line graph with four data points. The vertical axis is labeled from 0 to 120 in increments of 20. The horizontal axis represents four quarters. The data points are: 88, 98, 96, and 110. The line starts at 88, rises to 98, dips slightly to 96, and then rises to 110.</p>	BDC	<p>BDC interest income has fluctuated in quarters due to increased performance from the UBS multi asset income fund in Q2. In Q3 Funding Circle returns increased compared to quarter 1 due to more principal being invested. Please note: Q4 figure includes estimates as pooled funds have not released earning figures , final figure likely to change. The increase is due to new investment into the Schroder income maximiser fund.</p>	
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• **Assets and Investment Strategy**

Strategic Strand	Why & Links to JSP	What does success look like	How	Milestones	Achievements	Future reporting: targets and frequency
<p>Profit for Purpose</p>	<p>A reduction in traditional funding from Government is creating financial challenges for both Councils. The MTFS sets out the way in which the Councils will move towards financial sustainability. One of the ways it will do this is through generating income from alternative sources.</p> <p>JSP Outcomes: Investment in property and land to generate income and regenerate areas.</p> <p>Financially sustainable councils.</p>	<p>£50M jointly invested (BDC/MSDC) to generate long term income streams from property investment.</p>	<p>The Councils will set up an incorporated group company structure including a jointly (50/50) owned Capital Investment Fund Company. The Company will invest in commercial property to generate long term revenue income streams. A full business plan which will set out: context; structure; strategy; risk; financials; performance and monitoring will set out the strategy for the company.</p>		<p>Approval gained at Council for an incorporated group company structure and property investment strategy in November 2016</p> <p>Approval for appointment of Directors to Holding Companies and delegation to appoint CIF company Directors. March 2017.</p> <p>CIF Company Business Plan approval April 2017.</p> <p>CIF Joint Venture Company established April 2017.</p>	<p>The CIF company will report performance on a quarterly basis to the Holding Companies. An annual updated Business Plan will be provided to the Holding Companies for approval.</p>

					Investment commences May 2017.	
Housing & Regeneration	<p>The Councils direct investment in our local economy to support delivery of homes, jobs and social value to support creation of a thriving economy</p> <p>JSP Outcomes: Further develop local economy and market towns to thrive</p> <p>Investment in property and land to generate income and regenerate areas.</p>	<p>A defined programme of new homes built using the Councils' existing and newly acquired assets. The programme will maximise affordable housing numbers and will be developed to meet wider housing need.</p>	<p>Sites recently acquired from Suffolk County Council and existing BMSDC assets, will be re-developed in line with the Councils' affordable housing development strategy. Affordable housing numbers will be maximised through inclusion of market sale properties in the programme.</p> <p>Working with our four market towns we will develop a vision and a supporting spatial strategy for each</p>	<p>Development Partner appointment July 2017.</p> <p>Feasibility and scheme design completed July 2017.</p> <p>Planning submitted September 2018</p> <p>Start on sites January 2018.</p> <p>Sudbury A report to Councillors which will map out an engagement and communications plan to support development of Sudbury Vision. September 2017</p> <p>A report to Councillors which sets out a new approach to supporting our market towns.</p>	<p>Angel Court Hadleigh purchased May 2016.</p> <p>Affordable Housing Development Strategy approved March 2017.</p> <p>HRA Business Plan; including Development Programme approval April 2017</p> <p>Sudbury Cakebread Roby Builders Yard land purchased May 2016.</p> <p>Borehamgate Shopping Centre Purchased July 2016.</p> <p>Mace Green appointed to</p>	<p>Through the corporate performance reporting methodology quarterly.</p>

			town which will help us understand how to provide direct investment and utilise assets in a way which will support our towns to deliver homes, jobs and social value and thrive.	September 2017.	design an investment prospectus to attract the private market to help the Councils' deliver a leisure led town centre regeneration scheme October 2016. Initial thoughts and wider visions for Hamilton Rd QTR reported to Councillors March 2017.	
Assets	The Council recognises that asset management and investment is critical to the delivery of efficient and effective services. The effective use of Council owned property and assets can contribute to the local economy and act as a catalyst for investment and strengthen the prosperity of the district. JSP Outcomes	The Council makes best use of its assets to ensure that opportunities to share buildings and services with public sector partners is maximised; opportunities to release assets to provide homes and jobs are identified and swiftly delivered and income	We will undertake an appraisal of the Council's GF land and property assets which will provide a grading (A – C) for each asset, based on a range of performance parameters. Options will be presented for grade C assets with clear options for the three worst	Appointment professional team to undertake feasibility existing HQ sites July 2017. A summary of the outcomes of an appraisal of HRA garage sites, setting out those sites which will be taken forward for redevelopment. May 2017.	Approval to undertake feasibility to identify future options for existing HQ sites September 2016. Approval for Assets and Investment Strategy November 2016. Approval to submit One	Through the corporate performance reporting framework.

	<p>Manage our corporate assets effectively</p> <p>Making best use of land and buildings across the Suffolk System</p>	<p>generation is maximised.</p>	<p>performing assets.</p>	<p>Options for worst performing assets, model and governance framework to enable officers to continue to appraise and identify options presented to Councillors for approval May 2017.</p> <p>An appraisal of the Councils car parks to inform the strategic approach to the Councils use, provision and ownership of car parks in the future July 2017.</p> <p>Report to Councillors identifying options for HQ sites, seeking approval for preferred option. November 2017.</p> <p>Approval for terms of reference for Central Suffolk OPE Governance Board May 2017.</p>	<p>Public Estate Bid with IBC and SCC December 2016.</p> <p>Approval for disposal of East House Hadleigh January 2017.</p> <p>GF Asset Appraisal complete and outcomes presented to PHs March 2017</p> <p>A desktop appraisal of the existing HRA estate which could be considered for redevelopment April 2017</p>	
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Environment Waste and Leisure

The Environment Waste and Leisure are intrinsically linked to the wellbeing of the residents within the two districts. Instead of hexagons 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.

Main Achievements	<ol style="list-style-type: none"> 1. Eat out eat well. Local catering business' have been encouraged to promote healthy eating and now win awards either bronze, silver or gold depending on how healthy the options available on the menu are. 2. Solar Panels have been added to a number of council owned houses, which generates income for the authority when any excess power is sold back to the national grid. 3. Business Energy Efficiency Anglia Project. 23 Companies have been audited and savings realised in doing so. 4. Building Control- service review conducted with the West Suffolk Authority to realise efficiencies of either working as a shared service arrangement or setting up a Local Authority Holding Company. 5. Review of collection rounds to ensure timely collections even with increased workloads. 6. Improved Technology, each driver has access to a tablet on rounds to be kept up to date with customer enquiries whilst out and report on collection data. 7. Successful roll out of business glass recycling service meaning 20 tonnes of glass is being collected and processed. 8. Review of Leisure facilities in the two districts for 2020 and beyond.
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Impact on communities / the way we work	Healthy eating, efficient and effective refuse collections, leisure facilities and energy efficiencies all benefit the local communities.
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Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. Increase income generated through chargeable waste services	I1	918,992	1,112,886	1,157,218	1,234,367	1,142,369		BDC	15/16 outturn £1,087,971 figures provided for 16/17 are cumulative	Financial Sustainability

		681,406	960,679	999,238	1,111,460	985,210		MSDC	15/16 outturn £938,296 figures provided for 16/17 are cumulative	Financial Sustainability
T2. Decrease collected household waste per person	12				354.23kg	N/A	Decrease	Both	0.97kg reduction per person cumulative	Less taken to Energy from waste plant
T3. Increase in number of live cases for building control	13.				706	N/A	Benchmark	BDC	Building on relationships with private building contractors to be partner of choice cumulative	Impacts on the financial sustainability of the service
T4. Reduce the number of instances of Fly tipping.	14.				478	N/A	Benchmark	Both	cumulative	Reducing the negative impact to the community
T5, Formal Complaints in relation to waste services	15				13	N/A	Benchmark	Both	cumulative	This will tell us if rolling out in cab technology will improve customer service
Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?

		Q1	Q2	Q3	Q4					
I1. Increase Business Glass Recycling	T1				6.50%	N/A	New initiative	Both		Financial Sustainability
I2. Increase percentage sent for reusing recycling composting	T2				44.14%	N/A	Increase	Both	1.04% increase in household waste recycling	Less to energy from waste plant.
I3. % of market share of building control applications	T3	70.9	70.1	69.5	70.4	N/A		BDC		impacts on the financial sustainability of the service
I4. Increase the number of prosecutions Cautions, Penalty Notices, and warning letters for Fly tipping.	T3				78	N/A	New initiative	Both	cumulative	How effective are the deterrent activities
I5. Roll Out of In-cab technology for waste team, increase in rounds having technology	T5				4	N/A	New initiative	Both	New initiative cumulative	Trackers could be missed bins, phone calls to the office, and complaints

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Agenda Item 8

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Assistant Director – Planning for Growth	Report Number: BCa/17/3
To: MSDC Cabinet BDC Cabinet	Date of meeting: 5 June 2017 6 June 2017

PRE-APPLICATION SERVICES

Executive Summary

The pre-application service has been reviewed with the aim of providing the best, most effective service for all customers.

A free service is currently provided across the two offices at Needham and Hadleigh including a drop-in service and appointments. This has identified issues with service delivery, performance, quality of service, consistency and outcomes during the subsequent application process.

Various alternative options have been explored for this service, with the proposal for a service which provides a simple telephone service, written advice, and appointments, with a charge for written advice and appointments.

This retains the free and fast response for the most straightforward enquiries, but also ensures that the time-consuming pre-application services can recoup this cost from developers and applicants.

This allows us to include advice on Landscape and Ecology, Heritage, Legal aspects, and in tandem with Suffolk County Council to provide pre-application advice on Highways and Floods, creating a comprehensive pre-application service as necessary with the departments most involved in providing pre-application advice.

A flat rate fee structure is proposed to provide clarity of charges and to limit issues with subsequent invoicing and chasing. The fee structure proposed includes charges for Suffolk County Council work and allows customers certainty with regards to the charge and service provided. The fees proposed are set out at Appendix (a).

The pre-application service would provide an immediate and free response to the most straightforward enquiries, dealt with over the phone by admin technical support officers. All other enquiries would be dealt with by way of a formal enquiry, providing us with the ability to request details and simple plans, addressing some of the biggest problems experienced in respect of pre-application advice.

Enquiries would be allocated to a Planning Officer who would be expected to be the handling officer for both the enquiry and any subsequent application. In addition to support consistency all enquiries would be subject to a checking process to enable advice to be reviewed and agreed.

1. Purpose of Report

- 1.1 To gain approval for a new charged Planning pre-application service, as set out in the Executive Summary to this report.

2. Recommendation

- 2.1 That Cabinet approve a new format of Pre-Application Advice Service and the proposed fee charges for such services with introduction with effect from 1 July 2017.

3. Financial Implications

- 3.1 Providing any Pre-Application service moving forward has cost implications for the Councils.
- 3.2 Retaining the current range of 'Free' Pre-Application Services is the most expensive option going forward and is estimated to cost in the region of £45-50K in Mid Suffolk and £40-£45k in Babergh per annum just in terms of officer time without on costs.
- 3.3 Providing a charged for written advice and appointments service with a free telephone service is estimated to cost in the region of £15-25k per annum for the service across both Districts just in officer time without on-costs to retain a telephone service, but costs for other advice would be covered by new pre-application fee income.
- 3.4 There is currently an enquiry rate of approximately 2500 per annum in Mid Suffolk, and 2000 in Babergh. Depending on the take up of the new service this could result in income of approximately £60-80k per annum for the service across both Districts. This is dependent on the successful establishment and continued use of the service and uptake by customers may change significantly given the proposed change in the service offer itself as well as the proposed charge. The projected income of £60-80k per annum includes officer time and on-costs which are not included in the cost to provide the services noted above at 3.2 and 3.3.
- 3.5 The charges proposed are attached at Appendix (a). These have been developed to reflect the range and complexity of advice, in particular differences between householder, minor and larger scale developments.

4. Legal Implications

- 4.1 Section 93 of the Local Government Act 2003 introduced a discretionary provision which enables LPAs to charge for pre-application advice, but it is also clear that where charges are made they must seek to recover costs only. Authorities are not required to charge for these discretionary services and may provide them for free if they decide to do so, but the vast majority of local planning authorities do now charge for pre-application advice, including all of our neighbouring Suffolk authorities.

4.2 Planning Practice Guidance 2015 advises that it is important that any charging does not unduly discourage appropriate pre-application discussions and that, in considering the introduction of a charging regime, LPAs should consider whether charging is appropriate in all cases, given the potential for pre-application engagement to save time and improve outcomes later in the process. It further advises that where possible, LPAs are strongly encouraged to provide at least a basic level of service without a charge. Retaining a free telephone service ensures that would happen as part of the proposed pre-application service offer.

5. Risk Management

5.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 1b – Failure to unlock barriers to growth and 5g – Failure to implement more efficient and effective public access arrangements. Further key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
<p>The new pre-application service is not taken-up by customers.</p> <p>This will limit the fee income achieved by the service and may lead to an increased volume of applications submitted without the benefit of pre-application advice which in turn may lead to an increased number of refusals and appeals.</p>	2. Unlikely	1. Minimal	<p>The process has been designed to provide added-value to customers and will be reviewed to ensure that the level of advice provided is beneficial and attractive to customers. Planning Performance Agreements are also available as an alternative if this is preferred by customers.</p>
<p>The advice given fails to take account of or accurately assess potentially relevant considerations.</p> <p>This may lead to advice given being incomplete or inaccurate leading to an increased risk of refusals and appeals. Consequent risks include reputational damage and foreseeable complaints about service quality and value.</p>	3.Probable	2. Noticeable	<p>Officers giving advice will follow a template for the advice response. Draft advice will be mentored and screened by more senior officers throughout the process.</p> <p>Training for the team at the inception of the service will be given and the importance of addressing all relevant considerations highlighted. Refresher training will also be programmed.</p>

<p>Relevant professional or technical advice is not obtained in appropriate time to inform the pre-application advice given.</p> <p>This may lead to advice given being incomplete or inaccurate leading to an increased risk of refusals and appeals. Consequent risks include reputational damage and foreseeable complaints about service quality and value.</p>	3.Probable	2.Noticeable	<p>A Service Level Agreement (SLA) has been concluded with Suffolk County Council to safeguard the delivery of pre-application advice in matters that they would usually advise upon (Highways, Sustainable Drainage, Education & other County delivered infrastructure).</p> <p>A Service Level Agreement has been concluded with Place Services (Essex County Council) to safeguard the delivery of pre-application advice in relation to landscaping, ecological, heritage and urban design matters.</p> <p>An internal Service Level Agreement is being concluded with BMSDC Heritage team to safeguard the delivery of pre-application advice in relation to heritage matters. Where appropriate other SLA's will be considered as need be.</p>
<p>The advice given is not consistent with the outcome of the application by reason of case officer differences of opinion with officer exercising delegated authority. This may lead to an increased volume of refusals and appeals together with an increase in foreseeable complaints about service quality and value.</p>	3.Probable	2.Noticeable	<p>The Development Management leadership team including Senior officers will oversee and monitor consistency of advice and identify potential areas of professional difference over the interpretation of policy and weight to be attached to considerations.</p> <p>Training for the team at the inception of the service will be given and the importance of consistency and reporting potential differences highlighted.</p>
<p>The decision reached is not consistent with the officer pre-application advice given by reason of committee overturn of officer recommendation.</p>	3. Probable	2.Noticeable	<p>Member training will be given to highlight and discuss the importance of consistency in the evaluation and weighing planning policies and material considerations.</p>

<p>This may limit the uptake of the charged service and an increased volume of applications unsupported by officer pre-application discussion. Foreseeably a greater number of cases will be reported to committee where there is a difference of view between Councillor and Officer.</p> <p>The credibility and reputation of the charged service will be undermined.</p>			
<p>That optimum pre-application service use and income is not achieved because professional agents limit their use of the pre-application service in preference to Councillor lobbying to reach their clients preferred outcomes through committee overturn of officer recommendation.</p>	3.Probable	2.Noticeable	<p>Member training will be given to highlight and discuss the consequence of rejecting officer recommendations on a regular or foreseeable basis either by Ward or type of application.</p> <p>Officers will monitor the frequency of committee overturns and report to Portfolio Holders any evident trends that emerge.</p>
<p>The advice fails to identify risks within the decision making process e.g Member call-in. This presents a risk to the credibility and reputation of the charged service</p>	3.Probable	1.Minimal	<p>The proposed advice template will require officers to specifically evaluate decision making risks and to assess these on a case by case basis for enquirers.</p> <p>Advice will be given without prejudice in the usual way and proper risk assessment will build customer confidence.</p>
<p>The pre-application service as delivered does not safeguard the open for business reputation of the Council. This could undermine the reputation of the Council and risk the credibility of the economic development offer to the business community and development industry.</p>	2.Probable	2.Noticeable	<p>The Development Management leadership team including Senior officers will oversee and monitor the delivery of the pre-application service for quality and training purposes in consultation with stakeholders and customer groups. Where appropriate training, support and professional development measures will be implemented.</p>

6. Consultations

- 6.1 The proposed fee schedule has been the subject of discussion with Portfolio Holders with service specific responsibilities but no formal consultations have taken place. A briefing for Members is being arranged.
- 6.2 The proposal has been developed in consultation with internal stakeholders, including Heritage team and with relevant Suffolk County Council stakeholders and appropriate costings are included in the tables proposed.
- 6.3 Engagement has also been undertaken with developers and agents. The changes to the proposed service, including timescales and charging have been discussed at our Client Side Panel. This identified that they want to see an uplift in the quality of pre-application service offered and that they would be prepared to pay for this service if they were offered an improved understanding and certainty of issues. A briefing for Parish Councils is being arranged.

7. Equality Analysis

- 7.1 There are no immediate equality and diversity issues arising from this report. The proposed service has a positive impact in that it includes charging exemptions for enquiries relating to proposals to alter or extend a house for the benefit of a registered disabled person and those to provide a means of access for disabled persons to buildings to which members of the public are admitted.

8. Shared Service / Partnership Implications

- 8.1 The proposed pre-application service includes provision for Suffolk County Council advice to be provided and charged for as part of the pre-application offer. This advice will usually relate to highways, sustainable drainage, education and other County delivered infrastructure which might be subject to CIL or Section 106 as the case may be. This has been formalised within a Service Level Agreement which establishes time parameters for response and cost recovery measures appropriate to the delivery of charged pre-application advice. The charges proposed reflect Suffolk County Council cost estimates.
- 8.2 Other matters that foreseeably need to be the subject of pre-application advice include landscaping, ecology, urban design and heritage aspects. A Service Level Agreement (SLA) with Place Services, a trading arm of Essex County Council, was concluded at the point that Suffolk County Council withdrew from supporting landscape and ecology advice to the District. This SLA is able to support the charged pre-application service in all of these matters with cost recovery. It is intended to call upon this SLA in the short term to support heritage pre-application advice as an interim measure whilst the internal Heritage team develop capacity and skills to support charged pre-application activity. An internal SLA with the Heritage team is under discussion to establish a credible cut-over plan from Place Services to the internal heritage team as their capacity develops. This SLA will establish service and time parameters for response and cost recovery measures appropriate to the delivery of charged pre-application advice by the Heritage team. The charges are expected to reflect Heritage team or Place Services cost estimates.

8.3 Consultations have also been carried out with other internal departments with a view to including relevant services within the planning pre-application offer wherever reasonable and justified. The use of service specific SLA with other internal teams to safeguard delivery of charged pre-application advice to time and service standards will be put in place as need be.

9. Links to Joint Strategic Plan

9.1 The Development Management service contributes to a number of the key priorities identified in the Joint Strategic Plan, including the delivery of housing, supporting strong and healthy communities and boosting and developing the local economy.

9.2 As such, delivery of the pre-application service has the potential to impact significantly upon the Council's Strategic aims and priorities.

10. Key Information

10.1 The Development Management Team currently provides a free drop-in and appointment service across the two offices at Needham and Hadleigh as well as ad hoc meetings, where requested. The provision of this free, flexible service has several issues which affect the quality of service provided to customers, the team's ability to maintain performance levels when dealing with planning applications, and has cost implications which the service has currently subsumed into existing budgets.

10.2 As limited information is often available or provided by applicants who 'drop-in', this affects the nature and detail of advice officers are able to offer at the pre-application stage. Subsequently, this can lead to delays during the Council's formal consideration of planning applications and is an inefficient use of officer time in circumstances where officers need to review advice previously given to applicants as a result of new issues arising. Whilst the current service provides ready, 'free' access for customers, the time and cost associated with the provision of this service is also considerable and at present is borne by all tax payers rather than those who are directly benefitting from the pre-application service. Any form of pre-application service of course, remains a discretionary service offered to developers, but is recognised as 'best practice'.

10.3 Following discussions with developers and agents as part of the planning transformation work, it is clear that whilst they enjoy the current free service and the flexibility it often provides, many want to see an uplift in the quality of pre-application service the Council presently offers. Furthermore, they would be prepared to pay for an improved quality of service if pre-application advice offered them an improved understanding and certainty of the issues they need to deal with at formal planning application stage. The risks identified above do therefore require serious consideration and effective mitigation which will include training and monitoring. As these include matters dependent upon those beyond the immediate planning service it is essential that the pre-application service is introduced, monitored and developed iteratively to safeguard its credibility.

- 10.4 Developers and agents are also keen to ensure that any new pre-application service provides more consistent advice and includes value-added input from the most critical consultees, identified as highways, flooding and heritage. These are all areas which can affect the principle and delivery of a development and the involvement of consultees at pre-application stage can help to improve resolution of proposals. The focus of this and the pre-application service proposed is to provide a value-added response, addressing major issues, to bring forward development, with the focus on planning advice. In this light, detailed discussions have taken place with Suffolk County Council to develop their input into an improved pre-application service.
- 10.5 In this light, detailed discussions have taken place with Suffolk County Council to develop their input into an improved pre-application service. The fees provide a range to allow developers to choose these options, when relevant.
- 10.6 Following consideration of options for pre-application advice, including retention of the Council's current, free service, charging for the current service and alternative service options, officers have concluded that a new pre-application service, with a charge, offering several different 'products' at different fee levels, is the best way forward.
- 10.7 The income from this will look to cover the costs of providing the new fee-paying service and, if approved, will be used to help support the provision of the quality of service proposed.
- 10.8 To provide a service with the added value, quality, and consistency necessary the offer proposed includes specific areas of advice to be covered and with timescales set out for providing this. For the purposes of consistency a template for advice and topics to be covered will be used by officers which will include validation issues, relevant policies, other technical considerations and expected consultations / publicity arrangements, planning merits, expected application fees, decision making process, level and risk and other foreseeable risks.
- 10.9 Allocation to Officers will be undertaken at a senior level having regard to overall workloads. It is expected that officers providing advice will subsequently deal with any application to provide an enhanced degree of consistency and avoid duplicate briefing on issues and sites overcoming some of the main issues currently experienced. Advice will be given as an officers professional opinion and subject to the details provided, without prejudice to the consideration of any formal application, which will obviously be the subject of formal consultation and publicity.

With appropriate risk assessment it is believed that confidence and credibility can be built around this issue.

- 10.10 In respect of charging for the service there are various options for the type of fee, however a flat rate fee is proposed as this provides clarity and transparency as to the cost from the outset. Furthermore, as the fee will be payable in order for the pre-application enquiry to be accepted this will avoid the need to spend time on either billing or chasing up fees owed once work has been undertaken.

- 10.11 This fee is based on the average expected time for dealing with the scale of each enquiry and a bench-marked hourly rate including on-costs. For much larger schemes, to allow officers to deal with the more complex nature of enquiries, this can form part of a bespoke Planning Performance Agreement (PPA). The flat rate fees being proposed are set out in Appendix (a) to this report.
- 10.12 The fees proposed will be subject to review, as when making a charge the Planning Advisory Service is clear that *“When making a charge, councils must set the charge at a level that does not generate a surplus. For this reason, LPA’s should review their fees regularly and compare costs and income.”*
- 10.13 The fees proposed are generally comparable to neighbouring authorities, however overall to the higher end of the spectrum. This is in part because other authorities introduced these charges some 5+ years ago before the Planning Advisory Service provided advice and benchmarked figures in 2014, on which the proposed charging schedule is based.
- 10.14 The fees proposed are to recover the cost of providing the pre-application service. Fees will be refunded in cases where an enquiry has not been made valid, or in some instances if the enquiry is not responded to within the expected timescale. There would be no refund once the enquiry has been made valid if the customer chooses to withdraw from the process, or if a response has been provided within the timescale.
- 10.15 In order to introduce the new service in a managed way and to safeguard effective delivery to intended pre-application service standards from the outset it is proposed to stage implementation starting with Major development category proposals from May. It is proposed to introduce Minor and then Other category pre-application charging subsequently. This will allow for a managed introduction of charged activity and the development of good practice with effective performance monitoring. This phased approach will also reduce the risk of conflict or underperformance with the introduction of Uniform in mid May.

11. Appendices

Title	Location
(a) Draft charging schedule	Attached

12. Background Documents

12.1 N/A

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Pre-application advice fees

Appendix (a)

Written Response	Householder Non-residential 1-199 sqm Within 14 days			1-9 Dwellings Non-residential 200-999 sqm Within 21 days			10-49 Dwellings Non-residential 1000-4999 sq m Within 28 days			50-200 Dwellings Non-residential 5000+ sqm Within 28 days		
	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total
Case Officer	£70.00	£14.00	£84.00	£115.00	£23.00	£138.00	£210.00	£42.00	£252.00	£405.00	£81.00	£486.00
With addition of:												
Highways	£75.00	£15.00	£90.00	£150.00	£30.00	£180.00	£190.00	£38.00	£228.00	£240.00	£48.00	£288.00
Floods							£250.00	£50.00	£300.00	£400.00	£80.00	£480.00
Landscape							£210.00	£42.00	£252.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£336.00 £504.00
Ecology							£210.00	£42.00	£252.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£336.00 £504.00

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Pre-application advice fees

Appendix (a)

Meeting and written response **	Householder Non-residential 1-199sqm Meeting within 24 days & Letter within 31 days			1-9 Dwellings Non-residential 200-999 sqm Meeting within 24 days & Letter within 31 days			10-49 Dwellings Non-residential 1000-4999 sqm Meeting within 24 days & Letter within 31 days			50-200 Dwellings Non-residential 5000+ sqm Meeting within 24 days & Letter within 38 days		
	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total
Case Officer	£115.00	£23.00	£138.00	£235.00	£47.00	£282.00	£420.00	£84.00	£504.00	£960.00	£192.00	£1252.00
With addition of:												
Highways	£110.00	£22.00	£132.00	£220.00	£44.00	£264.00	£280.00	£56.00	£336.00	£350.00	£70.00	£420.00
Floods							£350.00	£70.00	£420.00	£650.00	£130.00	£780.00
Landscape							£490.00	£98.00	£588.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£504.00 £756.00
Ecology							£490.00	£98.00	£588.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£504.00 £756.00
Additional DM Meeting	£45.00	£9.00	£54.00	£115.00	£23.00	£138.00	£210.00	£42.00	£252.00	£300.00	£60.00	£360.00

Pre-application advice fees

Appendix (a)

Appointment on site and written response	Listed Building Heritage Meeting within 24 days & Letter within 31 days			1-9 Dwellings Non-residential 1-999 sq m Meeting within 24 days & Letter within 31 days			10-49 Dwellings Non-residential 1000-4999 sq m Meeting within 24 days & Letter within 31 days			50-200 Dwellings Non-residential 5000+ sq m Meeting within 24 days & Letter within 38 days		
	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total
Case Officer	£235.00	£47.00	£282.00	£280.00	£56.00	£336.00	£660.00	£132.00	£792.00	£1260.00	£252.00	£1512.00
With addition of:												
Heritage				£235.00	£47.00	£282.00	£490.00	£98.00	£588.00	*50-99 £420.00 100+ £630.00	£84.00 £126.00	£504.00 £756.00
Highways				£290.00	£58.00	£348.00	£370.00	£74.00	£422.00	£460.00	£92.00	£512.00
Floods							£400.00	£80.00	£480.00	£550.00	£110.00	£660.00
Landscape							£490.00	£98.00	£588.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£504.00 £756.00
Ecology							£490.00	£98.00	£588.00	*50-99 £280.00 100+ £420.00	£56.00 £84.00	£504.00 £756.00
Additional DM Meeting at Council Offices				£115.00	£23.00	£138.00	£210.00	£42.00	£252.00	£300.00	£60.00	£360.00

Additional Available Activities

No.	Activity	1-9 dwellings Non-residential 1-999 sq m			10-49 dwellings Non-residential 1000-4999 sq m			50-200 dwellings Non-residential 5000+ sq m		
		Fee	VAT	Total	Fee	VAT	Total	Fee	VAT	Total
A	Scoping for Transport Assessment***							£460.00	£92.00	£552.00
B	Review of Draft Transport Statement***	£415.00	£83.00	£498.00	£595.00	£119.00	£714.00			
C	Review of Draft Transport Assessment***							£630.00	£126.00	£756.00
D	Travel Plans***				£235.00	£47.00	£283.00	£325.00	£65.00	£390.00
E	SCC Review S.106 ***									
Page 76	i) Highways	£202.50	£40.50	£243.00	£295.00	£59.00	£354.00	£405.00	£81.00	£586.00
	ii) Legal	£500.00	£100.00	£600.00	£500.00	£100.00	£600.00	£500.00	£100.00	£600.00
F	Viability Review (Pre-application and planning application) ***				£3000.00	£600.00	£3600.00	£3500.00	£700.00	£4200.00

Notes

Planning Performance Agreements can be made for larger or more complex sites.

For sites that include both residential and non-residential sq m the fee payable will be whichever is higher, although for complex sites a PPA may be more appropriate.

Exemptions

Exemptions to fees will apply in the following circumstances:

- Enquiries relating to proposals for alterations or extensions to a dwelling house for the benefit of a registered disabled person
- Enquiries relating to a proposal for operations to provide a means of access for disabled persons to a building to which members of the public are admitted
- Enquiries made by or on behalf of a non-profit making sports club in respect of playing fields not involving new buildings

Enquiries made by or on behalf of the Town or Parish Council are subject to a 50% reduction

There is no charge for advertisement enquiries

* In this category 50-99 fee also relates to non-residential 2,500 to 4,999 sq m and 100+ also relates to 5,000 sq m non residential

** The meeting will be of the applicant's choice – and can be face to face, or via telephone/skype etc. if preferred

***This activity is only available as an addition to a pre-application enquiry, not as a stand-alone enquiry.

Agenda Item 10

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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