

Public Document Pack



	MID SUFFOLK CABINET
PLACE	King Edmund Chamber, Endeavour House, 8 Russell Road, Ipswich
DATE	Monday 4 December 2017 at 2:30pm

PLEASE NOTE START TIME OF MEETING

Members Chairman: Nick Gowrley Vice Chairman: John Whitehead	
Gerard Brewster David Burn Julie Flatman Glen Horn	Penny Otton Andrew Stringer David Whybrow Jill Wilshaw

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	<p>To consider whether, pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public should be excluded from the meeting for the business specified below on the grounds that if the public were present during these items, it is likely that there would be the disclosure to them of exempt information as indicated against each item. The authors of the reports proposed to be considered in Part II of the Agenda are satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	
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Introduction to Public Meetings

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MID SUFFOLK DISTRICT COUNCIL

Minutes of the meeting of the **MID SUFFOLK CABINET** held in the King Edmund Chamber on Monday, 6 November 2017 at 2:30pm

PRESENT:

Councillor: Nick Gowrley – Chairman

Councillors:	Gerard Brewster	David Burn
	Julie Flatman	Glen Horn
	Penny Otton	Andrew Stringer
	John Whitehead	David Whybrow
	Jill Wilshaw	

In attendance:

Councillor Rachel Eburne
Councillor Suzie Morley
Councillor Keith Welham

Assistant Director – Planning (TB)
Chief Executive (AC)
Corporate Business Co-ordinator (SM)
Corporate Manager – Law and Governance (JR)
Corporate Manager – Internal Audit (JS)
Internal Audit and Risk Management Officer (CC)
Strategic Director (JS)
Strategic Policy Planner (AMc)

42 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Barker and Kearsley.

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

None declared.

44 MCA/17/23 - CONFIRMATION OF THE MINUTES OF THE MEETING HELD ON 13 OCTOBER 2017

The minutes of the meeting held on 13 October were confirmed as a correct record.

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

None received.

46 QUESTIONS BY COUNCILLORS

- 46.1 A question had been received by Councillor Penny Otton as follows:
- 46.2 *“The Chancellor of the Exchequer is expected to announce tough new rules on councils investing in commercial property by borrowing from the Public Works Board (PWB). As Mid Suffolk are in the process of doing just that what action will you take to continue with these plans?”*
- 46.3 The Leader of the Council responded:
- 46.4 *“There is currently a lot of media speculation about what the Chancellor may or may not include in his Autumn Budget on 22 November in terms of local authorities investing in commercial property and borrowing from the Public Works Loan Board (PWLB). It is difficult to take action until the detail of any changes are announced. But the Council will carefully monitor the situation and will take advice from Arlingclose, the Council’s treasury management advisor, as and when further information is released.”*
- 46.5 Councillor Otton, then asked a supplementary question in respect of if the Chancellor did clamp down whether it would prejudice some commercial enterprises. The Leader of the Council explained advice would be taken and if required would be discussed at Cabinet at a later date.
- 47 **MATTERS REFERRED FROM THE OVERVIEW AND SCRUTINY OR JOINT AUDIT AND STANDARDS COMMITTEES**
- 47.1 Councillor Eburne, Chairman of the Overview and Scrutiny Committee explained there had been concern raised over the forthcoming decisions list and whether it could include all items which were to be discussed at Cabinet in the future. It was questioned as to whether there was a date for the Public Realm work to go before Cabinet as well as Leisure Strategy.
- 47.2 The Leader of the Council agreed and wished to see a date set for the Public Realm work, as well as Wingfield Barns. The Leisure Strategy was due in December 2017. He agreed the Forthcoming Decisions List would show all items which were due to go before Cabinet.
- 47.3 Councillor Otton expressed dismay the recommendation from Babergh District Council’s Overview and Scrutiny Committee had not been discussed as well as the telephone poll continuing for Mid Suffolk.
- 47.4 The Leader of the Council explained the Assistant Director for Law and Governance had circulated the decision made by the Babergh District Council Overview and Scrutiny Committee. Until Babergh District Council’s Cabinet had discussed their position he was unable to comment. He pointed out the telephone poll had been suspended for Mid Suffolk at the end of week commencing 30 October 2017.
- 48 **MCA/17/24 - FORTHCOMING DECISIONS LIST**
- 48.1 The report was discussed and the following comments made:

- 48.2
- A date was required for the Public Realm work and Wingfield Barns.
 - The lead member for the Leisure Strategy was Councillor Kearsley.
 - The Cabinet member for Cedars Park Community Centre was Councillor Flatman.
 - The Forthcoming Decisions List should reflect all reports coming through to Cabinet.

48.3 Councillor Otton, requested the briefing for the HQ Site work be extended to all Councillors. The Leader of the Council explained this would be the case and it would also be debated at Full Council in the first instance in January 2018 before coming before Cabinet.

49 **MCA/17/25 - HALF YEARLY SIGNIFICANT RISK REGISTER UPDATE**

49.1 Councillor Horn, the Cabinet Member for Organisational Delivery, introduced report MCA/17/25 and moved the recommendation which was seconded by Councillor Brewster.

49.2 Councillors Otton and Stringer raised concerns on the risks listed in Appendix A. These included whether the County Council maintained their IT support 24/7, a clear indication of what could and could not be done at the two public access points and where the disaster recovery site was located. It was also considered misleading that very high risks were shown in blue. In risk 3b the title should be reworded as it assumed unsustainability. It was queried as to why risk 4d was shown in red as had never not been delivered and why risk 5i was listed as being on track as there were elements which were not good.

49.3 In response Councillor Horn, explained the new Assistant Director for Customer Services had now commenced employment and this would be one of her immediate priorities. There was a separate operational risk register on Connect which should address the concerns raised but in terms of Risk 5i this was a new risk and mitigation had been completed and therefore on track. Risk 4d remained as a separate operation and he agreed the wording in Risk 3b could be adjusted.

49.4 Councillor Morley questioned Risk 5k as it appeared to be a financial risk and whether a financial officer had been involved. Councillor Horn explained the Cabinet Member responsible for this risk was the Cabinet Member for Housing. Councillor Wilshaw, had met with the Assistant Director for Housing but mitigation involved input from many other Officers including finance, even though they were not necessarily named as the risk owner.

49.5 Councillor Whybrow considered the risk register appeared like a list of events and he felt the biggest risk to be delivered was the Joint Strategic Plan and services in the future.

49.6 By a unanimous vote

It was RESOLVED:

(1) That assurance of the work of the Audit and Risk Management Services team has been received and the contents of the Significant Risk Register approved.

Reason for decision: To summarise the work of the Audit and Risk Management Services Team during the first half of 2017/18 and highlight its activities to promote and embed risk management across the Councils.

50 **MCA/17/26 - "PLANNING FOR THE RIGHT HOMES IN THE RIGHT PLACES" CONSULTATION PROPOSALS**

50.1 Councillor Whybrow, Cabinet Member for Planning, introduced report MCA/17/26 and moved the recommendation which was seconded by Councillor Brewster.

50.2 Councillor Otton queried the last paragraph on page 38 in the report in respect of the travel to work area as she felt it should go further i.e. London to Felixstowe. Councillor Whybrow, with the help from an Officer explained the travel to work area did not match local authority boundaries and were defined nationally.

50.3 Councillor Stringer, was concerned the figure detailed in paragraph 12.13 of the report was in danger of being uplifted and therefore becoming unsustainable. Councillor Whybrow agreed and requested Officers be given time to strengthen the response. It was agreed there should be the right homes in the right places.

50.4 Councillor Whybrow thanked Officers for putting together a response in a short amount of time on a vitally important document.

50.5 By a unanimous vote.

50.6 It was **RESOLVED:**

(1) *That the content and potential implications of the Government's Consultation titled "Planning for the Right Homes in the Right Places: Consultation Proposals" and accompanying documents be noted.*

(2) *That, subject to the additional response being included under question 1, the response to the consultation be endorsed.*

Reason for Decisions: To ensure Cabinet were aware of the content and potential implications of the Government's consultation titled "Planning for the Right Homes in the Right Places: Consultation Proposals" and accompanying documents.

The business of the meeting was concluded at 3:19pm.

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Chairman

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

November to March 2018

MCa/17/28

Status	Subject	Summary	Decision Maker & Decision Date	Contacts:		Reason for Inclusion
				Cabinet Member(s)	Officer(s)	
No change since last plan	Cordell Road – Public Toilets – Future Use	For comment and agreement	Cabinet 7 December 2017	John Ward	Jill Pearmain 01449 724573 Jill.pearmain@baberghmidsuffolk.gov.uk	Key Decision
No Change Since Last Plan	Leisure Strategy	For comment and agreement	Cabinet 4/7 December 2017	Lead Member for Leisure – Diana Kearsley/ Margaret Maybury	Chris Fry 01449 724805 Chris.fry@baberghmidsuffolk.gov.uk	Key Decision
No change since last plan	BMSDC Enterprise Zone Sites	Draft discretionary business rates relief policies for Babergh and Mid Suffolk and draft memo of agreement for Sproughton	Cabinet 4/7 December 2017	Gerard Brewster/ John Ward	Lee Carvell 01473 825719 Lee.carvell@baberghmidsuffolk.gov.uk	Key Decision <ul style="list-style-type: none"> • Acquire Member approval to Discretionary Business Rates Policies for both Collection Authorities • Acquire Member approval to MoU Passporting Agreement BDC/IBC for Sproughton Enterprise Park Acquire Member approval proposed legal document signatory in absence of Deputy CEO
No change since last plan	Cedars Park Community Centre - Future Management Arrangements	To comment and agree	Cabinet 4 December 2017	Julie Flatman	Jill Pearmain 01449 724573 Jill.pearmain@baberghmidsuffolk.gov.uk	Key Decision This report will be heard in private as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial

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						or business affairs of any particular person (including the Council) with regards to detailed financial information to enable negotiated acquisitions
No change since last plan	2018/19 Budget Report	For comment and agreement	Cabinet 4/7 December 2017	Peter Patrick John Whitehead	Katherine Steel 01449 724806 Katherine.steel@babberghmidsuffolk.gov.uk	Key Decision
No change since last plan	Quarter Two Budgetary Control	For comment and agreement	Cabinet 4/7 December 2017	Peter Patrick John Whitehead	Katherine Steel 01449 724806 Katherine.steel@babberghmidsuffolk.gov.uk	Key Decision
No change since last plan	Half Yearly Performance Report – April to September '17	To provide an update on performance	Cabinet 4/7 December 2017	Peter Patrick Glen Horn	Karen Coll 01449 724566 Karen.coll@babberghmidsuffolk.gov.uk	
No change since last plan	2018/19 Budget and Medium Term Financial Position	For comment and agreement	Cabinet 5/8 February 2018	Peter Patrick John Whitehead	Katherine Steel 01449 724806 Katherine.steel@babberghmidsuffolk.gov.uk	Key Decision
Date Amended	Future Options HQ Sites - MSDC	Council to debate first in February 2018 then to Cabinet for agreement.	Cabinet 5 March 2018	Nick Gowrley	Ian Winslett Lou Rawsthorne 01449 724772 Louise.rawsthorne@babberghmidsuffolk.gov.uk	Key Decision This report will be heard in private as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the Council) with regards to detailed financial information to enable negotiated acquisitions
Date Amended	Future Options HQ Sites - BDC	Council to debate first in February then to Cabinet for agreement.	Cabinet 8 March 2018	Jennie Jenkins	Ian Winslett Lou Rawsthorne 01449 724772 Louise.rawsthorne@babberghmidsuffolk.gov.uk	Key Decision This report will be heard in private as per Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the Council) with regards to

						detailed financial information to enable negotiated acquisitions
New	Quarter Three Budgetary Control	For comment and agreement	Cabinet 5/8 March 2018	Peter Patrick/John Whitehead	Katherine Steel 01449 724806 Katherine.steel@babberghmidsuffolk.gov.uk	Key Decision
No change since last plan	Neighbourhood Plan Update	To give an update on Neighbourhood plans	Cabinet TBA	David Whybrow/ Lee Parker	Paul Bryant/Paul Munson 01449 724771 Paul.bryant@babberghmidsuffolk.gov.uk	Key Decision
No change since last plan	Introduction of Fixed Term Tenancies	For comment and agreement	Cabinet TBA	Jan Osborne/ Jill Wilshaw	Sue Lister 01449 724758 Sue.lister@babberghmidsuffolk.gov.uk	Key Decision
To be removed	<i>Public Realm Transformation Project</i>	<i>To go before a Task and Finish Panel in the first instance</i>		<i>Julie Flatman/ Margaret Maybury</i>	<i>Peter Garrett</i> 01449 724944 Peter.garrett@babberghmidsuffolk.gov.uk	
To be removed	<i>Taking Forward the Suffolk Growth Framework – Next Steps</i>	<i>No new date scheduled at present</i>	<i>SCOLT to advise.</i>	<i>John Ward/Gerard Brewster</i>	<i>Tom Barker</i> 01449 724647 Tom.barker@babberghmidsuffolk.gov.uk	

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BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: BDC Cabinet Member Communities MSDC Lead Member Health and Wellbeing	Report Number: MCa/17/29
To: Babergh and Mid Suffolk Cabinet	Date of meeting: 4 December 2017 7 December 2017

LEISURE, SPORT AND PHYSICAL ACTIVITY STRATEGY

1. Purpose of Report

- 1.1 This report seeks Cabinet endorsement of the Councils' Leisure, Sports and Physical Activity Strategy 2017 to 2030. The strategy has been developed through a cross party Councillor Task and Finish Panel and through consultation with key stakeholders.
- 1.2 The Task and Finish Panel established the Councils' vision, strategic aim and priorities; and identified what the areas of focus for the Councils should be, what the Councils should continue to do, what should be supported and enabled and what the councils might cease to do. The summary strategy is included as appendix to this report and the wider supporting papers are available as background documents.
- 1.3 The strategy forms part of an integrated strategic framework and its success will be inextricably linked to decisions and outcomes from other pieces of work that are currently being developed. A key piece of work in this regard is the strategic review of our Leisure Facilities which will identify key decisions relating to the future operation and investment in the Councils leisure facilities. This is intended to identify 'invest to save' opportunities that will provide the Councils with the opportunity to consider redirecting budgets from the Councils contract management of its leisure facilities to support the delivery of the wider strategic priorities in the Leisure, Sports and Physical Activity Strategy.
- 1.4 The Councils will need to develop a procurement strategy by mid-2018 that will set out options for the future management of the Councils leisure facilities. The future contractual management arrangements will have a greater emphasis on the delivery of the Councils wider strategic objectives and will be a key factor in the delivery of the Councils strategy.
- 1.5 The Councils will also need to develop an action plan and key performance indicators with its key stakeholders for the delivery of the Leisure, Sports and Physical Activity Strategy.

2. Recommendations

- 2.1 To endorse the Leisure, Sport and Physical Activity Strategy.

Reason for Decision:

To enable the Council's to adopt a strategic approach towards the provision of Leisure, Sport and Physical activity.

3. Financial Implications

- 3.1 There are no direct financial implications associated with this report. However, the implementation of the strategy could, in the future, have significant financial implications but these will be the subject of reports for consideration by both Cabinets.

4. Legal Implications

- 4.1 There are no direct legal implications associated with this report. There are however potential legal issues to be considered that would be the subject of future reports.

5. Risk Management

- 5.1 This report is most closely linked with the Council's Corporate / Significant Business Risks as set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If investment opportunities are not identified or identified but not implemented then resources will not be realised to contribute to the delivery of the strategy	Unlikely - 2	Noticeable - 2	Prioritise the development of investment opportunities.
If the re-procurement of the leisure contract fails to deliver savings then resources will not be realised to contribute to the delivery of the strategy	Unlikely - 2	Noticeable - 2	Develop a clear procurement strategy with affordability thresholds
If there are Legal issues with the current contractual arrangements with either or both current operators / sites, then this will adversely affect delivery of the strategy	Unlikely - 2	Bad - 3	Early involvement of legal to identify and mitigate against any issues

6. Consultations

- 6.1 There has been an extensive consultation process undertaken in the development of the Leisure, Sport and Physical Activity Strategy. These are identified in the appendices of the strategy and include key stakeholders, sports clubs, schools and the voluntary sector.

7. Equality Analysis

- 7.1 There are no equality and diversity implications arising directly from this report. However, a specific focus of the Councils' strategic approach is targeted at those in need. The main strategic aim references those from disadvantaged groups as do a number of the key priorities. The broad direction of the strategy is a move towards a more community, inclusive and holistic approach.

8. Shared Service / Partnership Implications

- 8.1 The Leisure, Sport and Physical Activity Strategy has been developed as a joint strategy. However, a significant element of the Councils current delivery is through their existing leisure facilities that have differing arrangements.

9. Links to Joint Strategic Plan

- 9.1 The Leisure, Sport and Physical Activity Strategy makes specific reference to the Councils Joint Strategic Plan, specifically: Community volunteers are skilled and able; continued support for Health and Wellbeing outcomes that prevent interventions; manage our corporate assets effectively; targeted grants to support Community capacity building and outcome based commissioning.

10. Key Information

- 10.1 The Councils' visions are for communities that thrive and flourish and where people reach their full potential. With that in mind, the refreshed Joint Strategic Plan puts active, healthy, safe, self-sufficient and strong communities front and centre in both Councils' priorities and recognises rightly the link between economic prosperity and health and wellbeing. In these challenging times with changes to the funding available to public services, linked to the delivery of growth, and greater demands and expectations on our services, it is vital that we build and strengthen economic prosperity within our communities and target our resources to help local people stay safe and healthy, and reach their full potential in terms of prosperity.
- 10.2 A key project within the Councils' Joint Strategic Plan was to undertake a Strategic Leisure Review, recognising that there are specific health and wellbeing challenges among sections of our communities and the need to understand and develop its role in encouraging healthier lifestyles both in delivering leisure and cultural activities, supporting those of our partner organisations and those that are led and organised by communities themselves.
- 10.3 The aim of the review was to ensure that a planned, evidence based, strategic approach is taken for the provision and delivery of sports, recreational and leisure facilities, which includes both how to determine the level of resources made available for leisure services; how to ensure those resources are targeted at those activities that will have the greatest impact on the Councils' priorities and vision, as well as how these services will be delivered across both districts in future

Babergh and Mid Suffolk Councils are proud to present our first Leisure, Sport and Physical Activity Strategy from 2017 to 2030. This district-wide long-term Strategy has been developed as a result of our strategic review of existing leisure services, local sports and recreational infrastructure and partnerships across both our Districts. It identifies future needs, trends and opportunities to support an increasing ageing population in leading a more active lifestyle.

- 10.4 Non-traditional sport and physical activity and informal active recreation are now recognised as being of equal importance to formal sports activities and provision. The draft Strategy acknowledges this shift in emphasis to a health and wellbeing based approach rather than just a focus on a 'sport for sport's sake'.
- 10.5 The rural nature of our communities means that the Councils cannot rely solely on core leisure facilities, but need to maximise the potential of open spaces, playing fields, community centres and schools. The need to enable community groups, sports clubs and volunteers to bring local opportunities to life for people of all ages and abilities is a fundamental challenge also addressed within the Strategy.
- 10.6 The Council's strategic partners have highlighted the importance of shifting the Leisure, Sport and Physical Activity Strategy more towards health and wellbeing through behavioural change, integrated working and pooling resources and expertise.
- 10.7 The draft Strategy supports the Councils to make key decisions relating to the future operation and investment in our leisure facilities. This has been explored through the development, in parallel, of a Leisure Facilities Strategy which has identified 'invest to save' opportunities to redirect funding from efficiency savings to support the wider strategic priorities of the Leisure, Sport and Physical Activity Strategy.
- 10.8 Linked to a strategic Vision, the Councils have developed a set of clear strategic priorities which are directly linked to national policies on behaviour change and addressing inactivity. These will underpin any future grant aid, partnership working and community engagement with schools, sports clubs, the private sector and third sector groups.
- 10.9 The role of this Strategy in leading a coordinated approach to the provision of Leisure, Sport and Physical Activity is vital to maintaining and enhancing the social and physical infrastructure within Babergh and Mid Suffolk to support people of all ages to live active and healthier lives.
- 10.10 The Leisure, Sport and Physical Activity Strategy forms part of an integrated strategic framework of strategies which is linked to the Councils overarching priorities, a national and county-wide commitment to health and wellbeing, local sports and recreation infrastructure, and sustainable leisure facilities. This should ensure that the Councils make the very best use of resources and expertise available to support a more active community.
- 10.11 This Strategy is an opportunity to shift the emphasis away from traditional leisure provision over the next two decades to a more dynamic, holistic approach supporting community health and wellbeing, presenting an opportunity to:
- Target the current and future inactive and their behaviours (rather than provide new facilities for the already active)
 - Provide clarity on how we will play our part in working with other organisations to address the huge social care challenge and the wellbeing and ageing well agenda for our elderly population
 - Support and enable others to deliver targeted services through outcome based commissioning

- Directly deliver only where considered essential and where otherwise not possible
- Develop a more joined-up approach with partners e.g. Public Health, Clinical Commissioning Groups, Suffolk Sport and Most Active County Team.

10.12 The role of the Councils (and those of our partners) in supporting the Strategy will continue to evolve and highlight what changes are needed in future to take account of meeting the needs of the community, linked to:

- The future of our leisure facilities and related services
- How to support and enable the voluntary sector, sports clubs, schools, Town and Parish Councils to support behaviour changes in the community
- How to work with County wide partners such as Suffolk Sport, Suffolk County Council, Most Active County Programme and One Life Suffolk through commissioning of services and sharing resources
- How to create opportunities for private sector investment in Leisure, Sport and Physical Activity in the longer term through planning and economic development.

Vision, Strategic Aim and Priorities

10.13 The Councils' Vision for leisure, sport and physical activity seeks to provide guidance and inspiration as to what the Councils and our partners are focused on achieving up to 2030.

“Mid Suffolk and Babergh will support, encourage and inspire their communities to be more active and achieve a better quality of life.”

10.14 The Councils' strategic aim is:

“To support and enable increased levels of sport and physical activity participation across Babergh and Mid Suffolk; to support the improvement of health and well-being within our communities, particularly those from disadvantaged groups.”

10.15 Below are the top six Strategic Priorities for leisure, sport and physical activity within Babergh and Mid Suffolk developed through detailed consultation with elected Members and strategic partners.

1. Children and Young People - Increase the number and frequency of children, young people (1-18 years) and families across the district regularly taking part in traditional and non-traditional sport and physical activity.
2. Older People - Increase the number and frequency of older people regularly taking part in traditional and non-traditional sport and physical activity to reduce social isolation and to improve health and wellbeing.
3. Volunteers - Increase the volunteer base of sport and physical activity clubs and groups to build capacity, resilience and support growth in participation levels.
4. Mental Health - Increase active participation and benefits to participants with mental health issues through sport and physical activity.

5. Physical and Learning Disabilities - Improve the engagement and uptake of those with physical and learning disabilities into community and leisure facilities, ensuring that facilities are accessible and activities are available to all.
6. Sports and Leisure Infrastructure - Support the provision of sustainable community sport and leisure facilities and the spaces and infrastructure that individuals, clubs, schools and groups can access and use to take part.

Playing our part in the Strategy

10.16 There are four key areas of focus for the Councils to support the Strategy and its strategic priorities, which are summarised below:

Direct provision of leisure facilities

- 10.17 Currently the Councils are providing significant subsidies to their respective operators in Mid Suffolk and Babergh. The Councils will continue to consider 'invest to save' opportunities in their facilities to ensure they are operated utilising the most efficient management models, and consistently with the Vision and Priorities of the Strategy.
- 10.18 This will include potential improvements to the core facilities through targeted investment at Sudbury's Kingfisher Leisure Centre, Hadleigh Pool and Fitness and Mid Suffolk Leisure Centre Stowmarket subject to financially sustainable business plans. Any such investments would not only need to be affordable but would need to maintain or improve levels of participation, ensuring that the proposal meets the future needs of residents.
- 10.19 In Mid Suffolk, the cost of any investment is intended to be met through improved financial performance of any retendered contract in 2020. It is anticipated that this contract will deliver significant savings compared to the current levels which could be redirected to supporting the wider Leisure, Sport and Physical Activity Strategy.
- 10.20 In Babergh the Council is working closely with its operating partner, South Suffolk Leisure, to reduce their management fee through operational efficiencies and supported by investment in Hadleigh Pool and Fitness and Sudbury's Kingfisher Leisure Centre, subject to agreed and affordable business cases being approved.

Enabling support

- 10.21 The Councils will continue to provide support for voluntary groups, schools, sports clubs, communities, Town and Parish Councils, particularly in supporting their contribution to the six strategic priorities and promoting positive behaviour change. It is intended that the facilities operators will have a greater and more proactive role in enabling and supporting outreach support for schools, communities and sports groups. Funding for this would be generated through improved financial performance of the core leisure facilities.

Partnership Working

- 10.22 The Councils will continue to play a proactive role with strategic partners through commissioned programmes and support, working with key partners, including Sport England, Suffolk Sport, Most Active County Programme, Public Health, Suffolk County Council, One Life Suffolk and Education partners. Given the challenges on

future public funding, any external funding secured will be focused on achieving specific outcomes for identified target groups and promoting long term behaviour change.

Encouraging investment from the private sector

10.23 The Councils will use their planning powers and economic development role to support and enable private sector investment in improving the Leisure infrastructure where this can be sustainable and complements existing provision. Any investment by the private sector is likely to be limited whilst our core leisure provision is meeting the needs of the market. The Councils will support the Town and Parish Councils that are significantly affected by large scale developments through Community Infrastructure Levy and Section 106 agreements to identify, evidence and define their needs and liaise with developers to ensure that the greatest possible benefit for residents is achieved.

The following policy position has been developed to underpin the Strategy. It sets out what involvement the Councils will have in funding, delivering or enabling leisure, sport and physical activity provision.

The Councils will continue to - *Build on success of the past*

- Supporting local providers in recognising the important role leisure, sport and physical activity can play in reducing health inequalities
- Encourage the wider use of schools by the community
- Support communities and individuals who wish to take greater responsibility for their own health and wellbeing through improvements in leisure, sport and physical activity provision
- Recognise local achievements of volunteers who make leisure, sport and physical activity opportunities happen in the districts.
- Facilitate partnership and collaborative working across the public, private and voluntary sectors to provide local leisure, sport and physical activity opportunities
- Support sustainable facility developments that are evidence based on needs of the local community
- Maximise opportunities with partners to encourage active and healthy lifestyles throughout the district through active promotion and community engagement
- Seek to identify opportunities to enable and attract external investment in sport and leisure facilities in the districts in the public, private and voluntary sectors
- Facilitate partnership and collaborative working with partners across the public, private and voluntary sectors.

The Councils will support and enable - *New ways of working*

- Specify through leisure operating contracts the key priority outcomes for our Leisure Operators to deliver over the life of the contract, which include greater outreach and community engagement
- Recognition of local resources and support for strengthening the ability of communities to develop local solutions to meet local needs
- Encourage shared use of sports facilities and infrastructure to support sustainability of local sports clubs
- Commission targeted interventions based on strategic need – e.g. directing scarce resources at those who will benefit from it the most in the long term
- Continue to proactively seek to encourage long term behaviour change across the community to improve health and wellbeing.

To Promote self-reliance - The Councils will no longer

- Subsidise sport and leisure facilities and services that should be self-sustaining
- Provide financial support based on historical arrangements and previous policy decisions
- Commit to re-provision of sport and leisure facilities that come to the end of their operating life.

11. Future needs

- 11.1 The Built Sports Facility Audit and emerging Leisure Facility Strategy has identified that there is a shortfall of swimming pool provision in Mid Suffolk – equivalent to 2 x 25 m pools. This will remain a future challenge given the limitations on funding or other commercial provision.
- 11.2 In Babergh, there is an identified need to retain provision of existing swimming pool capacity with the need to provide some additional capacity by 2030.
- 11.3 The emerging Leisure Facility Strategy has also identified opportunities to optimise the health and fitness provision (gyms and studios) in Sudbury and Stowmarket, which would enable facilities currently funded by the Council to move towards becoming 'break even' or provide a surplus to fund the wider Strategy across the District.
- 11.4 Existing Sports Hall provision in Babergh will need to be maintained, replaced or refurbished in order to meet sports hall demand up to 2031, albeit there is a current oversupply of 10 courts reducing to 9 courts in 2031. However, many of these courts have restricted access.
- 11.5 There are a significant number of public use sports hall facilities distributed across Mid Suffolk, a number of which have been refurbished in the last 10-15 years. As with Babergh, access to school sports halls in Mid Suffolk can be restricted and is an area where further community use can be explored through partnership working.

- 11.6 The majority of both Districts fall within a 20-minute drive time catchment of a publicly accessible main sports hall facilities; nonetheless, there are some gaps in provision in both districts.
- 11.7 The role of community and village halls cannot be overstated and the network of 150 across both Councils plays a vital role in providing low cost indoor provision.
- 11.8 The Councils commissioned a Playing Pitch Audit (2016) as part of the evidence base for this strategy which highlights future needs for provision, an assessment of quality and under/over-supply of main outdoor sports. This will enable the Councils to plan the right number of facilities to meet population growth and the needs of individual sports. An action plan from this Playing Pitch Audit will form part of the leisure strategic action plan.

12. What the consultation exercise told us

- 12.1 The Councils consulted strategic partners, schools, voluntary groups and sports clubs in developing this Strategy.
- 12.2 Strategic partners have highlighted the importance of shifting the Leisure, Sport and Physical Activity Strategy more towards health and wellbeing through behavioural change and integrated working with key partners, pooling resources and expertise. They emphasised the need to address physical inactivity.
- 12.3 With Suffolk aiming to be the Most Active County – the Suffolk partnership arrangements are well positioned to enable us to gain maximum support and leverage for the Strategy in the future.
- 12.4 Sports Clubs have highlighted that the biggest barrier to growth is a lack of volunteers and coaches. Sports Clubs have also highlighted the issues of funding for their own facilities / pitches and the need to improve them through investment.
- 12.5 95% of schools have identified a key role for the Councils and leisure facility operators including facilitating school/club links, enabling community use of facilities, support with grant applications and networking.
- 12.6 Key stakeholders informed us that there is a compelling need to support schools in opening up their community facilities to the public to optimise opportunities for greater participation and engagement.
- 12.7 Voluntary Organisations have identified a number of opportunities to support them in creating more opportunities in rural areas for people to become more active, similar to the issues identified by schools in 12.5 above.
- 12.8 The role of the Councils leading a coordinated approach to enabling the provision of Leisure, Sport and Physical Activity has been reinforced by key stakeholders as being vital to support people living active and healthier lives.

13. Our core leisure facilities

- 13.1 The Councils' very popular Leisure facilities are ageing and at some point in the future will not be able to continue to operate effectively and efficiently. Recent condition surveys have highlighted the following:

- Mid Suffolk Leisure Centre in Stowmarket and Stradbroke Swimming Pool and Fitness will need to be replaced by circa 2030.
- The Swimming Pool at Hadleigh Pool and Fitness will need to be replaced in the next 1 – 2 years.
- Kingfisher Leisure Centre at Sudbury will need to be replaced by c 2035-40.

13.2 The strategic review of our leisure facilities has identified opportunities for investing in Mid Suffolk Leisure Centre, Kingfisher Leisure Centre and Hadleigh Pool to improve their financial performance in the longer term with a view to striving to becoming revenue neutral at no cost to the Councils.

13.3 We will need to start planning for the longer-term re-provision of Leisure Facilities, seeking to work in partnership with private sector investors and education partners.

14. Making it Happen

14.1 The Councils will need to ensure the Strategy is resourced, embedded, communicated, delivered and has impact up to 2030. In order to do this, the Strategy will need to be embraced and integrated by all Council Departments.

14.2 This Strategy is inextricably linked to the emerging Leisure Facilities Strategy which will consider proposed future investment options within the three leisure facilities and the business plans that our operating partners in Mid Suffolk and Babergh are developing to demonstrate the financial benefits of any investment and how the Council plans to manage the facilities to optimise their financial performance post 2020.

14.3 There are a number of key leisure facility related decisions that will need to be managed in the short term progress the investments in the facilities and unlock funding and resources for the Leisure, Sport and Physical Activity Strategy. These relate to both Mid Suffolk and Babergh.

Mid Suffolk

14.4 The Council's two core leisure facilities, Mid Suffolk Leisure Centre and Stradbroke Swimming and Fitness Centre play a critical role currently in providing publicly accessible sports and leisure facilities for residents of the District. We intend to retain these facilities, continue to invest in them and continue to recognise their importance in meeting local need subject to affordability.

14.5 The re-procurement of the Mid Suffolk contract in 2020 is integral to the Council's strategic decision making regarding future investment into facilities and presents an ideal opportunity to secure a long-term business case for investment in partnership with its appointed operator.

14.6 Critical to any future investment at Mid Suffolk Leisure Centre is the negotiation with Stowmarket High School and Suffolk County Council regarding future arrangements of the land that part of the centre sits on. We will seek to secure agreement regarding the transfer and establish a constructive partnership with the school going forward. A slight complication with this is that Stowmarket High School has applied for and been approved to transfer to an Academy later this year or early next year.

- 14.7 Prior to 2020, we will seek to negotiate a commercially acceptable business case with the incumbent operator, SLM for investment in Mid Suffolk Leisure Centre prior to 2020 if agreement can be reached.
- 14.8 In the event that we are not able to secure a commercially acceptable business case, we will wait until the re-procurement to invite proposals from the market. This provides a lower risk route to investment as we will have a secure and contractually binding financial offer and business case where all of the risk on achieving the projected income is held by the appointed operator.

Babergh

- 14.9 Our two core leisure facilities in Babergh, Kingfisher Leisure Centre and Hadleigh Pool and Leisure play a critical role currently in providing publicly accessible sports and leisure facilities for residents of the District. The Council intends to retain these facilities, continue to invest in them and continue to recognise their importance in meeting local need, subject to affordability.
- 14.10 Critical to the future affordability and sustainability of leisure facilities provision will be the Council's approach to its existing management contract with South Suffolk Leisure (SSL). Advice provided by specialist consultants SLC has highlighted potential achievable savings if the Council were to break the current lease with SSL and re-procure the contract along with Mid Suffolk in 2020. Whilst this represents a potential saving there are risks and costs associated with this approach. SSL undertake more than just the management of Babergh's leisure facilities and Babergh District Council would need to consider the wider social and community issues, as well as the legal implications of breaching this contract, alongside any financial benefits.
- 14.11 It is intended to provide SSL with the opportunity to develop a commercially acceptable business and a revised management fee offer linked to the delivery of investment at Kingfisher Leisure Centre and Hadleigh Pool and Fitness. As part of these negotiations, the Council will undertake detailed design and costings for the replacement pool at Hadleigh Pool and Leisure. This investment option is arguably the most pressing due to the current condition of the pool but also the option that relies most heavily upon savings secured across the contract as a whole in order to help subsidise its delivery.

Joint recommendations

- 14.12 We will also explore options for 'invest to save' investments in new plant technology in our leisure facilities. The leisure industry is beginning to see significant savings on utilities costs (circa 40%) generated through new innovative energy saving plant.
- 14.13 The Councils will need to ensure that the Leisure, Sport and Physical Activity Strategy is embraced by all our relevant services and teams. This may require some reorganisation of internal resources across services making better use of existing and future available resources.
- 14.14 A dedicated resource will be required to lead the development of the Strategy. The Councils will review the current structure and resourcing for Community Grants, Sports Development and Community Development to optimise resources and funding to support the Strategy and its strategic priorities.

14.15 The Councils will need to develop a joint action plan for the delivery and implementation of this strategy. SLC assisted the Councils and key strategic partners in developing a draft action plan as part of the strategy development process and further work is required to develop and resource this for Councils' future consideration.

14.16 The Councils will also need to develop key performance indicators to ensure that they can monitor the effectiveness of the strategy. Draft performance indicators have been established but further work needs to be undertaken to establish a baseline position.

15. Appendices

Title	Location
(a) Leisure, Sport and Physical Activity Strategy Summary 2017-2030	

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Leisure, Sport & Physical Activity Strategy Summary

Babergh and Mid Suffolk District Councils





Introduction

Our goal is to encourage people who live and work in Babergh and Mid Suffolk to lead more active lives.

We have published our first Leisure, Sport and Physical Activity Strategy, which spans the next decade and beyond, up to 2030, which sets out the opportunities and challenges this presents.

Being active does not necessarily mean going to the gym or signing up for exercise classes and the rural nature of our communities means that we cannot rely solely on leisure centres to provide opportunities to get more people involved in sport. Although we are continuing to invest in improving our facilities in Kingfisher Leisure Centre in Sudbury, Hadleigh Pool and Fitness, Mid Suffolk Leisure Centre Stowmarket and Stradbroke Pool and Fitness Centre, this is only part of the solution.

We want to support volunteers and community groups, sports clubs, schools and town and parish councils to create more local opportunities for people to take part in a range of activities. These could include a kickabout on the sports field on a Saturday afternoon, yoga in the village hall or bringing parents back to the playground after school for a tennis match.

We are also looking at ways to encourage people to make exercise part of their daily routine, for example making a short journey on foot or by bike rather than driving.

Small lifestyle changes can make a big difference as rising obesity levels put more adults at risk of ill health.

Keeping active has numerous benefits not only for physical health but also mental wellbeing. It can help to reduce isolation among older people, instil the importance of teamwork in children and ease the symptoms of anxiety and depression.

Health and wellbeing is key to improving people's quality of life, particularly for those from a disadvantaged background, people who have physical or learning disabilities and an increasingly older population.

Our Councils' vision is to support, encourage and inspire our communities to be more active and we look forward to working with you to achieve this.



Margaret Maybury

Babergh Cabinet Member for Communities



Diana Kearsley

Lead Member for Health and Wellbeing



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15	Why do we need a strategy
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1. Foreward

Babergh and Mid Suffolk Councils are proud to present our first Leisure, Sport and Physical Activity Strategy from 2017 to 2030.

This district-wide long-term Strategy has been developed as a result of a recent strategic review of existing leisure services, local sports and recreational infrastructure and partnerships across both our Districts.

It identifies future needs, trends and opportunities to support an increasing ageing population in leading a more active lifestyle. This is within an environment where resources will become increasingly scarce and we need to be focused on achieving clear, identified outcomes.

Our shared challenge in the Strategy is physical inactivity.

Non-traditional sport and physical activity and informal active recreation are now recognised as being of equal importance to formal sports activities and provision. Our Strategy seeks to acknowledge the shift in emphasis to a health and wellbeing based approach rather than just a focus on a sport for sport's sake.

The rural nature of our communities means that we cannot rely solely on core leisure facilities, but need to maximise the potential of our open spaces, playing fields, community centres and schools.

The need to enable our community groups, sports clubs and volunteers to bring local opportunities to life for people of all ages and abilities is a fundamental challenge – and one we are fully committed to supporting within our means.

Our strategic Partners have highlighted the importance of shifting the Leisure, Sport and Physical Activity Strategy more towards health and wellbeing through behavioural change, integrated working and pooling resources and expertise. We fully embrace this approach.

This Strategy will support us in making some key decisions relating to the future operation and investment in our leisure facilities. This has been explored through the development in parallel of our Leisure Facilities Strategy which has identified 'invest to save' opportunities to redirect funding from efficiency savings to support our wider strategic priorities in our communities.

Linked to a strategic Vision, we have developed a set of clear strategic priorities which are directly linked to national policies on behaviour change and addressing inactivity. They will underpin any future grant aid, partnership working and community engagement with schools, sports clubs, the private sector and third sector groups.

The role of this Strategy in leading a coordinated approach to the provision of Leisure, Sport and Physical Activity is vital to maintaining and enhancing the social and physical infrastructure within Babergh and Mid Suffolk to support people of all ages to live active and healthier lives.

We look forward to working with you to play your part to achieve our Vision.



Below are the top six Strategic Priorities for leisure, sport and physical activity within Babergh and Mid Suffolk developed through detailed consultation with elected Members and strategic partners.

1

Children and Young People

Increase the number and frequency of children, young people (1-18 years) and families across the district regularly taking part in traditional and non-traditional sport and physical activity.

2

Older People

Increase the number and frequency of older people regularly taking part in traditional and non-traditional sport and physical activity to reduce social isolation and to improve health and wellbeing.

3

Volunteers

Increase the volunteer base of sport and physical activity clubs and groups to build capacity, resilience and support growth in participation levels.



2. Vision, Strategic Aim and Priorities

Our Vision for leisure, sport and physical activity seeks to provide guidance and inspiration as to what we and our partners are focused on achieving up to 2030.

“Mid Suffolk and Babergh will support, encourage and inspire their communities to be more active and achieve a better quality of life.”

4

Mental Health

Increase active participation and benefits to participants with mental health issues through sport and physical activity.

5

Physical and Learning Disabilities

Improve the engagement and uptake of those with physical and learning disabilities into community and leisure facilities, ensuring that facilities are accessible and activities are available to all.

6

Sports and Leisure Infrastructure

Support the provision of sustainable community sport and leisure facilities and the spaces and infrastructure that individuals, clubs, schools and groups can access and use to take part.

Our strategic aim is:

“To support and enable increased levels of sport and physical activity participation across Babergh and Mid Suffolk; to support the improvement of health and well-being within our communities, particularly those from disadvantaged groups.”

Playing our part in the Strategy

We will have four key areas of focus to play our part in supporting the Strategy and its strategic priorities which are summarised below:

Direct provision of leisure facilities

We will continue to provide core leisure facilities up to 2030, subject to affordability, and consider invest to save opportunities to ensure we operate them through the most efficient management model as soon as practicable. This is to optimise their financial performance as currently the Council is providing a significant subsidy to its two operators in Mid Suffolk and Babergh.

We will look to improve the core facilities through targeted investment at Sudbury's Kingfisher Leisure Centre, Hadleigh Pool and Fitness and Mid Suffolk Leisure Centre Stowmarket subject to financially sustainable business plans. These investments would maintain and improve levels of participation, ensuring that the offer meets the future needs of residents.

The cost of investment will be met through the improved financial performance over the life of the contract at Mid Suffolk which will run until 2030. It is anticipated that this contract will deliver significant savings over the ten years, compared to the current levels which could be redirected to supporting the wider Leisure, Sport and Physical Activity Strategy.

We are also working closely with South Suffolk Leisure, our operating partner in Babergh on reducing their management fee through operational efficiencies,

supported by investment in Hadleigh Pool and Fitness and Sudbury's Kingfisher Leisure Centre.

The Council's leisure operating contract in Mid Suffolk will be retendered in 2020 with a view to secure the very best partnership and financial return. We will explore the feasibility and opportunities of combining the management arrangements of all of the leisure facilities to optimise economies of scale and our return on investment.

Enabling support

We will continue to provide support for voluntary groups, schools, sports clubs, communities, Town and Parish Councils, particularly in supporting their contribution to the six strategic priorities and promoting positive behaviour change. The role we require of our operators in future will shift to play a proactive role in enabling and supporting outreach support for schools, communities and sports groups.

The funding for this would be through the improved performance of our leisure facilities.



Partnership Working

We will continue to play a proactive role with our strategic partners through commissioned programmes and support, working with Sport England, Suffolk Sport, Most Active County Programme, Public Health, Suffolk County Council, One Life Suffolk and Education partners. Given the challenges on future public funding, any external funding secured will be focused on achieving specific outcomes for identified target groups and promoting long term behaviour change.

Encouraging investment from the private sector

We will use our planning powers and economic development role to support and enable private sector investment in improving the Leisure infrastructure where this can be sustainable and compliments existing provision. We acknowledge that this is likely to be limited whilst our core leisure provision is still sustainable. We will support the Town and Parish Councils that are significantly affected by large scale developments through CIL and Section 106 agreements to identify, evidence and define their needs and liaise with developers to ensure that the greatest possible benefit for residents is achieved.

We have developed the following policy position underpinning the Strategy.

It sets out what involvement we will have in funding, delivering or enabling leisure, sport and physical activity provision.



What we will continue to do - *Building on success of the past*

- Supporting local providers in recognising the important role leisure, sport and physical activity can play in reducing health inequalities
- Encourage the wider use of community use in schools
- Support communities and individuals who wish to take greater responsibility for their own health and wellbeing through improvements in leisure, sport and physical activity provision
- Recognise local achievements of volunteers who make leisure, sport and physical activity opportunities happen in the districts.
- Facilitate partnership and collaborative working across the public, private and voluntary sectors to provide local leisure, sport and physical activity opportunities
- Support sustainable facility developments that are evidence based on needs of the local community
- Maximise opportunities with partners to encourage active and healthy lifestyles throughout the district through active promotion and community engagement
- Seek to identify opportunities to enable and attract external investment in sport and leisure facilities in the districts in the public, private and voluntary sectors
- Facilitate partnership and collaborative working with partners across the public, private and voluntary sectors.



What we will support and enable - *New ways of working*

- Specify through our leisure operating contracts the key priority outcomes we wish our Leisure Operators to deliver over the life of the contract, which include greater outreach and community engagement
- Recognition of local resources and support for strengthening the ability of communities to develop local solutions to meet local needs
- Encourage shared use of sports facilities and infrastructure to support sustainability of local sports clubs
- Commission targeted interventions based on strategic need - e.g. directing scarce resources at those who will benefit from it the most in the long term
- Continue to proactively seek to encourage long term behaviour change across the community to improve health and wellbeing.

What we will no longer do - *Promoting self- reliance*

- Subsidise sport and leisure facilities and services that should be self-sustaining
- Provide financial support based on historical arrangements and previous policy decisions
- Commit to re-provision of sport and leisure facilities that come to the end of their operating life.





3. Why do we need a strategy?

The joint Councils of Babergh and Mid Suffolk have a critical role to play in providing, supporting and enabling opportunities for residents across both districts to tackle physical inactivity. Directing effort, avoiding duplication and targeting limited resources to achieve the right outcomes are our key priorities moving forwards.

At the heart of a strategic framework

The Leisure, Sport and Physical Activity Strategy forms part of an integrated strategic framework of strategies which is linked to our overarching priorities, a national and county-wide commitment to health and wellbeing, local sports and recreation infrastructure, and sustainable leisure facilities. This ensures that we are making the very best use of resources and expertise available to support a more active community.





The opportunities ahead

We see this Strategy as an opportunity to shift the emphasis away from traditional leisure provision over the next two decades to a more dynamic, holistic approach supporting community health and wellbeing, presenting an opportunity to:

- **Target the current and future inactive and their behaviours (rather than provide new facilities for the already active)**
- **Provide clarity on how we will play our part in working with other organisations to address the huge social care challenge and the wellbeing and ageing well agenda for our elderly population**
- **Support and enable others to deliver targeted services through outcome based commissioning**
- **Directly deliver only where considered essential and not otherwise possible**
- **Develop a more joined-up approach with partners e.g. Public Health, Clinical Commissioning Groups, Suffolk Sport and Most Active County Team.**

Our role as local authorities (and those of our partners) in supporting the Strategy will continue to evolve and highlight what changes are needed in future to take account of meeting the needs of the community, linked to:

- **The future of our leisure facilities and related services**
- **How we will support and enable the voluntary sector, sports clubs, schools, Town and Parish Councils to support behaviour changes in the community**
- **How we will work with County wide partners such as Suffolk Sport, Suffolk County Council, Most Active County Programme and One Life Suffolk through commissioning of services and sharing resources**
- **How we will create opportunities for private sector investment in Leisure, Sport and Physical Activity in the longer term through planning and economic development.**

This is explored in the next sections, Horizon Scanning and Making It Happen.

4. Horizon scanning - a look to the future

The key issue to be tackled

Our population is getting older and placing greater pressure on social care and health interventions. By enabling and supporting individuals at greatest risk to take care of themselves and their health, this will take pressure off the system and assist in reducing social care and healthcare costs.

The role of leisure, sport and physical activity in maintaining an individual's mental health, healthy weight and physical health cannot be overstated. Looking ahead to the future the following key factors have been taken into account to support the development of the Strategy.

Population and health trends

Over the next 13 years we need to ensure that the Strategy is closely aligned to future population changes and growth in the Districts. Key considerations are as follows:

There will be increasing demand on leisure facilities in areas experiencing housing growth - approximately 355 new homes per year in Babergh and 450 new homes per year in Mid Suffolk.



The overall population of the joint Councils is also forecast to shift demographically towards the older age groups.

Both districts have a significantly higher than average proportion of residents living in rural areas.

13.4% of the Babergh's population and 10.7% of Mid Suffolk's does not have access to private transport and would be limited in their ability to travel to core leisure facilities.

Research suggests that less than a third of the population are physically active at least once a week.

The top three sports locally in order of popularity, are cycling, swimming and gym sessions and this trend is likely to continue. Walking is still hugely popular as a recreational activity.



C.1,900 children in Babergh and c.1,600 in Mid Suffolk live in poverty and may not be able to access or afford mainstream leisure activities and opportunities.

15% of children are obese and this trend is rising.

Over 65% of adults are obese and this figure is rising.

Over 22% of adults are classed as inactive and at risk of health issues.

More than 50% of adults would like to be more active and do more sport

50%

Sports volunteering in Babergh has significantly reduced, down to 11% with the figure at 17% for Mid Suffolk





Future needs

The Built Sports Facility Audit and emerging Leisure Facility Strategy has identified that there is a shortfall of swimming pool provision in Mid Suffolk – equivalent to 2 x 25m pools. This will remain a challenge looking ahead, given the limitations on funding or other commercial provision.

In Babergh, there is an identified need to retain provision of existing swimming pool capacity with the need to provide some additional capacity by 2030.

The emerging Leisure Facility Strategy has also identified opportunities to optimise the health and fitness provision (gyms and studios) in Sudbury and Stowmarket, which would enable facilities currently funded by the Council to move towards becoming break even or provide a surplus to fund the wider Strategy across the District.

Existing Sports Halls provision in Babergh will need to be maintained, replaced or refurbished in order to meet sports hall demand up to 2031, albeit there is a current oversupply of 10 courts reducing to 9 courts in 2031. However, many of these courts have restricted access.

There are a significant number of public use sports hall facilities distributed across Mid Suffolk, a number of which have been refurbished in the last 10-15 years. As with Babergh, access to school sports halls in Mid Suffolk can be restricted and is an area where further community use can be explored through partnership working.

The majority of both districts falls within a 20-minute drive time catchment of a publicly accessible main sports hall facilities; nonetheless, there are some gaps in provision in both districts.

The role of community and village halls cannot be overstated and the network of 150 across both Councils plays a vital role in providing low cost indoor provision.

The Council has recently commissioned a Playing Pitch Strategy (2016) which highlights future needs for provision, an assessment of quality and under/over-supply of main outdoor sports. This will enable us to plan the right number of facilities to meet population growth and the needs of individual sports.



What our consultation exercise told us

We talked to strategic partners, schools, voluntary groups and sports clubs in developing this Strategy.

Strategic Partners have highlighted the importance of shifting the Leisure, Sport and Physical Activity Strategy more towards health and wellbeing through behavioural change and integrated working with key partners, pooling resources and expertise. They emphasised the need to address physical inactivity.

With Suffolk aiming to be the Most Active County – the partnership infrastructure is well positioned to enable us to gain maximum support and leverage for the Strategy in the future.

Sports Clubs have highlighted that the biggest barrier to growth is a lack of volunteers and coaches. Sports Clubs have also highlighted the issues of funding for their own facilities / pitches and the need to improve them through investment.

95% of schools have identified a key role for us and our leisure facility operators including facilitating school/club links, enabling community use of facilities, support with grant applications and networking.

There is a compelling need to support schools in opening up their community facilities to the public to optimise opportunities for greater participation and engagement.

There is a commitment from us to target available resources at those individuals that would most benefit from support and enable those who can take greater responsibility for their own health and wellbeing.

Voluntary Organisations have identified a number of opportunities to support them in creating more opportunities in rural areas for people to become more active – many quite similar to the needs of schools.

The role of us leading a coordinated approach to enabling the provision of Leisure, Sport and Physical Activity has been reinforced as being vital to support people living active and healthier lives.

Our core leisure facilities

The Council's very popular Leisure facilities are ageing and at some point in the future will not be able to continue to operate sustainably. Recent condition surveys have highlighted the following:

- **Mid Suffolk Leisure Centre in Stowmarket and Stradbroke Swimming Pool and Fitness will need to be replaced by c 2030.**
- **The Swimming Pool at Hadleigh Pool and Fitness will need to be replaced in the next 1-2 years.**
- **Kingfisher Leisure Centre at Sudbury will need to be replaced by c 2035-40.**

The strategic review of our leisure facilities has identified opportunities for investing in Mid Suffolk Leisure Centre, Kingfisher Leisure Centre and Hadleigh Pool to improve their financial performance in the longer term with a view to becoming revenue neutral or positive –provided at no cost to the Councils.

We will need to start planning for the longer-term re-provision of Leisure Facilities, seeking to work in partnership with private sector investors and education partners.

The Council is not currently in a position to commit to replace these facilities post 2030 and will be working proactively to find a sustainable solution for the future. The Leisure Strategy does provide a sustainable way forward to continue to provide these highly-valued facilities in the medium term to 2030.

Future sustainable models

Several Councils similar to us are able to provide their core leisure facilities at no cost to the Council Tax payer through

the right investment in modern facilities and management operating model. This is reliant on new facilities, low borrowing costs facilitated by the Council and efficient procurement of a leisure operator to get the very best value for money.

Looking ahead to post 2030, a mixed model of provision is likely to emerge through some private sector investment in the major population areas of Stowmarket and Sudbury. However, provision for swimming is likely to require public sector investment given the high operating costs.

There is an exciting opportunity through targeted investment in the Councils Leisure Facilities and in procuring the most cost effective operational partners to fund a significant amount of development activity in rural parts of the District.

This will be delivered by a number of partners in the voluntary and third sector with the Leisure Operator playing a key role in delivery. This is the only way to ensure a sustainable future and core funding to support specific initiatives and programmes to support the community in becoming more active.



5. Making it happen

We will need to ensure the Strategy is resourced, embedded, communicated, delivered and has impact up to 2030. In order to do this, the Strategy will need to be embraced and integrated by all Council Departments.

The Strategy is inextricably linked to the recommendations in the emerging Leisure Facilities Strategy. This relates to recommended future investment in the three leisure facilities, the business plans of our operating partners in Mid Suffolk and Babergh in realising that investment and how the Council plans to manage the facilities to optimise their financial performance post 2020.

There are a number of key leisure facility related decisions that we will need to manage in the short term to progress the investments in the facilities and unlock funding and resources for the Leisure, Sport and Physical Activity Strategy. These relate to:

Mid Suffolk

The Council's two core leisure facilities, Mid Suffolk Leisure Centre and Stradbroke Swimming and Fitness Centre play a critical role currently in providing publicly accessible sports and leisure facilities for residents of the District. We intend to retain these facilities, continue to invest in them and continue to recognise their importance in meeting local need subject to affordability.

The re-procurement of the Mid Suffolk contract in 2020 is integral to the Council's strategic decision making regarding future investment into facilities and presents an ideal opportunity to secure a long-term business case for investment in partnership with its appointed operator.

Critical to any future investment at Mid Suffolk Leisure Centre is the negotiation with Stowmarket High School regarding the transfer of land that part of the centre sits on. We will seek to secure agreement regarding the transfer and establish a constructive partnership with the school going forward.

Prior to 2020, we will seek to negotiate a commercially acceptable business case with the incumbent operator, SLM for investment in Mid Suffolk Leisure Centre prior to 2020 if agreement can be reached.

In the event that we are not able to secure a commercially acceptable business case, we will wait until the re-procurement to invite proposals from the market. This provides a lower risk route to investment as we will have a secure and contractually binding financial offer and business case where all of the risk on achieving the projected income is held by the appointed operator.

Babergh

Our two core leisure facilities in Babergh, Kingfisher Leisure Centre and Hadleigh Pool and Leisure play a critical role currently in providing publicly accessible sports and leisure facilities for residents of the District. We intend to retain these facilities, continue to invest in them and continue to recognise their importance in meeting local need subject to affordability.

Critical to the future affordability and sustainability of our leisure facilities provision will be our approach to our existing management contract with SSL. Advice provided by specialist consultants has highlighted the extent of achievable savings if the Council chooses to review the arrangement with SSL and consider amalgamating the contract with Mid Suffolk in 2020. Whilst this represents a potential saving there are risks and costs associated with this approach.

We will provide SSL with the opportunity to develop a revised management fee offer linked to the delivery of investment at Kingfisher Leisure Centre and Hadleigh Pool and Fitness. We will continue to 'underwrite' the investment and will continue to be exposed to third party income and expenditure risk in the event that SSL are not able to achieve the business plan projections.

In the event that a commercially acceptable business case cannot be agreed with SSL, we will explore alternative options with SSL.

Concurrent to the above negotiations, we will undertake detailed design and costings for the replacement pool at Hadleigh Pool and Leisure. This investment option is arguably the most pressing due to the current condition of the pool but also the option that relies most heavily upon savings secured across the contract as a whole in order to help subsidise its delivery.

Joint recommendations

We will also explore options for 'invest to save' investments in new plant technology in our leisure facilities. The leisure industry is beginning to see significant savings on utilities costs (circa 40%) generated through new innovative energy saving plant.

We will need to ensure that the Leisure, Sport and Physical Activity Strategy is embraced by all our relevant services and teams. This may require some reorganisation of internal resources across services making better use of existing and future available resources.

The management of the Strategy will need to be linked to the strategic review of our Leisure Facilities and the upcoming Leisure Procurement Strategy (due for consideration in mid 2018) in preparation for the retendering of the Mid Suffolk Leisure Contract in 2020.

Given the partnership based approach that will be essential to ensure the delivery of the Strategy, a Strategic Body will be established to provide oversight and scrutiny of the Strategy.

Membership of this Strategic Body should include the partners that have supported the development of the action plan and also co-opt additional members as and when required based on their specialism and expertise.

This will be critical to ensure that baseline data is established to support the development of the Strategic Priorities and key performance indicators.

Dedicated resource in the form of a full-time Leisure, Sport and Physical Activity Officer is recommended to lead the development of the Strategy.

We will review our current structure and resourcing for Community Grants, Sports Development and Community Development and seek to optimise structures and funding to support the Strategy and its strategic priorities.





Summary

The recommendations in terms of the preferred investment options are clear. Investment at Mid Suffolk Leisure Centre provide an improved revenue position for us and help meet demand for health and fitness facilities, indoor activity space and more flexible pool space. Investment at Kingfisher Leisure Centre provides an improved revenue position for the Council and at Hadleigh Pool is critical in meeting strategic need and protecting the future of this important community facility.

Only by taking strong decisions on operational models and investment, can we unlock resources to financially support the Strategy.

We will need to take a clear leadership role working alongside our strategic partners and leisure operating partners who will be best placed to lead on a number of our strategic priorities in the future.



Leisure, Sport & Physical Activity Strategy Summary

Babergh and Mid Suffolk District Councils



This strategy was developed with the support of the Sport Leisure and Culture Consultancy. SLC are specialist consultants who advise organisations develop effective strategies, planning sustainable leisure facilities and procuring successful leisure operational partnerships.

Agenda Item 9

MID SUFFOLK DISTRICT COUNCIL

From: Cabinet Member for Economy	Report Number: MCa/17/30
To: CABINET	Date of meeting: 4 December 2017

MID SUFFOLK ENTERPRISE ZONE SITES – SPACE TO INNOVATE

DISCRETIONARY BUSINESS RATES RELIEF POLICIES

1. Purpose of Report

- 1.1 To obtain approval from Members at Mid Suffolk District Council Cabinet to proposed Discretionary Business Rates Relief Policies associated with Stowmarket Enterprise Park
- 1.2 To ask Members to amend their approval regarding delegation for signatory to legal documents (BMSDC Council meetings July 2016) from Deputy Chief Executive to appropriate Assistant Director of Babergh Mid Suffolk District Council.

2. Recommendations

- 2.1 Members approve Mid Suffolk District Council Discretionary Business Rates Relief Policy for Stowmarket Enterprise Park
- 2.2 Members approve Assistant Directors as alternative signatories on legal documentation in respect of Enterprise Zone site delivery within the Districts

Reason – To encourage the development of employment sites and other business growth in appropriate locations. To encourage investment infrastructure.

3. Financial Implications – Business Rates Relief Policies

- 3.1 As an incentive to businesses to occupy new premises on an Enterprise Zone (EZ) site the Government, DCLG, will fund any business rates relief by 100%, for eligible businesses who take occupation of premises on or before 31 March 2021. The Collection Authority has the discretion to pass on this incentive to business occupiers by means of an appropriate policy. The Policy will identify eligibility and relevant terms and conditions.
- 3.2 This Policy can be used as a tool by the Collection Authority to encourage preferred industry sectors to locate to an Enterprise Zone site. See paragraph 4 of the BR Relief Policies.
- 3.3 A concern for the Districts is that the incentives will encourage relocation within the District. Some business relocations could free up smaller business premises for new occupiers wishing to locate to the District. The EZ site application process will enable Economic Development Team to assess potential economic impacts as applicants have to provide former business address. Usually business expansion, additional employees and/or increased productivity/turnover as a result of relocation

is not considered to qualify as business displacement (for purposes of government monitoring) and consequently will not prevent businesses from accessing BR Relief.

- 3.4 The Business Rates Relief incentive is balance-sheet neutral for the Collection Authority, although there will be a delay to receipt of appropriate central government funding.
- 3.5 The Economic Development Team have taken advice from various sources in the compilation of the BR Relief Policy documents, see consultations below.
- 3.6 BMSDC Finance Team advice was taken when drafting the proposed Policy documents.

4. Legal Implications

- 4.1 Shared Legal Services have been engaged within the drafting process for the Discretionary Business Rates Relief Policies and associated documentation. Comments are as follows :
- 4.2 The proposed scheme is within the Mid Suffolk District Council's powers under section 47 of the Local Government Act 1988. Moreover, the Localism Act 2011 provides local government with greater flexibility with regards to discretionary relief and exemptions for Business Rates.

5. Risk Management

- 5.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No.2c "Failure to establish employment site allocations of right types, in right places" Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Enterprise Zone sites are not delivered	Unlikely, this has not happened before (1)	Disaster/Bad (3/4)	BMSDC Economic Development Team working closely with New Anglia LEP, site developers/owners and other agencies to monitor progress with mitigation measures in place if required.
The EZ sites do not attract the preferred business occupiers	Unlikely, the Discretionary Business Rates Policy should ensure that appropriate	Could result in sites remaining vacant (3)	Stakeholders will review business occupiers at regular meetings terms of discretionary BR policies will be

<p>Established local businesses apply to relocate to the new EZ sites to gain from Business Rates incentives</p>	<p>businesses locate to the EZ sites (1)</p> <p>Unlikely, as relocation impacts upon business continuity and is very costly (1)</p>	<p>Could result in empty business premises elsewhere in the Districts (3)</p>	<p>relaxed if necessary</p> <p>BR policies refer to displacement as a factor that could prevent eligibility</p> <p>If relocation is for expansion this will release premises for occupation by smaller businesses</p> <p>BMSDC EDOs to keep situation under review. BR application form asks for details of former business premises</p>
<p>Insufficient funds to deliver site infrastructure required prior to development</p>	<p>Unlikely as Fund B monies will support these costs in the long term (1)</p>	<p>Sites remain undeveloped (4)</p>	<p>Regular meetings between stakeholders have identified potential funding shortfalls and mitigation if required i.e. additional investment from stakeholders, bidding for additional public sector funds (soon to be launched EZ Accelerator Fund)</p>
<p>Reduction in amount of public sector funding available to support this kind of project</p>	<p>This could be possible if public sector spending cuts are imposed in the future</p>	<p>As above site remains partially developed thereby limiting income to Fund B for site development</p>	<p>a) Ensure that development of Stowmarket Enterprise Park remains a priority for New Anglia LEP via their Economic Strategy.</p> <p>b) Ensure that the EZ site acquires appropriate share of Fund C monies</p>

			from NALEP to support build-out of the whole Park
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6. Consultations

- 6.1 In addition to consultation with BMSDC Finance and Audit Teams and Suffolk Shared Legal Services, Economic Development Team has consulted with Shared Revenue Partnerships, Ipswich Borough Council, Suffolk County Council and New Anglia LEP when drafting the Policy documents, application forms and other information for applicants.

7. Equality Analysis

- 7.1 There are no equality and diversity implications arising directly from the content of this report.

8. Shared Service / Partnership Implications

- 8.1 There will be a need for ongoing advice and input from Shared Service providers – Legal and Business Rates Teams as the delivery methodology for the BMSDC EZ sites is being established. This is in addition to continuing input from BMSDC Finance Team, Comms Team and Planning Strategic Sites Team.
- 8.2 The Economic Development Team will continue to manage District Delivery Team meetings on a bi-monthly basis, to attend Sproughton Liaison Group meetings, to attend New Anglia EZ Development meetings (bi-monthly) and to engage with other delivery partners as and when required to ensure successful development of both EZ sites within the Districts. The delivery Team for Stowmarket Enterprise Park will be established once delivery partner is identified.

9. Links to Joint Strategic Plan

- 9.1 This Item aligns with
- 9.2 2.1 Increased understanding of our local business needs
- 9.3 2.2 Engage and support our businesses to thrive
- 9.4 2.3 Further develop the local economy

10. Enterprise Zone Sites Updates

- 10.1 SPACE TO INNOVATE – MID SUFFOLK EZ SITES
- 10.2 Memorandum of Understanding signed (end September 2016) by all District and County Councils working together to deliver 10 Enterprise Zone sites within the brand. This document defines basic principles behind delivery of the brand. The

Under Secretary of State for Local Growth signed the MoU on behalf of the Government on 18 October 2017.

- 10.3 The site legal agreements for delivery of each of BMSDC Enterprise Parks were signed by stakeholders (District Council, New Anglia LEP and Suffolk County Council) in May this year. BMSDC were advised by Freeths.
- 10.4 Individual Site Development Plans (SDP) have been approved by New Anglia. These documents, that have a 5 year shelf-life, outline delivery timeframes, site aspirations, preferred business occupiers and investment strategy for individual Enterprise Zone sites. At this point in time these documents remain flexible and identify broad aspirations for site development.
- 10.5 Communications Plan is currently in draft and will be finalised, in consultation with other delivery stakeholders, by end 2017 to dovetail with New Anglia LEP communications protocol.

11. Appendices

Title	Location
(a) MSDC Draft Discretionary Business Rates Relief Policy – Stowmarket Enterprise Park	Attached
(b) EZ Application Form	Attached
(c) EZ Business Rates Relief FAQs	Attached

12. Background Documents

- 12.1 Reports to Babergh District Council – Strategy (14.07.2016), Council (26.07.2016)
- 12.2 Reports to Mid Suffolk District Council – Executive (11.07.2016), Council (28.07.2016)

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MID SUFFOLK DISTRICT COUNCIL POLICY DOCUMENT

Discretionary Business Rates Relief New Build Premises in Employment Sectors Stowmarket Enterprise Park

- 1 Introduction
- 2 Purpose and principles of the policy
- 3 Requirements for applications
- 4 Decision making framework
- 5 Duration of awards
- 6 State Aid
- 7 Review process

1. Introduction

- 1.1 This policy sets out the circumstances in which reductions to business rates liability will be granted to businesses occupying properties located in the designated Stowmarket Enterprise Park, (Space to Innovate Enterprise Zone) where the Collection Authority is Mid Suffolk District Council. The Stowmarket Enterprise Park, designated 1 April 2016 lies within the Mill Lane employment land, Stowmarket. See Appendix One (drawing to be updated once site development drawing is available).
- 1.2 All other business rates reductions and reliefs apply as usual including Small Business Rates Relief, Mandatory Relief and the 3-month exemption period for unoccupied properties (6 months for industrial properties). Any discretionary relief related to the Enterprise Zone site will be awarded after other reliefs, relevant to the occupying business, have been applied.
- 1.3 Under the provisions of section 47 of the Local Government Finance Act 1988 as amended by Section 69 of the Localism Act 2011, the Council can introduce a local policy to allow up to 100% Business Rates Relief to occupying businesses (subject to State Aid rules see paragraph 6 below). Central Government will fund the cost of any reliefs granted to businesses whose premises lie wholly or partly within the Enterprise Zone for a period up to five years.
- 1.4 The Reliefs granted are discretionary and the Council is free to decide amount of any award subject to the contents of this policy document. All Business Rates Relief will be subject to an annual review to reflect changes to legislation and fluctuations in currency exchange rates.

2. Purpose and principles of the policy

- 2.1 The purpose of this policy is to
 - Ensure that all applications are treated in a fair, consistent and equal manner
 - Set a framework for how ratepayers can apply for this relief
 - Make clear the limited criteria under which relief will be awarded
 - Set out the delegated authority for dealing with applications
- 2.2 Each application will be considered on its individual merit.
- 2.3 This policy has been written in line with Government guidance and awards will only be considered where the conditions to receive full reimbursement from Government are met. Any changes to Government guidance that amend or restrict the scope of awards qualifying for full or part reimbursement will take precedence over this policy.

3. Requirements for applications

- 3.1 Applications will only be considered where a State Aid statement has been completed by the ratepayer, or where the ratepayer is an organisation or a person properly authorised to make an application on behalf of that organisation (please complete questionnaire [here](#) State Aid FAQs [here](#)).

- 3.2 The Council will request any supporting evidence it considers necessary to properly assess the merits of the application.
- 3.3 If it is necessary to verify any details regarding the property, the ratepayer must allow a Council Officer access to the property, by appointment during normal working hours, within two weeks of the Council receiving the application.
- 3.4 Ratepayers must continue to pay any rates that fall due whilst an application is under consideration.
- 3.5 All applications for business rates relief must be made on the appropriate form available [here](#) and made via the Councils Economic Development Team.

4. Decision making framework

- 4.1 To qualify the business premises must be newly constructed, at least partly sited within the Enterprise Zone (Stowmarket Enterprise Park) and must be completed and occupied on or before 31 March 2021, or such other date if the Government amends the scheme for relief.
- 4.2 The Council will only grant relief if all the following criteria are met:
- The applicant business meets the conditions outlined in the Council's policy document
 - The business complies with Government guidance and legislation
 - The Government reimburses the Council for the relief
 - There are no State Aid implications
 - The occupying business is not subject to a temporary planning permission
- 4.3 The purpose of Stowmarket Enterprise Park EZ designation is to generate long-term full time employment opportunities and to provide serviced employment land for a variety of future occupiers. Businesses whose operations fall within the following Planning Use Classes Orders will qualify for Business Rates Relief (subject to Policy requirements)

B1 - Offices (excluding financial or professional services), research and development of products and processes, light industry appropriate in a residential area

B2 - General industrial, industrial process other than one falling within class B1 but (excluding incineration purposes, chemical treatment or landfill or hazardous waste).

B8 - Storage or distribution, including open air storage

Other businesses could qualify for Business Rates Relief, this will be at the discretion of the Collection Authority

4.4 Each application must include a statement signed by the appropriate person representing the business, setting out the amount of State Aid, to include all discretionary rate relief and other subsidies, which the ratepayer has received within the previous 4 years. Applications will not be considered until this statement is received (link to form at paragraph 3.1 above).

4.5 New structures must have an industry recognised 'Completion Certificate' and must be occupied by a business for the business to qualify for this relief.

4.6 Where a new business and/or premises are created as a result of a split or merger of other businesses, or where the existing business is altered for example through diversification, the eligibility criteria contained in this Policy will apply to all business occupiers.

4.7 The relief will run with the business occupier not the property. If the premises are vacated and a new business moves into the premises before 31st March 2021 (or such other date if the Government amends the scheme) the new occupier will be entitled to claim the relief subject to State Aid de minimis rules, and satisfying Policy criteria.

4.8 If a business is entitled to small business rates relief or any other form of exemption or relief, the rates relief due from occupation of the Stowmarket Enterprise Park will be granted once these other reliefs have been applied.

4.9 Occupying businesses that qualify will receive up to 100% relief for the relevant period for up to a maximum of 5 years, provided rateable occupation starts by 31 March 2021.

4.10 Enterprise Zones (EZs) ought to deliver genuine new growth, therefore it is a Government requirement that EZs do not encourage **displacement**, consequently if your business relocation is deemed to be a displacement then you may not be eligible for Discretionary Business Rates Relief. Application form sections 4 and 5 refer. Please contact the Council's Economic Development Team should you need more information.

4.11 All decisions will be at discretion of the Collection Authority and will be subject to Audit by the Collection Authority and DCLG Monitoring.

5. Duration of awards

5.1 Business Rates relief will be granted for a maximum of 5 years from occupation.

5.2 Ratepayers are required to notify the Council immediately of any change in circumstances that may affect their entitlement to relief.

5.3 Business Rates Relief will be subject to annual review and occupying businesses must supply any information requested by the Council in this connection as soon as reasonably possible.

5.4 Qualifying business occupation must start on or before 31 March 2021.

6. State Aid

6.1 Relief will not be awarded in any circumstances where it appears that this will result in the ratepayer receiving State Aid that is above the de minimis level, currently a maximum of 200,000 euros over a 3 year rolling period, (100,000 euros for road freight and haulage/transport sector businesses). These amounts include **ALL** reliefs to which State Aid Rules apply. (Link to guidance note at Paragraph 3.1 above)

7. Review process

7.1 There is no statutory right of appeal against a decision made by the Council regarding discretionary rate relief. However, the Council recognises that ratepayers should be entitled to have a decision reviewed if they are dissatisfied with the outcome.

7.2 The letter notifying of the outcome of an application for relief will include instructions on how to request a review and the address where any request for review should be sent.

7.3 The Council will accept a written request for a review of its decision. The request should include the reasons for requesting a review and any supporting information.

7.4 A request for review must be made within one calendar month of the date of the decision letter. Reviews will be considered by Babergh Mid Suffolk District Council Assistant Director Law and Governance or Assistant Director Corporate Resources,

7.5 The applicant will be notified of the outcome of the review in writing.

7.6 This review process does not affect a ratepayer's legal right to seek leave to challenge a decision by way of Judicial Review.

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Babergh Mid Suffolk District Council Enterprise Zone Business Rates Relief Application Form

Please complete this form if you wish to apply for Enterprise Zone Business Rates Relief for premises on either Sproughton Enterprise Park or Stowmarket Enterprise Park. Please ensure that you have read the appropriate Mid Suffolk or Babergh District Council Discretionary Business Rates Relief Policy for eligibility, terms and conditions.

If you have any questions about completing this form please contact the Economic Development Team at Babergh Mid Suffolk District Council

Business Rates Reference Number

Business Rates Property Address

Please specify which Enterprise Zone this property falls within (including postcode)

Company Name / Name of Ratepayer

Contact Name

Address for Correspondence

(if different to the property address above)

Contact Telephone Number

Contact Email Address

1. About the Property

Do you **own** the above property?

Yes

No

If you are the owner, is the property currently vacant?

Yes

No

Do you intend to sublet the property to businesses in eligible

Business Use Classes?

Yes

No

Have you **moved in** to the property?

Yes

No

If yes, **when** did you move in?

-----/-----/-----

If no, when will you take responsibility for the property?

-----/-----/-----

When will you move in?

-----/-----/-----

If you are a tenant please give your **Landlord's name and address**

2. About your Business / Company

Name and address of your company **Head Office**

Is the company a **limited company**?

Yes

No

If yes, please provide your **Company Registration number**

If your organisation is **part of a group or a holding company**, please provide details of the group's structure (if necessary, use a separate sheet of paper)

What is your **company's SIC code** (as stated on your Companies House return?)

Is your company a **Registered Charity**?

Yes

No

If yes, please provide your **Charity Registration number**

Date registered as a Charity

If your business is not a registered company / charity what is your **trading status** (e.g. sole trader, self-employed)?

Total number of employees FTE (fulltime equivalent)

Please provide **names and home addresses of the traders or the directors** of the company.

Full Name	Address (including postcode)

3. Sector Test

In order to qualify for the Business Rates Relief the main focus of the business moving to a Babergh Mid Suffolk Enterprise Zone must operate within Planning Use Classes Orders B1, B2 and/or B8, The District Council may ask to see relevant planning permission. **Please note the Business Rates Relief is at the discretion of the Districts and priority will be given to businesses operating within preferred sectors as identified below.**

Please indicate which of the sector(s) below best describe(s) your main business activities.

Preferred Sectors:

- Advanced Manufacturing
- Life Sciences & Biotechnology
- Agri-tech
- ICT and Digital Creative
- Financial and Insurance Services – and other professional services
- Life Sciences, including Medical Technologies
- Other

4. Relocating

If your business is relocating from an existing business premises please provide the **address** that you are **relocating from** (including post code) below. Please note the District Council may ask you to complete Section 5. below if required.

5. Displacement/Businesses relocating from another Enterprise Zone

If your business was (or remains partly) located on another Enterprise Zone please provide your (former) address on this Enterprise Zone below (including postcode)

If this section is relevant to your business you may be asked to discuss your future Business Plan with the District Council.

6. State Aid De Minimis - Declaration (Financial assistance from a public body)

Enterprise Zone Business Rates Relief is a form of state aid. Please see the Babergh or Mid Suffolk District Council Discretionary Business Rates Relief Policy and Enterprise Zone Question and Answers guidance information on the website (link to be added here).

Have you or any company within your business group, **received or expect to receive any State Aid** in the current financial year or in the previous 2 financial years? Yes No

If yes, please provide details below of the previous aid received under De Minimis Aid:

Organisation providing the assistance / aid	Value of assistance	Date of assistance	Nature of assistance

De Minimis Aid is not permitted to a “business in difficulty”

STATE AID DECLARATION

I acknowledge that I am authorised to sign on behalf of (name of business) _____ and understand the requirements of De Minimis (EC Regulations 1998/2006).

_____ (Business Name) is not a business “in difficulty” as defined at 2.1 of the Community Guidelines and State Aid for Rescuing and Restructuring Firms in Difficulty (2004/C22/02) at the date of this Declaration.

By signing below, I _____ (own name), confirm that I represent _____ (Business Name) in my capacity as _____ (position within named business) and that all the information given in this completed application form is accurate for the purposes of De Minimis exemption.

I understand that State Aid eligibility will be reviewed annually.

SIGNED _____ **DATE** _____

7. Business Rates Relief – Declaration

The ratepayer must complete the declaration below. Where, for example, the ratepayer is a company or partnership, it must be signed by a director of that company or one of the partners, and the person should state his or her position.

- I/we agree to provide the Council an annual monitoring report on the performance of the business.

- I/we declare that the information given in this form is complete and accurate to the best of my / our knowledge and belief.
- I / we authorise Babergh Mid Suffolk District Council to make any necessary enquiries to verify the information on this form, within the terms of the Data Protection Act 1988.
- I / we will declare any change that may affect entitlement is this relief will be notified to the Council.
- I / we confirm the hereditament to which the application relates is the only one occupied by me / us in England and Wales.
- I / we realise it is a criminal offence for a ratepayer to give false information when making an application for Business Rate Relief and may result in criminal prosecution.

Signature(s)

Name(s)

Position(s)

Date

8. How we use your information / Data Protection Disclaimer

The Council uses your personal information in order to administer and enforce Business Rates under the Local Government Finance Act 1988. The authority has a duty to protect public funds it administers, and may use information you have provided on this form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes.

The Council will use business performance data provided for monitoring, evaluation and reporting purposes.

The Council will also use the information for the purposes of performing any of its statutory enforcement duties and any disclosures required by law.

Please return this completed form to:

Economic Development Team
 Babergh Mid Suffolk District Councils
 Endeavour House
 IPSWICH
 Or email: to be added

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New Anglia Space to Innovate Enterprise Zone

District Council Discretionary Business Rates Relief

Frequently Asked Questions

What rates relief is available in the Enterprise Zone?

Potentially relief of up to approximately £55,000 per year is available for any business which locates in the Enterprise Zone before 1st April 2021. The relief can be awarded for up to five years (maximum overall relief is currently around £275,000).

Specifically, you are being considered for a business rate discount due to your location within the New Anglia Enterprise Zone. Relief from rates is considered to be State Aid, when your specific business rates discount is assessed, any previous State Aid (for a 3 year period) will need to be taken into account as a business is only allowed to receive €200,000 (circa £160,000) aid over any period of three fiscal years.

What do I have to do to receive this EZ rates relief?

You can apply for EZ rates relief by completing the application online ([click here](#)) Please complete this form and arrange for a director of your business to sign the declaration. You will also have to complete and sign the State Aid Eligibility Questionnaire ([click here](#)). This information will be used to assess your eligibility to receive assistance.

PLEASE NOTE ; For the purposes of calculating total State Aid received by a group of businesses ALL aid received by any of the businesses within the group (located within the Enterprise Zone site and outside of it) must be taken into account.

Should you require a paper copy please contact the District Council (see end of these guidance notes for contact details).

What does State Aid mean?

State Aid is financial assistance under the De Minimis Regulation (1998/2006). Any assistance you may have received from a public body might be a De Minimis aid. This could be from central, regional, devolved governments or agencies or a local authority. The following is not a comprehensive list of all possible forms of aid. However, it should give you an indication of common forms of aid which you may have been given.

Forms of possible aid;

State grants;

Grants from government funded bodies for example: New Anglia Local Enterprise Partnership; Manufacturing Advisory Service (MAS); Innovate UK, Skills Development Agency; Local Authorities

National Lottery grants

Interest rate relief or favourable loan terms (the value of State Aid is the difference between the preferential and commercial rate)

Tax relief, exemptions or credits

State guarantees or holdings;
State provision of goods or services on preferential terms;
Direct subsidies;
Tax exemptions;
Preferential interest rates;
Guarantees of loans on especially favourable terms;
Acquisition of land or buildings either gratuitously or on favourable terms;
Provision of goods and services on preferential terms; Indemnities against operating losses;
State guarantees, whether direct or indirect, to credit operations preferential re-discount rates;
Dividend guarantees;
Preferential public ordering;
Reduction of, or exemption from, charges or taxes, including accelerated depreciation and the reduction of social contributions;
Deferred collection of fiscal or social contributions; Assistance financed by special levies;
Capital transfers;
Certain State holdings in the capital of undertakings.

Less obvious examples of where State Aid might arise

Consultancy advice
Advantages resulting from the activities of agencies for urban renewal
Assistance to help companies invest in environmental projects
Assistance to help a public enterprise prepare for privatisation
Legislation to protect or guarantee market share
Public private contracts and partnerships not open to competitive tendering
Receipt of landfill tax credit funding
Free advertising on State owned television, and
Infrastructure projects benefiting specific users

We have had some State Aid from the list but it was years ago, how long ago do we go back to?

3 years. It will be the current financial year and the previous 2 full financial years.

Will this be the only assessment of State Aid for the 5 year period?

It will be assessed annually with a form similar to the original one issued at the start of your occupation in the Enterprise Zone

We have had help with costs from various places, how do I know if this is classed as State Aid?

If you have received De Minimis aid, you should have received a letter informing you that the assistance you were given was under the De Minimis regulation. If you are in any doubt as to whether previous assistance received would constitute De Minimis assistance please raises your concerns with us as soon as possible.

Which Regulations apply to this Discretionary Business Rates Relief?

You are being considered for assistance under the De Minimis Regulation (Regulation 1998/2006). Specifically, you are being considered for a business rate discount due to your location within the New Anglia Enterprise Zone. The De Minimis Regulation allows an enterprise to receive up to €200,000 De Minimis aid over any period of three fiscal years (as set out in EC Regulation 1998/2006 as published in the Official Journal of the European Union on 28 December 2006).

Additional Information

- **Is aid granted by the State or through State resources?**

State resources includes public funds from the EU, and central, regional or local government, or other public or private bodies designated or controlled by the State, such as the Arts Council, Skills Funding Agency, UK Life Sciences and Innovate UK. It includes indirect benefits such as tax exemptions that affect the public budget. Normal purchases by a State body at market value (including commissions, supplies and services) are not State Aid.

- **Does aid favour certain undertakings or the production of certain goods?**

An undertaking is an entity engaged in economic activity for which there is a market in comparable goods or services. It can include voluntary and non-profit making public or private bodies such as charities or universities when they engage in activities which have commercial competitors. It includes self-employed/sole traders, but generally not employees as long as the aid does not benefit the employers, private individuals or households. A benefit available to all businesses is not State Aid, it is a general measure. To count as State Aid, the aid must be only available to certain undertakings but not others in (for example to individual businesses, sectors, areas, sizes of business, or production of certain goods). State Aid favours businesses by conferring a direct or indirect advantage on them.

- **Does aid distort or threaten to distort competition?**

Does it potentially or actually strengthen the position of the recipient in relation to competitors? Almost all selective aid will have the potential to distort competition – regardless of the scale of potential distortion or market share of the aid recipient.

- **Does aid actually or potentially affect trade between EU Member States?**

Most products and services can be traded internationally therefore aid for almost any selected business or economic activity is capable of affecting trade between EU States, even if the aided business itself only operates within one country. The only likely exceptions are single businesses with a purely local market not close to a border.

Whom do I speak to/contact if I need help?

BMSDC contact details to be inserted here once new ones confirmed

Eunice Edwards,
New Anglia Enterprise Zone Manager
Email : eunice.edwards@newanglia.co.uk
Tel : 07808 647203

For further information;

www.newanglia.co.uk <https://www.gov.uk/state-aid>

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Agenda Item 10

MID SUFFOLK DISTRICT

From: Cabinet Member with responsibility for Organisational Delivery	Report Number: MCa/17/32
To: Cabinet	Date of meeting: 4 December 2017

HALF-YEARLY PERFORMANCE OUTCOME REPORTING (APRIL 2017 TO SEPTEMBER 2017)

1. Purpose of Report

To provide the Cabinet of Mid Suffolk District Council with a half-yearly report on performance, in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. Recommendation

- 2.1 Councillors to agree that the performance report and the performance outcome information tabled at Appendices A to E adequately reflects Mid Suffolk's performance for the half-year April to September 2017.
- 2.2 Councillors to consider any actions required where performance improvement is needed.

Reason for Decision:

To agree the Council's performance adequately demonstrates delivery of the Joint Strategic Plan.

3. Key Information

- 3.1 At the Executive Committee in September 2016, Councillors agreed to the development of an outcome-focussed performance framework that would measure the outcomes and outputs as shown in the Joint Strategic Plan.
- 3.2 As requested at the June 2017 Cabinet meeting, Cabinet Members have since been working with the Members with Special Responsibilities and the Assistant Directors and their teams, to refine the indicators presented in June to ensure that they adequately monitor their portfolio of projects and activities. This plan of activity can be seen in this hyperlink [Flowchart](#). The process has resulted in new indicators being identified, deleted, or refined, and amended targets. The change from the June report is as follows:

Theme/Outcome	New Indicators	Deleted Indicators	Refined Indicators	Amended Targets	Total Indicators
Waste & Environment	10	4	2	0	21
Enabled & Efficient Organisation	16 + 5 (to be confirmed by leaders)	2	0	2	33
Housing Delivery	3	2	3	1	25
Community Capacity Building & Engagement	1	0	0	0	18
Business Growth & Productivity	0	0	0	0	0
Assets & Investments	6 (housing)	0 (housing)	0 (housing)	1 (housing)	15 (housing related only)

- 3.3 Appendices A to E show the tracking and influencing indicators selected to-date for each JSP outcome; indicators that evidence how effectively Mid Suffolk is delivering key projects, services, and activities. Performance information for the period 1 April 2017 to 30 September 2017 is presented for these indicators: against targets (where agreed); with trend information (where appropriate); and demonstrating key achievements and the impacts the Council is having in communities.
- 3.4 Overall, Mid Suffolk continues to make strong progress across most areas in delivering the JSP outcomes; both through project delivery and service activities. Examples include: improving customer service, more efficient working practices, improved engagement with communities, better use of IT, robust financial stewardship, and the direction of resources in areas such as homelessness and health and care to have maximum impact where it is needed. Testament to this is Mid Suffolk being rated overall the 3rd happiest district in England.
- 3.5 The Council is not however complacent and recognises there are areas where performance improvement is needed, namely: the speed in which some key functions are undertaken, in areas where the organisation's offer competes with that of the private sector, and the health and wellbeing of the workforce. The Council's outcome performance culture also continues to be embedded through ongoing performance conversations facilitating better decision making, service improvement and transformational thinking.

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 This report most closely links with Significant Risk No. 5d – ‘If we fail to build the capacity across the organisation to commission effectively for outcomes, then this may result in inefficient and ineffective use of resources’. Further 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 the Council’s Risk Management Strategy, creating an approach where it is clearly understood what stops effective performance and ensuring remedial actions are in place.
If targets for processing major and non-major planning applications at Mid Suffolk are not met, this could impact upon applicants and developers being able to plan investment decisions and to provide greater certainty for all stakeholders in the process.	Probable (3)	Bad (3)	A new performance framework is being implemented in development management which it is anticipated will have a positive impact on improving this indicator.
If the average number of days to turnaround an empty council property is too long, this may impact upon the ability to provide affordable housing and receive	Unlikely (2)	Noticeable (2)	A void improvement project is urgently looking at new processes and revised ways of working and a review of roles and responsibilities is also underway in the Babergh

income for the asset rental.			Mid Suffolk Building Services team (BMBS)
If knowledgeable and skilled staff leave the organisation or there are high levels of long term sickness, then this may have an impact upon the skills in the organisation and the health and wellbeing of the workforce.	Probable (3)	Noticeable (2)	There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes.

7. Consultations

Officers and Councillors are developing and refining the outcome performance framework through discussions at Cabinet Member Briefings and Cabinet meetings.

8. Equality Analysis

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

9. Shared Service / Partnership Implications

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

10. Links to Joint Strategic Plan

Effective performance management enables Officers, Councillors, and Communities to track progress against the delivery of the Joint Strategic Plan to understand key risks and to share in the celebration of achievements. The Council's agreed framework is the main tool to show how work is (or isn't) delivering on the JSP outcomes.

11. Outcome Performance Reporting

11.1 Appendices A to E present the second half-yearly position using tracking (lagging) and influencing (leading) indicators.

11.2 As a reminder, a tracking indicator monitors progress towards desired outcomes. Through selecting what is important, they provide a data snapshot that can be tracked. Activities are then identified and measured that will influence this tracking indicator and these are called the influencing indicators. If these are identified correctly they will help to achieve better results and ultimately deliver the outcomes.

11.3 Using a 10% tolerance, where applicable, highlights or issues from the first half-year performance templates include:

11.3.1 Housing Delivery (Appendix A)

Good quality and appropriate housing for all needs is an essential component in ensuring successful, diverse, and dynamic communities, and supports a successful and growing economy. Mid Suffolk has a number of roles to play in helping residents to achieve the best housing solutions for their needs.

- **New software** has been introduced 'UNIFORM' that will combine data across departments such as planning and building control. This will improve customer service, and the organisation's engagement with communities will be streamlined.
- Babergh and Mid Suffolk District Councils launched the consultation on a draft **Joint Local Plan** and have held events across the districts for Parish Councils, Neighbourhood Plan groups and the public.

The Joint Local Plan will shape how development happens across both districts with the consultation providing an early and meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made.

- Performance against Mid Suffolk's **5-year land supply** will be reported at Q4.
Note: Significant risk 1b), currently scored as 9, identifies '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'.
- With regard to **homelessness**, a support worker has been appointed to improve prevention and reduce the number of rough sleepers. As a result, **there are currently no rough sleepers in the District.**
- The average number of days to **turnaround an empty council property** is **38% longer than the target number of 28 days.** The Council's HRA Business Plans have pledged to reduced void times to 21 days within three years. Following scrutiny of performance in relation to void times, Councillors and officers have agreed that this is not ambitious enough. As a result, a six-month project is commencing in late November to reduce void times by 10 days within six months. The aims of this project are to:
 - reduce the length of average void times of minor (day to day) voids by a minimum of ten days in both districts, by May 2018;
 - introduce procedures and changes in cultural attitudes to make the process sustainable in the long term and to create a 'one team' approach to the whole voids process rather than a fragmented one;
 - introduce a level of customer satisfaction that supports an effective and efficient void process end – to end for both the tenant leaving and the new tenant.
- The influencing targets Mid Suffolk has set for processing **major and non-major planning applications** are not being met at Q2: **majors 84.6% against a target of 95%; non-majors 62.6% against a target of 85%.** Performance has reduced for Q2 due to the implementation of 'UNIFORM', and the learning curve in terms of processing time. It must be noted that the targets are above the Government targets of 50% and 65% respectively (set to rise to 60% and 70% in January 2018) because the Council aims for excellent service. Performance monitoring is being improved with a new performance framework that it is anticipated will have a positive impact and the organisation expects to be back on track during Q3. **Validation of applications** is now sitting at **2 days, down from 15 days on average.**

11.3.2 Business Growth & Increased Productivity

Following recent changes to managerial responsibilities, the Assistant Director - Planning for Growth will be working with colleagues and Cabinet Members to move previous performance reporting measures into the agreed format of tracking and influencing indicators. It is important that the Council's impact is measured at the local level but also within the context of the broader economy. The recent publication of the Norfolk and Suffolk Economic Strategy now provides the opportunity to ensure holistic reporting that is consistent between the strategic and local levels and Cabinet Members will be working through this with Officers to ensure that appropriate information is provided for Q3 and then on an ongoing basis.

11.3.3 Community Capacity Building & Engagement (Appendix B)

To ensure that communities are thriving, growing, healthy, active, and self-sufficient, it is vital that the Council builds and strengthens relationships, working together to understand what works best for them, being at the forefront of service design and to reduce demand, and prevent more costly interventions arising in the future.

- A programme called My Care Wishes (MCW) is a Suffolk-wide programme for all professionals, volunteers, and carers to integrate **health and care in communities**. The Sheltered Housing Scheme Managers have all been supported to undertake MCW training to ensure residents have the best care choices in later life.
- Mid Suffolk was recently identified as the **3rd happiest district** in England with a score of **8.18 out of 10**. This is based on the ONS's headline estimates of **personal well-being**.
- 3 new '**Fit Village (FV)**' projects have been established in the first half-year with the latest being in Stowmarket (50+ keep fit class). This brings the total number of FV projects running in the Mid Suffolk areas to 19. Fit Village projects are delivered through a partnership agreement with Suffolk Sport and they have been nationally recognised for their 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 both districts are sustainable and continue beyond the 8 weeks of funding).

11.3.4 Enabled & Efficient Organisation (Appendix C)

For the Council to be successful in the delivery of all the strategic outcomes, an enabled and efficient organisation is needed - the right people doing the right things, in the right way, at the right time, for the right reasons.

The 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 services in ways to suit themselves ensuring that the Council's reducing resources can be aimed at assisting those most in need.

- The new **Suffolk Observatory** was launched on 18 September and has received positive initial feedback. Workshops are being held across the County to raise awareness and to promote increased knowledge on the health of the Districts/County enabling evidence based decision making.
- A new **Public Access Strategy** is being implemented alongside the 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 organisations work. **Customer Services** were successfully opened in Stowmarket in September offering enhanced services such as the ability to access land charge searches and receive assistance in photographing and printing documents. The impact of this Strategy can also be seen via a significant reduction in the average number of people per day who **visited Mid Suffolk's headquarters unannounced: 61 in Q1 16/17 to 11 in Q1 17/18**. The Council is heading towards the target of 1 minute for the **average time taken to answer calls** with a reduction on previous quarters figures to **2.08 minutes in Q2**.
- Investment in new IT systems has included the launch of a **new single website** for both Babergh and Mid Suffolk District Councils and there has been a **steady increase** in the **number of daily visitors to the site**. The functionality enables customers to access information on mobile devices as well as PC's and laptops and a **steady increase** in the **number of sessions where mobile devices are used** can be seen. Internally, there is a **steady increase** in the % of **staff and Councillors accessing the Intranet 'Connect'** for information and data.
Note: Risk 5a) on our Significant Risk Register with a current high score of 9 is 'If we do not transform, improve our skills and become more efficient through maximising the use of I.T., then we will be unable to provide the services people need'.
- Government Funding (Revenue Support Grant) has significantly reduced from £918k in 16/17 to £370k in 17/18. This needs to be supplemented with income generating activities or savings made by working smarter and more efficiently. Along with additional income mentioned elsewhere in this report Mid Suffolk is predicting to have generated **£123k of income against a target of £112k** from **investing cash** resources.

- Q2 saw the average time taken to **process new Housing/ Council Tax Benefit claims** up at **30 days against a target of 24 days**. This was predominately due to a conscious decision to prioritise change of circumstance requests ahead of new claims in order to ensure that the Council maximises receipt of subsidy from the Government. This has resulted in the average time taken to process **Housing/Council Tax Benefit Change of Circumstance** requests as **7 days against a target of 11 days**. Whilst 30 days is above the target it is seen as acceptable as payments are made one month in arrears.
- Mid Suffolk, over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again. **Staff leavers** have increased from **20 in Q1 to 38 more in Q2** across both Councils. There is also a steady increase of 1 member of staff each quarter on **long term sickness** (absent for 4 or more weeks); this currently stands at **16 in Q2**.

11.3.5 Assets & Investments (Appendix D)

In order to replace reducing government funding, new income streams need to be identified and secured. Mid Suffolk has the ability to invest, and a portfolio of assets to develop in order to generate additional income and to achieve the strategic priorities.

- Following a review of the **Housing Revenue Account Business Plan** the Council now has a more robust and sustainable HRA Business Plan which has strengthened compliance with HRA regulation particularly in relation to treasury management and accounting.
- The Councils' **Property Services** positively responded to the findings of a recent compliance review and this has resulted in improved reporting lines, governance, and more robust policies around Health and Safety and Legionnaires.

Following recent changes to managerial responsibilities, the Assistant Director – Corporate Resources will be working with colleagues and Cabinet Members to move previous performance reporting measures for non-housing Assets and Investments into the agreed format of tracking and influencing indicators in readiness for Q3 reporting.

11.3.6 Environment, Waste & Leisure (Appendix E)

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

- Income generated through the **business waste service** has already exceeded the total amount generated in 2016/17 (£389k 17/18 to- date, £345k 16/17) and there is a growing number of business waste customers. By attracting clients from private sector competitors, commercial waste collection profits can contribute to the overall income of Mid Suffolk thus providing funds to support the local community and reduce reliance on government grant income (in a small way).
- The % market share of **building control applications** continues to decline from **72.6% in Q 1 to 68% in Q 2**. Although the Council's overall market share has fallen it remains above the average for the industry but challenges remain to ensure that the share is retained and does not compromise the customer focused approach or public safety. Staff retention continues to be an issue for the industry, particularly amongst local authorities and the Council's success has been built upon developing good business relationships and providing excellent customer service. The organisation is experiencing some changes in the staffing establishment which along with other changes in working practices may have resulted in some business uncertainty. The Council will be working hard over the coming months to demonstrate that more flexible and agile working has a positive impact upon the market share.

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

11.5 BMS Invest

In October, Cabinet endorsed a new investment and commercial delivery business unit model, which will be called 'BMS Invest'. Cabinet also endorsed the new governance arrangements and reporting framework. These new arrangements were approved by the Councils' Holding Companies - MSDC (Suffolk Holdings) LTD and BDC (Suffolk Holdings) LTD at their November Board Meetings.

From 2018 Cabinet will receive twice yearly performance reports from 'BMS Invest':

- In September each year (to coincide with company accounts reporting and AGM cycle), Cabinet will be provided with a 'BMS Invest' Annual Report, which will describe the activities and outcomes for all companies from the previous financial year.

- In December each year, there will be a smaller ‘half year’ report on activity for the first half of their current financial year.

Returning to now, in that trading has only just commenced, there is little to report at ‘half year’ currently. This being the case activity will be reported for the current year in March 2018 as an interim measure then commence with the above.

12. Appendices

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

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Housing Delivery

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

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

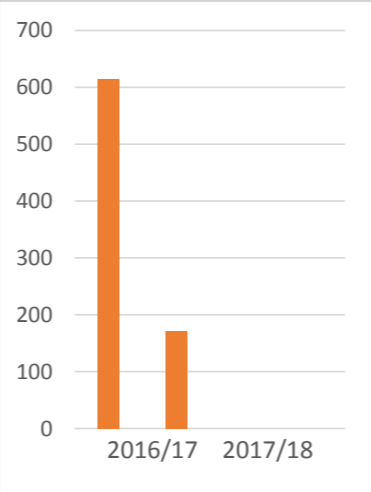
	1st April - June 2017	1st July - 30th September 2017	1st October - 31st December 2017	1st January - 30th March 2018
Main Achievements	<p>1. New computer software was installed in June called 'UNIFORM'. This software covers both districts and joins up several departments (including development and building control) on one system.</p>	<p>1. Babergh and Mid Suffolk District Councils launched the consultation on the draft Joint Local Plan, a document that will ultimately shape development in both Districts for the next two decades. The consultation commenced on 21st August 2017 and will finish on 10th November 2017. Events have been held with Parish Councils to explain the plan and the process for making comments, with Neighbourhood Plan groups to discuss the relationship between Neighbourhood Plans and the new Joint Local Plan and successful drop-in events for the public have been held in Elmswell, Stowmarket, Eye, Tattingstone, Hadleigh and Sudbury.</p> <p>2, Homelessness. Support Worker appointed to improve prevention and reduce number of rough sleepers. As a</p>		

<p>Impact of delivery on the communities</p>	<p>1. The new software will improve our service as information will be on one system allowing access to all and our engagement with communities will be streamlined.</p>	<p>1. The Joint Local Plan will shape how development happens across both Districts. The consultation provides an early and meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made.</p>		
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Unlocking barriers to growth

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

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. The no. of Band D equivalent properties on the Tax base	I1, I2	2016/17 Qtr. 3 2017/18 Qtr.3	35,336			MSDC		Last Update 06/17 This figure is calculated in October yearly. All authorities in Suffolk including Babergh and Mid Suffolk had an increase in their tax band D equivalent, between 1% and 2% from 2015 to 2016. It is important that this figure continues to increase as the population for the districts is also expected to continue to increase
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. no. of dwellings completed	I3, I4	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	270 97	430		MSDC		Last Update 06/17 The number of completions for 2015/16 was 304 dwellings. This was below the target of 430, which was an around 41% under delivery. Since then we have been working on improving our relationship with developers to understand when and why they build. This is not an easy matter to resolve and will take time.

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. Effective Land Supply (+20% buffer)	I3, I4	2016/17 Qtr. 4 2017/18 Qtr. 4		6.5		MSDC		Last Update 06/17 In 2014/15 MSDC land supply was 3.3, this increased to 3.7 in 2015/16. The effective land supply is increasing however, it is below the threshold of 5.0. The land supply needs to be above the threshold for the Local Plan to have weight when dealing with planning applications. Nationally nearly half of authorities do not have a land supply. (PAS survey in 2014).
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of dwellings approved	T1	2016/17 Qtr. 2 Qtr. 4 2017/18 Qtr. 2 Qtr. 4	615 171			MSDC		Last Update 06/17 It is difficult to define a target for this because there is not a direct correlation between applications granted and dwellings completed. However, there is a need to approve more dwellings than the number of dwellings to be completed to provide choice in the market and encourage delivery. The annual number of dwellings for completion is 430. The annual number of dwellings approved for 2016/17 was 780.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. % of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement)	T2, T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	77.00% 91% 100% 89% 91% 84.60%	95%		MSDC		Last Update 10/17 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 MSDC has processed 87.5% 'in time'.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of non-majors processed 'in time' (8 wks. or within agreed Extension of Time/ Planning Performance Agreement)	T2, T3	2016/17 Qtr. 1 69.90% Qtr. 2 81.10% Qtr.3 74.60% Qtr.4 77.90% 2017/18 Qtr.1 82% Qtr. 2 62.60% Qtr. 3 Qtr. 4		85%		MSDC		Last Update 10/17 This is a nationally set indicator. Due to the implementation of Uniform, processing times have reduced due to the learning curve. We have however reduced validation timescales to 48 hours from 15 days on average. 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 MSDC processed 72.5% of non-major applications 'in time'.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. The median number of days to a decision for a major application (Including Environmental Impact Assessment (EIA) that would extend the application length to 112 days (16 weeks) and applications that 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.	T2,T3	2016/17 Qtr. 1 72 Qtr. 2 117 Qtr.3 124 Qtr.4 63 2017/18 Qtr.1 157 Qtr. 2 180 Qtr. 3 Qtr. 4		80		MSDC		Last Update 10/17 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.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																		
I5. The median number of days to a decision for a non major application (Including applications that have had Extensions of Time (EoT) where it has been agreed for the application to have longer to be decided with the applicant or a Planning Performance Agreement with the applicant.	T2, T3	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	56 56 56 56 55 60	50	<table border="1"> <caption>Median days to decision</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>56</td> <td>56</td> <td>56</td> <td>56</td> <td>56</td> </tr> <tr> <td>2017/18</td> <td>55</td> <td>60</td> <td></td> <td></td> <td>60</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Total	2016/17	56	56	56	56	56	2017/18	55	60			60	MSDC		Last Update 10/17 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.
Year	Q1	Q2	Q3	Q4	Total																					
2016/17	56	56	56	56	56																					
2017/18	55	60			60																					
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																		
I6. % of the application approval rate	T3, T4	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	91.40% 92.90% 90.40% 94.60% 87.60% 90.60%	90%	<table border="1"> <caption>Application approval rate</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>91.40%</td> <td>92.90%</td> <td>90.40%</td> <td>94.60%</td> <td>92.90%</td> </tr> <tr> <td>2017/18</td> <td>87.60%</td> <td>90.60%</td> <td></td> <td></td> <td>90.60%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Total	2016/17	91.40%	92.90%	90.40%	94.60%	92.90%	2017/18	87.60%	90.60%			90.60%	MSDC	Last Update 10/17 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.	
Year	Q1	Q2	Q3	Q4	Total																					
2016/17	91.40%	92.90%	90.40%	94.60%	92.90%																					
2017/18	87.60%	90.60%			90.60%																					

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
17. % for the delegation rate	T3, T4	2016/17 Qtr. 1 91.90% Qtr. 2 92.30% Qtr.3 93.60% Qtr.4 94.10% 2017/18 Qtr.1 92.20% Qtr. 2 97.50% Qtr. 3 Qtr. 4		90%		MSDC		Last Update 06/17 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.

JSP - 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	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No. of Neighbourhood plans at preparation stage		2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	7 8 8 9 9 11	10		MSDC		Last Update 09/17 N'hood Plans are complex processes and it is hard to accurately map how long each will take as it can vary dependent on the skills / knowledge of the Parish Council/Group taking it forward. Both districts are close to/at their target which highlights the growing interest in NP's. The latest Qtr 2 figure incl' the multi-parish, cross-boundary Diss & District NP, and Mendlesham, who are revisiting their plan with a view to doing site allocations.

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No. plans entering examination stage	I1, I2	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 1 0 0 0 0 0	3		MSDC		Last Update 09/17 This, and the previous indicator are closely linked. Given our current understanding of where individual groups are, it is unlikely that this target will be met in 2016/17. Note however that a potential 7 NP's could be at the Examination stage during 2018/19
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. No. of neighbourhood plans made		2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 0 1 0 0 0 0	1		MSDC		Last updated 09/17 This target was met in 2016/17. At present, it is unlikely that the target will be met during 2017/18 but ... see previous indicator re the number of NPs that could be at Examination stage during 2018/19 and, therefore potentially, be at local referendum stage / adoption stage during the latter part of that monitoring year.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Number of enforcement cases referred to the team	T2	2016/17 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	294			MSDC		Last Update 06/17 Early engagement is vitally important to establish whether there is a breach of planning control and the degree of harm which may be resulting; to advise those responsible on action required to remedy the breach; or negotiate with those responsible a suitable solution to resolve the breach. As a result of the advisory work and/or negotiation with customers, the percentage of cases resulting in a notice is only 1% of MSDC cases. It is hard to benchmark workloads as there is no current mechanism to compare against other planning authorities.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Number of notices served	T2	2016/17 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	3			MSDC		Last Update 06/17 The team seek to resolve matters through negotiation and mutual agreement before resorting to the formal routes for resolving enforcement matters. The number of notices served is therefore low compared to the overall number of cases dealt with.

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 able to have precise indicators that supports this outcome

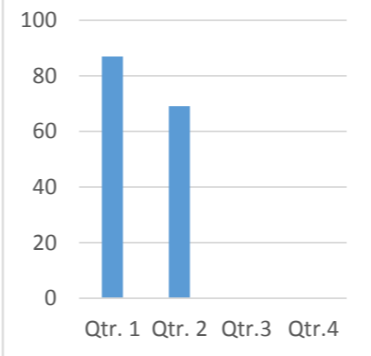
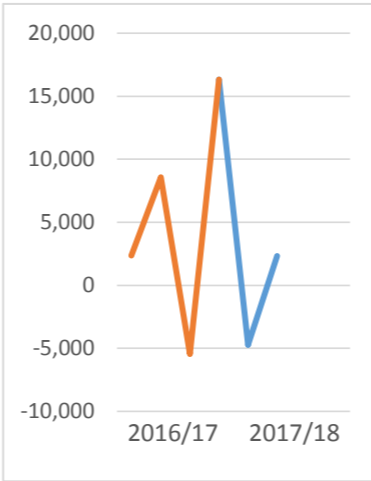
- We will understand where the supply of new homes can be delivered sustainably in Babergh and Mid Suffolk and plan accordingly**
- Using good quality information we will work with developers on sites coming forward for development to influence what type of homes are delivered and how they meet need**
 - 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**

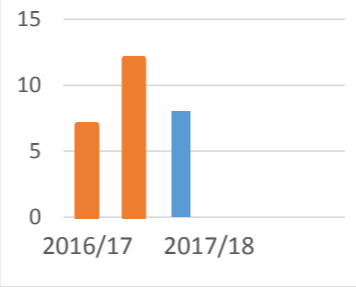
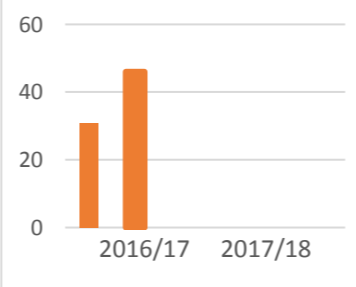
Make best use of our existing Housing Assets - (Supporting Housing Output)

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	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons												
T1. No. of privately owned properties empty, in excess of two years, brought back into use		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	38 47 14	100%	<table border="1"> <caption>Empty Properties Data</caption> <thead> <tr> <th>Year</th> <th>Qtr.3</th> <th>Qtr.4</th> <th>Qtr.1</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>38</td> <td>47</td> <td>-</td> </tr> <tr> <td>2017/18</td> <td>-</td> <td>-</td> <td>14</td> </tr> </tbody> </table>	Year	Qtr.3	Qtr.4	Qtr.1	2016/17	38	47	-	2017/18	-	-	14	MSDC		Aspiration is to have no empty properties
Year	Qtr.3	Qtr.4	Qtr.1																	
2016/17	38	47	-																	
2017/18	-	-	14																	

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2.No. of households where homelessness has either been prevented or relieved NEW MEASURE Responsible Officer Victoria Stuart Corporate Manager Heather Sparrow	15	2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	87 69			MSDC		Quarterly Statutory return (P1E) to DCLG
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. (£) Expenditure on Bed and Breakfast AMENDED MEASURE Responsible Officer Jo Moyes Corporate Manager Heather Sparrow	15	2016/17 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	2,371 8,574 -5,464 16,336 -4,723 2,339			MSDC		We are charged a nightly fee for using B&B accommodation. Those we accommodate are able to claim housing benefit, which subsidises the cost but not the full charge. Due to the way subsidy (housing benefit) is allocated there is sometimes a disparity between when we pay B&B invoices and when we recover the subsidy, therefore in some quarters it appears we have made a profit. An End of Year reconciliation gives the overall annual cost
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Average number of days to turn around an empty council property (VOID) that requires *Standard repair REFINED MEASURE (previously all repairs) Responsible Officer Adam Howley Corporate Manager Sue Lister		2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	37 38	28		MSDC	There has been an increase since April. The Void Improvement Project is currently focussing on new processes and staff roles in respect of BMBS and staff relocations	The Council's HRA Business Plans have pledged to reduced void times to 21 days within three years. Following scrutiny of performance in relation to void times, Councillors and officers have agreed that this is not ambitious enough. As a result, a six-month project is commencing in late November to reduce void times by 10 days within six months.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of inspections of flats with entrance through business premises REFINED MEASURE (previously inspections of flats above businesses. Flats with separate entrances is a Fire Service responsibility) Responsible Officer Christine Ambrose Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	97 10 0	Increase		MSDC		Recent Award 'Flats above Businesses'
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. No. of category 1 hazards found in properties following inspection (Category 1 statutory requirement for LAs to take action) NEW MEASURE Responsible Officer Christine Ambrose Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 0			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. No. of disabled adaptations in council stock Responsible Officer Sally Farthing Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	7 12 8			MSDC	Demand led via personal request or referral	We aim to enable customers to continue to live independently in their own homes. This is done by providing equipment and making modifications in our customers' homes that meet their needs.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. No. of disabled facilities grants awarded Responsible Officer Sally Farthing Corporate Manager Heather Worton		2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4	31 46			MSDC	Demand led	We aim to assess and support an individuals need to live as independently as possible
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons

I5. No. of households for whom homelessness was prevented via the private rented sector Responsible Officer Victoria Stuart Corporate Manager Heather Sparrow	T2, T3	2016/17	Increase		MSDC	Prevents households from going into B&B Nb. Partly influenced by landlord stipulations (ie won't accept benefit claimants)	Future funding through the flexible homeless support grant will be determined based on number of preventions via the private rented sector	
		Qtr. 1						6
		Qtr. 2						1
		Qtr.3						2
		Qtr.4						3
		2017/18						
		Qtr.1						4
		Qtr. 2						
Qtr. 3								
Qtr. 4								

JSP Homes for ageing population
We will review our own sheltered housing stock to understand how current provision needs to change to meet future needs
Understand the needs for different types of accommodation - care homes, supported housing, lifetime homes, special needs accommodation - and support their delivery

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

Community Capacity Building & Engagement

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.

	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements <div style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -40px; top: 50%; font-size: small;">Page 99</div>	<p>On the 13th June the Grants and Funding Team joined the Suffolk Association of Local Councils county meeting to promote external funding opportunities to 20 people. This has generated a number of funding enquiries from Parish / Town Councils.</p> <p>The 10th Suffolk Walking Festival – the team actively supported 10 of the 39 walks that took place in Babergh and Mid Suffolk (27 in Babergh; 12 in Mid Suffolk). In total there were over 100 walks in the 3 weeks across Suffolk. GP exercise on referral schemes – we are currently undertaking a review of the Babergh funded schemes with a view to maximising the impact for residents.</p> <p>Dementia – Funding has been secured for a new community post in Hadleigh; essentially a co-ordinator to take on the Memory Club at the Ansell centre</p>	<p>1. Friday 8th September saw the Men's professional cycling Tour of Britain pass through Mid Suffolk. The Communities and Health and Wellbeing teams organised community engagement events and spectator activities along the route. Turnout of spectators and visitors was excellent and this in turn increased footfall into the district bringing with it extra spending at local food and retail outlets. The event was a great opportunity to showcase what the district has to offer!</p> <p>2. As part of the Connect health, care and communities integration work, our sheltered housing scheme managers have been supported to undertake My Care Wishes (MCW) training. The MCW programme is recognised across the NHS family in Suffolk and replaces the previous "yellow folder" arrangements, it is all about ensuring that residents care choices in later life are known and understood by all the professionals, volunteers and family members supporting them.</p>		

<p>Main Achievements Cont.</p>	<p>Connect programme – The team are focussed on ensuring effective locality working arrangements are in place across all of the Connect localities in our districts (Sudbury, South Rural, Stowmarket, Eye and Northwest Suffolk and Bury Rural) with the aim that our housing and community services become an integral part of the Integrated Neighbourhood Teams leading to more joined-up services for residents. We are currently working with our South Rural INT partners to develop an innovative mobile social prescribing scheme in Shotley and Holbrook.</p>	<p>3.The Health and Wellbeing Team recently supported World Mental Health day. This year the focus was on mental health in the workplace. In addition to working with HR on this we also provided support to our local Mental health forum (Mid Suffolk VASP) and Suffolk Family Carers to provide resources from local volunteer groups supporting individuals with emotional and mental health needs; the event was held in Stowmarket on 12 October outside the Museum of East Anglian Life.</p> <p>4. Mid Suffolk was recently identified as the 3rd happiest district in England ! This is based on the ONS's headline estimates of personal well-being.</p>		
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<p>Impact on communities / the way we work</p>	<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>
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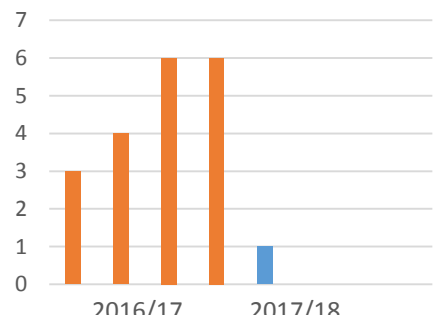
JSP: Community volunteers are skilled and able

Tracking Indicator	Linked to	Annual Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T1. % of volunteering by our staff and members (based upon those responding to an annual survey (Autumn 2016). Survey to be repeated, date tbc.</p> <p>Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements</p>	<p>11,12</p>	<p>2016/17 2017/18</p>	<p>53%</p>	<p>65%</p>		<p>Both</p>	<p>A follow up survey will be carried out in Autumn 2017</p>	<p>Volunteering is vital to our communities and is directly linked to improved health & wellbeing and engaging employers is key. The launch of the new Volunteer Suffolk website is enabling us to have a much better understanding of volunteering across our county and the numbers and activity across our districts in comparison to others. We can then map the 'gaps' and relate our activity directly to meet these needs.</p>
Tracking Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>T2. The number of volunteers and volunteer hours utilised by revenue funded organisations (annual figures)</p> <p>Responsible Officer: Gillian Hilder</p>	<p>11,12</p>	<p><i>Volunteers</i> 13,069</p>	<p><i>Hours</i> 151,306</p>			<p>MSDC</p>		

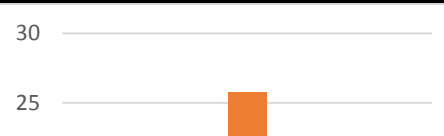
Corporate Manager: Sue Clements

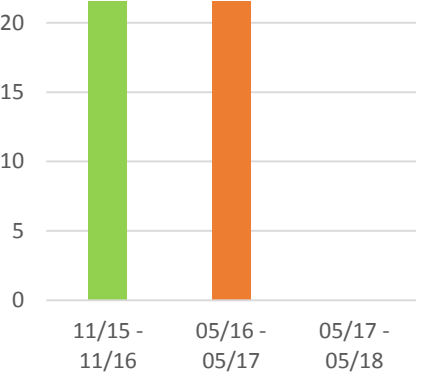
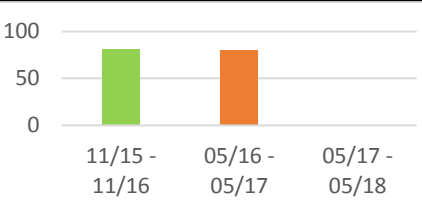
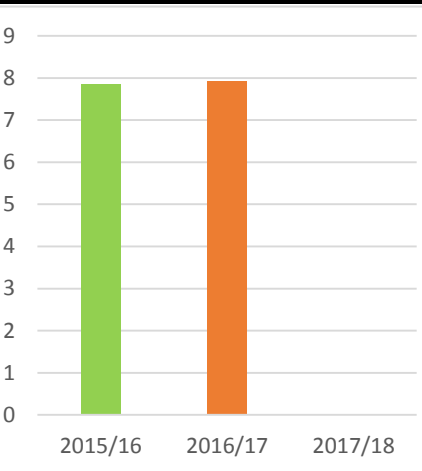
Tracking Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. Nos of volunteering vacancies advertised and taken up in the districts as on the Volunteer Suffolk website. NEW MEASURE Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	I1,I2 2017/18 Qtr.2 Qtr.4	<i>Opportunities advertised</i> 158	<i>Volunteers registered</i> 81	200		Both		Last Update 10/17 Since Spring 2017 the new Volunteer Suffolk website can provide data on the number of vacancies advertised and taken up in the districts.

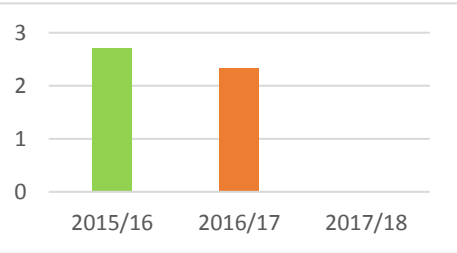
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No. of Volunteering Information Drop in sessions held Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	T1,T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	0 0 2 0 0 0 0 0	2 2		Both	Two Funding & Volunteering Fairs scheduled for 25Oct17 and Feb18 to promote volunteering opportunities in our districts	These public events focus on funding and volunteering for all communities

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. No. of Case Study Stories in Working Together (reflecting the current investment being made by staff and Councillors volunteering across Suffolk Responsible Officer: Zoey Banthorpe Corporate Manager: Sue Clements	T1,T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	3 4 6 6 1 0			Both	We are developing mechanisms for encouraging and enabling volunteering and mapping gaps in the range of people directly volunteering in our communities.	This is a new and emerging area of work and over the next 12 months we will build a picture of volunteering across Babergh and Mid Suffolk and compare this with neighbouring district and borough partners.

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

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Adult Sport and Physical Activity Levels measured in moderate intensity equivalent (MIE) minutes: % of INACTIVE adults (less than 30 minutes per week)	I1	11/15 - 11/16 05/16 - 05/17 05/17 - 05/18	21.6 25.8				Last Update 10/17 These indicators are taken from the new Active Lives Survey (Sport England) and provide a key benchmark for comparing	Last Update 10/17 Suffolk figure is 25.6% England figure is 25.6% A lower percentage is better

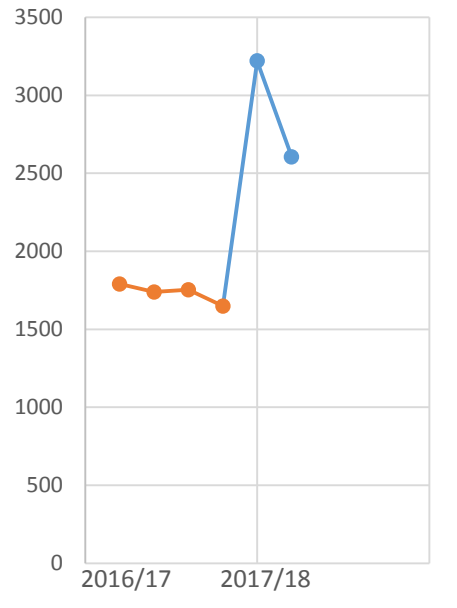
Responsible Officer: Jon Seed Corporate Manager: Jon Seed						MSDC	activity levels across Local Authority areas in England. Next data release will be in March 2018. These two outturns are baselines so no data available on trends yet until March 2018. Given the confidence intervals Mid Suffolk is not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

T6. Anxiety Indicator [Question: Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious'] Responsible Officer: Jon Seed Corporate Manager: Jon Seed		2015/16 2016/17 2017/18	2.71 2.32			MSDC	As above	Last Update 10/17 Suffolk figure is 2.76 East of England figure is 2.85 England figure is 2.91 (out of 10) A lower number out of 10 is better
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Influencing Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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I1.No. of new Fit Villages projects established in the Mid Suffolk area. Responsible Officer: Jon Seed Corporate Manager: Jon Seed	T2,T3	2016/17 annual 2017/18	14			MSDC	Last Update 10/17 1 new Fit village project has been established this quarter in Stowmarket (50+ keep fit class) bringing the total number of FV projects running in the Mid Suffolk area to 19.	Last Update 10/17 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)
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Influencing Indicator	Linked to	Data	Data	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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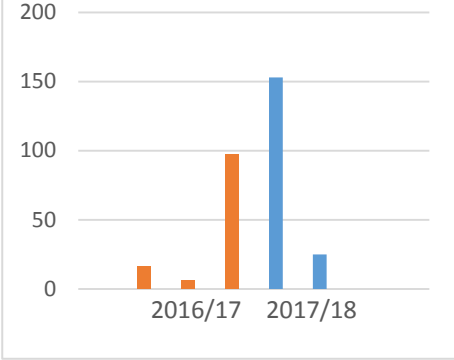
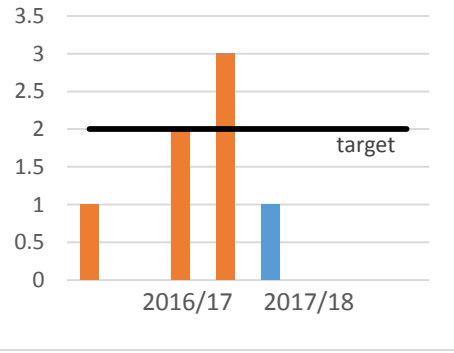
I2. Great Run Local Needham Lake event, total number of runs completed Responsible Officer: Jon Seed Corporate Manager: Jon Seed Page 103	T2,T3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	1791 1740 1754 1650 3219 2605			BDC	Update 10/17 The total number of 5km and 2km runs completed at this weekly volunteer led event continues to grow. Data shows a 50% increase in participations between Quarter 2 this year and the equivalent period last year. Based on the first two quarters data annual participations for 2017/18 are already on track to significantly exceed last year. Moreover the data shows a consistently high level of participation – highest in England for an event of this type. There is some quarterly variation due to seasonal factors and the numbers of Sundays that fall in any given quarter.	Last Update 10/17 The Needham Lake Great Run Local was established with the help of Sue Calver in the Health and Wellbeing team and has attracted hundreds of regular runners since its launch last year. Open to all abilities, the event prides itself on getting new-starters into running by walking or jogging the 2km course, and gradually moving up to a 5km run. It is now one of the most successful events of its type in the UK. By working in partnership with others there is now a portfolio of projects running across the districts including Park Run, Great Run Local, Year of Walking and 'Fit Villages' which is helping sport and activity reach our more rural locations.
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JSP: Targeted grants and funding to support Community capacity building

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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T1.Capital funds provided by the districts to the voluntary and community sector as a % of their overall income (annual) Responsible Officer: Gillian Hilder Corporate Manager: Sue Clements	I1,I2	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	13% tbc			MSDC		
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Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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T2.Awards for All funding (£200-£10,000) awarded to Babergh and Mid Suffolk organisations (annual)	I1,I2	2017/18		200k (£100k per district)		Both	Awards for All' is a Big Lottery administered fund suitable for many community projects.	
Responsible Officer: Chris Knock Corporate Manager: Sue Clements								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3.Delivery of safeguarding training to all Staff and Councillors, Nos of attendees.		2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	0 16 6 97 153 25			Both	Safeguarding Training to all Staff and Councillors across both Councils to ensure the safety and support the vulnerability of our communities. Ongoing activity for all staff and councillors including renewals and new starters	Also delivered 3 Prevent Training sessions for 24 members of staff. This training raises awareness of radicalisation and what staff should do if they suspect someone is showing extreme behaviours.
Responsible Officer: Melanie Yolland Corporate Manager: Sue Clements								
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Number of Funding Events undertaken by the Communities Team	T1,T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	1 0 2 3 1 0	2 2		Both	In April 17 we held a Funding Fair in Metfield reaching 34 delegates Future events planned : Two Funding and Volunteering Henley and Stowmarket (Oct and Feb'18 respectively) Figures shown cumulative	These type of Events are vital for bringing key funders and stakeholders into our communities to promote awareness of financial opportunities and enable networking across our voluntary sector.
Responsible Officer: Chris Knock Corporate Manager: Sue Clements								
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Number of assets of community value as part of our statutory duty in respect of community rights	T1,T2	2016/17 2017/18 bi-annual Q2 Q4	7 2	no target as a reactive response to community need		MSDC	This is time intensive work across the Communities team and is reactive to the needs and aspirations of Mid Suffolk's communities. ACV listings for MSDC for 2016/17 = 7. 1 success (Somersham's Duke Marlborough) and we are still working closely with remaining 6 to move towards successful purchase.	This duty is part of the Community Rights Legislation from Government to enable communities to have powers to undertake a process of securing assets of community value. This work is undertaken by a specialist Officer within the Communities Team working closely with our Shared Legal Services Team
Responsible Officer: Stephanie Osborne Corporate Manager: Sue Clements								

Enabled and Efficient Organisation

Description of the hexagon and its outcomes

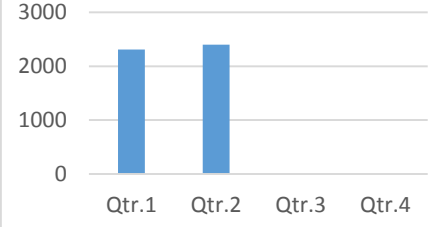
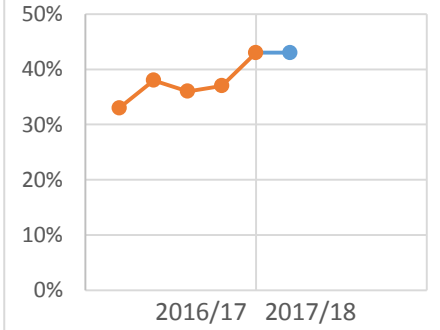
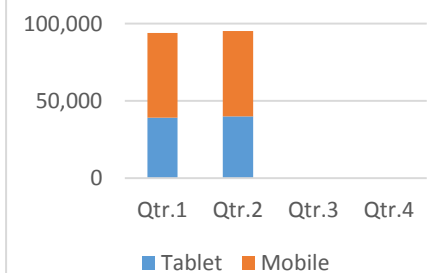
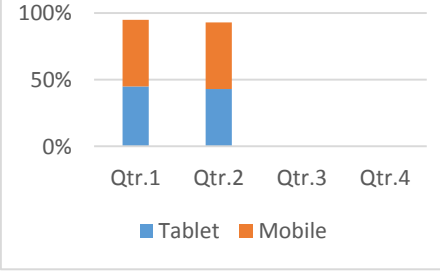
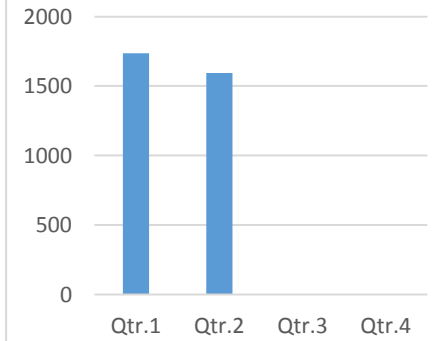
For both councils to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation's resources by using agile ways of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

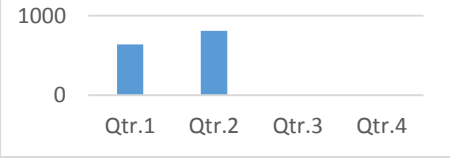
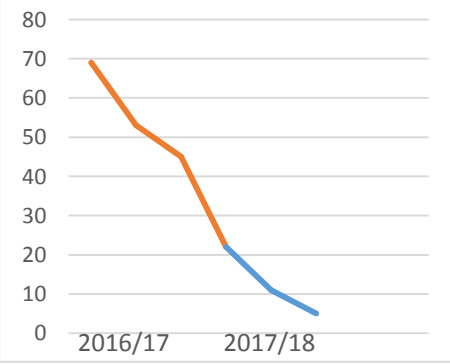
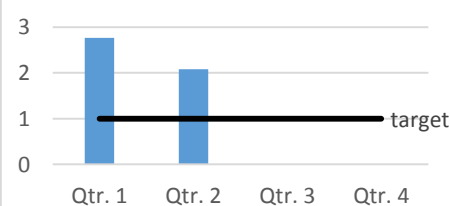
To achieve a successful outcome our organisation will be able to respond and adapt quickly to changes in the external environment and our officers and members will have developed the right skills, attitude and capability to operate in an ever-changing environment.

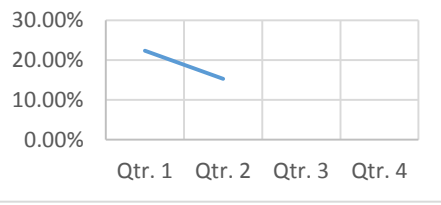
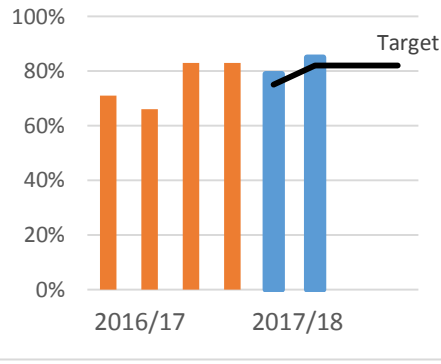
	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements	1. Production of the End of Year Report completed.	1. Launch of new Suffolk Observatory on 18 September, very positive initial feedback, workshops now being held across the County to raise awareness. 2. The Performance Framework continues to be developed between Officers and lead Councillors. This includes the publication of the 3. Successful opening of Stowmarket Customer Services on 11 September. During this day we took the second highest amount of calls on our opening day up to that date in September. 4. Both the Licensing and Homelessness teams are utilising booked slots in the public interview room at Stowmarket 5. Land Charges have instigated a new system whereby our officers in Stowmarket Customer Services can access an electronic folder for personal searches allowing them to assist customers in either taking their own photos of the documents or having them printed off.		
Impact on communities / the way we work	1. This document highlights how we have delivered against the JSP in year.	1. Increased knowledge on the health of the Districts/County enabling evidence based decision making. 2. The publication of the document gives visibility for our customers and residents to be able to hold us to account. 3. Customers being seen from 9am with phones operational from 10am. 4/5. Maintaining a presence within our districts, accessible to customers, providing enhanced services.		

JSP: Digital by design

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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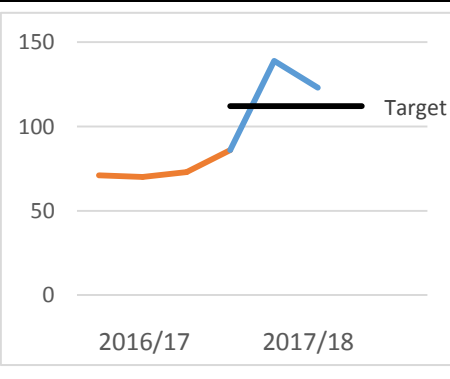
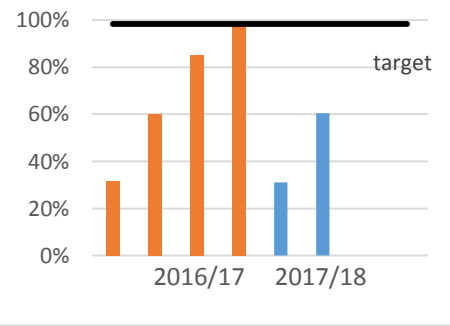
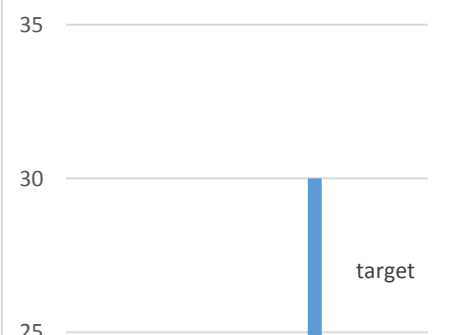
T1. Average number of daily visitors to joint website NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I1,I2,I3,I4,	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	2310 2397			Both		Last Update 10/17 The launch of the new website took place on 20 March 2017														
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons														
T2. % of staff/members using Connect NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I5	2016/17 Qtr.1 Qtr.2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	33% 38% 36% 37% 43% 43%			Both		Last Update 10/17 The development of Connect is ongoing with the next phase to include progress on the team sites. The usage of Connect should then see a significant increase.														
Influencing Indicator	Linked to	Data	Data	Data	Trend	Council	Report on Progress	Additional comments/ comparisons														
I1.No: of sessions where mobile devices are used to access website Tablet Mobile NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2	2017/18 Qtr.1 Qtr.2	39,128 54,841	40,025 55,191	Qtr.3 Qtr.4		Both															
Influencing Indicator	Linked to	Data	Data	Data	Trend	Council	Report on Progress	Additional comments/ comparisons														
I2. % of new sessions where mobile are used to access website Tablet Mobile NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2	2017/18 Qtr.1 Qtr.2	45% 50%	43% 50%	Qtr.3 Qtr.4		Both															
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons														
I3. No: of calls logged with IT helpdesk NEW MEASURE Responsible Officer: Louis Gorham	T1	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	1736 1595			Both	Last Update 10/17 <table border="1" data-bbox="1751 1543 2211 1795"> <thead> <tr> <th></th> <th>Q1, Q2, Q3, Q4</th> </tr> </thead> <tbody> <tr> <td>(no value)</td> <td>2 40</td> </tr> <tr> <td>Email</td> <td>454 389</td> </tr> <tr> <td>Internal only</td> <td>3 16</td> </tr> <tr> <td>Telephone</td> <td>1263 1030</td> </tr> <tr> <td>Walk In</td> <td>14 113</td> </tr> <tr> <td>Live Chat</td> <td>0 7</td> </tr> </tbody> </table>		Q1, Q2, Q3, Q4	(no value)	2 40	Email	454 389	Internal only	3 16	Telephone	1263 1030	Walk In	14 113	Live Chat	0 7	Last Update 10/17 no value = call source is a mandatory field, so it shouldn't be possible for no value to be recorded. However, we believe that some self-service calls were not populating that field successfully after an upgrade to the call management system. Walk In = Where someone has presented their issue to the IT platform in Endeavour House or went directly into IT.
	Q1, Q2, Q3, Q4																					
(no value)	2 40																					
Email	454 389																					
Internal only	3 16																					
Telephone	1263 1030																					
Walk In	14 113																					
Live Chat	0 7																					

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. No: of requests for assistance made via self service IT Helpdesk NEW MEASURE Responsible Officer: Louis Gorham	T1	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	636 810			Both		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. No: of staff/Councillors completing Connect training NEW MEASURE	T2	2017/18 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3				Both		Last Update 10/17 Training sessions to be undertaken following the development of Connect as the 'go to' information resource
JSP: More efficient public access arrangements								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Unannounced face to face visits per day at HQ's (No. of people on average per day) Responsible Officer : Helen Austin Corporate Manager:	I1,I2,I3	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	69 53 45 22 11 5			MSDC	Last Update 10/17 Quarter 2 contains data for July and August only as Customer Access Point in Stowmarket opened 11 September	Last Update 10/17 This measure will be superseded by measures relating to the Customer Access Point from October onwards.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. Average number of face to face visitors to Customer Services NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	I4,I5,I6	2017/18 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Average time taken to answer calls (mins) NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	2.76 2.08	1.00		Both		

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Average % of overall calls abandoned NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22.33% 15.33%			Both		Last Update 10/17 Septembers figure was adversely affected by storm Aileen as waiting times increased due to server issues. Monthly figures for July and August were 11% and 10% respectfully.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Online housing benefit new claims as a % of all benefit claims Responsible Officer : David Johnson	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	71% 66% 83% 83% 79% 85%	75% 82%		MSDC		Last Update 08/17 These targets for this measure have been set by SRP in line with target settings for IBC and MSDC, and are set following meetings of the SRP joint committee.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. % of business rates payers using Direct Debit NEW MEASURE Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 3				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of Council tax payers using Direct Debit NEW MEASURE Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 3				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. % of payments taken at Post Offices/Payzones NEW MEASURE Responsible Officer: Maire Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4				MSDC		

JSP: Financially sustainable Councils

Tracking Indicator	Linked to	Data	Revenue		Trend	Council	Report on Progress	Additional comments/ comparisons															
T1. Government funding - Actual Revenue Support Grant £'000	I1,I2,I3,I4,I5,I6	2016/17 Qtr. 1	918			MSDC																	
Corporate Manager: Melissa Evans		2017/18 Qtr. 1	370																				
Tracking Indicator	Linked to	Data	Total		Trend	Council	Report on Progress	Additional comments/ comparisons															
T2. % Council tax collected	I7,I8	2016/17 Qtr.1	30.03%	98.40%	<table border="1"> <caption>Quarterly Council Tax Collection Data</caption> <thead> <tr> <th>Year</th> <th>Qtr.1</th> <th>Qtr.2</th> <th>Qtr.3</th> <th>Qtr.4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>30.03%</td> <td>57.66%</td> <td>86.16%</td> <td>98.59%</td> </tr> <tr> <td>2017/18</td> <td>30.05%</td> <td>57.68%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Qtr.1	Qtr.2	Qtr.3	Qtr.4	2016/17	30.03%	57.66%	86.16%	98.59%	2017/18	30.05%	57.68%			MSDC	<p>Figures provided for each quarter are cumulative</p> <p>Last Update 10/17 The target for 2017/18 remains the same to account for any impact from UC/welfare reforms.</p>	<p>Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC</p>
Year	Qtr.1	Qtr.2	Qtr.3	Qtr.4																			
2016/17	30.03%	57.66%	86.16%	98.59%																			
2017/18	30.05%	57.68%																					
Responsible Officer: John Booty		Qtr.2	57.66%																				
Operations Manager: Andrew Wilcock		Qtr.3	86.16%																				
		Qtr.4	98.59%																				
		2017/18 Qtr.1	30.05%	98.40%																			
		Qtr.2	57.68%																				
		Qtr.3																					
		Qtr.4																					
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons															
I1. % of market share of building control applications	T1	2016/17 Qtr. 1	73.40%		<table border="1"> <caption>Quarterly Market Share of Building Control Applications</caption> <thead> <tr> <th>Year</th> <th>Qtr. 1</th> <th>Qtr. 2</th> <th>Qtr. 3</th> <th>Qtr. 4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>73.40%</td> <td>77.60%</td> <td>73.30%</td> <td>73.30%</td> </tr> <tr> <td>2017/18</td> <td>72.60%</td> <td>68.00%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	2016/17	73.40%	77.60%	73.30%	73.30%	2017/18	72.60%	68.00%			MSDC		<p>Last Update 10/17 Since competition was introduced to the function of Building Control we have seen a steady decrease in our market share - this it to be expected as more competitors enter the market in our area. For a competitive market place our share remains above that which would usually be expected but challenges remain to ensure we retain our share and not compromise our customer focused approach or public safety.</p>
Year	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4																			
2016/17	73.40%	77.60%	73.30%	73.30%																			
2017/18	72.60%	68.00%																					
Corporate Manager: Paul Hughes		Qtr. 2	77.60%																				
		Qtr. 3	73.30%																				
		Qtr. 4	73.30%																				
		2017/18 Qtr. 1	72.60%																				
		Qtr. 2	68.00%																				
		Qtr. 3																					
		Qtr. 4																					
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons															
I2. Income generated through chargeable waste services	T1	2016/17 Qtr. 1	723,949	985,210	<table border="1"> <caption>Quarterly Income Generated through Chargeable Waste Services</caption> <thead> <tr> <th>Year</th> <th>Qtr. 1</th> <th>Qtr. 2</th> <th>Qtr. 3</th> <th>Qtr. 4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>723,949</td> <td>891,604</td> <td>999,604</td> <td>1,111,043</td> </tr> <tr> <td>2017/18</td> <td>734,491</td> <td>967,375</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	2016/17	723,949	891,604	999,604	1,111,043	2017/18	734,491	967,375			MSDC	<p>Figures provided for each quarter are cumulative</p>	<p>Last Update 10/17 15/16 outturn £938,296 16/17 outturn £1,111,043 There are slight variations between quarters reported for 2016/17 which occurred due to the periods closing in Integra</p>
Year	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4																			
2016/17	723,949	891,604	999,604	1,111,043																			
2017/18	734,491	967,375																					
Responsible Officer: Laura Sewell		Qtr. 2	891,604																				
Corporate Manager: Oliver Faiers		Qtr. 3	999,604																				
		Qtr. 4	1,111,043																				
		2017/18 Qtr. 1	734,491	1,114,575																			
		Qtr. 2	967,375																				
		Qtr. 3																					
		Qtr. 4																					
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons															

I3. Tax base - No. of Band D equivalent properties	T1	2016/17 Qtr. 3	35,336			MSDC	Last Update 06/17 Increase of 1.3% for 17/18	Last Update 06/17 15/16 34,911
		2017/18 Qtr. 3		35,786				
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Income generated from Public Realm as a % of expenditure Responsible Officer: Mandy Hall	T1	2016/17 Qtr. 4	70%			MSDC	Last Update 06/17 Figures taken as at 15.05.2017 Expenditure 1,487,585 Income 1,041,068	
		2017/18 Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. Income generated from investing cash £'000 Responsible Officer: Edward Banyard Corporate Manager: Melissa Evans	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	71 70 73 86			MSDC		Last Update 10/17 Please note: Q2 figure includes estimates, as not all pooled funds have released earning figures.
		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	139 123 	112				
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. % Non-domestic rates collected Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T1	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	31.45% 60.11% 85.37% 98.19% 31.10% 60.45%	98.40%		MSDC	Figures provided for each quarter are cumulative	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I7. Average time taken to process new Housing/ Council Tax Benefit claims Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3	22 22 22 22 23 30	24 days 24 days			Last Update 10/17 Success measurement is to be below target	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC. SRP have revised working procedures in order to minimise the creation of Local Authority Error overpayments caused through delay. These overpayments were

		Qtr. 4				MSDC	<p>impacting upon subsidy incentive payments. In order to achieve a reduction in this area, resources needed to be weighted to deal with Changes of Circumstances as priority work rather than New Claims.</p> <p>Initially this saw a substantial amount of older work being assessed across all 3 bases and it was expected that this would impact on the PI's for August. However, analysis of the results for September have brought to light some poor practices which have delayed decision making These are currently being addressed with existing benefit staff.</p> <p>There have been a number of new staff appointments in October which has returned the team to 'establishment levels'. It is anticipated that the combination of new staff members and revised practices should permit a marked improvement in PI levels during the next few weeks.</p>	
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I8. Average time taken to process Housing/Council Tax Benefit Change of Circumstance requests Operations Manager: Andrew Wilcock	T2	2016/17 Qtr. 1 9 Qtr. 2 9 Qtr. 3 11 Qtr. 4 3 2017/18 Qtr. 1 7 Qtr. 2 7 Qtr. 3 Qtr. 4	9 9 11 3 7 7	10 days 11 days		MSDC	Last Update 10/17 Success measurement is to be below target	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC.
JSP: Networked and agile organisation								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of Staff Leavers NEW MEASURE Responsible Officer: Magda Brauer Corporate Manager: Anne Conway		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	20 38				Last Update 10/17 There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a	Last Update 10/17 The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons													
					<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Qtr.1</td><td>20</td></tr> <tr><td>Qtr.2</td><td>30</td></tr> <tr><td>Qtr.3</td><td></td></tr> <tr><td>Qtr.4</td><td></td></tr> </table>	Quarter	Value	Qtr.1	20	Qtr.2	30	Qtr.3		Qtr.4		Both	Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes.	as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.			
Quarter	Value																				
Qtr.1	20																				
Qtr.2	30																				
Qtr.3																					
Qtr.4																					
T2. No: of Days lost to sickness NEW MEASURE Responsible Officer: Magda Brauer Corporate Manager: Anne Conway	I2	2016/17 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	864 949		<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016/17</td><td>864</td></tr> <tr><td>2017/18</td><td>949</td></tr> </table>	Year	Value	2016/17	864	2017/18	949	Both	Last Update 10/17 There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes.	Last Update 10/17 The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.							
Year	Value																				
2016/17	864																				
2017/18	949																				
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons													
I2. No: of staff on long term sickness (absent for 4 or more weeks) NEW MEASURE Responsible Officer: Magda Brauer Corporate Manager: Anne Conway	T2	2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3	13 14 15 16		<table border="1"> <tr><th>Year</th><th>Quarter</th><th>Value</th></tr> <tr><td rowspan="2">2016/17</td><td>Qtr.3</td><td>13</td></tr> <tr><td>Qtr.4</td><td>14</td></tr> <tr><td rowspan="2">2017/18</td><td>Qtr.1</td><td>15</td></tr> <tr><td>Qtr.2</td><td>16</td></tr> </table>	Year	Quarter	Value	2016/17	Qtr.3	13	Qtr.4	14	2017/18	Qtr.1	15	Qtr.2	16		Last Update 10/17 There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching	Last Update 10/17 The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of
Year	Quarter	Value																			
2016/17	Qtr.3	13																			
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	Qtr.2	16																			

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

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of complaints received against Councillors NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of judicial reviews undertaken NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: of Councillors attended training on Committees NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. % of Councillors completing register of interest within statutory timeframe 28 days NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of minutes published on time		2017/18						

NEW MEASURE To Be Confirmed

Responsible Officer:
Corporate Manager:

Qtr.1
Qtr.2
Qtr.3
Qtr.4

MSDC

JSP: Alternative service delivery models

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

Assets & Investments Housing Delivery								
	Apr - Jun 2017			July - Sept 2017		Oct - Dec 2017		Jan - Mar 2018
Main Achievements				1. HRA scenario testing has resulted in in more robust, sustainable HRA Business Plans 2. Compliance Review findings has resulted in improvements to reporting lines, accountability and more robust policies around Health & safety and Legionnaires 3. Working with the Universal Credit Group is minimising the associated risks from UC roll-out				
Impact on communities / the way we work								
JSP: Manage our housing assets effectively We will need to transform out approach to our tenants and housing stock to manage within reducing resources We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements We will explore longer-term options for making best use of our housing assets We will seek to reduce our carbon footprint and make our housing sustainable								
Tracking Indicator	Linked to	Data	Total	Target (by 2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Headroom within Housing Revenue Accounts. Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson	I1	2016/17 Qtr. 4 2017/18 Qtr. 4	£4.1m	£6.4m		MSDC	At time of Budget setting need to decide whether target is set: i) to reduce the Headroom to £X or ii) keep it at a level close to the Debt Cap to enable us to maximise that available to MSDC so we can build new homes.	Our robust HRA Business planning offers Members and Tenants peace of mind that we are compliant with HRA regulation in relation to accounting, rents and treasury management.
Tracking Indicator	Linked to	Data	Total	Target (2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T2 Reducing the Budget vs Actual Variance NEW MEASURE Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson	I1, I2	2016/17 Qtr. 4 2017/18 Qtr.4	91.60%	5%		MSDC	Regular budget monitoring and effective financial controls and procedures will reduce the variances between budget and actual	There will continue to be unexpected costs incurred but holding an amount in contingency can reduce the impact of these
Tracking Indicator	Linked to	Data	Total	Target 2018	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. New build - houses built for HRA Responsible Officer: Anne Bennett	I3, I4	2016/17 Qtr. 4	17	65 across both councils			Shared ownership properties proving to be a popular option New pipeline	A 3 year programme (2015-18) to deliver 65 new homes across Babergh and Mid Suffolk Diistricts by 31 March 2018

Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett		2017/18 Qtr. 4				MSDC	Any slippages in overall timetable due to planning conditions or adverse weather	Business by 02 March 2020
Tracking Indicator	Linked to	Data	Total	Target (by 2021/22)	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Surplus generated by in house trades team Responsible Officer: Tricia Anderson Corp' Manager: Justin Wright Newton	I5, I6	2017/18 Qtr. 4		£97,000		MSDC	It is forecast that BMBS will perform as follows :- Yr 1 £158k deficit, Yr2 £110k deficit, Yr3 £65k deficit, Yr4 £11k deficit and Yr 5 £97k surplus	This measure monitors inputs, outputs, expenditure and potential income generation to inform future business decisions
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T5. % of local authority housing rent (incl. garages) collected NEW MEASURE Responsible Officer: Lee Crowdell Corporate Manager: Lee Crowdell	I7, I8	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	97.98% 97.81%	98%		MSDC		Rent loss due to Voids and Write-offs are taken into account
Tracking Indicator	Linked to	Data	Total	Target 2034	Trend	Council	Report on Progress	Additional comments/ comparisons
T6. Solar PV Panel Income generated against cost of loan repayment NEW MEASURE Responsible Officer: Sharon Bayliss Corporate Manager: Heather Worton	I9	2017/18 Qtr. 4				Both		Over the 20 year length of the project we expect to generate income of 19.3m (net 7.5m) across both councils
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Housing Revenue Account Capital programme expenditure (£,000's) Responsible Officer: Tricia Anderson Corporate Manager: Heather Worton	T1, T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	488 733 1666 1709 267 457	4800 3400		MSDC	Cumulative. A stock condition survey will be carried in 2017/18 after which a review of the 30 year Capital programme will take place. Current forecasts from 2018/19 are based on £1,100 per dwelling	Target; to reduce the overspend so Actuals are equal to or lower than budget. This is to be achieved whilst still maintaining a good service to our customers ensuring they are living in council dwellings as per the decent homes standard. This will enable MSDC to reduce their debt therefore avoiding reaching the debt cap in the next 5 years.
Influencing Indicator	Linked to	Data	Total	Target (by 2022/23)	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Reduce the amount MSDC subsidises Sheltered Housing service charges	T2	2017/18		£0			Each year when setting the Budget there is a request to increase the service charge by	Last Update 07/17 The cost of providing support services to Sheltered Housing

Sheltered housing service charges NEW MEASURE		Qtr. 4				MSDC	a request to increase the service charge by a certain % but capped at a £ level (£4 in 2017/18). The weekly amount paid can be measured against other social care providers to prove how much less we are charging (average £2 per week in 2016/17)	support services to sheltered housing tenants is not fully recovered and at the end of 2016/17 the subsidy was £100k app. This needs to be reduced to £0 as the other residents are funding this from their rent when it should be used to benefit them
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Capital generated by sale of non-viable housing stock	T3	2016/17 Qtr. 4	£781,000			MSDC		By disposing of our non-viable housing stock, we can reinvest capital into building homes in the right places for the right needs.
Responsible Officer: Lynn Morris + Justin Kerry Corporate Manager: Jill Pearmain		2017/18 Qtr. 1	£194,785					
		Qtr.2	£0					
		Qtr.3						
		Qtr.4						
Tracking Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Acquisitions - houses/s acquired for the HRA	T3	2016/17 Qtr. 4	19			MSDC		We need to demonstrate that we are using the RTB Receipts wisely and for the benefit of the community on an annual basis and in total to prevent having to return the unspent funds to the Government.
Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett		2017/18 Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of calls passed on to housing team by contact centre		2016/17 Qtr. 4	2% (784)			Both	Not able to split across each authority	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.
Responsible Officer: Claire White Corporate Manager:		2017/18 Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. Attendance at Toolbox talks (BMBS)	T4	2017/18 Qtr. 1	93.75%	100%		Both	Not able to split across each authority	'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.
Resp' Officer: Justin Wright Newton Corp' Manager: Justin Wright Newton		Qtr. 2	93.00%					
		Qtr. 3						
		Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I7. % of housing rent collected by Direct	T5	2017/18		Increase			awaiting data - currently interrogating	awaiting data - currently interrogating

Debit NEW MEASURE Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell		Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4				MSDC	reporting systems	reporting systems
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
18. % of housing rent Direct Debit payments that failed NEW MEASURE Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell	T5	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4		Increase		MSDC	awaiting data - currently interrogating reporting systems	awaiting data - currently interrogating reporting systems
Tracking Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
19 . Amount of energy generated by Solar PV Panels installed on council property roofs Responsible Officer: Stephen Clarke Corporate Manager: Heather Worton	T6	Feb '17 Housing stock Sheltered stock Feb '18 Housing stock Sheltered stock	3,173,864kw 195,418kw			MSDC		THIS PI MOVED INTO ASSET & INVESTMENT FROM 'HOUSING DELIVERY'

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.

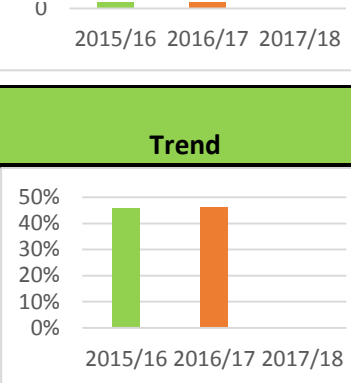
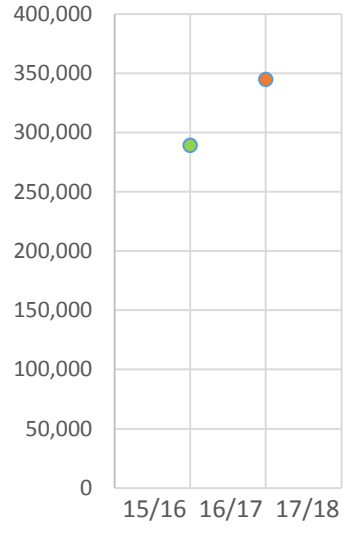
	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements		1. There has been a steady increase in our waste business customer base since the Commercial Waste Officer started the role in June 2015. The role was vacant for a year. Client base growth Yr1 6.7%, year 2 16.1% and cumulative 26% as at end Sept.		
Impact on communities / the way we work		1. By attracting clients from our private sector competitors our commercial waste collection profits can contribute to the overall income of the council thus providing funds to support the local community and reduce our reliance on government grant income [in a small		

Waste Services

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

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

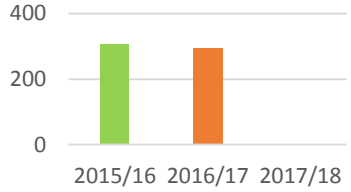
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Overall income generated through chargeable waste services (including business waste)	I1,I2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	723,949 891,604 999,604 1,111,043 734,491 967,375	985,210 1,114,575		MSDC	Last Update 10/17 Figures provided for each quarter are cumulative Payment is received for the majority of business waste and green waste collection during the first quarter.	Last Update 10/17 15/16 outturn £938,296 16/17 outturn £1,111,043 There are slight variations between quarters reported for 2016/17 which occurred due to the periods closing in Integra
T2. Total collected residual waste per household per kg	I2	2015/16 2016/17 2017/18	422 433			MSDC		Last Update 10/17 Residual waste is waste that is unable to be reused, recycled or composted

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. % of household waste sent for reuse, recycling or composting Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I2,I3	2015/16 2016/17 2017/18	45.67% 45.98%			MSDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Income generated through business waste services (£) Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I1	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	282,468 4,896 844 936 322,010 14,038 6,476 2,254 377,365 11,827			MSDC	Last Update 10/17 Business customers are invoiced for this service with payment received during Q1.	Total Income: 2015/16 £289,145 2016/17 £344,777
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T5. Customer Satisfaction levels with refuse collection service NEW MEASURE Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	I4	2015/16 2016/17 2017/18	86.1% 87.2%			Both	Last Update 10/17 Measures used for this report are based on a response of fairly or very satisfied with the service	Last Update 10/17 This survey is undertaken by Serco has part of their statutory requirement.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: Business waste customers NEW MEASURE Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	T4	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	475 471 500 502 522 540 556 563			MSDC		Last Update 10/17 The commercial waste section is a relatively new service in comparison with the well established service in place at BDC. However, the growth achieved over the past years can be seen in the figures, with the current target of 680 being the average number of business customers engaged with BDC in 2015. This target is on track to

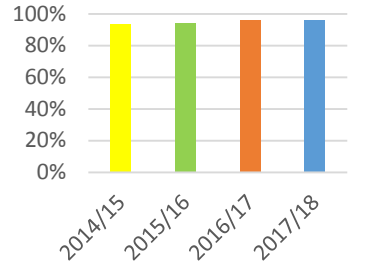
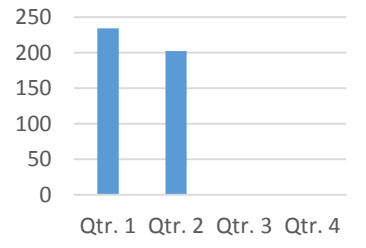
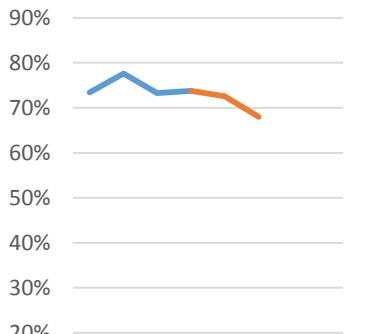
		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	589 601	680			be achieved in 2017/18.	
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. No: of Garden Waste Subscribers Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	T1,T3	2015/16 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	11,701 11,913 11,972 12,315 12,581 12,956 12,955 13,415 13,656			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % Garden Subscriptions of total households Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	T3	2015/16 2016/17 2017/18	28.49% 30.75%			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Missed Bins - rate/ 100,000 collections Corporate Manager: Oliver Faiers	T2	2016 Qtr.4 2017 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	192 267 98	100		Both		Last Update 10/17 This information is provided via Serco, data rounded to nearest whole number.

Sustainable Environment

**Environmental Protection team: We aim to facilitate environmentally sustainable growth and tackle pollution to prevent adverse impacts on health and the environment.
 Planning Enforcement team: We aim to ensure, as part of the planning process in protecting the environment and amenities of residents, that any issues arising from actions undertaken either as a result of planning applications being refused, or where applications haven't been made in the first place, are appropriately resolved.
 Heritage team: We aim to protect and enhance our historic environment by preventing loss, managing change effectively, promoting understanding and contributing to sustainable development.**

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of instances of Fly tipping Responsible Officer: Joanna Hart Corporate Manager: James Buckingham	I1	2016/17 Qtr. 4 2017/18 Qtr. 4	478			Both		Last Update 06/17 Figure provided for 16/17 is cumulative
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of noise complaints NEW MEASURE Corporate Manager: James Buckingham		2015/16 2016/17 2017/18	307 293			MSDC		Last Update 10/17 2015/16 population 99,600, no: of complaints per 1000 population 3.1% 2016/17 population 100,000, no: of complaints per 1000 population 2.9%
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. No: of business supported to become more energy efficient NEW MEASURE Corporate Manager: James Buckingham	I2,I3	April 2016 /August 2017	25			MSDC		Last Update 10/17 BEE Anglia is a three-year programme which will provide free support to at least 1,000 SMEs across Suffolk and Norfolk to become more energy efficient. It has been developed by Suffolk County Council, Groundwork, Nwes and Norfolk County Council and is part funded through the European Union European Regional Development Fund (ERDF).
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: of investigations, prosecutions, cautions, penalty notices, and warning letters for Fly	T1	2016/17 Qtr. 4 2017/18	78					Last Update 06/17 This is a new initiative; figure provided for 16/17 is cumulative

tipping						Both		
Responsible Officer: Joanna Hart Corporate Manager: James Buckingham		Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Projected actual CO2 savings in tonnes for businesses NEW MEASURE Corporate Manager: James Buckingham	T3	April 2016 /August 2017	240			MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Projected annual energy bill savings (£) for businesses NEW MEASURE Corporate Manager: James Buckingham	T3	April 2016 /August 2017	50,010			MSDC		Last Update 10/17 Projected Actual savings calculated as a proportion (26%) of potential savings, identified from previous sampling of supported businesses
Food & Safety								
Carrying out programmed interventions and investigations to detect, eliminate and/or control hazards by engaging with business communities and the public and applying fair enforcement								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of inspections carried out in line with the Food Safety Act Code of Practice NEW MEASURE Corporate Manager: John Grayling	I1	2017/18 Qtr. 2	163	924		Both	Last Update 10/17 A significant amount of time has been taken up with the office accommodation changes which has distracted from service delivery but the team expects to achieve the targeted inspections by year	
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of complaints received relating to food where the Council is the enforcement authority NEW MEASURE Corporate Manager: John Grayling	I2	2015/16 2016/17 2017/18 Qtr. 2	105 149 39			Both		Last Update 10/17 In 2016/17 there were 149 food and premises complaints, these relatively low numbers were up from the previous year of 105, however considering the large number of retail food businesses across both districts are an indication of the good levels of general compliance of our food businesses.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons

I1. % of broadly complaint food premises (Food hygiene rating 3, 4, 5) NEW MEASURE Corporate Manager: John Grayling	T1	2014/15 2015/16 2016/17 2017/18	93.29% 94.35% 96.05% 96.43%			Both	Last Update 10/17 Please note 2017/18 is figure at Qtr. 2	Last Update 10/17 One of the primary purposes of the Food and Safety service is to improve the safety of food produced in BMSDC and whether businesses are broadly compliant is a reasonable indicator of this. Total businesses 1935 at the start of 2017/18
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2 .No: of food premises achieving 5 star ratings NEW MEASURE Corporate Manager: John Grayling	T2	2017/18	1033			Both	Last Update 10/17 Please note 2017/18 is figure at Qtr.2	Last Update 10/17 This is a figure that will gain meaning when year on year comparisons can be made
Building Control Our function is to enforce the Building Regulations to ensure the built environment is safe, energy efficient and accessible to everyone in partnership with all relevant stakeholders. This function is carried out whilst operating within a fully open market competing with the private sector. We are also responsible for the protection and safety of the public where dangerous structures occur.								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Increase in number of live cases for building control Corporate Manager: Paul Hughes	I1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	234 202			MSDC		Last Update 06/17 Building on relationships with private building contractors to be partner of choice
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. % of market share of building control applications Corporate Manager: Paul Hughes	T1	2016/17 Qtr.1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3	73.40% 77.60% 73.30% 73.80% 72.60% 68.00%					Last Update 10/17 Although the Council's overall market share has fallen it remains above the average for the industry but challenges remain to ensure that the share is retained and does not compromise the customer focused approach or public safety. Staff retention continues to be an issue for the industry, particularly

		Qtr. 4			<p>40% 10% 0%</p> <p>2016/17 2017/18</p>	MSDC	<p>amongst local authorities and the Council's success has been built upon developing good business relationships and providing excellent customer service. The organisation is experiencing some changes in the staffing establishment which along with other changes in working practices may have resulted in some business uncertainty. The Council will be working hard over the coming months to demonstrate that more flexible and agile working has a positive impact upon the market share.</p>
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Agenda Item 11

MID SUFFOLK DISTRICT COUNCIL

From: Cabinet Member - Finance	Report Number: MCa/17/32
To: Cabinet	Date of meeting: 4 December 2017

FINANCIAL MONITORING 2017/18 – QUARTER 2

1. Purpose of Report

- 1.1 Based on the financial performance of the Council during the first half of this financial year and latest information, a reporting by exception approach has been adopted to reviewing income and expenditure budget variances in the first half of the year.

2. Recommendations

- 2.1 The potential or likely variations in relation to the General Fund, Housing Revenue Account and Capital Programme compared to the Budget be noted.
- 2.2 That, subject to any further budget variations that arise during the rest of the financial year, the following net transfers of £1,112k be noted;
- a) The balance of the General Fund surplus of £932k referred to in section 11.8 of the report be transferred to the Transformation Fund;
 - b) Transfer of £45k, being the favourable variance for Planning legal costs to the earmarked reserve, referred to in section 11.8 of this report.
 - c) Transfer of £135k, being the favourable variance for Homelessness to the earmarked grants reserve, referred to in section 11.8 of this report.

Reason for Decision:

To ensure that Members are kept informed of the current budgetary position for both the General Fund and HRA.

3 Financial Implications

- 3.1 These are detailed in the report.

4 Legal Implications

- 4.1 There are no specific legal implications.

5 Risk Management

- 5.1 This report is closely linked with risk numbers 5e and 5f of the Council's Significant Risk Register – If we do not understand our financial position and respond in a timely way, then we will be unable to deliver the entirety of the

Joint Strategic Plan or the ambition of the HRA 30 year business plan. Other key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If the forecast savings and efficiencies are not delivered then it will have a detrimental impact on the resources available to deliver services and the strategic priorities	3 - Probable	2- Noticeable	Monitored throughout the year by Finance Teams, Corporate Managers and Assistant Directors
If economic conditions and other external factors change for the worse then it could have an adverse effect on the Councils financial position	3 - Probable	2 - Noticeable	Focus is on monitoring key income and expenditure streams – but Government changes and economic conditions continue to affect costs and income for a number of services
If the Capital Programme delivery is not on target then the strategic priorities will not be delivered as anticipated	2 - Unlikely	2 - Noticeable	Regular monitoring by key officers

6 Consultations

- 6.1 Consultations have taken place with Assistant Directors, Corporate Managers and other Budget Managers as appropriate

7 Equality Analysis

- 7.1 An equality analysis has not been completed because there is no action to be taken on service delivery as a result of this report.

8 Shared Service / Partnership Implications

- 8.1 Both authorities continue to work closely together with particular attention given to sharing integration costs and savings between the two Councils, which is reflected in the financial outturn for the year.

9 Links to Joint Strategic Plan

- 9.1 Ensuring that the Councils make best use of their resources is what underpins the ability to achieve the priorities set out in the Joint Strategic Plan. Specific links are to financially sustainable Councils, managing our corporate and housing assets effectively, and property investment to generate income.

10 Key Information

Strategic Context

- 10.1 In February 2017 Mid Suffolk District Council approved the Joint Medium Term Financial Strategy (MTFS). This confirms the direction of travel, in that the Council continues to respond to the financial challenges.
- 10.2 The strategic response to those challenges, to ensure long term financial sustainability, is set out in six key actions:
- a) Aligning resources to the Councils' refreshed strategic plan and essential services
 - b) Continuation of the shared service agenda, collaboration with others and transformation of service delivery
 - c) Behaving more commercially and generating additional income
 - d) Considering new funding models (e.g. acting as an investor)
 - e) Encouraging the use of digital interaction and transforming our approach to customer access
 - f) Taking advantage of new forms of local government finance (e.g. new homes bonus, business rates retention)
- 10.3 The details within the Joint MTFS show that for Mid Suffolk the funding gap for 2018/19 is approximately £0.7m and over the next three years that total funding gap is estimated to be £1.2m. These figures are currently being revised as part of the 2018/19 budget setting process. Work has commenced on closing this gap by identifying and modelling the outcomes of various initiatives as part of the delivery of the Joint Strategic Plan.
- 10.4 The nature of local government funding has changed in recent years. There is less core funding in the form of Revenue Support Grant (RSG) and more incentivised and one-off funding like New Homes Bonus and retention of business rates. The business rates income is more uncertain than RSG, where appeals and the changing number of businesses within the district impact on the income that is available to the Council. This was reinforced with the 2016/17 outturn position. It is also important that capital resources are used in ways to support the new business model. The Council is looking to use its assets and borrowing capacity to become self-sufficient from government funding such as New Homes Bonus.

- 10.5 The total estimated core funding for future years is not a fixed guaranteed amount as it is dependent on variations in business rates income. This is carefully monitored and the volatility and risks, for example, rate relief for schools converting to academies and the level of appeals, will affect the amount of income received.
- 10.6 The outcome of these changes and uncertainties is that predicting the resources available to the Council over a period of time is more challenging, so more annual variances against budget will be seen as we develop our financial management skills and processes to fit the new funding environment. Members should therefore focus on whether strategic priorities are being achieved rather than in year variances.

11 Quarter 2 Position

11.1 Based upon financial performance and information from April to September (with emerging trends extrapolated to the end of the financial year) and discussions with budget managers, key variations on expenditure and income compared to budget have been identified.

11.2 The report covers:

- The General Fund Revenue Budget
- The HRA Revenue Budget (Council Housing)
- Both the General Fund and HRA Capital programmes.

11.3 Budget monitoring is a key tool and indicator on the delivery of the council's plans and priorities for the year. There will, of course, always be reasons why there are variances such as:

- Economic conditions and those services that are affected by demand
- Base budgets being over or understated (a number were identified in the 2016/17 financial outturn report to Members)
- Uncertainties relating to funding or other changes that were not known at the time the budget was approved.

11.4 Taking each area in turn, the position on key aspects of the 2017/18 budget is summarised below:

General Fund Revenue Account

11.5 In relation to funding:

- (a) Council Tax (£5m): At the end of September, collection rates were 57.68%, compared with 57.66% for the same period last year. The collecting of council tax remains challenging, especially from those receiving council tax reductions under the Local Council Tax Reduction

Scheme (LCTR). Recovery Action is varied and is a high priority for the Shared Revenues Partnership (SRP).

- (b) Government Grants: RSG (£0.4m), baseline business rates (£2m) and New Homes Bonus (£2.03m) were allowed for in the Budget. RSG and NHB are fixed but the actual amount of business rates will vary.
- (c) Business Rates: At the end of September, collection rates were 60.45% compared with 60.11% for the same period last year. The level of Section 31 grants notified to the Council to compensate for national business rate relief is slightly less than expected by £25k.
- (d) Based on current projections from Suffolk County Council it is estimated that the final Business Rates Pool position will be better than expected. A favourable variance of £118k is anticipated, this is despite the reduction in the rateable value of the Army Air Corps, Wattisham Station totalling £1.5m, backdated to 1 April 2010. This will have a greater impact in 2018/19.

11.6 On a reporting by exception basis, a review of expenditure and income budget variances was undertaken. There are two corporate savings targets as detailed below:

- a) It is currently anticipated that the vacancy management savings of £100k will be exceeded, resulting in a favourable variance of £330k, an increase of £77k since Quarter 1. A breakdown for each Service Area is shown in section 11.8 below. For 2018/19, the vacancy management figure will be reviewed to reflect actual experience and could increase to £203k (this is equal to a 2.5% turnover of staff).
- b) Included within the 2017/18 budget is a generic savings target of £100k for non-pay expenditure. Further details of the actual non-pay variances are outlined in section 11.8 below. From 2018/19 onwards this target will be reduced by £20k per year until it is completely removed in 2022/23, as savings are better identified and monitored in individual service areas rather than against a corporate target.

11.7 The overall net favourable variance of £1,112k means that the Council is able to supplement earmarked reserves - £135k to the Homelessness grant reserve, £45k to the Planning reserve and a substantial contribution to the Transformation Fund of £932k.

11.8 The table below shows the main items that are included in the overall net favourable variance of £999k. The forecast variances identified within this report will be taken into consideration when setting the budgets for 2018/19.

The numbers associated with the ongoing revenue costs for the All Together programme are now included and results in a net cost pressure of £106k

Explanation	Quarter 1 Amount (£) Favourable / (Adverse)	Quarter 2 Amount (£) Favourable / (Adverse)	Change (£) Favourable / (Adverse)
Communities and Public Access			
<u>Policy and Strategy (Health and Wellbeing)</u> <ul style="list-style-type: none"> Employee costs – a favourable variance of £13k. This is due to a part year saving for a full-time vacancy. The post was recruited to during September 2017. This saving is for 2017/18 only. Other items (net) – a favourable variance of £11k 	21	24	3
<u>Public Access</u> <ul style="list-style-type: none"> Employee costs - a favourable variance of £16k. This area of the Council has a high turnover of employees' due to the nature of the Customer Services function, resulting in a small number of vacant posts. 	27	16	(11)
<u>Communications</u> <ul style="list-style-type: none"> Employee costs – this favourable variance is attributable to staff vacancies. A review of the structure has been undertaken to ensure that it is fit for the needs of the organisation and is now being recruited to. 	14	17	3
<u>Public Realm</u> This area of the Council's work is currently under review. It is therefore likely that the forecasts included are subject to change as the review is finalised.			
<u>Open Spaces (incl. Countryside Development)</u> <ul style="list-style-type: none"> Due to a number of planned vacancies (6 fte all with the exception of one shared 50:50), employee costs are expected to result in a favourable variance of £66k. An adverse variance of £93k can be attributed to an income shortfall. This is an improvement of £75k since Quarter 1. There is however, still a requirement to review the budget in this area for 2018/19. Other items (net) – a favourable variance of £17k 	(79)	(10)	69
<u>Car Parks</u> <ul style="list-style-type: none"> £99k favourable variance due to a significant under spend on premises related expenditure including business rates (£21k). The budget will be adjusted for 2018/19. The favourable variance offsets an income shortfall of £43k which has arisen due to the closure of Morrisons last year. Income is gradually 	52	40	(12)

<p>increasing, however, it is not yet forecast to reach the same level as when Morrisons was open.</p> <ul style="list-style-type: none"> • Other items (net) – an adverse variance of £16k 			
<p>Street and Major Road Cleansing</p> <ul style="list-style-type: none"> • Employee costs – a favourable variance of £8k due to a vacancy. • Plant and vehicle costs – a favourable variance of £10k is anticipated. This area is difficult to predict and is very much dependent on a number of factors such as the cost of fuel, vehicle repairs etc. 	-	18	18
<p>Other items (net) – a favourable variance of £16k</p>	12	16	4
<p>ICT</p> <ul style="list-style-type: none"> • Employee costs – a favourable variance of £41k is anticipated. There are currently 3 vacant full-time posts which are no longer required due to the transfer of functions to SCC IT. This will be an ongoing saving in 2018/19. • Other items (net) – a favourable variance of £6k. 	49	47	(2)
Corporate Resources			
<p>Commissioning and Procurement</p> <ul style="list-style-type: none"> • Employee costs - £36k favourable variance. The 2017/18 budget includes provision for two new Grade 6 Business Partner roles. One of these posts has now been offered as an ongoing saving, the other post will be recruited to, but it is anticipated that there will be a 6-month saving. • Other items (net) – a favourable variance of £1k. 	33	37	4
<p>HR and Organisational Development</p> <ul style="list-style-type: none"> • A review of training requirements for the Council has been undertaken since the last quarters report to Cabinet. This has resulted in a favourable variance of £20k. £10k of which will be reflected in the budgets for 2018/19. <p>Other items (net) – an adverse variance of £9k</p>	-	11	11
Environment and Projects			
<p>Building Control</p> <ul style="list-style-type: none"> • Employee Costs – a favourable variance of £36k which can be attributed to one vacancy. • Income shortfall – an adverse variance of £122k is anticipated despite an uplift in fees of 5% from September 2017. As reported in Quarter 1, the variance can in part be attributed to a budget error where VAT was included in the overall calculation of income to be received in year. The service is also experiencing a decrease in the number of inspections due to a loss in the market share. This will be adjusted for as part of the 2018/19 budget setting process. 	(75)	(94)	(19)

<ul style="list-style-type: none"> Other items (net) – an adverse variance of £8k 			
<u>Leisure Contracts</u> <ul style="list-style-type: none"> An expected revision of the contract indices for the Mid Suffolk Leisure Centre is forecast to result in a favourable variance of £16k. 	16	16	-
<u>Waste</u> <ul style="list-style-type: none"> £109k favourable variance for the Material Recycling Facility (MRF). The gate fee is recalculated each April making it difficult to accurately reflect the price per tonne. In recent years the basket price has changed from £5/tonne to £12/tonne and is very much dependent on the world market. Mid Suffolk already has an earmarked waste reserve containing £159k. This earmarked reserve is utilised to smooth year on year changes so that the core budget can remain relatively stable. As the waste reserve does not need to be supplemented in 2017/18, it is therefore recommended that the favourable variance of £109k be transferred to the Transformation Fund this year. Glass Collection – this service was introduced in 2016/17 as a new income stream. When the budget was set for 2017/18 it was updated to reflect the income, but not the expenditure. The glass collection service is a viable one and the expected adverse variance of £22k will be adjusted when setting the budget for 2018/19. Garden Waste – following recent housing growth, subscriptions to the Garden Waste Collection Service has increased. Surplus income of £43k is expected. Trade waste – surplus income of £74k is anticipated. Mid Suffolk’s customer base is expected to grow following continued advertising and promotional activities. Other items (net) –a favourable variance of £41k. 	139	245	106
Investment and Commercial Delivery			
<u>Open for Business</u>	25	32	7
<u>Tourism</u> <ul style="list-style-type: none"> Based on current income levels for the sale of goods and services, a shortfall of £16k is expected. A £25k underspend is forecast for supplies and services (£3k on contracted services and £10k on print costs for the South and Heart of Suffolk marketing campaign). A review of how this service area is currently provided is being undertaken. Any 			

<p>budget adjustments required will be made for 2018/19.</p> <ul style="list-style-type: none"> Other items (net) – an adverse variance of £15k. <p>Licensing</p> <ul style="list-style-type: none"> Employee costs, a favourable variance of £20k is expected as a result of one vacant post (1 fte). Other items (net) – an adverse variance of £5k Other items (net) – a favourable variance of £23k 			
<p><u>Housing Development and Regeneration</u></p> <ul style="list-style-type: none"> The purchase of Paddock House and Needham and Stowmarket Middle Schools as part of the Councils investment and regeneration programme, has resulted in significant revenue expenditure that was not part of the original business case. An adverse variance of £220k is anticipated and includes both ongoing costs such as business rates and one-off costs such as securing the sites. Ongoing costs of approximately £120k will be included in the budgets for 2018/19. 	-	(220)	(220)
Law and Governance			
<p><u>Information Management</u></p> <ul style="list-style-type: none"> An adverse variance of £44k on employee costs. This is due to the re-allocation of resources from the capital element of the JOSIE project to revenue. Land Charges – despite the increased level of activity in the housing market and consequently the increase in the number of searches carried out by the land charges team, a number of these were ‘no fee’ personal searches. An income shortfall of £34k is therefore anticipated. Other items (net) – an adverse variance of £1k 	(29)	(79)	(50)
<p><u>Internal Audit</u></p> <ul style="list-style-type: none"> Employee costs – an adverse variance of £8k. The need for an additional Grade 5 post was identified after the 2017/18 budget was set. This post was filled and has since become vacant. The Corporate Manager will review resource requirements in 3 months’ time. An External Quality Assessment (EQA) will be carried out in February 2018. The EQA is a means to measure Internal Audit’s compliance against the Public Sector Internal Audit Standards (PSIAS). An adverse variance of £2k is expected. 	(14)	(10)	4
<p><u>Shared Legal Services</u></p> <ul style="list-style-type: none"> Employee costs - there were two roles where it was anticipated that these would cease once the Shared Legal Services model was live. This has not been the case and it is expected to result in an 	(20)	(22)	(2)

<p>adverse variance of £20k. These roles will now end in October 2017.</p> <ul style="list-style-type: none"> • Other items (net) an adverse variance of £2k 			
Planning for Growth			
<p><u>Development Management</u></p> <ul style="list-style-type: none"> • It is anticipated that employee costs will be under spent and result in a favourable variance of £15k. There is significant change planned in this area i.e. posts being recruited to and service requirements being reviewed. • Legal costs awarded for appeals are very difficult to predict. In Quarter 1, an adverse variance of £20k was expected. It is now anticipated that this be £45k under spent. Due to its unpredictable nature, it is recommended that an earmarked reserve be set up to ensure that the core budget can remain relatively stable and the reserve is utilised to smooth year on year changes as referred to in paragraph 2.2 of this report. • The Council's Joint Strategic Plan places a clear priority on the delivery of more of the right type of housing, of the right tenure, in the right places. It goes on to explain that the Council is seeking to significantly increase supply and expand our 'market making' role in terms of creating the right conditions for developers to work with communities to deliver more housing. Following this commitment, the Council continues to see an increase in planning applications which is likely to result in a favourable variance of £436k, a reduction of £167k since the previous quarter. This follows a more cautious approach to the forecast than previously used. • Other items (net) – a favourable variance of £5k 	603	501	(102)
<p><u>Strategic Planning, Sustainable Environment and Heritage</u></p> <ul style="list-style-type: none"> • The staffing resources required in this area continues to be reviewed and as a result vacant posts have been held, this does not impact on the delivery of the Local Plan. As part of the review, it has also been possible to fund the Infrastructure Team (CIL team) from this core budget as opposed to the Transformation Fund. All staff costs associated with the team have been 'backdated' to the start of 2017/18 and are included within this revised variance. It is therefore anticipated that employee costs will remain under spent and result in a favourable variance of £123k. 	93	275	182

<ul style="list-style-type: none"> Professional fees and legal costs associated with the Joint Local Plan are expected to be under spent this year resulting in a favourable variance of £128k. Other items (net) – a favourable variance of £25k 			
Supported Living			
<u>Business Improvement (Corporate)</u> <ul style="list-style-type: none"> This area is currently under review meaning that the adverse variance of £9k for employee costs is subject to change. The variance is due to allowing an agency resource to cover for maternity leave. 	(20)	(9)	11
<u>Property Services</u> <ul style="list-style-type: none"> Creeping Road Depot – an adverse variance of £26k is anticipated, an increase of £15k since Quarter 1. The overall variance can be attributed to the cost of legionella testing, the cost of tools and equipment plus ad hoc works to ensure that the site is fit for purpose. This work would still have been required, it has just been ‘fast tracked’ in readiness for the move, hence it not be included as part of the All Together programme. Following the move to Endeavour House, the Headquarters building in Needham Market will require 24-hour security. It is anticipated that this will result in an adverse variance of £48k. Other items (net) – a favourable variance of £5k. 	(11)	(69)	(58)
<u>Photo Voltaic (PV) Panels (Feed In Tariff Income)</u> <ul style="list-style-type: none"> To enable receipt of the Feed in Tariff (FiT) income all properties must be registered with Ofgem. There are a number of properties where PV panels have been installed, but are still awaiting registration. Any income due will be backdated to when the panels were installed. The income will be received by November 2017/18. Following work with the service area, it has been possible to calculate a conservative forecast which results in a net favourable variance of £95k. This includes limited costs for necessary repairs. 	-	95	95
<u>Homelessness</u> <ul style="list-style-type: none"> Following the introduction of the Homelessness Reduction Act 2017 (HRA) in April 2017, the Council received a ringfenced grant of £58k. There are many implications arising from the new legislation, the most significant change being new prevention duties. As a result, it has been necessary to increase staff resources in the homelessness team to ensure the Councils new responsibilities are fulfilled. This will result in an adverse variance of £23k. It is recommended that 	-	35	35

the net favourable variance of £35k be transferred to an earmarked reserve for use in 2018/19 and beyond. A further contribution of £100k is also recommended as referred to in section 2.2 (c).			
Other			
All Together	-	(106)	(106)
<ul style="list-style-type: none"> Utilising existing budgets for expenditure such as gas, electricity plus general building costs for the Headquarters site, a favourable variance of £47k is anticipated. This will be used to support the ongoing revenue costs for the All Together programme for which a current estimate of £153k is expected. One-off costs associated with the programme are forecast to be £407k which will be met from the Transformation Fund. 			
Other items (net) – an adverse variance of £123k	(9)	(123)	(114)
<u>Capital Financing Costs</u> An adverse variance of £86k is anticipated. This can be broken down as follows; <ul style="list-style-type: none"> Net investment income i.e. CCLA, UBS – a favourable variance of £43k Net interest payable / receivable – a favourable variance of £76k. CIFCO – a net adverse variance of £138k is anticipated. This follows a delay to the investment programme from April 2017 to November 2017. Minimum Revenue Provision (MRP) – an adverse variance of £67k is predicted. It has been identified that the budgets for 2017/18 did not include an amount for either the PV panels nor land assembly. This will be corrected as part of the budget setting process for 2018/19. 	171	(86)	(257)
<u>Business Rates</u> The net favourable variance of £515k is made up of four key elements. These are detailed below;			
<ul style="list-style-type: none"> Timing difference for the distribution of the 2016/17 deficit on the Collection Fund £137k 	(137)	(137)	-
<ul style="list-style-type: none"> 2017/18 Baseline business rates less Government tariff has resulted in a favourable variance of £559k. 	400	559	159
<ul style="list-style-type: none"> Business Rates Pooling Benefit – a favourable variance of £118k. As referred to in paragraph 11.5 (d). 	179	118	(61)
<ul style="list-style-type: none"> S31 Business Rates Grant – less than budget by £25k. As referred to in paragraph 11.5 (c) 	20	(25)	(45)
TOTAL FAVOURABLE VARIANCE	1,459	1,112	(347)

Transformation Fund

- 11.9 A review of Transformation Fund commitments has been undertaken with the support of the Senior Leadership Team, Corporate Managers and Finance.
- 11.10 The table below provides a high-level summary of the anticipated movement in the Transformation Fund during 2017/18. A more detailed breakdown is shown in Appendix A.
- 11.11 Transformation Projects that were completed prior to 2017/18 are no longer shown in detail in this report.

MID SUFFOLK	£'000
Balance at 31st March 2017	8,199
New Homes Bonus Contribution	2,028
Business Rates Grant	619
Total contributions 2017/18	2,647
Revised Balance Available	10,846
LESS;	
Funding 2017/18 budget	(267)
Community Capacity Building	(250)
Delivery Plan projects - Staffing	(428)
Actual year to date spend (April - Sept 2017)	(479)
Current commitments	(333)
PLUS:	
Forecast underspend at 30 September 2017	932
Balance on Procurement Reserve and Repairs and Renewals Reserve no longer required, therefore transferred to Transformation Fund	308
Balance at 31st March 2018	10,330

Commitments will continue to be reviewed to ensure the key priorities are supported.

General Fund Capital

- 11.12 Capital resources should be aligned to the Council's Strategic Priorities and desired outcomes. A zero based approach was adopted for the capital programme for 2017/18 to ensure that resources are aimed at delivering the council's strategic priorities.
- 11.13 With complex capital schemes it is difficult to accurately assess the level of payments that will be made during the financial year. The Council has also embarked on new projects e.g. building new homes where it is difficult to

accurately predict at the planning stage how payments will fall. Members should therefore focus on whether overall outcomes are being achieved as a result of the capital investment rather than variances against the plan for a particular year.

11.14 Full Council approved the setting up of a holding company in April 2017. This means that the £25m for the Capital Investment Fund will begin to be invested this year.

11.15 Capital expenditure for the period April to September 2017 totals £0.9m, against a revised programme (including carry forwards) of £6m, excluding the £25m, as set out in Appendix B. The main variances to date are set out below:

- Land Assembly, Property Acquisition and Regeneration – favourable variance of £1.7m. A number of significant investment projects, including the regeneration of the HQ sites and the affordable housing programme are moving forward and will require further capital funding as they progress over the next 6 months.
- Mid Suffolk Leisure Centre and Stradbroke Pool - a favourable variance of £404k is anticipated. However, this is very much dependent on the outcome of the Strategic Leisure Review.
- ICT – the majority of the forecast favourable variance (£246k) can be attributed to the JOSIE project. When the 2017/18 budget was set it was anticipated that the project would take a full year to complete, it is however, expected to finish at the end of November 2017.
- All Together – an adverse variance of £72k is expected. Anticipated costs include equipment requirements for Endeavour House, Customer Access and Touchdown Points.
- Property Services – a favourable variance of £111k is forecast in relation to Corporate Buildings, Carbon Reduction etc. This underspend can be utilised to support the work surrounding the All Together programme.

Housing Revenue Account (HRA - Council Housing)

11.16 In relation to the HRA Revenue Budget, the position on key activity areas is as follows:

Explanation	Qtr 2 Amount (£,000) Favourable / (Adverse) Worst	Qtr 2 Amount (£,000) Favourable / (Adverse) Medium	Qtr 2 Amount (£,000) Favourable / (Adverse) Best
Dwelling Rents and other income – Budget £15.5m			
<ul style="list-style-type: none"> Dwelling rents – an adverse variance of £117k rental income is expected due to right to buys being higher than forecast and new homes being sold as Shared Ownership. Service charges – due to an error in the 2017/18 budgets, income for those properties that were to be de-sheltered was not removed from the service charges calculation. This is likely to result in an adverse variance of £114k. Non-dwelling income - due to rents on garages being higher than anticipated, a favourable variance of £35k is anticipated. 	(196)	(196)	(196)
Repairs and Maintenance - Budget £2.7m			
<ul style="list-style-type: none"> Cyclical Repairs - a £331k favourable variance is expected due to a duplicate repairs budget – expenditure was included for external contractors as well as for BMBS carrying out the work. Property Services – a favourable variance is forecast because of an underspend due to lower than estimated expenditure on work undertaken by BMBS (Building Services). The favourable variances, reflected as a loss of income for BMBS, are as follows; <ul style="list-style-type: none"> Best case scenario will produce a favourable variance of £144k Medium case scenario will produce a favourable variance of £114k 	331 144	331 114	331

<ul style="list-style-type: none"> Worst case scenario will produce a favourable variance of £84k. 			84
BMBS – Budget Deficit (£225k)			
<ul style="list-style-type: none"> The budgets for BMBS have been reviewed following its inception in April 2017. The first quarter produced little factual evidence of its income and expenditure. This was as a result of the significant investment required in embedding a fundamentally new service delivery model. <p>Using the original Business plan as the budget for 2017/18 we have identified that assumptions made with respect to forecasted income and expenditure were ambitious considering the levels of investment required to introduce the BMBS model.</p> <p>A Project team consisting of the HRA Accountant, Assistant Director and BMBS Corporate Manager has revised forecasts for 2017/18. These are based actual income and expenditure for both Quarters 1 and 2, out turns for previous years and a cautious approach.</p> <ul style="list-style-type: none"> To create visibility from this piece of work, three scenarios based on worst, medium and best cases for this year end have been produced, refer to Appendix C <ul style="list-style-type: none"> Worst Case scenario - £388k adverse variance. A forecast income shortfall of £630k offset by reduced expenditure of £242k. Medium Case scenario - £197k adverse variance. A forecast income shortfall of £601k offset by reduced expenditure of £404k. Best case scenario - £28k adverse variance. A forecast income shortfall of £525k offset by reduced expenditure of £497k. Significant work is being undertaken to remedy this position through; 	(388)	(197)	(28)

<ul style="list-style-type: none"> • Ensuring income is accurately being recouped and extracted from software used. • Increasing productivity • cleansing data • developing new ways of working • appointing to vacant job roles • reducing costs and increasing income 			
Management and other costs – Budget £3m			
<ul style="list-style-type: none"> • General Management – a favourable variance of £10k is anticipated due to a reduction in fuel costs from no longer using pool cars. • Special Management – a favourable variance of £19k. Due to the Homelessness costs of £11k being recharged to the General fund not being included in the Budget and a reduction in Community alarm costs £7k. 	29	29	29
Funding the Capital Programme - Budget £5.6m			
<ul style="list-style-type: none"> • RCCO – a forecast favourable variance of £400k can be attributed to expected underspend in capital maintenance due to the stock condition survey being delayed (see Appendix B). This has meant a robust 30-year capital programme is not available at this time. Ridge have now been appointed to carry out a 20% stock survey to be completed by end of February 2018 	400	400	400
Borrowing and associated costs – Budget £2.8m			
<ul style="list-style-type: none"> • Loan repayments – a favourable variance of £234k is anticipated due to the recalculation of the interest on internal loans. The interest rate in the HRA Business model was 3.5% but has now been reduced to 0.5% as £11m were short term loans which attract a much lower rate of interest. 	234	234	234

HRA Deficit - Budget transfer from reserves (£714k)			
<ul style="list-style-type: none"> • The Surplus/(Deficit) figure will alter depending on the net total of the above variances. As we have three different scenarios for BMBS this will also be shown as Worst/Medium/Best for comparison. <ul style="list-style-type: none"> ○ Worst case. The total of the above variances will change the net budget deficit to (£161k). ○ Medium case. The total of the above variances will change the net budget deficit to (£0k). ○ Best case. The total of the above variances will change the net budget deficit into a surplus of £140k. 	553	714	835

Any areas where budgets have been over or under stated will be reviewed as part of the 2018/19 budget setting process.

11.17 The recent Government announcement that LA's can increase rents by CPI +1% for five years from 2020/21 has been amended in the HRA business model. This will be reflected in the Budget 2018/19 MTFS report.

11.18 A successful legal challenge by NPS (Norfolk Property Services) in relation to a specific termination clause in a former contract has resulted in a cost pressure of £110k. This has been absorbed within management and other costs.

11.19 The decision to apply a LHA cap on housing benefits paid to Supported and Social Housing tenants has now been scrapped which will relieve pressure on the anticipated rent arrears this would have caused.

11.20 No further updates have been issued by the Government regarding the sale of high value council houses levy, but this continues to be monitored, and once details are fully known and understood a further review of the business plan will be undertaken.

HRA Capital

11.21 Investment plans for this year total £8.6m (including Carry forwards of £0.6m) as set out in Appendix B. An underspend of £400k is forecast on planned maintenance this year due to the change in policy to carry out a 20% stock condition survey this year. Ridge have been appointed to carry out the work by February 2018 when a robust 30-year Capital programme can be developed.

New builds and acquisition expenditure remains in line with budget

12 Appendices

Title	Location
APPENDIX A – Transformation Fund	Attached
APPENDIX B – Capital Programme	Attached
APPENDIX C – BMBS scenarios	Attached

13 Background Documents

23 February 2017 Budget Report 2017/18 – C/03/17

13 October 2017 Financial Monitoring Quarter 1 – Mca/17/18

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TRANSFORMATION FUND – PROJECTS

APPENDIX A

Project	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2016/17		Apr 17 - Sep 17		Total Spend	Variance - favourable / + adverse	
				BDC	MSDC	BDC	MSDC			
CONTINUING PROJECTS										
Assets & Investments										
1	Strategic Leisure Review - comprehensive condition survey of all 4 leisure facilities to understand future costs requirements. Additional Resources for; Phase 1 - will be informed by the evidence from the strategic review of our built sports facilities and playing pitches (which is due to complete in October 2015), and will allow us to undertake a joint leisure strategy and investment plan for both Councils. Phase 2 - to undertake an independent review of the current contractual arrangements (with SLM and SSL) and deliver future delivery options in line with the strategy. This will involve a review of all existing legal and contractual documentation, leases and management agreements, options appraisal, and our capital investment strategy for these assets and for making recommendations Funding to pay for two Leisure Industry specialists (Project Manager for phase 1, external consultant for phase 2)	Chris Fry	May-16	126,100	44,801	37,231	9,455	9,455	100,942	-25,158
Page 146	Capital Investment Strategy (CIS) – external professional advisers to support the development of the Capital Investment Strategy, as well as the associated governance framework and delivery model to support implementation of a Capital Investment Fund and provision of a fixed term post for two years - to provide direct specialist technical support to the establishment and implementation of the development and regeneration pipeline	Louise Rawsthorne / Jill Pearmain / Ann Bennett	Aug-16	136,285	51,088	51,088	7,474	7,474	117,123	-19,162
Business Growth										
4	Extension of fixed term Heritage & Design officer post for 2 years to support work on securing heritage assets	James Buckingham	Oct-15	69,000	17,215	17,215	7,975	7,975	50,380	-18,620
4	To support the installation of one or more Electric Vehicle (EV) charging points - Sudbury. Babergh only - Capital	James Buckingham	Mar-17	44,000	0	0	5,530	0	5,530	-38,470
5	Hadleigh Market - consultancy costs to test whether it is possible to develop and grow Hadleigh Market into a successful town market. BDC Only	Lee Carvell	Apr-16	10,000	5,794	0	3,133	0	8,928	-1,072
6	Additional Economic Development capacity to support a number of initiatives aimed at increasing economic growth e.g. key sites, market towns and engaging businesses - 18 month extension	Lee Carvell	Feb-17	332,770	98,670	98,551	25,429	25,455	248,105	-84,665
7	Extend the Enabling Officer, Community Led Planning post from mid-2016 until mid-2017	Bill Newman	Feb-16	49,000	8,184	20,123	6,236	5,192	39,735	-9,265
8	Retrospective funding for 2016/17 (year 2) and 2017/18 (year 3) of a three year contract for the 'Visit East Anglia / Visit Suffolk' contract which is due to finish in March 2018.	Lee Carvell	Oct-16	40,000	10,000	10,000	10,000	10,000	40,000	0
9	Town Visioning Engagement Project - the Open For Business Team will lead the work with local communities to deliver a Vision that can be used to inform later policy-making and decisions that affect the towns. The Vision is intended to establish a high-level aspiration for the towns, setting out the community's key desires and wishes for the town they would like to live in and for businesses to operate from. This is a new way for the communities to be involved in Strategic Planning of the towns (the innovation).	Lee Carvell	May-17	8,500	0	0	0	0	0	-8,500
10	To provide support funding that enables local business to be promoted effectively at the Suffolk Show event being held in conjunction with the English National Sheepdog Trial 2017. Additional financial resource would enable a dedicated resource to professionalise the social media promotion, recruit traders and craftspeople and to organise the tourism showcase ensuring that the event is of value to our economy. MSDC only	Lee Carvell	May-17	5,000	0	0	0	4,898	4,898	-102
11	NEW To support the development of a Technology Hub / Innovation Centre with the District by providing a project co-ordinator and for the fusing of a feasibility study. MSDC only	Lee Carvell	Oct-17	50,000	0	0	0	0	0	-50,000

TRANSFORMATION FUND – PROJECTS

APPENDIX A

	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2016/17		Apr 17 - Sep 17		Total Spend	Variance - favourable / + adverse	
				BDC	MSDC	BDC	MSDC			
CONTINUING PROJECTS										
Business Growth										
Community Capacity Building										
12	Additional locality capacity in the Communities Team - 40% BDC, 60% MSDC	Sue Clements	May-16	90,000	27,611	41,241	10,900	13,086	92,838	2,838
13	Delivery of the Public Realm Review which will transform the management and utilisation of our public realm assets which include Open Spaces, Amenity areas, car parks and Countryside assets.	Peter Garrett	Jul-16	60,000	10,355	10,355	7,209	7,209	35,129	-24,871
14	Increase staff resources - one day a week for the Tourism Development Officer role	Lee Carvell	Nov-16	9,000	1,765	1,765	2,261	2,244	8,034	-966
15	Buildings at risk - to support a targeted approach towards dealing with Heritage at Risk in Babergh and Mid Suffolk with the view to finding viable uses for those buildings at risk and reducing the overall number, to also support the planning transformation programme by producing information and guidance to support decision-making activities and the management of heritage assets. 12 month extension	James Buckingham	Feb-17	17,816	3,106	1,486	5,410	5,410	15,411	-2,405
16	To extend the current room rental agreement with The Mix in Stowmarket from it's current end date of 31 March 2017 to match the final end of contract date of 31 December 2017. This will enable the delivery of the current Mygo contract to continue from the current location ensuring continuity for service users to the end of the project lifetime. MSDC only	Lee Carvell	Apr-17	9,257	0	0	0	0	0	-9,257
Efficient Organisation										
17	Support for public access and streamlining information management for both the Councils external website and CONNECT	Carl Reeder	Oct-15	96,852	13,414	13,414	18,857	18,582	64,267	-32,585
18	3 Transformation Project Managers to support and assist in the delivery of a) the Channel Shift Programme - to enable the Councils to be ready digitally, b) Core Enablement Programme - help the business areas adopt core infrastructure changes and c) Accommodation and Public Access Programme - will focus on project managing the physical and logistical side of the project, planning the detail of solutions such as; Public Access points, Touch Down points etc	Carl Reeder	Sep-16	150,000	18,028	18,028	37,872	37,872	111,801	-38,199
19	ALL TOGETHER - majority of costs at this stage relate to scanning - to improve accessibility to both officers and members of the public by going 'paperless'. Ensure that all information is accessible electronically. The amount sought will be increased as part of the overall one-off costs of moving to Endeavour House when they are finalised.	Carl Reeder	Sep-16	889,000	31,137	31,153	135,273	140,853	338,416	-550,584
20	Strengthening Governance through the implementation of the Leader- Cabinet form of Governance	Emily Yule	Mar-17	55,028	5,659	5,659	8,089	8,089	27,495	-27,533
21	NEW To commissioning telephone polling (subject to Cabinet decisions) to explore the issue of Babergh and Mid Suffolk dissolving and becoming a new council.	Emily Yule	Oct-17	60,000	0	0	0	0	0	-60,000

TRANSFORMATION FUND – PROJECTS

APPENDIX A

Project	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2016/17		Apr 17 - Sep 17		Total Spend	Variance - favourable / + adverse	
				BDC	MSDC	BDC	MSDC			
Housing Delivery										
22	Delivery of a proactive monitoring and enforcement function, to support the work of the existing Planning Enforcement team and the new Infrastructure team - Shared Services Monitoring Officer 40% BDC 60% MSDC	James Buckingham	Feb-16	62,250	8,855	13,282	6,190	9,271	37,596	-24,654
23	Additional resources to enable Senior Planning Officer level to be released to support delivery of the planning transformation programme	Trevor Saunders	Oct-16	205,000	14,619	14,619	26,850	26,892	82,980	-122,020
Housing Delivery/Business Growth										
24	Commissioning of external specialist feasibility / viability work on key sites as required, to be able to move them forward for approval and development to support economic and housing growth	Lou Rawsthorne	Jan-15	475,000	117,660	57,496	50,806	41,709	267,671	-207,329
25	Creation of a new Infrastructure ODT to support and secure the implementation of CIL and effective operational processes. Staffing costs absorbed into Core Budget.	Bill Newman	Jul-15	235,000	126,755	107,403	0	0	234,159	-841
26	External support to undertake Local Housing Needs Surveys	Bill Newman	Feb-16	20,000	2,709	2,709	0	3,740	9,158	-10,842
27	Additional staffing capacity to migrate historic and future developer contribution information to the new ICT system supporting the Community Infrastructure Levy	Bill Newman	Jun-16	98,000	38,086	36,681	6,585	6,585	87,937	-10,063
28	Building the evidence base for the Joint Local Plan - the requirement to hold and maintain accurate baseline information within GIS underpins the preparation of the Joint Local Plan and land allocation strategy.	Bill Newman	Aug-16	44,000	21,297	22,699	6,077	6,077	56,149	12,149
General Transformation - other projects										
29	- Core Staffing not allocated to a specific project	Melissa Evans		585,858	147,636	168,222	70,221	70,221	456,300	-129,558
30	- Other	Melissa Evans		50,000	16,643	33,171	0	0	49,814	-186
CONTINUING PROJECTS SUB-TOTAL				4,082,716	841,086	813,590	467,833	468,289	2,590,797	-1,491,918
COMPLETED PROJECTS SUB-TOTAL -SEE BELOW				3,297,443	602,215	2,593,468	10,744	10,548	2,590,797	-1,491,918
									35%	
BDC OUTSTANDING COMMITMENTS										
<i>Less staffing budgets already accounted for</i>										
BDC TOTAL OUTSTANDING COMMITMENTS										
MSDC OUTSTANDING COMMITMENTS										
<i>Less staffing budgets already accounted for</i>										
MSDC TOTAL OUTSTANDING COMMITMENTS										

TRANSFORMATION FUND – PROJECTS

APPENDIX A

Project	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2016/17		Apr 17 - Sep 17		Total Spend	Variance - favourable / + adverse
				BDC	MSDC	BDC	MSDC		
COMPLETED PROJECTS									
Introduction of Glass collection round for trade waste service (income generation project) - cost of vehicle and wheeled bins - Capital	Ollie Faiers	Dec-15	87,273	10,137	77,137	1,800	1,800	90,874	3,601
Additional capacity within the Licensing Team to enable the Corporate Manager to work on the Open for Business Project thereby supporting business to thrive and grow. Extension of 6 months	Lee Carvell	Jan-15	48,000	18,478	23,407	926	926	43,738	-4,262
Accommodation Review - Phase 1 Analysis and Direction	Louise Rawsthorne	Jan-16	100,000	48,268	46,410	3,327	3,327	101,332	1,332
Open for Business - filming service area talks so that they are available to a wider audience	Lee Carvell	May-16	1,500	0	0	848	848	1,695	195
Business Growth									
Opportunity to support businesses within the District in benefiting from a photovoltaic array which can provide a percentage of their electricity needs and improve the environmental credentials of the business. The cost of an array can be prohibitive to these businesses but there is an opportunity for the Councils to fully fund the system and obtain a commercial return on the investment i.e. Feed in Tariff - Capital, shared 50:50 - NO LONGER REQUIRED	James Buckingham	Dec-16	200,000	0	0	0	0	0	-200,000
External support to create Joint Local Plan plus the building of the evidence base (DUPLICATE)	Bill Newman	Feb-16	45,000	0	0	0	0	0	-45,000
Housing Delivery									
Review leasehold and right to buy service to ensure fit for purpose for the future.	Gavin Fisk	Apr-16	40,000	8,663	8,663	3,648	3,648	24,622	-15,378
Community Engagement Planning - support for the Third Stage of the agreed programme to develop a coherent engagement plan to ensure the messages on growth to our communities are coherent and closely coordinated.	David Clarke	Feb-16	20,698	7,570	7,350	196	0	15,116	-5,582
Additional resources within the Strategic Housing Team to support housing growth	Bill Newman	Nov-14	187,000	74,587	74,787	0	0	149,373	-37,627
COMPLETED PROJECTS CURRENT YEAR AS ABOVE SUB-TOTAL			297,471	93,116	162,968	10,744	10,548	277,376	-20,095
COMPLETED PROJECTS PREVIOUS YEARS SUB-TOTAL			2,754,972	509,099	2,430,500	0	0	2,939,599	184,627
COMPLETED PROJECTS TOTAL			3,297,443	602,215	2,593,468	10,744	10,548	3,216,975	-80,468

APPENDIX B

MID SUFFOLK CAPITAL PROGRAMME 2017/18	Budget	Revised Budget inc Carry Forwards	Actual Spend Apr- Sep	Variance - budget LESS actual spend	Forecast Outturn	Variance to Forecast favourable /(adverse)
HOUSING REVENUE ACCOUNT	£'000	£'000	£'000	£'000	£'000	£'000
Capital Projects						
Planned maintenance	3,321	3,457	508	2,949	3,057	400
ICT Projects	85	250	85	165	250	0
Environmental Improvements	40	1	6	-6	0	1
Disabled Facilities work	200	226	21	205	226	0
New build programme inc acquisitions	4,432	4,896	1,445	1,445	4,896	-0
Total HRA Capital Spend	8,078	8,829	2,065	6,764	8,429	400
MID SUFFOLK CAPITAL PROGRAMME 2017/18						
GENERAL FUND						
Supported Living						
Mandatory Disabled Facilities Grant	300	489	111	378	489	0
Discretionary Housing Grants	100	100	19	81	100	0
Empty Homes Grant	100	210	59	151	210	0
Total Supported Living	500	799	189	610	799	0
Strategic Planning						
Grants for Affordable Housing	100	500	1	499	500	-0
Total Strategic Planning	100	500	1	499	500	-0
Sustainable Environment						
Streetlights/carpark light fittings to LED equivalents - TF funded	0	44	0	44	44	-0
Total Sustainable Environment	0	44	0	44	44	-0
Environment and Projects						
Replacement Refuse Freighters - Joint Scheme	170	170	183	-13	183	-13
Recycling Bins	100	136	26	110	75	61
Total Environmental Services	270	306	209	97	258	48
Communities and Public Access						
Planned Maintenance / Enhancements - Car Parks	204	201	1	200	75	126
Streetcare - Vehicles and Plant Renewals	81	81	129	-48	129	-48
Play Equipment	25	55	0	55	30	25
Community Development Grants	189	389	45	344	389	0
Total Communities and Public Access	499	726	174	552	623	103
Leisure Contracts						
Mid Suffolk Leisure Centre - structural repairs	43	44	0	44	3	41
Mid Suffolk Leisure Centre - roofing	170	167	30	137	41	126
Mid Suffolk Leisure Centre - general repairs	200	200	0	200	200	0
Mid Suffolk Leisure Centre - car park	120	123	0	123	3	120
Stradbroke Pool - general repairs	98	119	2	117	1	118
Total Leisure Contracts	631	652	32	620	248	404
Capital Projects						
HQ - Equipment Renewals	20	20	0	20	0	20
Planned Maintenance - Corporate Buildings	82	81	2	79	40	41
Carbon Reduction	50	50	0	50	0	50
Installation of PV Panels on Housing Stock	0	2	-3	6	2	0
Total Capital Projects	152	153	-1	154	42	111
Investment and Commercial Delivery						
Open for Business	30	30	0	30	30	0
Land assembly, property acquisition and regeneration opportunities	1,925	1,925	54	1,871	225	1,700
Total Investment and Commercial Delivery	1,955	1,955	54	1,901	255	1,700
Corporate Resources						
ICT - Hardware / Software costs	763	780	228	552	535	246
All Together	0	209	65	144	281	-72
CCTV	0	1	0	1	1	-1
Total Corporate resources	763	989	293	696	816	173
Delivery Programme Investment Opportunities	0	25,000	1	24,999	12,639	12,361
Total General Fund Capital Spend	4,869	31,124	951	30,173	16,225	14,899
Total Capital Spend	12,947	39,954	3,016	36,937	24,654	15,300

APPENDIX C

Mid Suffolk BMBS Scenario Results for revised Forecast 2017/18						
Code Description	MSDC Forecast Worst	MSDC Forecast Medium	MSDC Forecast Best	Difference W	Difference M	Difference B
8199 BMBS trading A/C						
H1001 Salaries	643,606	643,606	643,606	38,243	38,243	38,243
H1003 Overtime & Holiday Pay	20,018	20,018	20,018	- 20,018	- 20,018	- 20,018
H1011 ER NI Contribs	63,515	63,515	63,515	1,322	1,322	1,322
H1021 ER Pension Contribs	129,420	129,420	129,420	24,072	24,072	24,072
H1031 Agency Staff	3,000	3,000	3,000	- 3,000	- 3,000	- 3,000
H1041 Subsistence	883	883	883	-	-	-
H1043 Training	2,000	2,000	2,000	2,905	2,905	2,905
H1061 Savings contingency	- 26,667	- 26,667	- 26,667	-	-	-
H2022 NNDR Payable	2,228	2,228	2,228	- 2,228	- 2,228	- 2,228
H2031 Electricity	200	200	200	- 200	- 200	- 200
H2042 Misc Premises Costs	32,522	24,522	15,522	190,665	198,665	207,665
H2048 Fire Prevention	1,000	1,000	1,000	- 1,000	- 1,000	- 1,000
H3001 Computer Eqpt Purchases	4,000	2,000	1,000	- 4,000	- 2,000	- 1,000
H3025 Postage	50	50	50	- 50	- 50	- 50
H3031 Equipment, Tools & Materials	698,197	577,831	545,648	37,584	157,950	190,133
H3032 Operating Lease Payments	-	-	-	-	-	-
H3033 Protective clothing	4,000	4,000	4,000	- 4,000	- 4,000	- 4,000
H3042 Contracted Services	106,161	81,306	32,951	87,260	112,115	160,471
H3054 Subscriptions	1,000	1,000	1,000	- 1,000	- 1,000	- 1,000
H3067 Transfer of Waste	1,000	1,000	1,000	- 1,000	- 1,000	- 1,000
H3068 Waste Disposal	7,500	7,500	7,500	- 7,500	- 7,500	- 7,500
H3071 Container Charges	2,500	2,500	2,500	- 2,500	- 2,500	- 2,500
H3106 Misc Supplies & Services Costs	-	-	-	27,960	27,960	27,960
H4001 Car Mileage Allowance	1,000	1,000	1,000	- 1,000	- 1,000	- 1,000
H4002 Essential User Allowances	700	700	700	- 700	- 700	- 700
H4003 Public Transport Costs	60	60	60	- 60	- 60	- 60
H4011 Lease Cars - Payment	75,000	75,000	75,000	- 75,000	- 75,000	- 75,000
H4014 Plant & Vehicle Fuel	50,000	50,000	50,000	4,448	4,448	4,448
H4015 Plant & Vehicle - Other costs	25,738	19,303	16,086	- 25,738	- 19,303	- 16,086
H4017 Vehicle Insurance Excess	23,500	23,500	23,500	- 23,500	- 23,500	- 23,500
H5000 Corporate Recharges In	72,107	72,107	72,107	-	-	-
Total expenses	1,944,239	1,782,584	1,688,828	241,964	403,619	497,375
H5005 Capital Income	- 127,456	- 127,456	- 80,313	- 461,144	- 461,144	- 508,287
H5006 Responsive Repairs (HRA Rev)	- 795,970	- 795,970	- 733,881	- 50,094	- 50,094	- 112,183
H5007 Voids Income	- 385,093	- 385,093	- 433,614	13,144	13,144	61,665
H5008 Other Housing Projects	-	- 30,018	- 64,281	- 29,921	97	34,360
H5009 Aids & Adaptations	- 16,025	- 16,025	- 25,101	- 82,075	- 82,075	- 72,999
H5010 Corporate Works GF	- 1,195	- 1,195	- 93,879	- 23,330	- 23,330	69,354
H7021 Payments to Tenants	205	205	205	- 205	- 205	- 205
H9501 Misc Income	- 3,176	- 3,176	- 3,176	3,176	3,176	3,176
H9998 Recharge to HRA	- 2,426	- 2,426	- 2,426	-	-	-
Total income	- 1,331,135	- 1,361,153	- 1,436,466	- 630,450	- 600,432	- 525,119
8199 BMBS trading A/C Total	613,104	421,430	252,362	- 388,486	- 196,812	- 27,744

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From: Cabinet Member - Finance	Report Number: MCa/17/33
To: Cabinet	Date of meeting: 4 December 2017

2018/19 General Fund Budget – Early Indication

1. Purpose of Report

- 1.1 This report provides an update on the work that has been undertaken so far on the 2018/19 General Fund budget, explains the budget process and the approach taken, the current budget shortfall or surplus across the Medium Term Financial Strategy (MTFS) period, and the changes from 2017/18 to 2018/19.
- 1.2 To enable Members to consider the impact that key aspects will have on the 2018/19 Budget, including Council Tax Base, Council Tax and the New Homes Bonus.
- 1.3 The MTFS summary at Appendix A shows that currently Mid Suffolk has a shortfall in funding of £530k in 2018/19, excluding any use of New Homes Bonus. The current New Homes Bonus forecast for 2018/19 is £1.384m, which leaves a current surplus of £854k. However, this amount could reduce depending on the Governments decision on the New Homes Bonus allocation, as mentioned in paragraph 13.2 below.

2. Recommendations

- 2.1 That the progress on developing the General Fund budget for the period 2018/19 to 2021/22 and the intention to increase Council Tax in 2018/19 be noted.

Reason for Decision:

To ensure that Members are aware of the progress being made to set the 2018/19 budgets.

3. Financial Implications

- 3.1 These are detailed in the report.

4. Legal Implications

- 4.1 These are detailed in the report

5. Risk Management

- 5.1 This report is most closely linked with the Councils’ Significant Business Risks no. 5f. If we do not understand our financial position and respond in a timely and effective way, then we will be unable to deliver the entirety of the Joint Strategic Plan. The key risk at this stage is outlined below: -

Risk Description	Likelihood	Impact	Mitigation Measures
If the Council does not plan and identify options to meet the medium-term budget gap, then it will have a detrimental impact on the resources available to deliver services and the strategic priorities.	2 - Unlikely	3 - Bad	Clear priority outcomes and robust business cases for investment plus use of the Transformation Fund to support the MTFS and an Investment Strategy.

5.2 A full risk assessment on the final Budget proposals will be included in the February report that will set out the key risk areas of expenditure and income that are reflected in the Council's Budget.

6. Consultations

6.1 Consultation has taken place with the Senior Leadership Team and Corporate Managers.

7. Equality Analysis

7.1 Equality Analyses will be undertaken for any service areas where significant changes are proposed as a result of the budget process.

8. Shared Service / Partnership Implications

8.1 The Joint Strategic Plan and MTFS determine and shape the Council's future plans and service provision, with regard to each Council's financial position.

8.2 The Budgets for 2018/19 will reflect the estimated sharing of costs and savings between the two councils. However, there are and will be ongoing differences in the detailed financial position of each Council's General Fund. There will be instances, therefore, when staff resources and money is focused on a specific priority in one council.

8.3 Actual staffing and other costs will have to be reflected in the accounts year on year and funding adjusted accordingly to ensure that each Council's finances are accounted for separately and that costs and benefits from integration and shared services continue to be allocated appropriately to each council.

9. Links to Joint Strategic Plan

9.1 Ensuring that the Council has the resources available is what underpins the ability to achieve the priorities set out in the Joint Strategic Plan as detailed at 10.4 below.

10. Strategic Context

10.1 In recent years the government policy frameworks have been reducing core funding for local government as part of its deficit reduction strategy and increasingly incentivising funding to councils to deliver local economic and housing growth and to facilitate the development of strong, safe, healthy and self-sufficient communities. Encouraging and supporting both business and housing growth is essential to the financial future of the Council.

- 10.2 The government has not announced any timeframes for the implementation of 100% business rates retention, but is indicating that the Fair Funding Review may be implemented in 2020/21. They are looking for local authorities to participate in further 100% retention business rates pilots in 2018/19. Babergh and Mid Suffolk along with the other five district councils in Suffolk and Suffolk County Council, submitted a business case at the end of October 2017, setting out how 100% retention of business rates growth could work in Suffolk. The Councils are awaiting the outcome of their submission, early indications are that the volume of submissions was high.
- 10.3 The Council recognised the changing funding landscape, the challenges and opportunities this creates and has developed a Medium Term Financial Strategy (MTFS) that responds to this challenge. The budget process supports the direction of travel of the councils in developing the business model to respond to the financial challenges.
- 10.4 The strategic response to those challenges, to ensure long term financial sustainability, is set out in seven key actions:
- (a) Aligning resources to the councils' refreshed strategic plan and essential services.
 - (b) Continuation of the shared service agenda, collaboration with others and transformation of service delivery.
 - (c) Behaving more commercially and generating additional income.
 - (d) Considering new funding models (e.g. acting as an investor).
 - (e) Encouraging the use of digital interaction and transforming our approach to customer access.
 - (f) Taking advantage of new forms of local government finance (e.g. new homes bonus, business rates retention).
 - (g) Business and Housing growth

The actions that have been taken under the strategy mean that the Council is in a better position to withstand the reduction in government grant and achieve a balanced budget in 2018/19.

- 10.5 The future funding of New Homes Bonus continues to remain an uncertainty, as funds are being increasingly diverted to social care. With this in mind, the intention is to strive for a position where the Council is no longer reliant on New Homes Bonus to balance the core budget.

11. Financial Position – General Fund

- 11.1 Funding arrangements for councils have changed significantly with the Revenue Support Grant decreasing from £370k in 2017/18 to an estimated £36k in 2018/19, a 90% reduction, followed by a tariff payable to central government of £337k in 2019/20. Prior to this, the Council has seen a 69% cumulative cut in revenue support grant over the four years from 2013/14 to 2017/18.
- 11.2 In 2016/17 central government asked councils if they wanted to receive certainty over the settlement numbers for the next three years and if so, councils were required to submit an efficiency plan. Mid Suffolk District Council took advantage of gaining certainty for the next three years by submitting the Medium Term Financial Strategy and Joint Strategic Plan by way of demonstrating that the Council has an efficiency

plan. A similar response was submitted by 97% of local authorities. The recent 2018/19 Local Government Finance Settlement Technical consultation, asked the question again. The Council responded to this consultation, details can be found via the following link:

<http://www.midsuffolk.gov.uk/the-council/consultations/archived-consultations/the-2018-19-local-govt-finance-ettlement-technical-consultation-response-oct-2017/>

The issue with this is that certainty now only goes to 2019/20, so the two years beyond that in our MTFS are currently based upon our professional advice and in light of the previous direction of travel.

- 11.3 Councils are becoming reliant on Business Rates income and 'incentivised' funding such as the New Homes Bonus. Business rates and new homes growth will, therefore, be the main sources of income (plus other income generated locally) if we are to achieve a sustainable Budget in the years ahead. As indicated in paragraph 10.5 above the national total for NHB is reducing, so significant housing growth will need to be achieved to match historic income levels.
- 11.4 It must be emphasised that the total estimated core funding for next year and future years is not a fixed guaranteed amount as it is now dependent on variations in business rates income. This is carefully monitored and the volatility and risks, for example the level of appeals, will affect the amount of income received, but this is a complex area and difficult to predict with any degree of certainty.

12. Budget Process

- 12.1 In order to address the budget gap, both in the short and medium term the budget process for 2018/19 has involved several strands of work with the focus on maximising our income streams, continuing to make efficiencies and productivity savings and using new ways of working to work as cost effectively as possible.
- 12.2 The Finance and Human Resources Business Partners have done a great deal of work with Corporate Managers reviewing the salary budgets. At the time of writing this report this work was not quite complete therefore the salaries figures included are based on the 2017/18 budget increased for the pension fund deficit, pay award, and increments, however the numbers will be updated for the draft budget report that will be presented to this Cabinet in January.
- 12.3 Finance has worked closely with Corporate Managers and reviewed each budget in detail and taken a zero based budget approach again for each service, challenging budgets and focussing on the service needs.
- 12.4 The Deputy Chief Executive along with the Assistant Director for Corporate Resources undertook a piece of work throughout the summer where they reviewed every budget, line by line with the Corporate Manager for Finance and the Senior Business Partner, challenging the budget and exploring opportunities for savings or income generating ideas. Senior Leadership Team provided further challenge and review to these suggestions, and this work along with detailed budget discussions with the Corporate Managers delivered savings for the 2018/19 budget and for future years. However, this review has also identified some cost pressures, a full list of the current changes from the 2017/18 budget to the 2018/19 budget can be found at Appendix B.
- 12.5 There is still some work to complete before the Council are in a position to present a full draft balanced budget for 2018/19 and a forecast medium term position.

12.6 Work continues across the councils on the capital investment strategy, public realm review, and the leisure strategy review. Work will also continue on staffing budgets, as mentioned in 12.2 above, PV panel, planning income budgets, business rates, capital financing, and capital budgets. The financial implications of all of these will be finalised over the coming weeks and will form part of the budget report presented to Cabinet in January.

13. MTFS Summary

13.1 The MTFS summary at Appendix A shows that currently Mid Suffolk has a shortfall in funding of £530k in 2018/19, excluding any use of New Homes Bonus. The current New Homes Bonus forecast for 2018/19 is £1.384m, which would leave a surplus of £854k to transfer to reserves.

13.2 There are several assumptions that can significantly impact on the Councils financial position as follows:

- New Homes Bonus

New Homes Bonus (NHB) allocation has reduced from 5 years in 2017/18, to 4 years in 2018/19 onwards, as shown in the table below. The current forecast growth as at Oct 2017 is 338 Band D equivalents, but with the baseline currently set at 0.4%, this equates to 166 band D Equivalents before any New Homes Bonus is awarded. Therefore, the total number of dwellings attracting New Homes Bonus equates to 172 band D Equivalents, or £210,875. Future years growth is based on the 2018/19 growth. The average 5 year delivery covering the period 2011/12 to 2016/17 equates to 377 new homes. These are dwellings that have been brought into use; there may be a delay in the time taken from granting planning permission to when the dwellings are brought into use.

Central government are again seeking views on further changes to New Homes Bonus allocation through the 2018/19 Local Government Finance Settlement Technical consultation. They are seeking views on not allowing New Homes Bonus on applications approved on appeal and a potential change to the current 0.4% baseline of growth before payments are received. The Council responded to this consultation, details can be found via the link mentioned in 11.2 above. The Council are awaiting the outcome of this consultation, but further information may be contained within the Autumn Statement in November, if so, a verbal update will be provided at the meeting. The minimum that will be received is £1.173m based on years 5, 6 and 7 shown in the table below.

The table below shows the forecast New Homes Bonus allocation across the MTFS period. The minimum figure at the bottom of the table, (line 34 on Appendix A) assumes no growth beyond year 8.

	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23
Cumulative Receipts	£	£	£	£	£	£
Receipts for Year 1						
Receipts for Year 2						
Receipts for Year 3	333,714					
Receipts for Year 4	520,633					
Receipts for Year 5	506,162	506,162				
Receipts for Year 6	419,951	419,951	419,951			
Receipts for Year 7	247,250	247,250	247,250	247,250		
Receipts for Year 8		210,875	210,875	210,875	210,875	
Receipts for Year 9			207,661	207,661	207,661	207,661
Receipts for Year 10				221,547	221,547	221,547
Receipts for Year 11					219,833	219,833
Receipts for Year 12						218,119
Total Receipts	2,027,709	1,384,237	1,085,736	887,332	859,915	867,159
Minimum Figs		1,384,237	878,075	458,124	210,875	0

There are two other New Homes Bonus calculations shown in the MTFs. One uses the 5-year average of the number of homes built, line 32 on Appendix A. This is calculated using the average delivery of housing growth from 2012 to 2017. The other New Homes Bonus calculation shown on line 33 on Appendix A, is the projected completions of homes built from the Planning Department.

- Council Tax Base

Council Tax Base is the number of Band D equivalent dwellings in a local authority area. To calculate the tax base for an area, the number of dwellings in each council tax band is adjusted to take account of any discounts, premiums or exemptions. The assumption made within the MTFs reflects the current tax base for 2018/19 of 1.54% and equates to an additional £17k council tax income. Each year, for the period 2019/20 to 2021/22, a 1.3% increase to the tax base has been included.

- Council Tax Increase

The government have recently consulted on the continuation of the council tax referendum threshold at 2%, and for district councils £5. Mid Suffolk's response to this consultation can be found via the link in 11.2 above. We are still awaiting the outcome of this consultation, but at this point in time, the MTFs assumes a 0.5% increase in 2018/19, a 0.66% increase in 2019/20 and would generate an additional £101k in 2018/19. In 2020/21, the MTFs assumes a 1.15% increase and then 1.75% in 2021/22.

13.3 There are of course other factors which affect the base budget position and will impact on the medium term financial position. Appendix B provides a breakdown of the movements from one year to the next, showing cost pressures and the actions taken so far to address these.

13.4 As already mentioned earlier in the report there is still some work to complete before we are in a position to present a full draft budget for 2018/19 and a forecast medium term position. Key items not yet included within the numbers presented in this report are:

- Business Rates forecasts

- Planning Income budget review
- PV Panel Income budget review
- Capital Financing Charges
- Public Realm Review
- Leisure Review
- Final salary costs

13.5 The forecast MTF5 shows that beyond 2018/19 the financial position worsens, Appendix A (line 31). If the Council were to receive and utilise all of the forecast minimum New Homes Bonus, the Council would have a cumulative shortfall in funding of £56k for 2019/20, £638k for 2020/21, and £1,029k by the time it reaches 2021/22. The Council would no longer be making a significant contribution to the Transformation Fund, as was the case in previous years, but would need to draw on the fund to balance the budget.

14. Appendices

Title	Location
APPENDIX A – Medium Term Financial Strategy	Attached
APPENDIX B – Year on Year changes	Attached

15. Background Documents

The 2018-19 Local Government Finance Settlement

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Line	Description	2017/18	2018/19	2019/20	2020/21	2021/22
		Budget	Budget	Forecast	Forecast	Forecast
		£000	£000	£000	£000	£000
1	Expenditure	33,970	34,049	34,469	34,901	35,314
2	Income (incl. s31 B/Rates Grant)	(23,472)	(23,282)	(23,080)	(23,130)	(23,181)
3	Capital Financing Charges	962	958	1,172	1,199	1,196
4	Investment Income	(897)	(1,141)	(1,654)	(1,725)	(1,722)
5	Charge to HRA	(1,042)	(1,062)	(1,083)	(1,105)	(1,127)
6	Charge to Capital	(287)	(293)	(299)	(305)	(311)
7	Transfers to Reserves					
8	S31 Business Rates Grant	600	575	575	575	575
9	Other	99	20	20	20	20
10	Net Service Cost	9,934	9,823	10,121	10,431	10,764
11	Funding:					
12	Other Earmarked Reserves	(82)				
13	Transformation Fund - DP Project (Staffing)	(490)				
14	Transformation Fund - Community Capacity Building	(250)	(250)	(250)	(250)	(250)
15	S31 Business Rates Grant	(267)	(575)	(575)	(575)	(575)
16	Government Support					
17	(a) Baseline business rates	(2,124)	(2,062)	(2,131)	(2,131)	(2,131)
18	(b) B/Rates – growth/pooling benefit	(79)	(118)	(118)	(118)	(118)
	(c) B/Rates Levy		-	-	-	-
	(d) B/Rates prior yr surplus/deficit					
19	(e) Revenue Support Grant	(370)	(36)	-	-	-
20	(f) RSG Tariff		-	337	337	337
21	(g) Rural Services Delivery Grant	(347)	(267)	(347)	(347)	(347)
22	(h) Transition Grant	(39)				
23	Collection Fund surplus	(89)	(70)	(70)	(70)	(70)
24	Council Tax (0.5% increase in 18/19, 0.66% increase in 19/20, 1.15% in 20/21 and 1.75% in 21/22)	(5,725)	(5,826)	(5,968)	(6,116)	(6,306)
25	Growth in taxbase	(72)	(89)	(64)	(64)	(64)
26	Total Funding	(9,934)	(9,293)	(9,186)	(9,335)	(9,525)
27	2018/19	(0)	530	530	530	530
28	2019/20			404	404	404
29	2020/21				162	162
30	2021/22					144
31	Shortfall in funding / (Surplus Funds) - cumulative	(0)	530	934	1,096	1,240
32	Estimated New Homes Bonus (5 year average of No of houses built)		(1,401)	(1,134)	(967)	(971)
33	Estimated New Homes Bonus (projected completions)		(1,405)	(1,391)	(1,471)	(1,627)
34	Minimum New Homes Bonus		(1,384)	(878)	(458)	(211)
35	Council Taxbase	1.30%	1.54%	1.30%	1.30%	1.30%
36	Band D Council Tax	1.60%	0.50%	0.66%	1.15%	1.75%
37	Band D Council Tax	£161.97	£162.78	£163.85	£165.74	£168.64

MID SUFFOLK - MOVEMENT YEAR ON YEAR	17/18 to 18/19 £000	18/19 to 19/20 £000	19/20 to 20/21 £000	20/21 to 21/22 £000
Net Service Cost previous year	9,934	9,833	10,130	10,440
Cost Pressures				
<u>Inflation</u>				
Employees - cost of living	157	163	170	177
Employees - increments	157	163	170	177
Employees - deficit pension fund change	240	80	-	-
Other Employee costs	1	2	2	2
Contracts	41	63	64	66
Premises	-	(0)	-	(0)
Supplies & Services	6	6	7	8
Insurance Premiums	5	5	5	5
Business Rates	7	7	8	8
Sub total cost pressure	615	490	426	442
<u>Other increases to net service cost</u>				
<u>Communities and Public Access</u>				
Staffing Costs - Community Development	2			
<u>Public Realm</u>				
Removal of income budget (internal recharges error)	168			
Wingfield Barns	24			
<u>Corporate Resources</u>				
SRP - GSI Data Convergence (Vodafone) -no budget	8			
Reduction to income received for Credit Card charges.	6			
Phased reduction of general savings	20	20	20	20
Shared Revenues Partnership contract increase	40			
<u>Law and Governance</u>				
Staffing costs - Graduate Scheme	26	(13)		
<u>Building Control</u>				
Staffing Costs	11			
Energy Proficiency Certificatcs (SAPs) income	7			
Reduction to Buidling Control Income	92			
<u>Waste</u>				
Glass collection service	22			
Recycling Performance Payments		250		
<u>Internal Audit</u>				
Staffing costs	20			
<u>Planning for Growth</u>				
Staffing costs - Environmental protection	10			
Staffing costs - Development Management (funded from 20% inc to planning fees)	112			
<u>Property Services</u>				
Creeting Road depot - ongoing premises costs	11			
Other Cost Pressures				
Accommodation - All Together	81	11	(5)	(39)
Modern Apprentice Levy - net cost	16	1	1	1
SLT allowances	6			
Sub total other increases to net service cost	682	268	16	(18)

Actions to offset increases to net service cost				
Inflation - income	(47)	(48)	(49)	(51)
Recharge to HRA/Capital	(28)	(29)	(29)	(30)
<u>Communities & Public Access</u>				
Staffing costs - Arboriculture	(8)			
Increase to fees for dog & litter bin emptying	(3)			
Miscellaneous Supplies & Services	(2)			
<u>Corporate Resources</u>				
Staffing costs - Commissioning & Procurement	(17)			
Contracted services (Vertas)	(3)			
Stationery	(10)			
Staff costs - Finance	(2)			
Corporate Training	(10)			
I-Trent	(7)			
<u>Senior Leadership Team</u>				
Professional & Consultancy fees	(3)			
Miscellaneous Supplies & Services	(4)			
<u>Environment and Projects</u>				
Income for Food Hygiene Rating System rescore visits	(3)			
<u>Law and Governance</u>				
Course conference fees for members	(1)			
Impact of the Boundary Review		(10)		
<u>Law & Governance</u>				
ICT - 4 vacant posts	(89)			
<u>Planning for Growth</u>				
Reduction of License costs for UNIFORM	(39)			
Planning fee income (20%)	(126)			
<u>Corporate Resources</u>				
Early retirement pension costs	(6)			
Management Review Savings	(147)			
<u>Other Savings</u>				
Increase vacancy management contingency to 2.5%	(105)	(77)	(9)	(9)
Removal of TF funded posts	(421)			
Reduction of transfer to reserves	(79)			
Interest payable / receivable	(46)	-	-	-
Pooled Funds income (net of management fees)	(1)	4	4	4
CIFCO	(201)	(302)	(49)	(5)
Sub total actions	(1,408)	(461)	(132)	(90)
Total Net Service Cost movement	(111)	297	310	333
New Net Service Cost	9,823	10,120	10,430	10,764

APPENDIX B

Funding previous year	(9,934)	(9,293)	(9,186)	(9,335)
Cost Pressures				
Movement in Reserves	264	-	-	-
Business Rates - baseline	62	(70)	-	-
Business Rates - tariff	-	337	-	-
Change to collection fund surplus	19			
Reduction to Revenue Support Grant and Transition Grant	373	36	-	-
Change to Rural Services Support Grant	80	(80)	-	-
Growth in taxbase	(17)	25	-	-
Sub total cost pressure	780	249	-	-
Savings / Actions to increase funding				
Business Rates - pooling benefit	(39)	-		
Council Tax Band D increase (0.5% increase in 18/19, 0.66% increase in 19/20, 1.15% in 20/21 and 1.75% in 21/22)	(101)	(142)	(148)	(190)
Sub total savings /actions to increase funding	(140)	(142)	(148)	(190)
New Year Funding	(9,293)	(9,186)	(9,335)	(9,525)
Annual Budget (surplus)/deficit	530	404	162	144
Total 4 year (surplus)/deficit				1,239

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Agenda Item 14

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

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