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MID SUFFOLK CABINET	
DATE:	MONDAY, 4 MARCH 2019 2.30 PM
VENUE:	KING EDMUND CHAMBER - ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH

Councillors		
<u>Conservative and Independent Group</u> David Burn Julie Flatman Nick Gowrley (Chair) Glen Horn Suzie Morley John Whitehead (Vice-Chair) Jill Wilshaw Gerard Brewster	<u>Green Group</u> Andrew Stringer	<u>Liberal Democrat Group</u> Penny Otton

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AGENDA

PART 1

MATTERS TO BE CONSIDERED WITH THE PRESS AND PUBLIC PRESENT

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- a **MCa/18/65 RECOMMENDATION FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE HELD ON 14 FEBRUARY 2019** 7 - 10
- Recommendation and draft minute from the Joint Overview and Scrutiny Committee meeting held on 14 February 2019, in respect of Item 16 below.
- 7 **FORTHCOMING DECISIONS LIST**
- Please note the most up to date version can be found via the website:
- <https://www.babergh.gov.uk/the-council/forthcoming-decisions-list/>
- Paper copies will be available at the meeting.
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Cabinet Member for Housing

Date and Time of next meeting

Please note that the next meeting is scheduled for Monday, 10 June 2019 at 2.30 pm.

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Agenda Item 3

MID SUFFOLK DISTRICT COUNCIL

Minutes of the meeting of the **MID SUFFOLK CABINET** held in the King Edmund Chamber - Endeavour House, 8 Russell Road, Ipswich on Monday, 4 February 2019

PRESENT:

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

Councillors:	Gerard Brewster	David Burn
	Julie Flatman	Glen Horn
	Suzie Morley	Penny Otton
	Andrew Stringer	Jill Wilshaw

In attendance:

Councillor Diana Kearsley
Councillor Keith Welham

Chief Executive (AC)
Strategic Director (KN)
Strategic Director (JS)
Assistant Director – Corporate Resources (KS)
Assistant Director – Environment and Commercial Contracts (CF)
Shared Services Operations Manager (AW)
Corporate Manager – Finance (ME)
Corporate Manager – Democratic Services (JR)
Governance Support Officer (CP)

110 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Roy Barker.

111 DECLARATION OF INTERESTS BY COUNCILLORS

Dispensation was granted to all Councillors by the Deputy Monitoring Officer in respect of Item 8 MCa/18/60 General Fund Budget 2019/20 and Four Year Outlook.

Councillor Gowrley and Councillor Wilshaw declared a local non-pecuniary interest in respect of item 8 MCa/18/60 General Fund Budget 2019/20 and Four Year Outlook as Trustee of Citizens Advice Mid Suffolk and Adviser for Citizens Advice Mid Suffolk respectively.

112 MCA/18/59 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 7 JANUARY 2019

Subject to Councillor Diana Kearsley being added to the list of attendees the minutes of the meeting held on 7 January 2019 were confirmed as a correct record.

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

None received.

114 QUESTIONS BY COUNCILLORS

None received.

115 MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE

There were no matters referred.

116 FORTHCOMING DECISIONS LIST

The Forthcoming Decisions List noted and the following comments were made:

- CAB106 – Cabinet Member to be Cllr Horn.
- CAB40 - Cllr Stringer queried if the scope of the Environment Strategy had already been agreed. Cllr Burn advised that the scope had not yet been agreed.

117 MCA/18/60 GENERAL FUND BUDGET 2019/20 AND FOUR-YEAR OUTLOOK

The Cabinet Member for Finance introduced the report and advised that a revision to Paragraphs 8.20 to 8.23 was circulated last week. The report had been reviewed by the Overview and Scrutiny Committee on 17 January 2019 and a Member Briefing was held on 16 January 2019.

Councillor Whitehead moved the recommendations in the report and this was seconded by Councillor Horn.

Councillor Welham advised that the Overview and Scrutiny Committee requested that a short piece be written to explain the reasoning behind CIFCO, how investment decisions are made and why investments are not made in Suffolk and house building to assist the five-year land supply. The Chief Executive confirmed that this would be available following the budget being agreed.

Councillor Otton raised questions relating to the Budget Gap, Needham Lake Visitor Centre and Locality Grants Expenditure.

Members were advised that the Needham Lake Visitor Centre will be brought forward for approval in March 2019.

Councillor Gowrley confirmed that the details of individual Councillors' Locality Grants Expenditure should be available on the website and will be added if they are not currently.

Councillor Otton requested that recommendation 3.4 be taken as a separate recommendation. It was confirmed that as there is a cost to Mid Suffolk District Council this forms part of the budget and so cannot be taken separately.

It was noted that Paragraph 9.3 on page 26 refers to Graph 5 twice. This should be Graph 5 and Graph 6.

Councillor Horn raised the possibility of allocating money to Citizens Advice Mid Suffolk and the process for doing so. It was suggested that an allocation could be made from the Growth and Efficiency Fund. Councillor Gowrley and Councillor Wilshaw declared an interest in this issue. The Chief Executive advised that a grant revision is already in place for CABs, and that a process will need to be followed once a decision had been made by Suffolk County Council regarding Citizens Advice.

By 8 votes to 2

It was RESOLVED:-

That Cabinet recommends to Council:-

- 1.1 **That the General Fund Budget proposals for 2019/20 and four year outlook set out in the report be endorsed for recommendation to Council on 21 February 2019.**
- 1.2 **That the General Fund Budget for 2019/20 is based on an increase to Council Tax of 2%, which equates to £3.26 per annum (6p per week) for a Band D property, to support the Council's overall financial position.**
- 1.3 **That a further £25m be invested in CIFCO as set out in paragraph 8.20 of the report.**
- 1.4 **That a discretionary Care Leavers Council Tax discount of up to 100% be introduced from the 1 April 2019 as set out in section 11 of the report.**

Reason for Decision: To bring together all the relevant information to enable Cabinet Members to review, consider and comment upon the Councils General Fund budget before recommendations to Council.

118 MCA/18/61 JOINT CAPITAL, INVESTMENT AND TREASURY MANAGEMENT STRATEGIES 2019/20

Report MCA/18/61 was introduced by the Cabinet Member for Finance who commended the Finance and Assets and Investments team for their work in producing the report.

Councillor Whitehead moved the recommendations in the report. This was seconded by Councillor Morley.

The Cabinet Member for Finance responded to questions raised by Councillor Stringer regarding the CIFCO investment. The Assistant Director for Finance advised that a stress test is being carried out around CIFCO investments and borrowing costs and the outcome will be included in the report to Full Council.

The Assistant Director for Finance went on to answer questions from Councillor Otton regarding valuations of commercial properties and the economic forecast.

By 8 votes to 2

It was RESOLVED:-

That Cabinet recommends to council:

- 1.1 **The Joint Capital Strategy for 2019/20, including the Prudential Indicators, as set out in Appendix A of the report be approved.**
- 1.2 **The Joint Investment Strategy for 2019/20, as set out in Appendix B of the report be approved.**
- 1.3 **The Joint Treasury Management Strategy for 2019/20, including the Joint Annual Investment Strategy as set out in Appendix C of the report be approved.**
- 1.4 **The Joint Treasury Management Indicators as set out in Appendix D of the report be approved.**
- 1.5 **The Joint Treasury Management Policy Statement as set out in Appendix G of the report be approved.**
- 1.6 **The Joint Minimum Revenue Provision Statement as set out in Appendix H of the report be approved.**
- 1.7 **That the key factors and information relating to and affecting treasury management activities set out in Appendices E, F, and I of the report be noted.**
- 1.5 **Reason for Decision:** Local authorities are required to approve their Treasury Management Strategy (TMS), their Capital Strategy (including an overview of the TMS) and their Investment Strategy annually before the start

of the financial year.

119 MCA/18/62 RETAIL DISCOUNT - BUSINESS RATE RELIEF POLICY

The Chair welcomed Andrew Wilcock, Shared Services Operations Manager to the meeting.

The Cabinet Member for Finance introduced the report and moved the recommendations. This was seconded by Councillor Brewster.

Members were advised that the proposed policy is discretionary and the types of businesses benefitting from relief can be amended.

By a unanimous vote

It was Resolved:-

That the introduction of a discretionary retail discount policy for financial years 2019/20 and 2020/21 be approved.

Reason for Decision:- To provide a discretionary retail discount to support ratepayers in the Mid Suffolk District.

120 MCA/18/63 JOINT AREA PARKING PLAN

Report MCA/18/63 was introduced by the Cabinet Member for Environment who advised that the proposed plan had been considered by the Overview and Scrutiny Committee and their comments have been taken into account.

Councillor Burn moved the recommendations in the report and this was seconded by Councillor Flatman.

Councillor Welham advised that the Overview and Scrutiny Committee recommended that within policy 2 the words 'will be utilised' should be replaced with 'provided'. The committee also discussed the issues of school parking at drop off and pick times, new school planning and the use of the Highway Code test.

Councillor Stringer commented that he felt the policy should make mention of electric charged cars. Councillor Gowrley advised that this is put forward as part of Councillor Stringers consultation response.

By a unanimous vote

It was Resolved:-

1.6 That the draft content of the Babergh and Mid Suffolk Joint Area Parking Plan be agreed by Cabinet and the commencement of a stakeholder consultation process commencing February 2019 be authorised.

1.7 That the result of the stakeholder consultation and recommendations arising from it be presented to Cabinet later in 2019 for approval.

Reason for Decision: The Council is required to have a parking policy and to demonstrate that it has reviewed the content. Suffolk County Councils Parking Management Strategy which forms part of the application to the DfT for the granting of CPE powers for the remaining majority of Suffolk requires the district and boroughs to develop Area Parking Plans.

The business of the meeting was concluded at 3.40 pm.

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Chair (& date)

Agenda Item 6a

MID SUFFOLK DISTRICT COUNCIL

TO: Mid Suffolk Cabinet	REPORT NUMBER: MCa/18/65
FROM: Joint Overview and Scrutiny Committee	DATE OF MEETING: 4 March 2019
OFFICER: Henriette Holloway Governance Support Officer	KEY DECISION REF NO. N/A

CABINET ARE ASKED TO CONSIDER THE RECOMMENDATIONS BELOW FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE HELD ON 14 FEBRUARY 2019

JOS/18/29 INFORMATON BULLETIN – DISABLED FACILITIES GRANT

1. RECOMMENDATIONS
1.1 That the Joint Overview and Scrutiny Committee strongly endorsed the proposed ‘Changes to Disabled Facilities Grant 3.0 to 3.7’ in the Information Bulletin to Cabinet.
1.2 That the Joint Overview and Scrutiny Committee receive a report back after the Cabinet Meeting in March 2019 on the agreed future arrangements for the Disabled Facilities Grant and that the report included the conclusions and the legal implications of the contract with Orbit, to be considered at the Overview and Scrutiny Committee in June 2019.
REASON FOR DECISION
The Joint Overview and Scrutiny Committee finds that the proposed suggestions to improve the service to applicants for the Disabled Facilities Grant are appropriate.

2. APPENDICES

Title	Location
(a) Draft Minute – JOS/18/29 Information Bulletin – Disabled Facilities Grant, Appendix A	Attached

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DRAFT MINUTE RELATING TO THE RECOMMENDATION TO CABINET FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE ON 14 FEBRUARY 2019.

Information Bulletin 1 – Disabled Facilities Grant

Jan Osborne, Babergh, Cabinet Member for Housing, introduced the report.

Heather Worton, Corporate Manager-Property Services, and Amanda Todd, Senior Environmental Health Officer were present to answer questions.

A report was being prepared to Cabinet in March with proposed changes to alleviate the current way of working with the Disabled Facilities Grant, as outlined on page 24 bullet point 3.0 to 3.7.

Councillor Hadingham queried if there was a preliminary assessment of applications and the officers responded that this was provided by Orbit. It was the responsibility of Suffolk County Council to conduct the initial referrals and that there were a lot of work being conducted before the referrals were forwarded to Babergh and Mid Suffolk Councils.

The proposed changes would be implemented during the last sixteenth months of the Orbit contract. It was established that Orbit was under-resourced and that the proposed changes would be funded by Councils.

The Council had a statutory obligation to provide support and Orbit was unable to provide further support as the organisation had no additional resources.

Members question the Orbit contract and the Cabinet Member for Housing clarified that the contract was initially for five years and that the implication of pulling out to the contract would have financial implications for all the authorities involved.

Paragraph 1.4 was queried by Members and if the funding would be lost if not allocated before 31 March 2018. It was clarified that it was unlikely that Council would be able to commit to allocate all the funding and that any surplus would be diverted to Suffolk County Council.

Members continued to debate the Orbit contract and some Members were unhappy that contract would continue for another 16 months. Officers and the Cabinet Member for Housing were highly concerned that the penalty clauses within the contract would result in a greater financial loss and a significant pause in any delivery.

Members generally agreed that the proposed recommendations to Cabinet were acceptable, but they would like to receive feed-back from Cabinet once a decision had been made. Both Cabinets would be considering proposed changes to Disabled Facilities Grants in March.

Members also suggested that for the future scrutiny committee a cross county scrutiny function be conducted with Councils with similar issues on the disable facilities grant. It was clear that recruitment of Occupations therapist was part of some of the issues with the assessment process for the Grant application.

Discussion ensued regarding whether the Committee should receive a report back on the Disabled Facilities Grant or whether a six-month review was required. However, considering the urgency of the issues with Orbit and the implications for the applicants it was agreed to endorse the proposed suggestions included in the Information Bulletin.

By a unanimous vote

It was RESOLVED: -

- 1.1 That the Joint Overview and Scrutiny Committee strongly endorsed the proposed 'Changes to Disabled Facilities Grant 3.0 to 3.7' in the Information Bulletin to Cabinet.**
- 1.2 That the Joint Overview and Scrutiny Committee receive a report back after the Cabinet Meeting in March 2019 on the agreed future arrangements for the Disabled Facilities Grant and that the report included the conclusions and the legal implications of the contract with Orbit, to be considered at the Overview and Scrutiny Committee in June 2019.**

DRAFT

Agenda Item 8

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/18/66
FROM: Councillor John Whitehead, Cabinet Member for Finance	DATE OF MEETING: 4 March 2019
OFFICER: Melissa Evans, Corporate Manager, Finance	KEY DECISION REF NO. CAB59

GENERAL FUND FINANCIAL MONITORING 2018/19 – APRIL TO DECEMBER 2018

1. PURPOSE OF REPORT

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

2. OPTIONS CONSIDERED

- 2.1 The options that have been considered are;
- Transfer surplus funds of £1,939k to the Growth and Efficiency (GEF) reserve.
 - Transfer surplus funds of £1,939k to the Business Rates Equalisation reserve.
 - Transfer surplus funds of £1,218k to the Business Rates Equalisation reserve, surplus funds of £767k to the Growth and Efficiency reserve and net transfers of £46k from specific earmarked reserves as detailed in 3.1(a) below.
 - At this stage in the year, make no recommendation for the transfer of surplus funds to reserves.

3. RECOMMENDATIONS

- 3.1 That subject to any further budget variations that arise during the rest of the financial year, the following net transfers of £1,939k be noted;
- Transfer from reserves of £46k being the net amount for the following specific earmarked reserves, referred to in section 5.8 and Appendix C of this report;
 - £208k **to** Joint Local Plan (a new earmarked reserve)
 - £33k **to** Waste
 - £30k **to** Carry Forwards (Leisure Contract)
 - £13k **to** Government Grants (other items – Better Business for All)
 - £10k **to** Elections
 - £237k **from** Planning for appeal costs
 - £40k **from** Government Grants (Policy Strategy, Health and Well-being)
 - £33k **from** Homelessness

- £30k **from** Commuted Maintenance

b) Of the remaining balance of the General Fund surplus £767k be transferred to the Growth and Efficiency Fund and £1,218k to the Business Rates Equalisation reserve, as referred to in section 2.1 (c).

REASON FOR DECISION

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

4. KEY INFORMATION

Strategic Context

4.1 In February 2018 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.

The strategic response to those challenges, to ensure long term financial sustainability, is set out in five key actions:

- (1) Aligning resources to the Councils' refreshed strategic plan and essential services.
- (2) Continuation of the shared service agenda, collaboration with others and transformation of service delivery.
- (3) Behaving more commercially, generating additional income and considering new funding models (e.g. acting as an investor).
- (4) Encouraging the use of digital interaction and transforming our approach to customer access.
- (5) Taking advantage of various forms of local government finance (e.g. New Homes Bonus (NHB), Business Rates Retention) by enabling sustainable business and housing growth.

4.2 Funding arrangements for councils have changed significantly; Mid Suffolk has seen a 69% cumulative cut in revenue support grant over the five years from 2013/14 to 2017/18. As a result of the Business Rates pilot in 2018/19 the revenue support grant of £36k is funded from the 100% Business Rate growth retained. The Council has become reliant on Business Rates income and 'incentivised' funding such as the New Homes Bonus to support the Council's service cost budget. Since New Homes Bonus was introduced in 2011/12 the Council has received in total £11.1m, a small proportion of which has been used to support the core budget and the rest transferred to the Growth and Efficiency Fund (GEF) or in 2017/18 the Business Rates Equalisation Reserve. For 2018/19 Mid Suffolk is part of the Suffolk Business Rates Pilot, for retention of 100% of growth meaning that this source of funding will be even more important. The financial benefits will be shared between the councils in Suffolk and a proportion used to achieve sustainable economic growth. Further details are shown in 5.12 and Appendix A of this report. 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 generate income from alternative sources in order to protect key services and with the aim of becoming self-sufficient in relation to income that the Council can generate itself.

- 4.3 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.

5. April to December 2018 Position

- 5.1 Based upon financial performance and information from April to December (with 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.

- 5.2 The report covers:

- The General Fund Revenue Budget
- The General Fund Capital Programme.

- 5.3 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; and
- Uncertainties relating to funding or other changes that were not known at the time the budget was approved, e.g. legislative changes.

- 5.4 Taking each area in turn, the position on key aspects of the 2018/19 budget is summarised below:

Revenue

- 5.5 In relation to funding:

- (a) Council Tax (£5.9m): at the end of December, collection rates were 85.79%, compared with 86% 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: baseline Business Rates (£2.7m) and New Homes Bonus (£1.5m) were allowed for in the Budget. NHB is fixed but the actual amount of business rates will vary.
- (c) Business Rates: at the end of December, collection rates were 84.73% compared with 85.89% for the same period last year.
- (d) Based on current projections from Suffolk County Council it is estimated that the Business Rates Pilot position will be £294k, a favourable variance of £143k.

5.6 There are two corporate savings targets as detailed below:

- a) Working alongside Corporate Managers and Assistant Directors, the Finance Team has developed a new monitoring process for employee costs for 2018/19. Based on full year projections, it is currently anticipated that the savings from vacancies due to staff turnover will be in line with the budget.
- b) Included within the 2018/19 budget is a generic savings target of £80k for non-pay expenditure, a reduction of £20k since 2017/18. This target will continue to reduce by £20k per year until it is completely removed in 2022/23, as specific savings are identified and monitored in individual service areas rather than against a corporate target. Further details of the actual non-pay variances are outlined in section 5.8 below.

5.7 The overall net favourable variance of £1,939k means that the Council will be able to make a number of contributions to the relevant reserves at the year end. Of the total favourable variance £1,218k is attributable to Business Rates, £539k of which is one-off as a result of the pilot. As mentioned in 4.3 above, the Business Rates income is volatile and requires close monitoring.

5.8 The table below shows the main items that are included in the overall net favourable variance of £1,939k, an increase of £291k since the previous report. The improved favourable position can be attributed to Business Rates (£338k). A number of the forecast variances identified within this report have been taken into consideration when setting the budgets for 2019/20.

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
Strategic Planning <ul style="list-style-type: none"> • Income for the 5% administrative charge for the operating of CIL is a favourable variance of £163k, an increase of £111k since the previous report. The position is based on actual CIL income received to December 2018 and not a full year forecast. This area is difficult to forecast due to its unpredictable nature. • A favourable variance of £126k for professional fees and legal costs associated with the Joint Local Plan is expected, an increase of £15k since the previous report. Dependent upon the final outturn position, it will be recommended to transfer any favourable variance to a new earmarked reserve. • Community Housing Fund - expenditure is budgeted for and met from the earmarked reserve. 	(158)	(443)	(285)

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>Anticipated spend for 2018/19 is much lower than expected, resulting in £93k less to be transferred from the earmarked reserve.</p> <ul style="list-style-type: none"> A favourable variance of £82k for examination stage costs of the Joint Local Plan is anticipated. Dependent upon the final outturn position, it will be recommended to transfer any favourable variance to the new earmarked reserve as mentioned above. Other items (net) – an adverse variance of £21k. 			
<p>Capital Financing Costs</p> <ul style="list-style-type: none"> Minimum Revenue Provision (MRP) – a favourable variance of £390k is predicted. The budget for 2018/19 included an element for Gateway14 Ltd (£327k). MRP expenditure materialises the year after the capital expenditure has taken place, so given that there was no spend in 2017/18 as was anticipated when the budget for 2018/19 was set, costs will be lower. Any spend in 2018/19 will generate MRP in 2019/20. 	(390)	(390)	-
<p>Gateway 14 Ltd</p> <ul style="list-style-type: none"> Borrowing costs are lower (1.2%) than the budget assumption of 2%, resulting in an expected favourable variance of £286k. 	(262)	(286)	(24)
<p>CIFCO</p> <ul style="list-style-type: none"> The favourable position previously reported, has reduced by £148k to a favourable variance of £85k. This can be broken down as follows; <ul style="list-style-type: none"> a) a change in the timing of purchases compared to the budget assumption (now assuming full investment by March 2019 not December 2018). b) borrowing costs being higher than expected due to the change from short term to longer term borrowing. 	(233)	(85)	148

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
The budget assumption was an average borrowing rate of 0.76% (short-term) compared with an average 2.22% (long-term).			
<p>Waste</p> <ul style="list-style-type: none"> • A favourable variance for the Material Recycling Facility (MRF) of £33k is anticipated, a nominal increase since the previous report. Dependent upon the final outturn position, it will be recommended to transfer any favourable variance to the waste earmarked reserve (current balance £160k). • Refuse Sacks – a favourable variance of £21k is anticipated, a decrease of £3k since the previous quarter. A supply of these has built up since setting the 2018/19 budget, so additional spend in this financial year is expected to be minimal. • Trade Waste – the number of days that glass recyclate is collected has reduced from 5 days to 3 days resulting in lower contract costs and a favourable variance of £26k, a decrease of £12k since the previous report. • Garden Waste – a review of contract costs for the collection and disposal of garden waste has resulted in an adverse variance of £8k, no change since the previous report. The continued adverse variance is despite an increase in the level of subscriptions and can be offset against the favourable variance highlighted above for Trade Waste. • A ‘settlement of account’ adjustment is required each year between Serco and the Council in respect of the refuse contract. The adjustment takes account of any changes to property numbers and subscribers for the garden waste service since the previous year. 	(55)	(47)	8

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>It is anticipated that both property numbers and subscribers will increase during 2018/19 resulting in an adverse variance of £15k. There remains no change since the previous report.</p> <ul style="list-style-type: none"> Other items (net) – an adverse variance of £10k. 			
<p>Shared Legal Services</p> <ul style="list-style-type: none"> Legal expenses – a favourable variance of £36k is expected. Expenditure relating to the provision of external legal services is charged directly to the service area in which the work took place meaning the budget is no longer required within the Shared Legal Service. The budget for 2019/20 has been adjusted accordingly. Fees for the provision of conveyancing searches is expected to be less than budget resulting in a favourable variance of £6k. Other items (net) - a favourable variance of £2k. 	(50)	(44)	6
<p>Elections</p> <ul style="list-style-type: none"> A favourable variance of £34k is expected following reimbursement from Central Government of election costs that have previously been met by the Council. It is recommended that £10k of the favourable variance be transferred to the elections earmarked reserve for use in future years. 	(34)	(34)	-
<p>Sustainable Environment</p> <ul style="list-style-type: none"> Income received from pre-application planning advice is expected to result in a favourable variance of £12k. This was not budgeted in 2018/19 and has been reflected in the budget for 2019/20. A favourable variance of £13k for legal expenses and contracted services is expected. Other items (net) – a favourable variance of £10k. 	-	(35)	(35)

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>Leisure Contract</p> <ul style="list-style-type: none"> An inflationary increase for the management fee was applied to the 2018/19 budget. This is no longer required, resulting in a favourable variance of £25k. Other items (net) – a favourable variance of £5k. <p>It is recommended that the overall favourable variance of £30k be carried forward to 2019/20 to support the ongoing work on the Strategic Leisure Review.</p>	(35)	(30)	5
<p>Investment Income (net) - CCLA, UBS, Schroeder and Funding Circle</p> <ul style="list-style-type: none"> A net favourable variance of £28k is anticipated, an increase of £8k since the previous report. This can be attributed to an improved base rate position of 0.75% compared to budget (0.5%) which has positively affected UBS and Schroeder. CCLA is performing lower than budget; this is expected to continue as the property sector's upward momentum has all but ceased and growth in the industrial sector has been offset by falling retail rents. The expected favourable positions of Schroeder and UBS continue to help mitigate the poorer CCLA performance. 	(20)	(28)	(8)
<p>Other items (net) – a favourable variance of £18k.</p> <p>This includes a favourable variance of £13k for Better Business for All. It is recommended that this be transferred to the Government Grants earmarked reserve at year end.</p>	49	(18)	(67)
<p>Community Development – Countryside</p> <ul style="list-style-type: none"> A favourable variance is expected of £6k. This is a reduction of £15k since the previous report. The main reason being ad hoc expenditure of £4k for the replacement of the sewerage pump at Needham Market Lake Toilets and £2k for tree maintenance also at Needham Market Lake. 	(21)	(6)	15

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
The remaining change of £8k, is made up of a number of smaller items.			
Development Management <ul style="list-style-type: none"> • Planning income – a favourable variance of £193k is expected, an improvement of £49k since the previous report. • Consultants and Professional Fees – an increase in the need to obtain professional ecology and landscape advice for planning applications is expected to result in an adverse variance of £98k, a small improvement of £5k since the previous report. • Appeal related costs are expected to be significant resulting in an adverse variance of £237k, an increase of £115k since the previous report. It is recommended that these costs be funded from the Planning earmarked reserve. • Other items (net) – a favourable variance of £15k. 	97	127	30
ICT costs <ul style="list-style-type: none"> • An adverse variance of £58k is expected due to costs associated with Skype not being identified or budgeted for. This is an ongoing pressure which has not been included as part of the 2019/20 budget. • Following a review of the BT telephone lines in operation across the Council's various properties an adverse variance of £39k is expected, an increase of £17k since the previous report. • It was anticipated that following the move to Endeavour House and the creation of Touchdown Points, a total of 5 photocopiers would be required, but there are 7 in use across the Council. 	33	127	94

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>The increase in number of machines as well as an increase in the number and type of items printed or copied is expected to result in an adverse variance of £6k.</p> <ul style="list-style-type: none"> Other items (net) – an adverse variance of £24k. 			
<p>Democratic Services</p> <ul style="list-style-type: none"> There has been little change since the previous report, a nominal £2k improvement as a result of other items (net). 	102	100	(2)
<p>PV Panels</p> <ul style="list-style-type: none"> Income generated from PV panels is expected to be lower than budget resulting in an adverse variance of £54k. Additional resource has been made available to help identify any outstanding monies due and to support both accurate budget setting and forecasting of income and expenditure going forward. Contract costs for the data provision, energy metering and monitoring of the Council's PV panels are expected to result in an adverse variance of £46k, an increase of £5k since the previous report. The budget for 2019/20 has been adjusted accordingly. To enable the Council to maximise its Feed in Tariff income (FiT), there has been a significant amount of time spent inspecting and replacing faulty and / or damaged equipment. This is expected to result in an adverse variance of £9k, an improvement of £4k since the previous report. Other items (net) – a favourable variance of £8k. 	57	101	44
<p>Open Spaces</p> <ul style="list-style-type: none"> Replacement protective clothing has been purchased for employees of the Grounds Maintenance Team resulting in an adverse variance of £11k. 	(11)	46	57

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>This is one-off expenditure for 2018/19, however, there will be an ongoing budget requirement to replace protective clothing every 3 to 4 years.</p> <ul style="list-style-type: none"> An adverse variance of £13k is anticipated due to the purchase of 3 pieces of machinery to maintain open spaces and sports fields within the District. The cost of plant and vehicle fuel is expected to be higher than budget resulting in an adverse variance of £11k. Plant and vehicle repairs and maintenance – an adverse variance of £7k is anticipated due to a number of ad hoc repairs required during the year. Other items (net) – an adverse variance of £4k. <p>It is recommended that £30k of the overall adverse variance be funded from the Commuted Maintenance earmarked reserve.</p>			
<p>Policy Strategy Health and Well-being</p> <ul style="list-style-type: none"> In 2014/15 and 2015/16, the Council received grants from Public Health England (£84k) which were not spent and so transferred to an earmarked reserve (Government Grants) for use in future years. The aim of the grant is to support Public Health and the Health and Well-being strategies. It is recommended that the Council utilise the earmarked reserve (£40k) in 2018/19 to support expenditure within the service for GP referrals at Stradbroke and Debenham leisure Centres and the Active Well-being project. Other items (net) – an adverse variance of £5k. 	-	45	45
<p>Health and Safety</p> <ul style="list-style-type: none"> An adverse variance of £36k is expected, an improvement of £11k since the previous report. 	47	36	(11)

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
The change can be attributed to an expected reduction to the costs associated with Skyguard Lone working (£10k).			
Housing Solutions (Homelessness) <ul style="list-style-type: none"> Ringfenced grants due to the Council in support of the Homelessness Reduction Act 2017 legislation are expected to be less than budgeted, resulting in an adverse variance of £33k. <p>Dependent upon the final outturn position, it will be recommended to utilise the earmarked reserve for any favourable or adverse variances.</p>	36	33	(3)
Wingfield Barns <ul style="list-style-type: none"> A number of remedial repairs including the replacement of guttering and roof tiles, the relocation of the bar, installation of new heaters and a mobile kitchen have all attributed to an expected adverse variance of £32k. This is an improvement of £9k since the last report and costs are one-off for 2018/19. 	41	32	(9)
Building Control <ul style="list-style-type: none"> Income – based on application fees received to date, the service is anticipating an adverse variance of £34k, an increase of £27k since the previous report. To help improve the performance of the Councils building control service, a Suffolk-wide bid was submitted to the Suffolk TCA fund for a 2-year business development officer post which was successful and has now been recruited to. Other items (net) – a favourable variance of £4k. 	12	30	18
Finance <ul style="list-style-type: none"> An adverse variance due to the increase in the volume of payment cards for Council Tax and associated postage costs is anticipated. 	22	20	(2)

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
Remedial action has been taken to sign-post alternative methods of payment, but despite this an adverse variance of £20k is expected for 2018/19, a small improvement since the last report. The budget for 2019/20 has been adjusted accordingly.			
Suffolk Office of Data and Analytics <ul style="list-style-type: none"> • Suffolk Chief Officers Leadership Team (SCOLT) agreed in April 2018 to establish and fund for 2 years the Suffolk Office of Data and Analytics (SODA). An adverse variance of £20k is expected, no change since the previous report. The budget for 2019/20 has been amended. 	20	20	-
Car Parks <ul style="list-style-type: none"> • Grounds and Site Maintenance - a favourable variance of £15k is anticipated for miscellaneous ad hoc works. This expected favourable variance can help to mitigate the adverse variances mentioned below for both income and tools and equipment. • Tools and equipment - an adverse variance of £10k is expected. This can be attributed to service and maintenance costs associated with the car park ticket machines (£7.5k) which should have been accounted for in 2017/18. The installation of a new machine at the Asda Car Park in Stowmarket was required due to an accident (£2.5k). It is possible that we will receive reimbursement from our insurers, but this has not been included within the forecast. • An income shortfall of £10k is anticipated for Excess Charge Notices (fines). This area is difficult to predict due to its uncertain nature. • Other items (net) – an adverse variance of £3k. 	(15)	8	23

Explanation	August 2018 (£,000) (Favourable) / Adverse	December 2018 (£,000) (Favourable) / Adverse	Movement (£,000) (Favourable) / Adverse
<p>Business Rates</p> <ul style="list-style-type: none"> • 2018/19 Baseline Business Rates net-of Government tariff and levy is expected to result in a favourable variance of £226k. This is based on latest intelligence available including the NNDR1 and has resulted in an improvement of £420k since the previous report. • Business Rates Pooling Benefit – an estimated pooling benefit of £294k is anticipated, a favourable variance of £143k. • The impact of the Business Rates Pilot is an additional benefit to the Council over and above the earmarked growth in the form of S31 grants of £849k, a reduction of £112k since the last report. The majority of S31 grant (£539k) is one-off for 2018/19. <p>The favourable variance can be attributed to;</p> <ul style="list-style-type: none"> • the threshold for small Business Rates relief being lowered, changes to the multiplier cap, growth decline and the percentage for business rates retention increasing from 40% to 80% (£637k). • an increase in Rural Rate Relief (£46k). • receipt of additional discretionary grants (£166k). 	(880)	(1,218)	(338)
Sub-total Favourable Variance	(1,648)	(1,939)	(291)

Community Infrastructure Levy (CIL)

- 5.9 CIL income received by the Council between April and December 2018 is £2,318k. Dependent on the final outturn position for 2018/19, there is a requirement to transfer any surplus variance to the earmarked reserve for spend on infrastructure in accordance with the Regulation 123 list in 2019/20 and beyond.

Growth and Efficiency Fund (GEF)

- 5.10 The table below provides a high-level summary of the anticipated movement in the GEF during 2018/19. A more detailed breakdown is shown in Appendix B.
- 5.11 Commitments in 2018/19 continue to be reviewed to ensure the key priorities are supported.

MID SUFFOLK	£'000
Balance at 31st March 2018	9,318
Surplus NHB *	1,109
Business Rates Grant *	764
Total contributions 2018/19	1,873
Revised Balance Available	11,191
LESS;	
Strategic Purchase - Stowmarket	(1,484)
New Homes Bonus to balance the budget *	(354)
Community Capacity Building *	(259)
Planning (Stalled Sites) / DFGs & Tree Planting *	(110)
Transfer to Strategic Planning reserve - Habitat Regulation Assessment (New Burdens Funding)	(17)
Actual spend - April to December 2018	(135)
Actual Spend - Delivery Plan projects (Staffing) *	(20)
Other commitments	(175)
<i>* identified in 2018/19 budget</i>	
Balance after full spend (current projects)	8,637
<u>New Projects Allocated</u>	
Battery storage	(223)
Vision for Stowmarket	(200)
Shop front & access improvement grants	(350)
Strategic Investment Fund	(3,000)
Regal Theatre *	(2,575)
Total new projects allocated	(6,348)
Remaining unallocated GEF Balance	2,289

Business Rates Retention Pilot

- 5.12 The 8 local authorities in Suffolk collaborated in 2017 to submit a bid to become a pilot area for the retention of 100% Business Rates growth in 2018/19. The bid was successful, along with 9 other areas across the country, and has been in place since 1 April 2018. The pilot will run for 2018/19 only.

A list of schemes developed by officers to support growth initiatives and submitted to SCC for consideration and sign-off was submitted to Cabinet on 8 October 2018 (MCa/18/32). See Appendix A for further details and spend as at December 2018.

Earmarked Reserves

5.13 Earmarked reserve balances total £16.6m as at 1 April 2018. Appendix C outlines the specific earmarked reserve movements detailed in section 3.1(a) and 5.8 of this report as well as the Growth and Efficiency Fund movements detailed in section 5.11.

Capital

5.14 Use of capital and one-off funds is critical and needs to be linked into our future delivery plans.

5.15 With complex capital schemes it is difficult to accurately assess the level of payments that will be made during the financial year. Members should continue to 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.

5.16 Following approval by Full Council in April 2017 to set up a holding company, activity to invest the £25m for the Capital Investment began with its first purchase in December 2017. During 2017/18, £12.3m of the £25m has been spent, a further £10.4m is expected to be invested by 31 March 2019 and the remainder invested early in the new financial year.

5.17 Capital expenditure for the period April to December 2018 totals £2.4m, against a revised programme (including carry forwards) of £9.3m, excluding the £12.7m for CIFCO and £16.5m for Gateway 14 Ltd (invested from August 2018), as set out in Appendix D. The anticipated spend for 2018/19 against the £9.3m is £4.7m resulting in a favourable variance of £4.6m. The main variances that contribute to the £4.6m favourable position are set out below:

- **Regal Theatre Regeneration** – this budget is not likely to be spent this year, so there will be a requirement to carry forward £2,575k for use in 2019/20 and beyond.
- **Leisure Centres** – a favourable variance of £355k is anticipated. This budget will be carried forward to 2019/20 to support the ongoing work surrounding the Leisure Strategy. When the budget was set for 2018/19 it was not known exactly when expenditure would occur.
- **Grants for Affordable Housing** – a favourable variance of £350k is expected. As self-financing has enabled us to build new homes ourselves, grant funding for housing associations has reduced. The budget for 2018/19 is a carry forward from the previous year; it was agreed as part of the 2018/19 budget setting process that the budget continue to be carried forward year on year until it is fully utilised.
- **Disabled Facilities Grant (DFG)** – ongoing issues with the service provider of this Countywide contract is expected to result in reduced expenditure for 2018/19 and so an underspend of £247k is anticipated.

- **Community Grants** – historically, any unspent grant money has been carried forward for use in future years. Following a review of the grants allocation process, only expenditure that is genuinely committed will be carried forward for use in 2019/20 resulting in a favourable variance of £233k.
- **Grants for Empty Homes** – the Council is pro-active in working with home owners to bring empty homes back into use. This includes offering grants to assist with repairs. This is area is difficult to predict resulting in an under spend of £204k which will be carried forward for use in 2019/20.
- **Electric Vehicle (EV) Charging Points** – following a grant initiative from Highways England to improve its Strategic Network, Mid Suffolk is working with other Local Authorities to increase the number of EV charging points. A favourable variance of £201k is anticipated, but there will be a requirement to carry forward any unspent monies for use in 2019/20.
- **Land assembly, property acquisition and regeneration opportunities** – a favourable variance of £184k is expected. The level of activity to acquire land and property for regeneration and investment opportunities is fast moving, so even though the budget is not likely to be fully spent this year, there will be a requirement to carry forward any unspent monies for use in 2019/20 and beyond.
- **ICT costs** – a favourable variance of £178k is expected. A carry forward request will be required to support a number of projects in 2019/20 including a full capital refresh, enabling customer services and data capture.
- **Other items (net)** – a favourable variance of £137k is anticipated.

6. LINKS TO JOINT STRATEGIC PLAN

- 6.1 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 assets effectively, and property investment to generate income.

7. FINANCIAL IMPLICATIONS

- 7.1 These are detailed in the report.

8. LEGAL IMPLICATIONS

- 8.1 There are no specific legal implications.

9. RISK MANAGEMENT

- 9.1 This report is closely linked with risk number 5d of the Council's Significant Risk Register – 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. 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	3 - Probable	2 - Noticeable	Regular monitoring by key officers

10. CONSULTATIONS

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

11. EQUALITY ANALYSIS

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

12. ENVIRONMENTAL IMPLICATIONS

12.1 There are no specific environmental implications.

13. APPENDICES

Title	Location
APPENDIX A – Business Rates Retention Pilot	Attached
APPENDIX B – Growth and Efficiency Fund	Attached
APPENDIX C – Earmarked Reserves	Attached
APPENDIX D – Capital Programme	Attached

14. BACKGROUND DOCUMENTS

22 February 2018 Budget Report 2018/19 – MC/17/35

6 August 2018 Quarter 1 General Fund Financial Monitoring 2018/19 – MCa/18/18

5 November 2018 General Fund Financial Monitoring 2018/19 (April to August 2018) – MCa/18/37

MID SUFFOLK – BUSINESS RATES PILOT

	Scheme Description	Budget £'000	Actual Spend £'000
1	Needham Lake Café / Visitor Centre	300	9
2	Town Centre Redevelopment Stowmarket (Former Nat West Bank)	240	23
3	Tech Hub – Stowmarket / A14 Corridor / Enterprise Zone	200	21
4	The Foyer, Stowmarket	150	150
5	Inclusive Growth Engagement Officer	60	
6	Establishment of a Central Suffolk Chamber of Commerce	30	
	Total	980	203

Growth and Efficiency Fund

Project	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2017/18		Apr 18 - Dec 18		Total Spend	Variance - favourable / + adverse	Commitments		
				BDC	MSDC	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	186,100	58,500	57,910	21,735	21,735	159,880	-26,220	13,110	13,110
2	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	Emily Atack	Aug-16	136,285	88,658	88,658	123	123	177,562	41,277		
3	To make best use of our corporate assets to include a financial appraisal of the current GF property assets	Jill Pearmain	Aug-16	9,805	4,495	4,495	0	0	8,991	-814	407	407
Business Growth												
4	To support the installation of one or more Electric Vehicle (EV) charging points - Sudbury. Babergh only - Capital	James Buckingham	Mar-17	44,000	25,225		0	0	25,225	-18,775	18,775	
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	22,000	11,428	0	5,354	0	16,782	-5,218	5,218	
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	427,770	143,395	143,301	20,309	20,309	327,314	-100,456	6,757	6,757
7	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	4,250	4,250
Community Capacity Building												
8	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	22,880	22,880	0	0	45,761	-14,239	7,120	7,120
9	New engagement post within Communities to support the development of key sites	Ann Hunter	Apr-18	35,000	0	0	16,820	16,820	33,640	-1,360	680	680

Appendix B

Growth and Efficiency Fund

Project	Responsible Officer	Date of Approval	Budget	Cumulative spend to 2017/18		Apr 18 - Dec 18		Total Spend	Variance - favourable / + adverse	Commitments		
				BDC	MSDC	BDC	MSDC			BDC	MSDC	
CONTINUING PROJECTS												
Community Capacity Building												
10	To support delivery of the partnership programme to be delivered by the Mix in Stowmarket including 1) work with local businesses to develop a programme supporting work readiness and experience for young people designed around business need 2) Offer life coaching, employment support and work readiness skills via drop in and outreach work to 16 -24 year olds in Mid Suffolk to support MSDC only	Lee Carvell	Apr-17	36,257	0	0	0	0	0	-36,257		36,257
Environment and Leisure												
11	LED replacement for streetlights/carpark lights, funding of the capital expenditure to install LED fittings. (Capital)	J Buckingham	Dec-16	88,750	0	0	55,409	31,357	86,765	-1,985		
Housing Delivery/Business Growth												
12	Additional resources to enable Senior Planning Officer level to be released to support delivery of the planning transformation programme	Phil Isbell	Oct-16	205,000	47,509	47,551	0	0	95,061	-109,939	54,970	54,970
13	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	194,159	132,050	14,423	50,933	391,565	-83,435	41,717	41,717
14	External support to undertake Local Housing Needs Surveys	Robert Hobbs	Feb-16	20,000	2,709	8,449	0	0	11,158	-8,842	4,421	4,421
15	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.	Robert Hobbs	Aug-16	44,000	26,286	27,688	0	0	53,975	9,975		
General Transformation - other projects												
16	- Other	Melissa Evans			16,643	185,271	0	0	201,914	201,914		
17	FISONs Building - dangerous structure. Cost of survey	Paul Hughes		10,000	0	0	0	6,190	6,190	-3,810		3,810
CONTINUING PROJECTS SUB-TOTAL				1,808,467	641,887	718,254	134,173	147,466	1,641,780	-166,686		
COMPLETED PROJECTS SUB-TOTAL				3,267,638	600,359	2,591,416	608	562				
				5,076,105	1,242,246	3,309,670	134,781	148,028	1,641,780	-166,686	157,426	173,498

General Fund Earmarked Reserves

Transfers to / from Earmarked Reserves	Balance	Transfers	Transfers	Transfers	Balance
	01 April 2018	Between	Out	In	31 March 2019
	£'000	£'000	£'000	£'000	£'000
General Fund					
Carry Forwards	(263)		263	(30)	(30)
Growth and Efficiency Fund	(9,318)	17	8,885	(3,091)	(3,507)
Business Rates Equalisation Reserve	(1,987)		957	(767)	(1,797)
Government Grants	(204)		40	(13)	(177)
Homelessness	(360)		33		(327)
Welfare Benefits Reform	(211)				(211)
Commuted Maintenance Payments	(311)		30		(281)
Elections Fund	(64)			(10)	(74)
Planning Enforcement	(20)				(20)
Growth & Sustainable Planning	(351)		82		(269)
Planning (Legal)	(155)		155		-
Strategic Planning	(350)	(17)			(367)
Joint Local Plan	-			(208)	(208)
Community Infrastructure Levy	(2,474)				(2,474)
Revocation of personal search fees	(50)				(50)
Repairs and Renewals	(292)				(292)
Eric Jones House	(46)				(46)
Waste	(160)			(33)	(193)
Total General Fund	(16,616)	-	10,445	(4,152)	(10,323)

Note: includes the recommended transfers to GEF (£1,218k) and the Business Rates Equalisation Reserve (£767k) shown in section 3.1 (b).

Appendix D

MID SUFFOLK CAPITAL PROGRAMME 2018/19	Original Budget	Carry Forwards / Budget Adjustments	Current Budget	Actual Spend Apr - Dec	Full Year Forecast	Full Year Forecast LESS Budget
GENERAL FUND	£'000	£'000	£'000	£'000	£'000	£'000
Supported Living						
Mandatory Disabled Facilities Grant	376	71	447	147	200	-247
Discretionary Housing Grants	100	35	135	56	135	0
Empty Homes Grant	100	144	244	38	40	-204
Total Supported Living	576	250	826	240	375	-451
Planning for Growth						
Grants for Affordable Housing	0	500	500	101	150	-350
Total Planning for Growth	0	500	500	101	150	-350
Environment and Projects						
Replacement Refuse Freighters - Joint Scheme	0	0	0	0	0	0
Recycling Bins	80	63	143	60	60	-83
LED Streetlights	0	44	44	31	31	-13
Electric Vehicle Charging Points	396	0	396	41	195	-201
Total Environment and Projects	476	107	583	132	286	-297
Communities and Public Access						
Planned Maintenance / Enhancements - Car Parks	162	-60	102	63	69	-33
Streetcare - Vehicles and Plant Renewals	44	0	44	59	59	15
Play Equipment	25	25	50	0	25	-25
Community Development Grants	189	150	339	69	106	-233
Total Communities and Public Access	420	115	535	191	259	-276
Leisure Contracts						
Total Leisure Contracts	485	60	545	131	190	-355
Capital Projects						
Planned Maintenance - Corporate Buildings	80	0	80	15	70	-10
Total Capital Projects	80	0	80	15	70	-10
Investment and Commercial Delivery						
Open for Business	30	0	30	0	0	-30
Regal Theatre Regeneration	2,575	0	2,575	0	0	-2,575
Land assembly, property acquisition and regeneration opportunities	1,925	1,391	3,316	1,474	3,132	-184
Wingfield Barns	0	0	0	41	41	41
Total Investment and Commercial Delivery	4,530	1,391	5,921	1,516	3,173	-2,748
Corporate Resources						
ICT - Hardware / Software costs	200	150	350	150	172	-178
Total Corporate resources	200	150	350	150	172	-178
CIFCO	0	12,667	12,667	10,445	10,445	-2,222
Gateway 14 Ltd	0	16,507	16,507	16,507	16,507	0
Total General Fund Capital Spend	6,766	31,748	38,514	29,427	31,627	-6,886

Agenda Item 9

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/18/67
FROM: Councillor Jill Wilshaw, Cabinet Member for Housing	DATE OF MEETING: 4 March 2019
OFFICER: Gavin Fisk, Assistant Director, Housing Tricia Anderson, HRA Accountant	KEY DECISION REF NO. CAB75

HOUSING REVENUE ACCOUNT (HRA) FINANCIAL MONITORING 2018/19 – APRIL TO DECEMBER 2018

1. PURPOSE OF REPORT

- 1.1 Based on the financial performance of the Council during April to December of this financial year (2018/19) and latest information, a reporting by exception approach has been adopted to reviewing income and expenditure budget variances in the first nine months of the year.

2. OPTIONS

- a) Transfer funds of £415k from the Strategic Priorities reserve to support the deficit.
- b) At this stage in the year, make no recommendation for the transfer of funds from reserves.

3. RECOMMENDATIONS

- 3.1 The potential or likely variations in relation to the HRA both Revenue and Capital compared to the Budget be noted.
- 3.2 That, subject to any further budget variations that arise during the rest of the financial year, the shortfall in funds of £415k, referred to in section 5.6 of the report, be transferred from the Strategic Priorities reserve, as referred to in 2a).

REASON FOR DECISION

To ensure that Members are kept informed of the current budgetary position for both the HRA Revenue and Capital Budgets.

4. KEY INFORMATION

Strategic Context

- 4.1 The financial position of the HRA for 2018/19 should be viewed in the context of the updated 30-year business plan. A balanced budget has been achieved for 2018/19 by reducing both capital and revenue budgets.

A fundamental review of the housing service was undertaken during 2017/18 to identify savings, efficiencies and income generation opportunities that will achieve a sustainable business plan into the future. The business plan, made possible by the change in funding for HRAs in April 2012, sets out the aspiration of the Council to increase the social housing stock by either buying existing dwellings or building new ones.

- 4.2 The Welfare Reform and Work Act 2016 includes a requirement for all social landlords to reduce rents by 1% each year from 2016 to 2019. However, the announcement by the Government that rents can be increased by CPI +1% for five years from 2020/21 will reduce the impact of this on the 30-year plan.
- 4.3 With the Council's housing stock at 3,274 homes there will always be unplanned events that affect the level of income and expenditure in any one financial year. Members should therefore consider annual variances in the context of the medium-term outcomes that the Council wishes to achieve.

5. December Position

- 5.1 Based upon financial performance and information from April to December (with 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.
- 5.2 The report covers:
- The Housing Revenue Account (HRA) Revenue Budget
 - The Housing Revenue Account (HRA) Capital programme
- 5.3 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 2017/18 financial outturn report to Members)
 - Uncertainties relating to funding or other changes that were not known at the time the budget was approved.
- 5.4 Taking each area in turn, the position on key aspects of the 2018/19 budget is summarised below:

Revenue

- 5.5 The original budget set for the HRA for 2018/19 shows a deficit of £662k, which was met by reserves to achieve a balanced budget position. The forecast position at December is a deficit of £1,077k, an adverse variance of £415k.
- 5.6 The table below shows the main items that are included in the overall net adverse variance of £415k. The forecast variances identified within this report have been taken into consideration when setting the budgets for 2019/20.

Explanation	August Amount (£'000) (Favourable) / Adverse	December Amount (£'000) (Favourable) / Adverse	Movement (£'000) (Favourable) / Adverse
Rental Income and Service Charges			
<ul style="list-style-type: none"> Rental Income – following the decision to sell 11 properties as Shared Ownership, rather than keep them as 100% rental properties, an adverse variance of £23k, which is less than 1% of budget, is anticipated. This is an adverse movement of £8k from the August report. Service charges are anticipated to show an adverse variance of £11k following an increase in utility costs. Other income is predicted to show a £16k favourable variance for the year, a favourable movement of £7k, following a higher than expected recovery of fees. 	6	18	12
Property Services			
<ul style="list-style-type: none"> Planned Maintenance - heating is anticipated to show an adverse variance of £81k on the Whole House Serving contract with Blueflame due to a high increase in material costs required to maintain the properties. This is a favourable movement of £19k from the August report. Asbestos Surveys are predicted to show an adverse variance of £49k for the year due to an increase in remedial works, tenant friendly asbestos reports and the requirement to complete asbestos surveys on planned works before they can be carried out. This is an adverse movement of £11k from the August report. As this is a statutory requirement, we have increased the Budget for next year. Other minor adverse variances total £3k, an adverse movement of £7k from the August report. 	132	133	1
Repairs and Maintenance			
<ul style="list-style-type: none"> To increase efficiencies a review of the responsibility for services provided within Property Services and BMBS was carried out in October 2018. As a result of this, responsibility for the overall responsive repairs and maintenance budget now lies with the Corporate Manager for BMBS. Planned maintenance remains the responsibility of the Property Services Corporate Manager. 	375	571	196

Explanation	August Amount (£'000) (Favourable) / Adverse	December Amount (£'000) (Favourable) / Adverse	Movement (£'000) (Favourable) / Adverse
<ul style="list-style-type: none"> Voids repairs – following a review and subsequent reallocation of costs to Capital we are now anticipating an adverse movement for the year of £42k. This is a favourable movement of £135k from the August report. Responsive repairs – we are anticipating an adverse variance of £95k for the year. This is due to an increase in material costs and the number of repairs being carried out. However, these are always difficult to predict and may change if we have severe weather conditions in the final quarter of the year. <p>BMBS</p> <ul style="list-style-type: none"> An adverse variance of £434k is expected which is an adverse movement of £236k since the August report. Long term sickness, data and training issues has led to an increase in the number of outstanding jobs not being closed. This has resulted in a more cautious approach when predicting income for the year. A major project to review and close the outstanding jobs will be undertaken in February and March 2019, which is anticipated will improve the situation. The ongoing Voids project implemented in November 2017 to reduce the number of days that Council Houses remain empty and an unexpected increase in voids in December 2018 has meant we continue to rely on external contractors to carry out essential works to the properties involved. Due to timing differences these costs will not be recharged to voids until quarter 4, which could affect the forecast voids costs and BMBS income. Note: At the time of writing, the overall number of voids days has reduced by 33 days, from 54 in September 2017 to 21 days in December 2018. 			
General Management			
<ul style="list-style-type: none"> Following advice from the Auditors all employee costs and Agency Fees relating to the Capita System Support Team are now being treated as revenue costs, rather than capital as in previous years. This has led to an adverse variance of £134k, an adverse variance of £2k since the August report. 	145	26	(119)

Explanation	August Amount (£'000) (Favourable) / Adverse	December Amount (£'000) (Favourable) / Adverse	Movement (£'000) (Favourable) / Adverse
<ul style="list-style-type: none"> Employee Costs - Due to vacant posts not being filled a favourable movement of £60k is anticipated, however this has been partially offset by an adverse movement of £29k on Agency fees to give an overall favourable variance of £31k. Professional and Consultancy Fees - A favourable movement of £48k is anticipated following the recruitment of permanent staff to vacant posts. Following a decision to reduce the reserves carried forward a favourable variance of £30k is anticipated. This has been reflected in the 2019/20 Budget. Other minor adverse variances total £1k for the year, a favourable movement of £12k from the August report. 			
Sheltered Management			
<ul style="list-style-type: none"> Higher than anticipated Fire Prevention work and repairs has led to an adverse variance of £44k for the year, an adverse movement of £15k since August. 	29	44	15
Revenue Contribution to Capital (RCCO)			
<ul style="list-style-type: none"> Capital ICT Projects expenditure is anticipated to show a favourable variance of £134k for the year, a favourable movement of £2k from the August report. Further savings have been made following the reallocation of Consultant fees amounting to £47k and Asbestos Inspections amounting to £52k to revenue. This has resulted in a £99k favourable variance for the year since the August report. Capital Maintenance is anticipated to require a reduction of £99k in contribution from the revenue account per note 5.10. This is a favourable variance for the year and movement from the August report. 	(132)	(332)	(200)
Bad Debt Provision			
<ul style="list-style-type: none"> The implementation of Universal Credit has not had the impact on Bad Debts anticipated when setting the 2018/19 Budget. This has led to a favourable variance of £45k within the year. The 2019/20 Budget has been reduced to reflect this. 	0	(45)	(45)

Explanation	August Amount (£'000) (Favourable) / Adverse	December Amount (£'000) (Favourable) / Adverse	Movement (£'000) (Favourable) / Adverse
TOTAL ADVERSE VARIANCE	555	415	(140)

5.7 The net £1,077k adverse position means that the total HRA balances as at 31 March 2019 are forecast to be £4.1m. This includes a minimum working balance of £1.2m and £2.9m in the Strategic Priorities Reserve.

Capital

5.8 Use of capital and one-off funds is critical and need to be linked into our future delivery plans. A zero-based approach was adopted for the capital programme for 2018/19 to ensure that resources are aimed at delivering the council's strategic priorities.

5.9 With complex capital schemes it is difficult to accurately assess the level of payments that will be made during the financial year. The Council continues to embark 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.

5.10 Actual capital expenditure for the period April to December 2018 totals £6.1m, against a revised programme (including carry forwards) of £10.6m, as set out in Appendix A.

We are currently predicting an underspend of £233k for ICT Projects following the movement of staff, consultant and asbestos survey costs to revenue. Capital maintenance costs are anticipated to show an overspend of £118k, however £217k of maintenance work will be funded by a grant from Suffolk County Council leading to a reduction in the requirement of revenue contribution of £99k. All other projects remain on budget.

New Build – we are currently anticipating a spend of £6.6m during the year, an adverse variance of £1.642m, due to a review of our Capital Development programme in September 2018. This has enabled us to accelerate the planned programme and add 16 new homes to our housing stock as at 31st December 2018 with a commitment to fund a further 20 new homes, 10 in Mendlesham and 10 in Needham Market, by the end of the financial year. This will be funded by new borrowing, the revenue effects of which has been included in the 2019/20 Budget.

6. LINKS TO JOINT STRATEGIC PLAN

6.1 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 housing assets effectively, and property investment to generate income.

7. FINANCIAL IMPLICATIONS

These are detailed in the report.

8. LEGAL IMPLICATIONS

8.1 There are no specific legal implications.

9. RISK MANAGEMENT

8.1 This report is closely linked with risk numbers 5d of the Council's Significant Risk Register – we may be unable to respond in a timely and effective way to financial demands. Other key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If we do not consider the ongoing impacts of the Welfare and Funding Reforms, then it could lead to unpreparedness for further changes. This links to the Council's Significant Business Risks no. 5h.	Unlikely - 2	Bad – 3	Ensure adequate bad debt provision and that the Income Management Strategy seeks to mitigate the impact of the changes on residents, the Council's income streams and budgets.
If there are increases in inflation and other variables, then Council Housing self-financing could result in a greater risk to investment and service delivery plans.	Unlikely - 2	Noticeable – 2	Inflation and interest rate assumptions have been modelled in the HRA business plan. Capital receipts and capital programme funding are reviewed.
If we fail to spend retained Right To Buy (RTB) receipts within 3-year period, then it will lead to requirement to repay to Government with an additional 4% interest.	Unlikely - 2	Bad - 3	Provision has been made in the updated HRA Investment Strategy to enable match funding and spend of RTB receipts.
If we borrow too much to fund New Homes, we will not be able to pay the loan interest.	Unlikely - 2	Bad - 3	Follow the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code which states Capital investment plans must be affordable, prudent and sustainable.
Brexit could have an impact on interest rates/inflation/house prices and demand/jobs	Unlikely - 3	Bad - 3	Understanding and acting on intelligence from Local Government Association (LGA), CIPFA.
If Capital data is inaccurate it could lead to problems with treasury management debt and cashflows.	Unlikely - 2	Bad - 3	Work closely with treasury management when setting capital budgets and how this will be financed. Monitor the capital spend quarterly and raise any changes with treasury management.

10. CONSULTATIONS

10.1 Consultations have taken place with Assistant Directors, Corporate Managers and other Budget Managers as appropriate.

11. EQUALITY ANALYSIS

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

12. ENVIRONMENTAL IMPLICATIONS

12.1 There are no specific environmental implications.

13. APPENDICES

Title	Location
APPENDIX A – Capital Programme	Attached

14. BACKGROUND DOCUMENTS

20 February 2018 Budget Report 2018/19 – MC/17/35

26 July 2018 Housing Revenue Account Financial Monitoring 2018/19 – Quarter One
MCa/18/19

5 November 2018 Housing Revenue Account Financial Monitoring 2018/19 – April to
August 2018 MCa/18/38

Appendix A

MID SUFFOLK CAPITAL PROGRAMME 2018/19 HOUSING REVENUE ACCOUNT	Project Sponsor	Original Budget £'000	Carry Forwards £'000	Current Budget £'000	Actual Spend Apr - Dec £'000	Full Year Forecast £'000	Full Year Forecast LESS Budget £'000
Capital Projects							
Planned maintenance	H Worton	3,552	1,444	4,996	3,021	5,113	118
ICT Projects	H Worton	300	17	317	21	84	-233
Environmental Improvements	H Worton	40	0	40	0	40	0
Disabled Facilities work on council dwellings	H Worton	200	28	228	105	228	0
New build programme inc acquisitions	A Bennett	4,945	28	4,973	2,926	6,614	1,642
Total HRA Capital Spend		9,037	1,516	10,554	6,073	12,080	1,526

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Agenda Item 10

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/18/68
FROM: Councillor Suzie Morley, Cabinet Member for Organisational Delivery	DATE OF MEETING: 4 March 2019
OFFICER: Karen Coll – Corporate Business Improvement Manager	KEY DECISION REF NO. CAB79

QUARTER 3 PERFORMANCE OUTCOME REPORTING

1. PURPOSE OF REPORT

- 1.1 To provide the Cabinet of Mid Suffolk District Council with the third quarter performance outcome report (October – December 2018) in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. OPTIONS CONSIDERED

- 2.1 It is a requirement to report this information to Cabinet, therefore there are no other available options.

3. RECOMMENDATIONS

- 3.1 That the performance report and the performance outcome information tabled at Appendices A to G be agreed as reflecting Mid Suffolk District Council's performance for October – December 2018.

REASON FOR DECISION

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

4. KEY INFORMATION

- 4.1 This is the third of the revised quarterly performance reports to be submitted to Cabinet. Ongoing refinement of the performance framework will ensure that the performance measures reflect the outcomes in the Joint Strategic Plan and in particular the agreed priorities.
- 4.2 The appendices are integral to this summary report. They provide detailed information on the individual measures and trends and are designed to provide a robust reporting system to ensure confidence in the Council's progress to achieving the agreed priorities. In addition, key achievements are summarised in the appendices, providing an overall feel of performance and the difference the Council is making in the community.

- 4.3 The new Assistant Director for Economic Development and Regeneration will be providing performance measures, that underpin the Economic Strategy, these will be available at the end of the year following discussion with the relevant Cabinet Members. The Assistant Director for Assets and Investments will also be working with the relevant Cabinet Members to agree the performance measures that will be included from April 2019.
- 4.4 Please note that the performance measures have unique numeric identifiers, these may not run concurrently, and this report excludes data for half yearly and annual measures which will be reported at the appropriate points in the year e.g. as evident in Appendix F (Communities).
- 4.5 The following highlights have been lifted from the appendices, through using a 10% tolerance, to identify areas where good performance is demonstrated, or where performance improvement is required. With the latter, the appendices detail the reasons for not meeting the target and the corrective action that is underway:

Planning for Growth

- **GSP01 - % of major applications processed 'in time'**. Mid Suffolk's performance (as judged by Ministry of Housing Communities and Local Government statistics) **remains better than the annual target** of 60% standing at **80%**.
- **GSP02 - % of non-major applications processed 'in time'**. Mid Suffolk's performance (as judged by Ministry of Housing Communities and Local Government statistics) **remains better than the annual target** of 70% standing at **83.65%** an increase from 81.15% for quarter two. Work is continuing following a visit from the Planning Advisory Service to improve performance further.

Housing

- **BMBS01 - % of repairs completed within agreed timescale (by priority/trade)**. There has been an overall improvement in the number of housing repairs across Mid Suffolk being completed within the priority timescales. However, compliance issues have had an impact on the electrician's trade grouping with **24%** of work completed on time. The overall performance is **worse than the overall annual target** of 93%.

Corporate Resources

- **HR01 – No. of days lost to sickness**. The total number of days lost to sickness has reduced from 1125 last quarter to **963** in quarter three. Performance **is on target** showing a reduction compared to the same period last year of 19.2%.
- **HR02 – No. of staff on long term sickness (Absent for 4 or more weeks)**. There has been a significant improvement in the number of staff on long term sickness. Performance **is on target** with a reduction of 57% compared to the last quarter, a total of **8 staff** compared to 14 staff during quarter two.

Customer Services

- **CS01 – Average number of daily visitors to joint website.** The website has seen a steady increase in numbers during the year, with a further increase of 13% since quarter two. Performance **remains on target** with **3475** visitors during quarter three.
- **CS06 – Average time taken to answer calls (mins).** Quarter three shows an improving trend with time taken averaging **1.04 minutes** which is **better than the annual target** of 1.45 minutes. The average for the month of October was 52 seconds.

Law and Governance

- **IM02 – Average number of days taken to complete land searches.** The number of days taken has increased during this quarter and is **worse than target at 11.6 days**. This is slightly higher than anticipated due to staff shortages. As per historically the number of requests slows down over the Christmas period and hence it was felt that extra resource was not needed. Search times for January are running at 7 days which is back within the 10 day target.

Environment and Commercial Partnership

- **WS07 – Missed Bins – rate/ 100,000 collections.** There has been a reduction in the number of missed bins during quarter three from 341 in quarter two to **237**. The overall percentage of missed bins for quarter three was 0.07%. Performance **is on target** for the year.

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 Effective performance management enables our Officers, Councillors and Communities to track progress against the delivery of the JSP to understand our key risks and to share in the celebration of our achievements.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. RISK MANAGEMENT

- 8.1 This report does not link to any of the Council's Significant Risks, however it does link to Risk No.5G06 on the Business Support Operational Risk Register 'If we do not fully embed performance management and support the organisation to understand and monitor current performance, then we will not have oversight of our performance in delivering the JSP, proactively deal with poor performance, align our resources effectively, learn by our mistakes and celebrate achievements and we may suffer from reputational damage, with the potential for financial shortfall, inefficiencies and a de-motivated workforce'. 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 performance 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.

9. CONSULTATIONS

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

10. EQUALITY ANALYSIS

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

11. ENVIRONMENTAL IMPLICATIONS

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

12. APPENDICES

Title	Location
(a) Law and Governance Performance Qtr.3	Attached
(b) Corporate Resources Performance Qtr.3	Attached
(c) Customer Services Performance Qtr.3	Attached
(d) Planning for Growth Performance Qtr.3	Attached
(e) Housing Performance Qtr.3	Attached
(f) Communities Performance Qtr.3	Attached
(g) Environment & Commercial Partnerships Qtr.3	Attached

<p style="text-align: center;">Law and Governance Assistant Director Emily Yule</p> <p style="text-align: center;">The Law and Governance teams are predominantly support services and contribute to the delivery of the Joint Strategic Plan by providing professional support and advice to all other service areas. The team have an essential role in maintaining and promoting good governance throughout the organisation.</p>				
	April - June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	1. The Council has introduced a new online payments system for those buying homes in their districts. The new system allows those requesting a Local Land Charge Search – which carries with it a search fee – to pay quickly and easily online, via credit or debit card. Most Land Charge Service customers are solicitors and agents delivering conveyancing services to those buying a house although anyone can request this service regarding any property. In addition we have added a new online form and payment system for personal searches, which include only selected parts of the full official search.	1. The Property Team within Legal Services completed the acquisition of 8 residential properties across the two districts in September - ensuring that we continue to add to our housing stock. 2. The Local Government Boundary Commission for England published its final recommendations for the warding of Mid Suffolk and reconfirmed proposals to reduce the number of Councillors to 34. The Council is now working on implementing these changes for elections to be held on 2 May 2019.	1. The Annual Canvass of Electors was concluded, and revised register published on Saturday 1 December 2018. The overall response rate was 97.03% with 41.63% of respondents using an electronic response method (telephone, online and text message). 2. The Mid Suffolk (Electoral Changes) Order 2018 was made on 6 December 2018 and brings into effect, unamended, the final recommendations of the Local Government Boundary Commission for England in respect of the number of Councillors (34) and warding arrangements for Mid Suffolk.	
Main Achievements (continued)	2. The Council is GDPR compliant. GDPR or General Data Protection Regulations came into effect on the 25 May 2018. We have been training staff, updating privacy notices and introducing new procedure and policies to ensure we are compliant and that we treat people's personal data accordingly in line with the new regulations.			

Impact on communities / the way we work	1.The new processes is easier and more convenient for our customers and by reducing administration time associated with payment by cheque this will reduce the time required for searches to be completed, giving customers the information they need faster. It will also help control the cost of delivering the service and there have been no increases in the Land Charges search fees this year.		1. A number of digital initiatives have contributed to a higher response rate, including the use of tablets by our canvassing staff. This will enable the register to be updated on a monthly basis.	
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Key for trend graph:	Key:
● 2015/16	n/a not applicable
● 2016/17	n/av not available
● 2017/18	highlighted measure, further detail in main report
● 2018/19	
— target	

Internal Audit
Corporate Manager John Snell

Performance measure	Period	Data	Target	Council	Trend	Comments
IA01 % of 'high priority' Internal Audit recommendations implemented NEW MEASURE	2018/19	n/a	100%	Both		This measure is to be reviewed to re-define to make it more meaningful
	Qtr.1	n/a				
	Qtr.2	n/a				
	Qtr.3	n/a				
	Qtr.4	n/a				
Cabinet Member: Suzie Morley Data Owner: John Snell						

Democratic Services
Corporate Manager Janice Robinson

Performance measure	Period	Data	Target	Council	Trend	Comments
DS01 % of Household Enquiry forms returned during the Annual Canvass NEW MEASURE	2018/19	97.03%	95%	MSDC		The overall response rate was 97.03% with 41.63% of respondents using an electronic response method (telephone, online and text message). This is in excess of our target response rate of 95% and significantly higher than response rates generally since the introduction of Individual Electoral Registration.
Cabinet Member: Nick Gowrley Data Owner: Janice Robinson						

Performance measure	Period	Data	Target	Council	Trend	Comments
DS02 No: of members of the public attending formal Council, Cabinet and Committee meetings NEW MEASURE Cabinet Member: Nick Gowrley Data Owner: Claire Philpot	2018/19		n/a	MSDC		Details of meetings where 15 or more members of the public were in attendance. Development Control A 26/10/2018 - 20 Development Control A 21/11/2018 - 56 Development Control A 19/12/2018 - 83
	Qtr.1	82				
	Qtr.2	67				
	Qtr.3	160				
	Qtr.4					
Shared Legal Services Service Manager Teresa Halliday						
Performance measure	Period	Data	Target	Council	Trend	Comments
SLS01 % of legal challenges successfully defended (context of success means the outcome is a ruling in the Council's favour) NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Teresa Halliday	2018/19		100%	Both		During Q3 there were 5 challenges all of which were successfully defended, relating to the following subjects; Civil debt Statutory nuisance Unauthorised encampment Fly tipping Planning judicial review - this is going to appeal, further information regarding outcome will follow
	Qtr.1	100%				
	Qtr.2	100%				
	Qtr.3	100%				
	Qtr.4					
Information Management Corporate Manager Carl Reeder						
Performance measure	Period	Data	Target	Council	Trend	Comments
IM01 % of Freedom of Information requests responded to in 20 working days NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Martyn Jackson	2018/19		100%	Both		During Q3 we received a total of 139 Freedom of Information requests, as well as 36 Environmental Information requests and 16 Subject Access requests. 175 requests were dealt with in the response time.
	Qtr.1	95%				
	Qtr.2	94%				
	Qtr.3	91.60%				
	Qtr.4					

Performance measure	Period	Data	Target	Council	Trend	Comments										
IM02 Average number of days taken to complete land searches NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Val Storer	2018/19		10 days	Both	<table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Average number of days</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>7.84</td> </tr> <tr> <td>Qtr.2</td> <td>9.7</td> </tr> <tr> <td>Qtr.3</td> <td>11.6</td> </tr> <tr> <td>Qtr.4</td> <td>-</td> </tr> </tbody> </table>	Quarter	Average number of days	Qtr.1	7.84	Qtr.2	9.7	Qtr.3	11.6	Qtr.4	-	We have completed 1031 searches during this period and we continue to cleanse the data to enable us to automate the process. Land charges search times are slightly higher than anticipated due to staff shortages. Historically during December the number of requests are low, it was not felt that additional resource was required. Since then search times are back within the 10 day target currently running at 7 days.
	Quarter	Average number of days														
	Qtr.1	7.84														
	Qtr.2	9.7														
	Qtr.3	11.6														
Qtr.4	-															
Qtr.1	7.84															
Qtr.2	9.7															
Qtr.3	11.6															
Qtr.4																

<p style="text-align: center;">Corporate Resources Assistant Director Katherine Steel</p> <p style="text-align: center;">The Corporate Resources teams are predominantly support services and contribute to the delivery of the Joint Strategic Plan by providing professional support and advice to all other service areas.</p>				
	Apr - Jun 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<p>1. Following the closure of the Staff Survey the results have been analysed in detail and a series of briefing sessions for staff and members have been held. Following these sessions an action plan is being developed.</p> <p>2. Approximately 1 in 4 people in the UK will experience a mental health problem each year and in England 1 in 6 people report experiencing a common mental health problem (such as anxiety and depression) in any given week.</p>	<p>1. 2017/18 Statement of Accounts have been finalised and signed off with an unqualified audit opinion, and are available to view on the Council website.</p>	<p>1. At Cabinet on 10 December a new Modern Slavery Policy was adopted, which should enable the Council to eliminate any form of modern slavery in our supply chain.</p>	
Main Achievements (continued)	<p>Babergh and Mid Suffolk District Councils have responded to this by holding a series of events to promote positive mental health during Mental Health Awareness week and by providing managers with skills to help promote positive mental health at work and support people with their mental health. They have also trained their first cohort of Mental Health First Aiders with further courses planned. Mental Health First Aiders are trained to identify, understand and help someone who may be experiencing a mental health issue.</p>			

Impact on communities / the way we work	1. The action plan will be monitored by the Senior Leadership Team, to ensure that the survey results in positive actions and change in the organisation. 2. Providing these skills can help people talk about mental health more openly, give people tools to help keep themselves and others well, encourage people to access support and enable people with long term mental health issues or disabilities to thrive in work.	1. The Statement of Accounts ensures that the Council has a sound financial basis on which to deliver its priorities.		
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Key for trend graph: ● 2015/16 ● 2016/17 ● 2017/18 ● 2018/19 _____ target	Key: n/a not applicable n/av not available highlighted measure, further detail in main report
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**Human Resources and Organisational Development
Corporate Manager - Vacant**

Performance measure	Period	Data	Target	Council	Trend	Comments
HR01 No. of days lost to sickness Cabinet Member: John Whitehead Data Owner: Magda Brauer	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4 2018/19 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	949 908 1191 1072 1128 1125 963	Decrease	MSDC		Overview and Scrutiny received further detail regarding turnover and sickness absence in October. A whole range of measures covering health and wellbeing are being monitored by SLT on a monthly basis and further information is requested to drill down on specific issues. A new sickness absence policy has been developed, currently being consulted on with the unions and will be effective from 1 April. In advance of the new policy being live all current cases of absence have been reviewed with some positive outcome in the reduction of days lost.

Performance measure	Period	Data	Target	Council	Trend	Comments
HR02 No. of staff on long term sickness (Absent for 4 or more weeks) Cabinet Member: John Whitehead Data Owner: Magda Brauer	2016/17			Both		The trend data indicates that we are continuing to see a reduction in long term sickness and is now at the lowest level over the period shown. This is as a result of proactive early interventions by HR Business Partners and Corporate Managers. A new Mental Health and Wellbeing policy has been developed, currently being consulted on with the unions and will be effective from 1 April.
	Qtr.3	13				
	Qtr.4	14				
	2017/18					
	Qtr.1	15				
	Qtr.2	16				
	Qtr.3	21				
	Qtr.4	13				
	2018/19					
	Qtr. 1	12				
	Qtr. 2	14				
	Qtr. 3	8				
	Qtr. 4					
Finance						
Corporate Manager Melissa Evans						
Performance measure	Period	Data	Target	Council	Trend	Comments
F01 Tax base - No. of Band D equivalent properties AMENDED MEASURE Cabinet Member: John Whitehead Data Owner: Jacqui Richmond	2016/17	35,336		MSDC		There remains a steady increase throughout the year in the number of Band D equivalent properties.
	2017/18	36,109	35,756			
	2018/19		36,337			
	Qtr. 1	36,374				
	Qtr. 2	36,581				
	Qtr. 3	36,747				
Qtr. 4						
Performance measure	Period	Data	Target	Council	Trend	Comments
F02 £ Income generated from investing cash £'000 Cabinet Member: John Whitehead Data Owner: Edward Banyard	2016/17			MSDC		Q3 includes forecast figures for Pooled Funds, Q2 saw performance decrease for Pooled Funds due to slowing markets from Brexit uncertainty which is expected whilst the UK still has a No-deal.
	Qtr. 1	71				
	Qtr. 2	70				
	Qtr. 3	73				
	Qtr. 4	86				
	2017/18		112			
	Qtr. 1	130				
	Qtr. 2	129				
	Qtr. 3	116				
	Qtr. 4	112				
	2018/19		107			
	Qtr. 1	136				
	Qtr. 2	122				
	Qtr. 3	122				
	Qtr. 4					

Performance measure	Period	Data	Target	Council	Trend	Comments	
F03 % Council tax collected Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Andrew Wilcock	2017/18		98.40%	MSDC		Council tax collection is slightly down compared to the same point last year which represents approximately £130k. This is due to a number of factors:- A change in the recovery process for CTR accounts The impact of Universal Credit/VEPS/Changes of circumstances on CTR accounts The frequency of changes in circumstances creating new bills and revised instalments An increase in the number of customers paying over 12 months	
	Qtr.1	30.05%					
	Qtr.2	57.68%					
	Qtr.3	86.00%					
	Qtr.4	98.65%					
	2018/19						
	Qtr. 1	29.94%	30.05%				
	Qtr. 2	57.47%	57.68%				
	Qtr. 3	85.79%	86.00%				
	Qtr. 4		98.40%				
F04 % Business rates collected Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Andrew Wilcock	2017/18		98.40%	MSDC		Mid Suffolk collection is down compared to the same period last year (£266k). However, this is predominantly down to changes in the rating list profiling instalments into the future as opposed to non-payment.	
	Qtr. 1	31.10%					
	Qtr. 2	60.45%					
	Qtr. 3	85.89%					
	Qtr. 4	98.97%					
	2018/19						
	Qtr. 1	30.93%	31.10%				
	Qtr. 2	58.81%	60.45%				
	Qtr. 3	83.90%	85.89%				
	Qtr.4		98.40%				
F05 Average time taken to process new Housing Benefit/Council Tax Reduction claims Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Amy Mayes	2016/17		24 days	MSDC		Below target is a positive outcome.	
	Qtr. 1	22					
	Qtr. 2	22					
	Qtr. 3	22					
	Qtr. 4	22					
	2017/18		24 days				
	Qtr. 1	23					
	Qtr. 2	30					
	Qtr. 3	31					
	Qtr. 4	23					
	2018/19		24 days				
	Qtr. 1	25					
	Qtr. 2	19					
	Qtr. 3	19					
Qtr.4							

Performance measure	Period	Data	Target	Council	Trend	Comments	
F06 Average time taken to process Housing/Council Tax Benefit Change of Circumstance requests Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Amy Mayes	2016/17		10 days	MSDC		Below target is a positive outcome.	
	Qtr. 1	9					
	Qtr. 2	9					
	Qtr. 3	10					
	Qtr. 4	3					
	2017/18		10 Days				
	Qtr. 1	7					
	Qtr. 2	7					
	Qtr. 3	6					
	Qtr. 4	3					
	2018/19		7 days				
	Qtr. 1	6					
	Qtr. 2	5					
Qtr. 3	4						
Qtr.4	4						
Performance measure	Period	Data	Target	Council	Trend	Comments	
F07 Online housing new claims as a % of all housing benefit new claims Cabinet Member: John Whitehead Data Owner: Helen Bradley Operations Manager: Amy Mayes	2016/17			MSDC		There has been an increase in online claims for benefit. This has arisen as a consequence of a number of factors. SRP have developed comprehensive benefit claim forms which are available on the council websites. These forms determine which benefit can be applied for (Housing Benefit or Universal Credit) and are promoted to customers in correspondence as well as by third party partner organisations. Additionally the advice pages for Universal Credit(UC) carry a 'make a claim for Council Tax Reduction' link which links back to the benefit pages. All UC claims are made 'digitally by default' and this has also helped swell the numbers of electronic claim forms received by SRP.	
	Qtr. 1	71%					
	Qtr. 2	66%					
	Qtr. 3	83%					
	Qtr. 4	83%					
	2017/18		85%				
	Qtr. 1	79%					
	Qtr. 2	85%					
	Qtr. 3	83%					
	Qtr. 4	80%					
	2018/19						
	Qtr. 1	86%					
	Qtr. 2	81%					
Qtr. 3	93%						
Qtr. 4	93%						
Performance measure	Period	Data	Target	Council	Trend	Comments	
F08 % of business rates payers using Direct Debit Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Andrew Wilcock	2017/18		n/av	MSDC		This measure currently shows the percentage of Business rate payers using Direct Debit. We are in the process of obtaining the data which will include all digital options. Once this has been received this measure will be updated accordingly.	
	Qtr. 1	53%					
	Qtr. 2	54%					
	Qtr.3	53%					
	Qtr.4	53%					
	2018/19		n/av				
	Qtr. 1	53.85%					
	Qtr. 2	54.54%					
	Qtr. 3	55.11%					
Qtr.4	53%						

Performance measure	Period	Data	Target	Council	Trend	Comments	
F09 % of council tax payers using Direct Debit Cabinet Member: John Whitehead Data Owner: Bethany Nibloe Operations Manager: Andrew Wilcock	2017/18		n/av	MSDC		As above.	
	Qtr. 1	78%					
	Qtr. 2	79%					
	Qtr.3	78%					
	Qtr.4	77%					
	2018/19		n/av				
	Qtr. 1	78.43%					
	Qtr. 2	78.41%					
	Qtr. 3	78.73%					
	Qtr.4						

<p style="text-align: center;">Customer Services Assistant Director Sara Wilcock</p> <p style="text-align: center;">The Customer Services teams work to provide all our customers with flexible and efficient access to services, ensure our most vulnerable customers receive additional support to meet their needs, and drive business improvement across the organisation through tracking performance, utilising insight and intelligence and raising project management standards.</p>				
	April - June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<ul style="list-style-type: none"> • Average telephone wait times this quarter 1 min 42s compared to 3 mins for the same period last year. • In April we answered on average 83% of calls, increasing to 86% in May and June. • Continuing with our programme of staff development. The Customer Service team have trained First Aiders, Fire Wardens and a Health and Safety representative on the Health and Safety board. 	<ul style="list-style-type: none"> • Average telephone wait times this quarter 1 min 7s compared to 2 mins 22 secs for the same period last year. • In July we answered on average 90.91% of calls, increasing to 92.77% in September. • Continuing with our programme of staff development, with training provided on the new Citizens Access system. 'Citizen Access' is a digital tool for council tax, allowing customers to view account details, submit changes of address, apply for or cancel a single person discount, set up a direct debit or sign up for e-billing. 	<ul style="list-style-type: none"> • Average telephone wait times this quarter 1 min 4s compared to 1 min 50 secs for the same period last year. • %Abandoned Calls in Oct 2017 was 16.5%. This year was 6.93%. • During this quarter a total of 77 customers who visited the Customer Access Point completed the satisfaction survey, all rated the service as either good or above. 	
Main Achievements (continued)	<ul style="list-style-type: none"> ♦ Piloting a customer satisfaction survey for our in person customers. Initial results are promising with (of those completing the survey), 94% of customers seen within 5 minutes or less, and 100% customers rating us either good, very good or excellent in respect of our staff and their helpfulness, information and advice provided, and taking time to listen and understand their query. ♦ Further development of the performance reporting has now enabled collection and reporting of performance information to Cabinet on a quarterly basis, this is the first of such reports. 			

Impact on communities / the way we work	<ul style="list-style-type: none"> ◆ Increased calls answered leading to less abandoned phone calls by customers ◆ Cross skilling our team enabling them to answer different types of call enquiries leading to improved resilience. ◆ Learning from the pilot will help us develop a telephony satisfaction survey also. 	<ul style="list-style-type: none"> ◆ Increased calls answered leading to less abandoned phone calls by customers ◆ Cross skilling our team enabling them to answer different types of call enquiries leading to improved resilience. 	<ul style="list-style-type: none"> ◆ Increased calls answered leading to less abandoned phone calls by customers. 	
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Key for trend graph: <ul style="list-style-type: none"> ● 2015/16 ● 2016/17 ● 2017/18 ● 2018/19 — target 	Key: n/a not applicable n/av not available highlighted measure, further detail in main report
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**Customer Services
Managers Helen Austin & Claire White**

Performance measure	Period	Data	Target	Council	Trend	Comments	
CS01 Average number of daily visitors to joint website Cabinet Member: Suzie Morley Data Owner: John Broadwater	2017/18			Both		The average is 31% higher than the same period in 2017-18 and 13% higher than Q2 this year, clearly indicating continued steady growth in use of the website.	
	Qtr.1	2310					
	Qtr. 2	2397					
	Qtr.3	2432					
	Qtr.4	3147					
	2018/19						
	Qtr.1	2762	Increase - No target set as establishing benchmark				
	Qtr. 2	2957					
Qtr.3	3475						
Qtr.4							

Performance measure	Period	Data	Target	Council	Trend	Comments										
CS02 No. of daily transactions completed via website NEW MEASURE Cabinet Member: Suzie Morley Data Owner: John Broadwater	2018/19 Qtr.1 Qtr. 2 Qtr.3 Qtr.4	250 243 218	Increase - No target set as establishing benchmark	Both	<table border="1"> <caption>Trend Data for CS02</caption> <thead> <tr> <th>Quarter</th> <th>Data</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>250</td> </tr> <tr> <td>Qtr. 2</td> <td>243</td> </tr> <tr> <td>Qtr.3</td> <td>218</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Data	Qtr.1	250	Qtr. 2	243	Qtr.3	218	Qtr.4	0	This includes all online forms completed directly from the Council's website. It does not include eforms completed from linked websites such as Shared Revenue Partnership and Planning Portal.
Quarter	Data															
Qtr.1	250															
Qtr. 2	243															
Qtr.3	218															
Qtr.4	0															
CS03 No. of payments collected digitally (automated telephony, web payment) NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Marie Fletcher	2018/19 Qtr.1 Qtr. 2 Qtr.3 Qtr.4	237,068 244,864 242,478	Increase - No target set as establishing benchmark	Both	<table border="1"> <caption>Trend Data for CS03</caption> <thead> <tr> <th>Quarter</th> <th>Data</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>237,068</td> </tr> <tr> <td>Qtr. 2</td> <td>244,864</td> </tr> <tr> <td>Qtr.3</td> <td>242,478</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Data	Qtr.1	237,068	Qtr. 2	244,864	Qtr.3	242,478	Qtr.4	0	This measure currently includes all the Direct Debits collected in respect of Council Tax, Business Rates, Housing Benefit Overpayment Repayment, Rents & Sundry Charges across both BDC & MSDC. The count also includes all Debit and Credit Card payments made via Web Pages, the Automated Telephone Payment line (ATP) and through End Call via Customer Services colleagues for all service areas (that is those listed already plus for example Building Control, Planning, Waste Services etc.)
Quarter	Data															
Qtr.1	237,068															
Qtr. 2	244,864															
Qtr.3	242,478															
Qtr.4	0															
CS04 No. of face to face visitors to customer access point (Stowmarket) NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Helen Austin	2018/19 Qtr.1 Qtr. 2 Qtr.3 Qtr.4	1027 442 954	Decrease No target set as establishing benchmark	MSDC	<table border="1"> <caption>Trend Data for CS04</caption> <thead> <tr> <th>Quarter</th> <th>Data</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>1027</td> </tr> <tr> <td>Qtr. 2</td> <td>442</td> </tr> <tr> <td>Qtr.3</td> <td>954</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Data	Qtr.1	1027	Qtr. 2	442	Qtr.3	954	Qtr.4	0	Recording system is manual so some customers may not be captured.
Quarter	Data															
Qtr.1	1027															
Qtr. 2	442															
Qtr.3	954															
Qtr.4	0															
CS05 No. of calls answered NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Helen Austin	2018/19 Qtr.1 Qtr. 2 Qtr.3 Qtr.4	35014 37231 33947	No target to be set as establishing benchmark	Both	<table border="1"> <caption>Trend Data for CS05</caption> <thead> <tr> <th>Quarter</th> <th>Data</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>35014</td> </tr> <tr> <td>Qtr. 2</td> <td>37231</td> </tr> <tr> <td>Qtr.3</td> <td>33947</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Data	Qtr.1	35014	Qtr. 2	37231	Qtr.3	33947	Qtr.4	0	Includes run down to Christmas
Quarter	Data															
Qtr.1	35014															
Qtr. 2	37231															
Qtr.3	33947															
Qtr.4	0															

Performance measure	Period	Data	Target	Council	Trend	Comments	
CS06 Average time taken to answer calls (mins) PLEASE NOTE GRAPH CONVERTED TIME TO DECIMAL Cabinet Member: Suzie Morley Data Owner: Helen Austin	2017/18		1.00	Both		Q2's lowest average was September at 58 seconds. Q3's lowest was 52 seconds in October.	
	Qtr.1	2.49					
	Qtr. 2	2.08					
	Qtr.3	2.19					
	Qtr.4	1.38					
	2018/19		1.45				
	Qtr.1	1.42					
	Qtr. 2	1.07					
Qtr.3	1.04						
Qtr.4							
Performance measure	Period	Data	Target	Council	Trend	Comments	
CS07 % of overall calls abandoned Cabinet Member: Suzie Morley Data Owner: Helen Austin	2017/18			Both		Q3 - This average includes October figure of 6.93% which was a reduction on the best month of Q2 which was September 7.23%	
	Qtr.1	22.33%					
	Qtr. 2	15.33%					
	Qtr.3	15.81%					
	Qtr.4	10.96%					
	2018/19		10%				
	Qtr.1	14.31%					
	Qtr. 2	8.85%					
Qtr.3	8.16%						
Qtr.4							
Performance measure	Period	Data	Target	Council	Trend	Comments	
CS08 Customer Satisfaction rate, of those measured achieve good, very good or excellent NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Helen Austin	2018/19		85%	MSDC		Further work is being undertaken to improve and enhance the current system to provide more detailed information of both the services requested and the service provided.	
	Qtr.1	100%					
	Qtr. 2	86%					
	Qtr.3	100%					
	Qtr.4						
Performance measure	Period	Data	Target	Council	Trend	Comments	
CS09 No. of complaints to Ombudsman where Council is at fault NEW MEASURE Cabinet Member: Suzie Morley Data Owner: Helen Austin	2018/19		n/av	MSDC		2 results pending	
	Qtr.1	0					
	Qtr. 2	0					
	Qtr.3	0					
	Qtr.4						

Planning for Growth
Assistant Director Tom Barker

The Planning for growth agenda is supported by a number of teams including Strategic Planning and Development Management . The focus is on delivering more of the right homes, in the right places, creating resilient and well served communities and encouraging and facilitating new employment opportunities.

	April- June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<p>Performance on planning applications (as judged by Ministry of Housing Communities and Local Government statistics) is good, with Mid Suffolk delivering 83% of majors and 77% of non-majors in time.</p> <p>Seventeen communities are working on Neighbourhood Plans, Stradbroke will be undergoing Examination over the summer. The Community Infrastructure Framework (CIL) Expenditure Framework was approved by Councillors in April and the first round of bids have been received. Further member briefings on the next draft of the Local Plan took place in April with further public consultation expected in Autumn.</p> <p>Visioning for Prosperity' work for Greater Stowmarket was approved at Cabinet in June, with final documents presented at a public open day.</p> <p>The Open for Business Team has commissioned Nautilus Associates to develop the Phase 1 feasibility study for a Technology Hub for Mid Suffolk area. Planning permission for the Gateway14 Enterprise Zone site was granted in June.</p>	<p>Performance on planning applications (as judged by MHCLG statistics) remains strong although there has been a temporary drop in the performance on majors (68%). The performance on non majors has improved (81%).</p> <p>Neighbourhood Plans continue to be of interest, with eighteen communities actively working towards developing their plans. Stradbroke and Debenham are at the examination stage and likely to be moving towards referendum in early 2019.</p> <p>The Suffolk Design project was launched with an event held on 9 July. It will produce an updated Suffolk Design Guide for adoption as supplementary planning guidance. It will also further develop the design skills of planning teams and communities working towards Neighbourhood Plans.</p> <p>The Joint Local Plan remains an important piece of work. The new National Planning Policy Framework (NPPF) has placed additional responsibilities on Councils. Officers are addressing the further evidence required. The Local Development Scheme, which sets out the timetable for the Joint Local Plan, was adopted in July.</p>	<p>Performance on planning applications (as judged by MHCLG statistics) was strong at 80% for majors in time in the three months to the end of December 2018. On non-majors Mid Suffolk decided 83.65% applications in time.</p> <p>Our Neighbourhood Plans continue to make positive progress. Stowupland's Plan is under Examination whilst both Thurston and Haughley's Plans have now been submitted. Botesdale & Rickinghall's Plan is expected to be submitted shortly. The Eye Plan has also completed pre-submission stage and will likely proceed to submission in the near future. The Debenham and Stradbroke Plans are proceeding to Referendum and these Plans are therefore a material consideration with statutory weight in planning decisions locally.</p> <p>As part of the CIL expenditure framework review a number of Joint Member Panels were undertaken in November and December. Work is in progress to report the outcomes and proposed changes in March. As part of the Suffolk Design project a Development Briefing for developers and professionals to showcase good design across the County was held in December and well attended. Work is ongoing to draft the new County wide guidance.</p>	
Impact on communities / the way we work	<p>The Joint Local Plan will shape how development happens across both Districts. The ongoing consultation provides a meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made</p>	<p>The Joint Local Plan will shape how development happens across both Districts. The ongoing consultation provides a meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made</p>	<p>The Joint Local Plan will shape how development happens across both Districts. The ongoing consultation provides a meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made</p>	

Key for trend graph:

- 2015/16
- 2016/17
- 2017/18
- 2018/19
- target

Key:

- n/a not applicable
- n/av not available
- highlighted measure, further detail in main report

Strategic Planning
Corporate Manager Robert Hobbs

Performance measure	Period	Data	Target	Council	Trend	Comments
SP03 No. of neighbourhood plans at preparation stage (cumulative total) Cabinet Member: Glen Horn Data Owner: Paul Bryant	2016/17		n/a	MSDC		In the three month period Oct - Dec 2018, two new NP Areas were designated (Battisford & Redgrave). Pre-submission consultations took place on the Botesdale & Rickingham, and Eye NPs. Both the Haughley and Thurston NPs were formally submitted to MSDC in the week before Xmas. (Our formal consultation on both will happen early in the New Year). For more info see: . https://www.midsuffolk.gov.uk/planning/neighbourhood-planning/neighbourhood-planning-in-mid-suffolk/
	Qtr. 1	7				
	Qtr. 2	8				
	Qtr.3	8				
	Qtr.4	9				
	2017/18		n/a			
	Qtr.1	9				
	Qtr. 2	11				
	Qtr. 3	14				
	Qtr. 4	16				
	2018/19		n/a			
	Qtr.1	17				
	Qtr. 2	18				
Qtr. 3	20					
Qtr. 4						
Performance measure	Period	Data	Target	Council	Trend	Comments
SP04 No. of neighbourhood plans entering examination stage (cumulative total) Cabinet Member: Glen Horn Data Owner: Paul Bryant	2016/17		n/a	MSDC		The independent examination of the Debenham and Stradbroke NPs concluded in late Oct 2018 and both NPs are now being advanced to the Local Referendum stage. The Stowupland NP was submitted for Independent Examination at the end of Dec 2018.
	Qtr. 1	0				
	Qtr. 2	0				
	Qtr.3	1				
	Qtr.4	1				
	2017/18		n/a			
	Qtr.1	0				
	Qtr. 2	0				
	Qtr. 3	0				
	Qtr. 4	0				
	2018/19		n/a			
	Qtr.1	1				
	Qtr. 2	2				
Qtr. 3	1					
Qtr. 4						

Performance measure	Period	Data	Target	Council	Trend	Comments
SP05 No. of neighbourhood plans made (cumulative total) Cabinet Member: Glen Horn Data Owner: Paul Bryant	2016/17		n/a	MSDC		See also SP04 above. No NP's have been made (adopted) in Mid Suffolk since March 2017 (Mendlesham) but local referendums on both the Stradbroke and Debenham NPs will be taking place in early 2019.
	Qtr. 1	0				
	Qtr. 2	0				
	Qtr.3	0				
	Qtr.4	1				
	2017/18		n/a			
	Qtr.1	0				
	Qtr. 2	0				
	Qtr. 3	0				
	Qtr. 4	0				
	2018/19		n/a			
	Qtr.1	0				
	Qtr. 2	0				
Qtr. 3	0					
Qtr. 4	0					

**Growth & Sustainable Planning
Corporate Manager Philip Isbell**

Performance measure	Period	Data	Target	Council	Trend	Comments
GSP01 % of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement) Cabinet Member: Glen Horn Data Owner: John Mawdsley	2016/17		95%	MSDC		The target set for 2018/19 aligns with the Ministry of Housing, Communities & Local Government assessment thresholds. Performance in Q3 has improved since Q2 and is above the national benchmark of 60%. MSDC had asked for advice from the Planning Advisory Service (PAS) to ascertain how to improve performance at MSDC, especially concerning non-majors. Subsequent to the visit from PAS we now have a focus for the current quarter to improve performance (especially concerning agreed extensions of time and ensuring these extensions are achieved in time).
	Qtr. 1	77%				
	Qtr. 2	91%				
	Qtr.3	100%				
	Qtr.4	89%				
	2017/18		95%			
	Qtr. 1	91%				
	Qtr. 2	84.60%				
	Qtr. 3	72.20%				
	Qtr. 4	75%				
	2018/19		60%			
	Qtr. 1	83.33%				
	Qtr. 2	67.74%				
Qtr. 3	80.00%					
Qtr. 4						

Performance measure	Period	Data	Target	Council	Trend	Comments
GSP02 % of non major applications processed 'in time' (8 wks, or within agreed Extension of Time/ Planning Performance Agreement) Cabinet Member: Glen Horn Data Owner: John Mawdsley	2016/17		85%	MSDC		The target set for 2018/19 aligns with the Ministry of Housing, Communities & Local Government assessment thresholds. Q3 non-major performance improved to over 83% and is above the national benchmark of 70%. Work is continuing as per the comment above with particular emphasis on ensuring extensions of time are met.
	Qtr. 1	69.90%				
	Qtr. 2	81.10%				
	Qtr.3	74.60%				
	Qtr.4	77.90%				
	2017/18		85%			
	Qtr. 1	82%				
	Qtr. 2	62.70%				
	Qtr. 3	69%				
	Qtr. 4	85.30%				
	2018/19		70%			
	Qtr. 1	77.55%				
	Qtr. 2	81.15%				
Qtr. 3	83.65%					
Qtr. 4						
Performance measure	Period	Data	Target	Council	Trend	Comments
GSP06 % of delegation rate Cabinet Member: Glen Horn Data Owner: John Mawdsley	2016/17		90%	MSDC		Performance for Qtr 3 for 2018/19 exceeds target. There is not a government set target for this measure.
	Qtr. 1	91.90%				
	Qtr. 2	92.30%				
	Qtr.3	93.60%				
	Qtr.4	94.10%				
	2017/18		90%			
	Qtr.1	92.20%				
	Qtr. 2	97.50%				
	Qtr. 3	95.50%				
	Qtr. 4	95.20%				
	2018/19		90%			
	Qtr.1	95.60%				
	Qtr. 2	95.10%				
Qtr. 3	94%					
Qtr. 4						

<p style="text-align: center;">Housing Assistant Director Gavin Fisk</p> <p style="text-align: center;">The Housing Service Area includes: Home Ownership, Sheltered Housing, Tenancy Management, Income Collection, Property Services, Building Services (BMBS), Private Sector Housing, Housing Development, Housing Solutions, Choice Based Lettings and HRA Finance. Our Vision is for residents of Babergh & Mid Suffolk to live in districts where people have access to affordable and high-quality homes that enable them to build settled, safe and healthy lives, within sustainable and thriving communities.</p>				
	April - June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<p>1. As at June 2018, standard void times have reduced by 37 Days for BDC and 17 Days for MSDC. This exceeds the 10-day target previously set and a positive downward trend towards the long-term target of 21 days.</p> <p>2. A bid has been submitted to the LGA Housing Advisers Programme to 'Improve access to the Private Rented Sector'. The bid is requesting specialist adviser support to deliver a project with the Housing Solutions Team to increase access to the private rented sector for those at risk of homelessness.</p>	<p>1. Officers submitted a bid to Government to remove the HRA Headroom Cap. The deadline was before the Conservative Party Conference where Theresa May announced the debt cap was being removed.</p> <p>2. Officers have written a draft Homelessness Reduction Strategy and Housing Strategy which are due out for wider consultation in October.</p>	<p>The Ministry of Housing, Communities and Local Government visited the Housing Solutions Service to review the implementation of the Homelessness Reduction Act 2017 in November. They were very complimentary of the service being provided and want to recommend us to other Councils as an example of Best Practice.</p>	
Impact on communities / the way we work	<p>1. Delivering an effective and efficient VOID service means we are making effective use of our assets and maximising our rental income.</p> <p>2. This is a key focus of the new Homelessness Reduction Act and if successful it would enable the team to bring this project forward and deliver it sooner than currently planned.</p>	<p>1. The hard work involved in putting together the bid has resulted in Officers being aware and confident in what finances each authority has to use to support the council build programme.</p> <p>2. Having these Strategies in place will mean we are doing all we can to meet the challenges our communities face - with either Homelessness or the challenging Housing Market.</p>		
<p>Key for trend graph:</p> <ul style="list-style-type: none"> ● 2015/16 ● 2016/17 ● 2017/18 ● 2018/19 _____ target <p>Key:</p> <ul style="list-style-type: none"> n/a not applicable n/av not available highlighted measure, further detail in main report 				

**Tenancy Services
Corporate Manager Lee Crowdell**

Performance measure	Period	Data	Target	Council	Trend	Comments	
TS01 % of local authority housing rent (incl. garages) collected Cabinet Member: Jill Wilshaw Data Owner: Lee Crowdell/Polly Bearman	2017/18		98%	MSDC		The overall performance of the Income Team has dropped by .85% from Q3 last year to now. Universal Credit is undoubtedly having an effect with total current arrears for Universal Credit claimants as a % of total dwelling arrears currently at 21.97%. However, the team have adapted to the challenges well and are involved in the development of the new Income Management Policy and associated procedures.	
	Qtr. 1	97.98%					
	Qtr. 2	97.81%					
	Qtr. 3	97.60%					
	Qtr. 4	97.46%					
	2018/19		98%				
	Qtr. 1	97.45%					
	Qtr. 2	96.99%					
Qtr. 3	96.75%						
Qtr. 4							
Performance measure	Period	Data	Target	Council	Trend	Comments	
TS02 Value/percentage of arrears caused by Universal Credit NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Lee Crowdell/Polly Bearman	2018/19		tbc	MSDC		This is a new data set and Key Performance Indicator from Q2 2018/19	
	Qtr. 2	14.54%					
	Qtr. 3	21.97%					
	Qtr. 4						
Performance measure	Period	Data	Target	Council	Trend	Comments	
TS03 Levels of write off against bad debt provision NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Lee Crowdell/Polly Bearman	2018/19		£65,000 Annual	MSDC		Within our business plans and financial accounts we make allowances for 'bad debt' or monies that we are unfortunately unable to recover. We continue to only write off monies that are uneconomical to collect or where every opportunity to recover the debt has been exhausted. Officers are reviewing the Income Management Policy to review write-offs and research best practice on how we can optimise income collection and reduce bad debt write off.	
	Qtr. 1	£6,955.48					
	Qtr. 2	£31,253.65					
	Qtr. 3	£49,779.02					
	Qtr. 4						

Property Services
Corporate Manager Heather Worton

Performance measure	Period	Data	Target	Council	Trend	Comments																		
PS03 No. of House in Multiple Occupation licenses issued NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner:	2018/19 Qtr. 3 Qtr. 4	0	tbc	MSDC		We are working closely with the other Suffolk District and Borough Councils and Suffolk Fire and Rescue to ensure we have a consistent approach to the new HMO legislation. A joint protocol is being produced which details the required standards in all HMO's. All associated documentation e.g. application forms and information material will be the same across all Suffolk authorities.																		
Performance measure	Period	Data	Target	Council	Trend	Comments																		
PS04 £ committed budget for Disabled Facilities Grants (cumulative) NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Theresa Grzedzicki/Christine Ambrose	2018/19 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	£71,147.90 (17% of budget) £140145.87 (34% of budget) £196532.53 (48% of budget)	£407,855	MSDC	<table border="1"> <caption>Committed Budget for Disabled Facilities Grants (cumulative)</caption> <thead> <tr> <th>Period</th> <th>Committed Budget (£)</th> <th>% of Budget</th> </tr> </thead> <tbody> <tr> <td>Qtr. 1</td> <td>£71,147.90</td> <td>17%</td> </tr> <tr> <td>Qtr. 2</td> <td>£140,145.87</td> <td>34%</td> </tr> <tr> <td>Qtr. 3</td> <td>£196,532.53</td> <td>48%</td> </tr> <tr> <td>Qtr. 4</td> <td>-</td> <td>-</td> </tr> <tr> <td>Target</td> <td>£407,855</td> <td>-</td> </tr> </tbody> </table>	Period	Committed Budget (£)	% of Budget	Qtr. 1	£71,147.90	17%	Qtr. 2	£140,145.87	34%	Qtr. 3	£196,532.53	48%	Qtr. 4	-	-	Target	£407,855	-	We are working with Orbit Home Improvement Agency to improve their performance in responding to the incoming demand for DFG's. Their performance is steadily improving, however it remains an area of concern.
Period	Committed Budget (£)	% of Budget																						
Qtr. 1	£71,147.90	17%																						
Qtr. 2	£140,145.87	34%																						
Qtr. 3	£196,532.53	48%																						
Qtr. 4	-	-																						
Target	£407,855	-																						

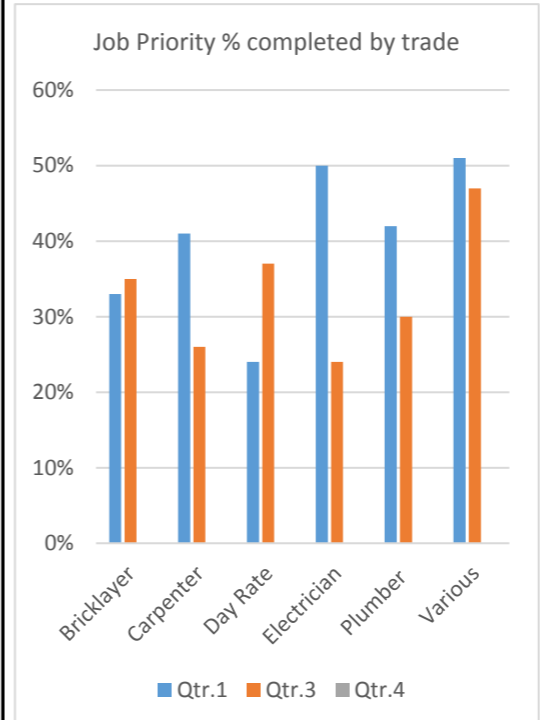
**BMBS Housing Maintenance
Corporate Manager Justin Wright-Newton**

Performance measure	Period	Data	Target	Council	Trend	Comments																		
BMBS01 % of repairs completed within agreed timescale (by priority/trade) NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Justin Wright-Newton	2018/19		93% for all subsets		<table border="1"> <caption>Job Priority % completed on time</caption> <thead> <tr> <th>Priority</th> <th>Qtr.1</th> <th>Qtr.3</th> </tr> </thead> <tbody> <tr> <td>1 day</td> <td>51%</td> <td>54%</td> </tr> <tr> <td>3 day</td> <td>41%</td> <td>32%</td> </tr> <tr> <td>5 day</td> <td>30%</td> <td>26%</td> </tr> <tr> <td>20 day</td> <td>43%</td> <td>50%</td> </tr> <tr> <td>60 day</td> <td>75%</td> <td>53%</td> </tr> </tbody> </table>	Priority	Qtr.1	Qtr.3	1 day	51%	54%	3 day	41%	32%	5 day	30%	26%	20 day	43%	50%	60 day	75%	53%	Following the work done to complete the paper trail of works orders in Qtr 1 and the implementation of Total Mobile, a number of works order priority anomalies have come to light. An error in system set up means that all Schedule of Rates (SOR) are raised with a 5 day priority unless changed at the point of contact. This immediately throws the figures out. A review of the Right to repair classifications and service standard is underway. This will formulate system changes to the way in which work is prioritised at the point that it is raised. These system changes are still to take place. The Administration team have been working hard to reduce the amount of outstanding jobs and scheduling these in and getting them completed on Total mobile has affected the figures and thrown out the percentage. Figures for the electricians have also been impacted on by compliance issues. Qtr 2 & Qtr 3 figures are consolidated for YTD.
	Priority	Qtr.1	Qtr.3																					
1 day	51%	54%																						
3 day	41%	32%																						
5 day	30%	26%																						
20 day	43%	50%																						
60 day	75%	53%																						
Qtr. 1	Job Priority Percentage Completed in time 1 Day 50% 3 Day 59% 5 Day 70% 20 Day 57% 60 Day 25% By Trade Percentage Completed in time Brick Layer 67% Carpenter 60% Day Rate 77% Electrician 50% Plumber 59% Various 59%	Qtr. 2	Job Priority Percentage Completed in time 1 Day 65% 3 Day 40% 5 Day 25% 20 Day 55% 60 Day 67% By Trade Percentage Completed in time Brick Layer 41% Carpenter 39% Day Rate 43% Electrician 62% Plumber 41% Various 57%	Both																				

Qtr. 3
 Job Priority Percentage
 Completed in time
 1 Day 54%
 3 Day 32%
 5 Day 26%
 20 Day 50%
 60 Day 53%

By Trade Percentage
 Completed in time
 Brick Layer 35%
 Carpenter 26%
 Day Rate 37%
 Electrician 24%
 Plumber 30%
 Various 47%

Qtr. 4



**Housing Solutions
 Corporate Manager Heather Sparrow**

Performance measure	Period	Data	Target	Council	Trend	Comments
HP01 No: of households in B&B accommodation more than six weeks AMENDED MEASURE (not cumulative) Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart	2018/19		0	MSDC		We are continuing to reduce the number of households in Bed and Breakfast longer than six weeks.
	Qtr.1	5				
	Qtr.2	3				
	Qtr.3	2				
	Qtr.4					

Performance measure	Period	Data	Target	Council	Trend	Comments
HP02 No: of rough sleepers recorded (this is an annual figure) NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart	2018/19	0	0	MSDC		We carried out an estimate of rough sleeping in November. This is in partnership with other organisations that are likely to work with those without accommodation. This estimate is carried out in line with the Homeless Link procedure and we have verified our count with them, as 0 for 2018.
Performance measure	Period	Data	Target	Council	Trend	Comments
HP03 No. of households where homelessness has either been prevented or relieved through intervention by the Housing Solutions Officers. (cumulative) NEW MEASURE Cabinet Member: Jill Wilshaw Responsible Officer: Victoria Stuart	2017/18 Qtr. 1 Qtr. 2 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	87 156 224 276 26 60 102	150 100	MSDC		<p>Historically, we used to report Prevention and Relief figures quarterly through a system called the P1E. Since April, we are now expected to report outcomes through a new system called H-Clic. This system reports in a different way and as a result our statistical returns look very different.</p> <p>Previously, under the P1E, not only would we include all the work carried out by Officers, but we were able to include successful Discretionary Housing Payment (DHP) applications too. However, under the new system, that is no longer possible. The DHP figures used to account for a significant amount of positive outcomes and therefore, when we first started to look at our performance this year, it looked dramatically less. However, when we have compared like for like figures, we are actually able to see an improvement in performance.</p> <p>The Q1 and Q2 figures have now been updated (previously Q1, 24, Q2, 47) as a number of the cases opened during those quarters have now been closed and we are now able to include the successful outcomes within our figures.</p>

Performance measure	Period	Data	Target	Council	Trend	Comments												
HP04 Movement (-/+) on the housing register (including total divided by bands) NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	Band A - 29 Band B - 109 Band C - 188 Band D - 42 Band E – 366 Band F – 2 Total - 736 Band A - 28 (-) Band B - 125 (+) Band C - 178 (-) Band D - 45 (+) Band E - 354 (-) Band F - 2 TOTAL – 732 Band A - 30 (+) Band B - 120 (-) Band C - 191 (+) Band D - 37 (-) Band E - 344 (-) Band F - 2 TOTAL - 724	No target - information only	MSDC		This report is compiled by the Gateway to Homechoice Co-ordinator.												
Performance measure	Period	Data	Target	Council	Trend	Comments												
HP05 £ of Discretionary Housing Grants awarded by the Shared Revenues Partnership (cumulative) NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	£18,088.16 £39,198.04 £69,078.00	£98,406.00	MSDC	<table border="1"> <caption>Discretionary Housing Grants Data</caption> <thead> <tr> <th>Quarter</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>18,088.16</td> </tr> <tr> <td>Qtr.2</td> <td>39,198.04</td> </tr> <tr> <td>Qtr.3</td> <td>69,078.00</td> </tr> <tr> <td>Qtr.4</td> <td>-</td> </tr> <tr> <td>Target</td> <td>98,406.00</td> </tr> </tbody> </table>	Quarter	Amount (£)	Qtr.1	18,088.16	Qtr.2	39,198.04	Qtr.3	69,078.00	Qtr.4	-	Target	98,406.00	These grants are administered by Shared Revenues Partnership and they are used to help people in financial difficulty, to top up rent payments, to prevent homelessness and keep people in their current home. The money is awarded to the SRP from the Department of Work and Pensions. The budget is being spent within expected parameters. SRP have committed 70% at the end of Q3, allowing for monies still to be awarded in Q4.
Quarter	Amount (£)																	
Qtr.1	18,088.16																	
Qtr.2	39,198.04																	
Qtr.3	69,078.00																	
Qtr.4	-																	
Target	98,406.00																	

Performance measure	Period	Data	Target	Council	Trend	Comments
HP06 No. of cases in which the Tenancy Support Officers (Financial Inclusion) has likely prevented eviction NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart Not cumulative	2018/19		75	MSDC		The Tenancy Support Officers deal with a wide variety of cases, of which, not all will be at imminent risk of eviction. This means the number of interventions where homelessness has been prevented will vary. There are currently 16 open cases.
	Qtr.1	15				
	Qtr.2	2				
	Qtr.3	3				
	Qtr.4					
Performance measure	Period	Data	Target	Council	Trend	Comments
HP07 No. of Personal Budgeting Support interventions for Universal Credit NEW MEASURE Cabinet Member: Jill Wilshaw Data Owner: Victoria Stuart	2018/19		No Target Information Only	MSDC		The Conservative Party announced at the Party Conference on 1st October that from March 2019, all Universal Credit funding would be passed directly to Citizen Advance Bureaus. Therefore, the Personal Budgeting Support, support we are currently providing and being funded for will end in March 2019.
	Qtr.1	36				
	Qtr.2	27				
	Qtr.3	11				
	Qtr.4					

Housing Financials
Professional Lead Tricia Anderson

Performance measure	Period	Data	Target	Council	Trend	Comments
HF03 No. of houses sold through Right to Buy NEW MEASURE Cabinet Member: Nick Gowrley Data Owner: Tricia Anderson	2018/19		25	MSDC		Tenants can apply to buy their homes under Right to Buy and can be liable for up to 70% discount if they meet specific government criteria. Therefore, a house sold under RTB will not give us the same funding as it would if sold on the housing market. Q3 - RTB sales are anticipated to be much lower in 2018/19, Although this means we will have less Capital receipts in 2018/19 it reduces the match funding required to spend these on new properties within 3 years.
	Qtr.1	3				
	Qtr.2	5				
	Qtr.3	2				
	Qtr.4					

Housing Development
Assistant Director Emily Atack
Corporate Manager Anne Bennett

Performance measure	Period	Data	Target	Council	Trend	Comments
HD01 No. of houses built for HRA NEW MEASURE Cabinet Member: Nick Gowrley Data Owner: Anne Bennett	2018/19		Target within the Affordable Housing Strategy for 2018-2021 is 98 This is inline with a new development partner being appointed.	MSDC		Although no houses have been built during Q3 we are still following our strategy, with the former Needham Market Middle School site submitted to planning in October 2018.
	Qtr.1	6				
	Qtr.2	0				
	Qtr.3	0				
	Qtr.4					

Performance measure	Period	Data	Target	Council	Trend	Comments										
HD02 No. of houses acquired for HRA NEW MEASURE Cabinet Member: Nick Gowrley Data Owner: Anne Bennett	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	1 7 6	Houses acquired are part of the overall target of 98 (see above)	MSDC	<table border="1"> <caption>Houses Acquired for HRA (Q1-Q3)</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>1</td> </tr> <tr> <td>Qtr.2</td> <td>7</td> </tr> <tr> <td>Qtr.3</td> <td>6</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Count	Qtr.1	1	Qtr.2	7	Qtr.3	6	Qtr.4	0	A further 3 houses are expected to be acquired during the remainder of the year. Addresses for Q3 are as follows: 5 in Stowmarket 1 in Harleston Nr Stowmarket
Quarter	Count															
Qtr.1	1															
Qtr.2	7															
Qtr.3	6															
Qtr.4	0															
Performance measure	Period	Data	Target	Council	Trend	Comments										
HD03 Net total of HRA houses (Acquired + Built - Sold) NEW MEASURE Cabinet Member: Nick Gowrley Data Owner: Anne Bennett	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	4 2 4		MSDC	<table border="1"> <caption>Net Total of HRA Houses (Q1-Q3)</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Qtr.1</td> <td>4</td> </tr> <tr> <td>Qtr.2</td> <td>2</td> </tr> <tr> <td>Qtr.3</td> <td>4</td> </tr> <tr> <td>Qtr.4</td> <td>0</td> </tr> </tbody> </table>	Quarter	Count	Qtr.1	4	Qtr.2	2	Qtr.3	4	Qtr.4	0	This is a summary of the net total.
Quarter	Count															
Qtr.1	4															
Qtr.2	2															
Qtr.3	4															
Qtr.4	0															

Communities

Assistant Director Tom Barker

**The Communities Service Area includes: Safe Communities (including community safety, anti-social behaviour, safeguarding and the Community Safety Partnership)
Strong Communities (including grants, external funding, community development, and community rights)
Healthy Communities and Policy (including health and wellbeing, health interventions and preventative activity)**

	April - June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<p>The professional Women's Cycling tour of Britain, passed through Mid Suffolk district on 13th June.</p> <p>The Councils' Health and Wellbeing Team organised two community events, one at Bosmere Primary School, Needham Market and the other at Stradbroke Community Centre; these attracted around 160 visitors in total. Activities included cycle simulators and an open-air cinema screening. There was also a very good turnout of spectators along the route. In addition to these events, the Council supported a range of other community activities through a small grant fund. Many of these took place on the day, including a decorating bikes initiative at Wilby, a school colouring competition (5 primary schools took part) and a tea party held by Stowmarket Town Council to raise money for Stow Dementia Action Alliance and the Alzheimer's Society. Debenham Leisure Centre also hosted a fun packed activity morning for the children at the local primary school which included a 'bikeability' session.</p>	<p>1. The Communities team formed a working group with staff from Ipswich Borough Council and Suffolk County Council to collaboratively organize and deliver a range of health and wellbeing promoting activities for Workplace Health Week held between 10 & 14 September. In addition we also held a Prostate Cancer Day on 12 September to raise awareness of the condition, helping to raise £250 for the East Suffolk Prostate Cancer Support Group (this covers the Babergh and Mid Suffolk area). The event involved a talk by a Macmillan nurse, information on diagnosis and the opportunity for staff to contribute to a local charity by wearing a sports top of their choice.</p> <p>2. The Health and Wellbeing team have been helping to promote bowling as a means of staying active. As part of this work, Stowmarket Rookery Bowls Club hosted some free taster-sessions in indoor bowls for older people living in the Stowmarket area. We worked with the club to identify 6 locations to offer the sessions, including the sheltered housing scheme at Partridge Court and other venues.</p>	<p>1. The 'Stars of Babergh & Mid Suffolk' Community and Business Awards Event was held on Thursday 18 October 2018. Over 150 entries were received for 11 categories and Mid Suffolk had a total of 13 overall winners.</p> <p>2. The Member Locality Awards have currently allocated £ 120,000 of funding awards to support and enable 126 groups and organisations in the Mid Suffolk district.</p> <p>3. 57 Members of Staff have received Child Safeguarding Training Sessions and 48 Members of Staff have received Adult Safeguarding Training during October and November.</p> <p>4. £5,182 has been secured through the Awards for All BIG Lottery Programme for Voluntary & Community Sector Organisations. This is an external funding stream opportunity, our officers provide advice.</p> <p>5. The Mid Suffolk Capital Grant Programme has awarded £ 3,000 to the Rickinghall Village Hall for improvements. Section 106 funds of £4,436.12 to St Edmunds Hall Hoxne and £12,5304.54 to Thorndon Village Hall were awarded.</p>	

<p>Main Achievements continued</p>	<p>Mental Health work has included a successful Mental Health Awareness and Dementia Fortnight in the workplace with many activities in partnership with SCC and HR. 11 staff members now trained as Mental Health First Aiders. The Communities team recently completed a full Section 11 Audit which required the Councils' to evidence how well we are meeting our statutory obligations in relation to safeguarding, duty of care, and promoting the welfare of Children and Vulnerable Adults. The audit takes account of the level of Corporate commitment toward safeguarding and how the Councils' ensure that safeguarding measures are implicit in our procurement processes and embedded into our policies.</p>	<p>2. cont. Venues included venues such as Cedrus House and Hillcroft Nursing home. As part of the initiative, volunteers from the club were trained in first aid and safeguarding. The sessions were very well attended and received excellent feedback. 3. The Make, Do & Friends Project has commenced. With the support of the Communitiesteam, Suffolk Artlink in partnership with the Rural Coffee Caravan and DanceEast are delivering a high-quality arts outreach programme led by artists. The programme which has secured Arts Council funding for two years has been designed for and co-produced with older people, particularly those who are rurally isolated or lonely by providing opportunities for people to get together and try new activities.</p>	<p>6. A new Great Run Local event has been established in Walsham-le-willows, over 50 people took part in a pilot session in December, formal launch due in February. 7. Through the Active Wellbeing programme a Loneliness and Social Isolation training event was delivered in Fressingfield with 25 participants taking part. 8. A Parental Mental Health workshop was also delivered in October, in partnership with Public Health. 9. The Lullaby project which provides early years children with the opportunity to engage with world-class orchestral music, delivered to 286 attendees for concerts in Stowmarket with 73 children involved in 4 workshops. Music and early years training day was also delivered for 8 practitioners.</p>	
<p>Main Achievements continued</p>	<p>The Audit was validated by a Panel of members from the Local Safeguarding Children's Board. The Panel confirmed that Babergh and Mid Suffolk Councils provided strong evidence of compliance and agreed we demonstrated a high standard of service. The Health and Wellbeing Team have officially launched a new three-year joint project with Suffolk Sport.</p>	<p>4.The Lullaby project provides children in the early years with the opportunity to experience world-class orchestral music through specially created events. So far 3 Lullaby workshops, each involving two musicians have been delivered in September (1 x Home Start Mid and West Suffolk group and 2 x Stowmarket Library). Music in Early Years CPD training, supporting seven early learning goals, has also been successfully delivered with nine Early Years providers attending. 5. Grants - in the year to date the Communities team has offered £41,000 in capital grants (overall project value £204,000) and Section 106 monies of £180,000 have been granted to a range of community projects. This includes improvements at Woolpit Village Hall and Fressingfield Social Club and new seating for Stowmarket Swimming Club (officially opened in September).</p>		

<p>Impact on communities / the way we work</p>	<p>Active Wellbeing is a bespoke approach to help living in rural communities who are physically inactive into more active lifestyles. The programme will also support the development of new activities, where they are needed, to help older people to become and stay, active. Active Wellbeing will initially work with GP surgeries in Stradbroke and Fressingfield.</p>	<p>1. The Prostate Cancer Awareness event was well received by staff and feedback received demonstrated a positive impact. 2. Members of the Stowmarket Rookery Bowling Club Committee and volunteers have become trained Dementia friends and the club is proactively working towards becoming one of the first Dementia Friendly clubs in the county. Many of those attending taster-sessions have become members at their local club, including a sight-impaired bowler who is now the club's disability ambassador. 3. Community engagement for the Make, Do & Friends project started in September. The project is working with older people including those living with dementia and is helping to reduce rural isolation and loneliness. 4. The Lullaby project has worked with 70 families in Stowmarket and neighbouring villages and is making a positive impact on the wellbeing of participants and the wider community. 5. The Council's grant aid programme supports services and projects that benefit our communities and align with our strategic priorities.</p>	<p>The active wellbeing programme is supporting increasing numbers of older residents to improve their wellbeing by becoming active and reducing social isolation and loneliness.</p>	
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<p style="text-align: center;">Environment and Commercial Partnerships Assistant Director Chris Fry</p> <p style="text-align: center;">The Environment and Commercial Partnerships teams provide the services and expertise to support our communities and businesses to maintain a sustainable environment and meet the highest possible standards of environmental protection, food safety, energy efficiency, built environment, heritage protection, waste management and grounds maintenance, street cleansing, arboriculture and public conveniences.</p>				
	April - June 2018	July - September 2018	October - December 2018	January - March 2019
Main Achievements	<ul style="list-style-type: none"> • Additional 844 Garden Waste customers in the first 2 months • Material Recovery Facility Procurement documentation completed and advertised • Recycling Officers attending summer shows and a successful compost give away at Needham lake • 'Solar Suffolk Together' launched • 1445 Environmental enquiries, complaints and consultations dealt with • Suffolk Climate Change Partnership successfully bid for just under £2.8M from the Warm Homes Fund • Successful prosecution for fly-tipping • Successful bid for £10,000 to the Litter Innovation Fund for Suffolk 	<p>1 Following the purchase of the ex-NatWest Bank building in Stowmarket a flexible premises licence is now in place.</p> <p>2 The Litter Innovation Fund pilot period has been extended into September. Several parish councils have expressed an interest in buying the special bins as the new design is encouraging more people to place their rubbish in the bins rather than around them.</p> <p>3 A consolation event was held in August at Cedars Park Stowmarket to seek views on the equipment required for the refurbishment of the Wren Close play site. It is hoped that refurbishment will be completed by the end of March 2019.</p>	<ul style="list-style-type: none"> •Waste Services - overall growth of garden subscribers continues to be a success. Income growth on track. Business client base has continued to grow with income on track. •The Commemoration of the centenary of the Great War event at The Meadow, Debenham saw 7 oak trees planted, this was well attended with over 50 people present. •Major fly tipping prosecution concluded after a prolonged investigation that impacted both districts at Finningham and Long Melford, perpetrator in custody awaiting sentencing. •Successful bid to Suffolk TCA fund by Suffolk Building Control officers for a 2 year business development officer to improve the performance of the local authority building control. 	
Main Achievements (continued)	<p>Central Government gave local authorities the opportunity to bid for funding to combat roadside littering. £10,000 funding was secured and the project is supported by all 7 Suffolk local authorities, each authority also put £500 into the budget and agreed to pledge officer time for monitoring.</p>	<p>4 Tree for Life: Plans for a fruit tree to be gifted to every new born child in MSDC are now in fully swing. Parents of born and adopted babies will be able to apply for a tree, accompanied with planting and aftercare guidance for them to plant at home, or with local community orchards and open spaces if more suitable.</p>	<ul style="list-style-type: none"> •Successful prosecution of Cat Café in Needham Markets for food hygiene offences. 	

Impact on communities / the way we work	Support for local events and continued expansion of garden waste collection service is enabling communities to recycle and compost more waste and by pursuing prosecutions for fly-tipping we are helping to protect communities from illegal and irresponsible behaviours.	1 The licence will add value to the building and enable flexible uses to support the local community and economy. 2 Initial feedback has indicated that since the level of rubbish in bins has been monitored this has greatly assisted in deploying staff to areas of need.	<ul style="list-style-type: none"> The memorial at Debenham commemorates the role played by the people of Mid Suffolk in the First World War. The successful prosecution for fly-tipping enforces the Councils position of protecting communities from illegal and irresponsible behaviours. 	
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**Building Control
Corporate Manager Paul Hughes**

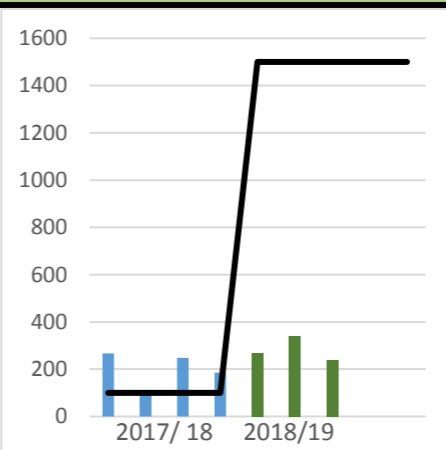
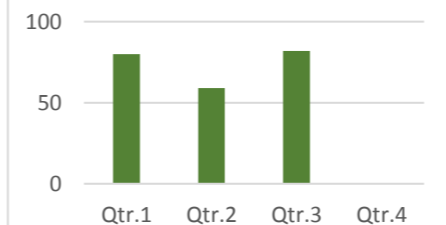
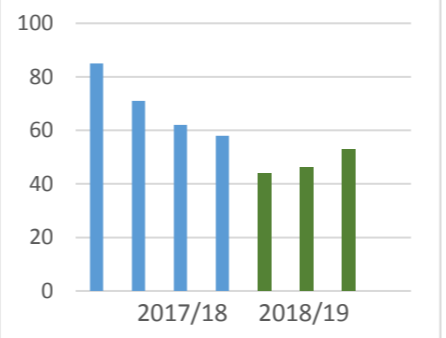
Performance measure	Period	Data	Target	Council	Trend	Comments															
BC01 No. of live cases for building control Cabinet Member: David Burn Data Owner: Paul Hughes	2017/18		n/av	MSDC	<table border="1"> <caption>Live cases for building control</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>234</td> <td>202</td> <td>144</td> <td>167</td> </tr> <tr> <td>2018/19</td> <td>176</td> <td>165</td> <td>202</td> <td></td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2017/18	234	202	144	167	2018/19	176	165	202		Quarter three has seen an increase in the number of live cases. We will continue to monitor to see if this trend continues.
	Year	Q1	Q2			Q3	Q4														
	2017/18	234	202			144	167														
	2018/19	176	165			202															
	Qtr. 1	234																			
	Qtr. 2	202																			
	Qtr. 3	144																			
	Qtr. 4	167																			
	2018/19		n/av																		
Qtr. 1	176																				
Qtr. 2	165																				
Qtr. 3	202																				

Performance measure	Period	Data	Target	Council	Trend	Comments																				
BC02 % of market share of building control applications Cabinet Member: David Burn Data Owner: Paul Hughes	2016/17		n/av	MSDC	<table border="1"> <caption>Market share of building control applications</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>73.40%</td> <td>77.60%</td> <td>73.30%</td> <td>73.80%</td> </tr> <tr> <td>2017/18</td> <td>72.60%</td> <td>68.00%</td> <td>68.00%</td> <td>68.00%</td> </tr> <tr> <td>2018/19</td> <td>61.00%</td> <td>63.00%</td> <td>63.00%</td> <td></td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	73.40%	77.60%	73.30%	73.80%	2017/18	72.60%	68.00%	68.00%	68.00%	2018/19	61.00%	63.00%	63.00%		Our competitors for market share continue to market aggressively in our district. Work is underway to stabilise our share. An advertising campaign has taken place to publicise the work offered by our building control department.
	Year	Q1	Q2			Q3	Q4																			
	2016/17	73.40%	77.60%			73.30%	73.80%																			
	2017/18	72.60%	68.00%			68.00%	68.00%																			
	2018/19	61.00%	63.00%			63.00%																				
	Qtr.1	73.40%																								
	Qtr. 2	77.60%																								
	Qtr. 3	73.30%																								
	Qtr. 4	73.80%																								
	2017/18		n/a																							
	Qtr. 1	72.60%																								
	Qtr. 2	68.00%																								
	Qtr. 3	68.00%																								
Qtr. 4	68.00%																									
2018/19		65%																								
Qtr. 1	61.00%																									
Qtr. 2	63.00%																									
Qtr. 3	63.00%																									
Qtr. 4																										

Waste Services
Corporate Manager Oliver Faiers

Performance measure	Period	Data	Target	Council	Trend	Comments
WS01 £ Overall income generated through chargeable waste services (including business waste)(cumulative) Lead Member: Roy Barker Data Owner: Laura Sewell	2016/17		£985,210	MSDC		Performance remains on target, and is showing an increase over the same period year on year
	Qtr.1	£723,949				
	Qtr.2	£891,604				
	Qtr.3	£999,604				
	Qtr.4	£1,111,043				
	2017/18		£1,114,575			
	Qtr.1	£734,491				
	Qtr.2	£966,550				
	Qtr.3	£1,113,921				
	Qtr.4	£1,222,775				
	2018/19		£1,284,000			
	Qtr.1	£779,382				
	Qtr.2	£1,016,252				
	Qtr.3	£1,175,911				
	Qtr.4					
	Performance measure	Period	Data			
WS04 £ Income generated through business waste services Lead Member: Roy Barker Data Owner: Laura Sewell	2015/16		n/a	MSDC		Cumulative figure is plotted on graph to show the final total income generated - on track.
	Qtr.1	£282,468				
	Qtr.2	£4,896				
	Qtr.3	£844				
	Qtr.4	£936				
	2016/17		n/a			
	Qtr.1	£322,010				
	Qtr.2	£14,038				
	Qtr.3	£6,476				
	Qtr.4	£2,254				
	2017/18		n/a			
	Qtr.1	£377,365				
	Qtr.2	£11,001				
	Qtr.3	£3,444				
	Qtr.4	£1,607				
	2018/19		£405,000			
Qtr.1	£408,023					
Qtr.2	£4,164					
Qtr.3	£4,705					
Qtr.4						

Performance measure	Period	Data	Target	Council	Trend	Comments
WS05 No. of business waste customers (cumulative) Lead Member: Roy Barker Data Owner: Laura Sewell	2015/16		n/a	MSDC		It is expected that a 4th day collection will commence in January 2019 once an additional Refuse Collection Vehicle is available and crew available from Serco [contractor]. There has been an increase in the number of business waste customers during Q3.
	Qtr.1	475				
	Qtr.2	471				
	Qtr.3	500				
	Qtr.4	502				
	2016/17		n/a			
	Qtr.1	522				
	Qtr.2	540				
	Qtr.3	556				
	Qtr.4	563				
	2017/18		n/a			
	Qtr.1	589				
	Qtr.2	601				
	Qtr.3	613				
	Qtr.4	615				
	2018/19		680			
Qtr.1	620					
Qtr.2	622					
Qtr.3	637					
Qtr.4						
Performance measure	Period	Data	Target	Council	Trend	Comments
WS06 No. of garden waste subscribers Lead Member: Roy Barker Data Owner: Laura Sewell	2015/16		n/a	MSDC		Performance on track
	Qtr. 1	11,701				
	Qtr. 2	11,913				
	Qtr. 3	11,972				
	Qtr. 4	12,315				
	2016/17		n/a			
	Qtr. 1	12,581				
	Qtr. 2	12,956				
	Qtr. 3	12,955				
	Qtr. 4	13,415				
	2017/18		n/a			
	Qtr. 1	13,656				
	Qtr. 2	14,034				
	Qtr. 3	13,979				
	Qtr. 4	14,063				
	2018/19		15,000			
Qtr. 1	15,005					
Qtr. 2	15,025					
Qtr. 3	15,060					
Qtr. 4						

Performance measure	Period	Data	Target	Council	Trend	Comments	
WS07 Missed Bins - rate/100,000 collections Lead Member: Roy Barker Data Owner: Laura Sewell	2017/18		100	Both		The target for this measure has been adjusted to take into account all bin collections covering all bin types. This figure is now calculated by Waste services rather than Serco. We have seen an increase in the number of road closures, and road works which has impacted on bin collection. This measure is a recognised method for recording missed bins, and will allow the councils to undertake benchmarking in the future.	
	Qtr. 1	267					
	Qtr. 2	98					
	Qtr. 3	248					
	Qtr. 4	186					
	2018/19		1500				
	Qtr. 1	267					
	Qtr. 2	341					
Qtr. 3	237						
Qtr. 4							
Sustainable Environment Corporate Manager James Buckingham							
Performance measure	Period	Data	Target	Council	Trend	Comments	
SE01 No. of instances of fly tipping AMENDED MEASURE Cabinet Member: David Burn Data Owner: Joanna Hart	2016/17	324	n/a	MSDC		The reports of fly tipping come from the public and we ensure that these instances are cleared within 2 working days. Please performance measure CRP04	
	2017/18	322					
	2018/19						
	Qtr.1	80					
	Qtr.2	59					
	Qtr.3	82					
Qtr.4							
Performance measure	Period	Data	Target	Council	Trend	Comments	
SE03 No. of planning enforcement cases referred to team Cabinet Member: David Burn Data Owner: Simon Bailey	2017/18		n/a	MSDC		For information only.	
	Qtr. 1	85					
	Qtr. 2	71					
	Qtr. 3	62					
	Qtr. 4	58					
	2018/19		n/a				
	Qtr. 1	44					
	Qtr. 2	46					
	Qtr. 3	53					
	Qtr. 4						

Performance measure	Period	Data	Target	Council	Trend	Comments										
SE04 No: of planning enforcement decisions resolved NEW MEASURE Cabinet Member: David Burn Data Owner: Simon Bailey	2018/19 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	86 58 40	n/a	MSDC	<table border="1"> <caption>SE04: No: of planning enforcement decisions resolved</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Qtr. 1</td> <td>86</td> </tr> <tr> <td>Qtr. 2</td> <td>58</td> </tr> <tr> <td>Qtr. 3</td> <td>40</td> </tr> <tr> <td>Qtr. 4</td> <td>-</td> </tr> </tbody> </table>	Quarter	Value	Qtr. 1	86	Qtr. 2	58	Qtr. 3	40	Qtr. 4	-	In considering the 'balance' between incoming work (SE03) and work undertaken (SE04), it should be noted that many cases are carried forward from one reporting period to the next or entail complex investigations with timeframes that span quarterly periods.
Quarter	Value															
Qtr. 1	86															
Qtr. 2	58															
Qtr. 3	40															
Qtr. 4	-															
Performance measure	Period	Data	Target	Council	Trend	Comments										
SE05 £Solar PV net income generated Cabinet Member: David Burn Data Owner: Sharon Bayliss	2018/19 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	£79,957 £100,392 £113,192	tbc	MSDC	<table border="1"> <caption>SE05: £Solar PV net income generated</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Qtr. 1</td> <td>£79,957</td> </tr> <tr> <td>Qtr. 2</td> <td>£100,392</td> </tr> <tr> <td>Qtr. 3</td> <td>£113,192</td> </tr> <tr> <td>Qtr. 4</td> <td>-</td> </tr> </tbody> </table>	Quarter	Value	Qtr. 1	£79,957	Qtr. 2	£100,392	Qtr. 3	£113,192	Qtr. 4	-	Target to be developed. Please note that due to variables outside of our control, there will be an impact on target/performance. Variables include Right to Buy, the weather and how dirty a solar panel gets can all affect individual performance therefore, impacting the amount of income generated.
Quarter	Value															
Qtr. 1	£79,957															
Qtr. 2	£100,392															
Qtr. 3	£113,192															
Qtr. 4	-															

**Countryside and Public Realm
Corporate Manager Peter Garrett**

Performance measure	Period	Data	Target	Council	Trend	Comments
CPR02 The amount of waste collected from litter picks NEW MEASURE Cabinet Member: David Burn Data Owner: Peter Garrett	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	bags collected 220 180 100	No target these are new programmes with baselines to be established	MSDC		Counting the individual bags collected is the only meaningful measure. It would become too complicated if individual items were counted. The volunteers in the main bag up the litter collected but on occasion find individual items that cannot be.
CPR03 No. of community litter picks supported by council NEW MEASURE Cabinet Member: David Burn Data Owner: Peter Garrett	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	44 30 11	No target these are new programmes with baselines to be established	MSDC		The number of litter picks reduces during the winter period, most community litter picks occur in the early spring before the vegetation has grown too long to collect.
CRP04 Average response time for fly tipping from report to collection NEW MEASURE Cabinet Member: David Burn Data Owner: Peter Garrett	2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4	1 1 1	2 working days	MSDC		There were 91 incidents of fly-tipping during quarter 3, 86% were cleared within 48 hrs.

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Agenda Item 11

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/18/69
FROM: Councillor Glen Horn, Cabinet Member for Planning	DATE OF MEETING: 4 March 2019
OFFICER: Christine Thurlow Professional Lead Key Sites and Infrastructure	KEY DECISION REF NO. CAB92

COMMUNITY INFRASTRUCTURE LEVY (CIL) - CIL EXPENDITURE BUSINESS PLAN MARCH 2019

1. PURPOSE OF REPORT

- 1.1 The CIL Expenditure Framework, the CIL Expenditure Framework Communications Strategy and the Timeline for Implementation and Review were all adopted by both Councils on the 24th April 2018 (Babergh) and 26th April 2018 (Mid Suffolk). (Background Documents refer).
- 1.2 The processes and governance around CIL expenditure is set out in these documents and the type of infrastructure that CIL 123 monies can be spent on is set out in each Councils Regulation 123 list. (Background Documents refer).
- 1.3 CIL expenditure operates using a process of twice-yearly bid rounds which occur on the 1st - 31st May and 1st - 31st October each year. Once all the Bids have been validated, all valid Bids are then screened for the availability of s106 funds (allowing the opportunity for other funding streams to also be considered). Following this all valid Bids are prioritised using criteria set out in the CIL Expenditure Framework and recommendations on Valid Bids are included within a CIL Business Plan for each District. The CIL Business Plan for that District will be considered by that Councils Cabinet with decisions on all valid Bids either for Cabinet to make or for Cabinet to note and endorse (if the valid Bid has been determined using delegated powers).
- 1.4 This report seeks to obtain approval by Cabinet for Mid Suffolk's CIL Business Plan - March 2019 which forms Appendix A to this report. This report also contains the assessment of the Bids including the judgements around the prioritisation criteria. (Appendix B)

2. OPTIONS CONSIDERED

- 2.1 There is a diverse spectrum of approaches to CIL expenditure across the country from Unitary Authorities who have absorbed CIL into their individual Capital Programmes to others who ringfence all funds to be spent locally. A range of different approaches was identified in Appendix A of the Framework for CIL Expenditure report provided to Cabinet's on the 5th and 8th of February 2018 and discussed in full during the workshops with the Joint Member advisory panel. Members however adopted the documents set out in paragraph 1.1 above by Council decision in April 2018.

3. RECOMMENDATIONS

3.1 That the CIL Expenditure Business Plan (March 2019) and accompanying technical assessments of the CIL Bids forming Appendices A and B and which include decisions on valid Bids for Cabinet to make and those for Cabinet to note and endorse be approved as follows: -

Decisions for Cabinet to take: Local Infrastructure Fund

CIL Bid, Location and Infrastructure Proposed	Amount of CIL Bid	Recommendation	
<p>M1-18 GISLINGHAM</p> <p>Mill Street</p> <p>Erection of new building</p>	<p>£44,568.75</p> <p>Total Cost £160,596.60</p> <p>(revised figure)</p> <p>Other remaining sources of funding for this project are:</p> <p>£57,431.25 from s106 funds (which will be spent on this project)</p> <p>£25,000 Garfield Weston</p> <p>£15,846.60 Band Funds</p> <p>£5000 Gislingham United Charity</p> <p>£4,000 - Gislingham Parish Council</p> <p>£3000 – Alfred Williams Charitable Trust</p> <p>£1000 Gislingham Variety</p> <p>£1000 – Council Fleming Locality Budget</p> <p>£1000 Ganzoni Charitable Trust</p> <p>£1800 – Personal Donations</p> <p>£500 Scarfe Trust</p> <p>£200 East of England Co-op</p> <p>£150 – Botesdale Parish Council</p> <p>£100 Eye Town Council</p>	<p>Cabinet recommended to to approve CIL Bid of £44,568.75</p>	<p>to to</p>

M20-18 THURSTON Norton road opposite the Community college and also adjacent to the Community college Provision of 2 new bus shelters	£13,000 (amended figure) Total Cost £13,000	Cabinet recommended to approve CIL Bid of £13,000	to to
M23-18 EYE Cross Street Car park Electric Vehicle charging station	£20,728.40 Total cost £20,728.40	Cabinet recommended to approve CIL Bid of £20,728.40	to to

Decisions for Cabinet to note and endorse: Local Infrastructure Fund

CIL Bid, Location and Infrastructure Proposed	Amount of CIL Bid and total cost of the Infrastructure	Delegated Decision
M3 STOWUPLAND Trinity Meadows Church Road	£641.35 Total cost £1282.35 Other remaining source of funding for this project are: - £641.00 Stowupland Parish Council	Delegated decision has been taken to approve. For Cabinet to note.

3.2 Cabinet are asked to note and endorse that all other non-determined valid or invalid Bids continue to be worked upon and all will be carried forward to the next CIL Bid round 3 for consideration.

3.3 Cabinet are also asked to note and endorse this CIL Business Plan (which includes all those valid CIL Bids where offers of other sources of funding have been made for projects as part of the CIL process such that the value of that original CIL Bid is reduced).

REASON FOR DECISION

Community Infrastructure Levy (CIL) monies have been collected since the implementation of CIL on the 11th April 2016. The CIL Expenditure Framework adopted in April 2018 requires the production of a CIL Business Plan for each District which contains decisions for Cabinet to make or note and endorse on CIL Bids for CIL expenditure. These decisions relating to the expenditure of CIL monies form the one of the ways which necessary infrastructure supporting growth is delivered.

4. KEY INFORMATION

4.1 Given the determination of “available monies” for Bid Round 2 - (paragraphs 6.7 and 6.8 below) Members are advised: -

- 4 new Bids submitted in total – all acknowledged and given a reference
- Majority of Bids were initially invalid due to the need to clarify or submit information. Further information on all such Bids has been requested.
- A list of Valid Bids is published on the Web site.
- 2 out of the 4 Bids are collaborative (ie more than one source of anticipated income for the project.)
- The remaining 2 bids seek 100% CIL monies for funding for the project.
- Three of the 4 Bids are from Parish Councils (one of which Suffolk County Council has now agreed to be a joint applicant) or Community Groups; the remaining Bid have been submitted by an officer of Babergh/Mid Suffolk.
- The total value of the 4 new Bids being determined is £78,938.50.
- The total value of all other undetermined Bids carried forward from Bid rounds 1 and 2 is £3,199,862.91

Conclusions of key information

4.2 The list of CIL Bids for the first round is contained in the CIL Business Plan and includes valid and invalid Bids. (Appendix A) The valid Bids have been the subject of Consultation, Screening (for s106 and the opportunity has been taken to consider other potential sources of funding). In addition, where appropriate, these valid Bids have been assessed using the prioritisation criteria in the CIL Expenditure Framework so that a decision can be made. This forms the technical assessment using all the criteria in the CIL Expenditure Framework and comprises Appendix B. (All valid Bids where a decision is being taken will be the subject of a technical assessment.)

4.3 Where decisions on valid Bids are delegated, they have been determined and the decision is for Members to note and endorse. Where under the governance arrangements Valid Bids have been submitted and these are for Cabinet to decide, a recommendation has been provided for Cabinet to consider and determine.

4.4 All those Bids which are currently listed as invalid in the Appendix A will be carried forward to the next Bid round unless otherwise stated. This will allow further discussions to take place, the submission of further information which clarifies/amends the Bid and/or confirms that all the necessary formal approvals for the project have been secured.

5. LINKS TO JOINT STRATEGIC PLAN

5.1 The effective spending of CIL monies will contribute to all the three priority areas that Councillors identified in the Joint Strategic Plan. Economy and Environment Housing and Strong and Healthy Communities.

6. FINANCIAL IMPLICATIONS

- 6.1 The adopted CIL Expenditure Framework is critical to the funding of infrastructure to support inclusive growth and sustainable development.
- 6.2 The CIL Regulations stipulate that CIL monies which are collected must be spent on Infrastructure. Each Council is required to publish a list of infrastructure that they will put the CIL towards. These lists, known as the “Regulation 123 lists”, were adopted and published in January 2016. These documents are different for both Councils. The hyperlink for the Regulation 123 List for Mid Suffolk is contained at paragraph 12.1.
- 6.3 CIL is collected and allocated in accordance with the CIL Regulations 2010 (as amended). Each Council retains up to 5% of the total CIL income for administration of CIL. From the remainder, 15% is allocated to Parish or Town Councils (subject to a cap) but where there is a Neighbourhood Plan in place this figure rises to 25% (without a cap). For those parishes where there is no Parish or Town Council in place the Council retains the monies and spends the CIL Neighbourhood funds through consultation with the Parish.
- 6.4 Since the implementation of CIL for both Councils on the 11th April 2016 there have been five payments to Parish Councils, in October 2016, April and October 2017 and April and October 2018. At the time that the Neighbourhood payments are made, the 20% save for Strategic Infrastructure fund is also undertaken. The Strategic Infrastructure Fund money is stored separately to the Local Infrastructure Fund at this point. As this accounting requires Finance to verify the figures, daily accounting in this way would be too cumbersome and resource hungry to carry out. There is no adverse impact on the Bid Round process or cycle to this method of accounting. Indeed, these dates work well with the Bid round process. (Paragraph 1.3 refers).
- 6.5 The remaining 80% of the CIL 123 monies comprises the Local Infrastructure Fund from which the available funds for expenditure against the Bid round are calculated. Within the CIL Expenditure Framework infrastructure provision for major housing developments is prioritised and ringfenced for spend against these housing projects. In this way housing growth occurring within the Districts is supported by infrastructure provision.
- 6.6 When commencement of these major housing schemes occurs, monies are collected according to the CIL payment plan in place. If the scale of development is large the CIL payment plan could be up to 5 equal payments collected over a two-year timescale. Smaller developments are required to pay the money in less instalments and over a shorter timescale. These monies are held in a separate account from the Strategic and Local Infrastructure fund to ensure the monies are safeguarded for that development. The remaining monies are known as the “**available funds**” and it is these (together with Bids for allocated funds if any are submitted) that can be spent against according to the Bid round process.

Available funds For Strategic and Local Infrastructure Funds – Mid Suffolk

- 6.7 These are: -
- Total Amount of Regulation 123 monies available (after 5% CIL admin charge and Parish apportionment pay-out on the 28th October 2018)

- Strategic Infrastructure Fund £337,037.72
- Local Infrastructure Fund £712,151.04
- Five major housing schemes where commencement has occurred and CIL monies have been paid before 28th October Parish pay- out date. (Lion road Palgrave, Phase 6C Cedars Park Stowmarket, Land at Norton Road Tostock Mill Road Laxfield and Land between Gipping road and Church Road Stowupland)
- As such the Local Infrastructure pot has been reduced by £455,079.19 for ring fenced infrastructure and by a further £156,240.10 for the approved expenditure in Bid round 1 (see CIL Business Plan – March 2019)

6.8 The available funds (from the Local Infrastructure Fund) for expenditure on Bid round 2 is £712,151.04. The total value of the CIL Bids for approval of infrastructure in Bid round 2 is £78,938.50 The amount to be carried forward to the next Bid round 3 is £633,212.54.

Expenditure	Total	2017/18	2018/19	2019/20
CIL Expenditure "Available Funds" in Bid Round 1		N/A	£425,699.64	N/A
Total Expenditure in Bid Round 1		N/A	£156,240.10	N/A
Amount carried forward to Bid Round 2		N/A	£269,459.54	N/A
CIL Expenditure "Available Funds" in the Local Infrastructure Fund Bid Round 2		N/A	£712,151.04	N/A
Total Expenditure in Bid Round 2 (Local Infrastructure Fund only)		N/A	£78,938.50	N/A
CIL Expenditure "Available Funds" in Strategic Infrastructure Fund for Bid Round 3		N/A	£337,037.72	N/A
CIL Expenditure "Available Funds" in Local Infrastructure Fund for Bid Round 3		N/A	£633,212.54	N/A

7. LEGAL IMPLICATIONS

- 7.1 The detailed framework for CIL expenditure is legally sound and robust and was designed including a legal representative from the Councils Shared Legal Service (who also attended each of the Joint Member workshop sessions) and agreed the adopted CIL Expenditure Framework documents (prior to consideration by Cabinet and Council of both Districts).
- 7.2 This report and the accompanying CIL Business Plan for Mid Suffolk District Council-February 2019 (including Appendix B) have also been endorsed as being sound and legally compliant by the Councils Shared Legal Service.
- 7.3 Governance arrangements agreed in April 2018 as part of the CIL Expenditure Framework are indicated for each Bid in the list of Bids. The delegation for making Delegated decisions for the Community Infrastructure Levy falls to Assistant Director Planning and Communities under the governance arrangements in the CIL Expenditure Framework.

- 7.4 Regulation 62 of the CIL Regulations 2010 (as amended) requires CIL charging authorities to publish monitoring statistics for collection allocations and expenditure of CIL monies by the 31st of December for each year. The 2017 and 2018 Monitoring Report for both Councils are published on our websites (see below).

<https://www.midsuffolk.gov.uk/assets/CIL-and-S106-Documents/Mid-Suffolk-District-Council-CIL-Monitoring-Report-2016-17.pdf>

<https://www.midsuffolk.gov.uk/assets/CIL-and-S106-Documents/FINAL-MSDC-Reg-62-Report.pdf>

8. RISK MANAGEMENT

- 8.1 This report is most closely linked with the Strategic Risk 1d – Housing Delivery. If we do not secure satisfactory investment in infrastructure (schools, health, public transport improvements etc) then development is stifled and /or unsustainable.
- 8.2 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
<p>Failure to allocate expenditure such that if we do not secure investment in infrastructure (schools, health, public transport improvements etc.), then development is stifled and/or unsustainable.</p> <p>Current Risk Score: 6</p>	Unlikely (2)	Bad (3)	<p>Adopted Community Infrastructure Levy (CIL), secures investment on infrastructure via the planning process (which includes S106). Creating the Infrastructure Delivery Plan as part of the Strategic Plan, Joint Local Plan with associated Infrastructure Strategy and Infrastructure Delivery Plan will ensure that infrastructure across both Councils is addressed, New Anglia LEP Economic Strategy, draft created together with the Councils Open for Business Strategy.</p>
<p>Failure to produce a yearly Regulation 62 report would result in non-compliance with the CIL Regulations 2010 (as amended) and may mean that Members and the public are not aware of CIL income and expenditure activities.</p>	Highly Unlikely (1)	Noticeable /Minor (2)	<p>The Infrastructure Team produces the report which is checked and verified by Financial services/open to review by External Audit. Reminders are set to ensure the report is published by the statutory date. The format of the Regulation 62 Monitoring report is laid out in the CIL Regulations, so there is no risk in relation to the way the information is presented</p>

<p>Failure to monitor expenditure such that CIL expenditure is not effective.</p>	<p>Unlikely (2)</p>	<p>Bad (3)</p>	<p>The software which supports CIL collection will be used to support CIL expenditure. In addition, it is envisaged that a yearly CIL Business plan (with a 6-month update) will be produced which will include details of all allocated and proposed CIL expenditure and this together with the software will be used for effective monitoring.</p>
<p>If too high a value is allocated into the Strategic 123 CIL Fund, there is a risk that there would be insufficient Local 123 CIL Funding available to deliver the infrastructure required to mitigate the harm, thereby ensuring sustainable development.</p>	<p>Unlikely (2)</p>	<p>Bad (3)</p>	<p>The Infrastructure Team will continue to monitor all allocations of Regulation 123 CIL Funds and the CIL Expenditure Framework review will include this risk as a key element of the review to ensure the level set remains appropriate.</p>
<p>If 25% Neighbourhood CIL is automatically allocated to any Parish/Town councils where there is no Neighbourhood Plan in place, there is a risk that there would be insufficient 123 CIL Funding to allocate to the Strategic 123 CIL Fund and also the risk that there would be insufficient Local 123 CIL Funding available to deliver the infrastructure required to mitigate the harm, thereby ensuring sustainable development.</p>	<p>Unlikely (2)</p>	<p>Bad (3)</p>	<p>The Infrastructure Team will continue to monitor all allocations of Neighbourhood CIL and Regulation 123 CIL Funds and the CIL Expenditure Framework review will include this risk as a key element of the review to ensure allocations of CIL remain appropriate and projects to make development sustainable are able to be delivered.</p>
<p>If commencements of major housing developments were not correctly monitored or the incorrect apportionment of CIL 123 monies were to occur such that monies could not be allocated towards major housing developments, inadequate infrastructure provision would result.</p>	<p>Unlikely (2)</p>	<p>Disaster (4)</p>	<p>The Infrastructure Team will continue to monitor all commencements of development through the service of the required Commencement Notice by developers such that correct apportionment of 123 CIL Funds can be undertaken. The CIL Expenditure Framework review will include this risk as a key element of the review to ensure allocations of CIL remain appropriate and projects to make development sustainable are able to be delivered.</p>

Assurances (for collection of CIL monies)

8.3 In September 2016 Internal Audit issued a report in relation to CIL governance processes. The Audit Opinion was High Standard and no recommendations for improvement to systems and processes were made. Table 5 provides a definition of this opinion:

Table 5

	Operation of controls	Recommended action
High standard	Systems described offer all necessary controls. Audit tests showed controls examined operating very effectively and where appropriate, in line with best practice.	Further improvement may not be cost effective.
Effective	Systems described offer most necessary controls. Audit tests showed controls examined operating effectively, with some improvements required.	Implementation of recommendations will further improve systems in line with best practice.
Ineffective	Systems described do not offer necessary controls. Audit tests showed key controls examined were operating ineffectively, with a number of improvements required.	Remedial action is required immediately to implement the recommendations made.
Poor	Systems described are largely uncontrolled, with complete absence of important controls. Most controls examined operate ineffectively with a large number of non-compliances and key improvements required.	A total review is urgently required.

8.4 On the 18th December 2017 Joint Overview and Scrutiny received a fact sheet on collection and current thinking on CIL expenditure and questions were answered in relation to it. Members of that Committee were advised of the route map towards getting a framework for CIL expenditure formally considered. Members were advised that this would be a key decision for both Councils and would need to go to Cabinet and then full Council. The resulting joint CIL: Expenditure Framework, the CIL Expenditure Communications Strategy and the Timeline for the Expenditure of CIL and its Review were adopted by both Councils on the 24th April 2018 (Babergh) and 26th April 2018 (Mid Suffolk).

8.5 In May 2018 the results of an investigation by Internal Audit on behalf of the Assistant Director Growth were produced following complaints regarding the CIL process in place for Babergh and Mid Suffolk. The investigation concluded: -

- “The information provided to the public in relation to the CIL process is superior to that found for some other Councils and the team go over and above the requirements when supporting applicants where resources allow them to do so. It is Internal Audit’s opinion that the Infrastructure team, even though working under challenging conditions with increasing numbers of applications, are providing a good service to customers and also pro-actively looking for ways to improve where possible.”
- “The audit opinion is therefore high standard” – (paragraph 8.3 Table 5 defines high standard classification).

8.6 In September 2018 Internal Audit conducted a review of CIL Expenditure processes and released a written report. It contains a Substantial Assurance audit opinion (with two good practice points needing to be addressed relating to further clarification of “best value” (one of the criteria for assessing CIL Bids) and storage of all electronic communication.

Assurances (for collection and expenditure of CIL Monies)

8.7 It is expected that Internal Audit will continue to regularly audit CIL collection allocation and expenditure processes and actual expenditure once any scheme is developed and implemented.

8.8 As Members will recall there is a timeline for implementation of CIL and its review which contains key dates for the remainder of the CIL expenditure year cycle (Background papers refer)

8.9 The Review of the CIL Expenditure Framework starts after the first Bid round has been completed in September 2018 and occurs at the same time as the second Bid round is happening such that the Review is completed by April 2019.

8.10 Both Councils also agreed in April 2018: -

- That the Review of the CIL Expenditure Framework should be the subject of scrutiny by Overview and Scrutiny after the first Bid round. This occurred on the 19th November 2018 and the recommendations were taken forward for discussion by the Joint Member Panel.
- The Joint Member Panel will also inform the Review going forward before its formal consideration.

9. CONSULTATIONS

9.1 The CIL Expenditure Communications Strategy contains a requirement for both Councils to consult the following bodies or organisations (for a period of 21 days) where Valid Bids for their Wards or Parish have been submitted: -

- Division County Councillor
- District Member(s)
- Parish Council

9.2 Where appropriate as part of the CIL process and assessment of the Bids, Officers have also taken advice from other Officers within the Council; including the Communities team and the Strategic Leisure Advisor.

9.3 Regular Parish events and Member briefings will continue to be held to familiarise all with the Expenditure Framework and how we can continue to work together to provide infrastructure for the benefit of our communities.

10. EQUALITY ANALYSIS

10.1 Please see attached Screening report.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 It is important that appropriate infrastructure mitigates harm which could be caused by new development without its provision. CIL is one way in which infrastructure is provided and the CIL Expenditure Framework requires two bid rounds per year supported by the provision of a business plan for each Bid round. This CIL Expenditure Framework contains the Bids and outcomes for Bid round 1 and 2. There is no EIA Assessment required.

12. APPENDICES

Title	Location
Appendix A – CIL Business Plan for Mid Suffolk - March 2019	Attached
Appendix B to the CIL Business Plan for Mid Suffolk - February 2019	Attached
Appendix C – EQIA Screening	Attached

13. BACKGROUND DOCUMENTS

- 13.1 The CIL Expenditure Framework, the CIL Expenditure Framework Communications Strategy and the Regulation 123 List for Mid Suffolk District Council together with the Timetable for the implementation of the CIL Expenditure Framework and Review constitute background papers for this report. These were adopted by Mid Suffolk on the 26th April 2018 and are as follows: -

- The CIL Expenditure Framework:

<https://babberghmidsuffolk.moderngov.co.uk/documents/s9921/CIL%20Appendix%20A.pdf>

- The CIL Expenditure Framework Communications Strategy:

<https://babberghmidsuffolk.moderngov.co.uk/documents/s9922/CIL%20Appendix%20B.pdf>

- Regulation 123 List for Mid Suffolk District Council:

<https://babberghmidsuffolk.moderngov.co.uk/documents/s9924/CIL%20Appendix%20D.pdf>

- The Timetable for the implementation of the CIL Expenditure Framework and Review

<https://babberghmidsuffolk.moderngov.co.uk/documents/s9925/CIL%20Appendix%20E.pdf>

- CIL Business Plan 1 - Cabinet report 10th September 2018

<https://babberghmidsuffolk.moderngov.co.uk/documents/s11620/MCa1829.pdf>

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The Community Infrastructure Levy (CIL) Expenditure Business Plan
Mid Suffolk District Council
March 2019.
Appendix A

MID SUFFOLK CIL BUSINESS PLAN - MARCH 2019

KEY FACTS

- The CIL Expenditure Framework, the CIL Communications Strategy and Timeline for Implementation and Review were approved on the 26th April 2018. Documentation on website
Mid Suffolk - <http://baberghmidsuffolk.moderngov.co.uk/documents/s9920/MC1740%20CIL%20report.pdf>
- Second Bid Round (for Infrastructure providers including Officers from Babergh and Mid Suffolk DC and Parishes and Community Groups) for funds opened 1st October -31st October 2018. First Bid round took place 1st May-31st May 2018
- Above documents contain the processes, criteria for consideration and governance of the scheme which includes the production of a CIL Business Plan (twice yearly – after each bi annual Bid Round). This document contains decisions to be made by Cabinet on Bids and for Cabinet to note and endorse decisions which have been made under delegated powers (all as detailed in the Governance section of the Councils CIL Expenditure Framework)
- 20% of all CIL collected (after the 5% Admin charge and the Parish apportionment has been deducted) is being saved for Strategic Infrastructure expenditure (definition in the CIL Expenditure Framework)
- Infrastructure for new housing growth (over ten dwellings) is prioritised in the CIL Expenditure Framework and the CIL monies collected against such schemes are saved in a different fund in order that these monies are available for infrastructure for these housing projects.
- The remaining Regulation 123 monies are available for Local Infrastructure expenditure (definition in the CIL Expenditure Framework) and it is these “**available funds**” (together with the prioritised funds) that CIL Bids will be spent against.
- The “**available funds**” are stated below together with details of all new starts on new major housing growth projects (within the specified period) so that allocated funds can be understood and accounted for. .
- All CIL expenditure must be in accordance with the CIL 123 list for Mid Suffolk which is on the Web site
Mid Suffolk - <http://baberghmidsuffolk.moderngov.co.uk/documents/s9924/CIL%20Appendix%20D.pdf>
- Timetable for consideration of Bids and the review of the CIL Expenditure Framework is on the website
Babergh and Mid Suffolk - <http://baberghmidsuffolk.moderngov.co.uk/documents/s9925/CIL%20Appendix%20E.pdf>

CONSIDERATION OF BIDS

Key Facts

- All received Bids are acknowledged and all missing or outstanding information must be submitted before the Bid can be made valid or progressed to formal determination
- When a Bid is made valid consultation will occur with the Ward County Council the Ward District Member(s) and the Parish Council for a period of 21 days
- All valid Bids will be assessed against the Validation Screening and Prioritisation criteria set out in the CIL Expenditure Framework. For each Bid there will be a Technical assessment section (Appendix B) within the CIL Business Plan
- The technical assessment of all the valid Bids contains a conclusion section that the Recommendation to Cabinet in the CIL Business Plan is founded upon.
- The CIL Business Plan for each Council contains decisions to be made by the Cabinet on Bids and Bids for the Cabinet to note and endorse where decisions have been made under delegated powers (all as detailed in the Governance section of the Councils CIL Expenditure Framework)

PRIORITISATION OF FUNDS

- The CIL Expenditure Framework requires “all planning decisions to approve housing/employment development which carry Infrastructure to be provided by CIL and necessary for an approved growth project (those with planning permission and considered by Planning Committee) shall be supported and considered a priority so that the approved development which is ultimately carried out is sustainable”.
- As such any such planning applications which have been commenced and for which CIL monies have been received shall have the CIL monies kept in a separate pot so that the spend against these priority infrastructure projects can be safeguarded for the community receiving the growth. The remaining monies shall be known as the “**available funds**” for expenditure in the Bid round process. Those priority schemes where works have started and are subject to CIL will be listed below in this document together with the amount of CIL collected so far. Infrastructure Officers will work with Infrastructure providers to ensure that Bids are received for these priority schemes.

PRIORITY HOUSING SCHEMES (commenced between 11th April 2016 - 28th October 2018)

Location	Address	No of Dwellings Approved	Total amount of CIL to be collected	Total amount of CIL collected to date	Infrastructure requirements at the time of the grant of planning approval	Bids submitted and total amount of CIL funding sought
PALGRAVE	Lion Road	21 dwellings	£238,491.60	£190,701.92	Education = £85,267.00 Libraries = £4536.00 Waste = 1071.00 TOTAL = £90,874	Bid reference, type and Bid value. M03-18 Bus stops proposed in connection with Lion Road development in Palgrave but following a Parish Council objection this Bid has been withdrawn.
STOWMARKET	Phase 6C Cedars Park	89 dwellings	£363,595.24	£363,595.24	Libraries = £19224.00 Education = £468,964.00 TOTAL=£488,188	None as yet
TOSTOCK	Land at Norton Road	14 dwellings	£143,003.45	£57,201.38	Education = £36543.00 Pre School = £12,182.00 Libraries = £3024.00 TOTAL=£51,749	None as yet
STOWUPLAND	Land Between Gipping Road and Church Road	75 dwellings	£1,783,032.36	£146,660.42	Education =£1,212,230.00 Pre School = £103,547.00 Libraries = £37,800.00 Waste = £ 8925.00 TOTAL=£1,362,502	Bid reference, type and Bid value: - Bid M13-18 Increase capacity in Stowupland Freemans Primary School = £523,783.00 M14-18 Increase capacity in Stowupland Secondary School Church Road = £1,173,437.00

Location	Address	No of Dwellings Approved	Total amount of CIL to be collected	Total amount of CIL collected to date	Infrastructure requirements at the time of the grant of planning approval	Bids submitted and total amount of CIL funding sought
						TOTAL= £1,697,220
LAXFIELD	Mill Road	12 dwellings	£306.35	£306.35	Education = £24,362	CIL Bid approved for 2 new bus stops of £10,000

AVAILABLE MONIES OR BID ROUND TWO

Total Amount of Regulation 123 monies available (after 5% CIL admin charge and Parish apportionment pay-out on the 28th October 2018 allowing for the 20% save for the Strategic Infrastructure Fund and the prioritisation of funds to meet the infrastructure costs associated with major housing developments and approved Bids from Bid Round 1.)

- **Strategic Infrastructure Fund (including bank interest) £337,037.72**
- **Local Infrastructure Fund (before ringfenced and CIL Bid round one amounts deducted) £1,324,210.07**
- **Prioritisation of funds for major housing growth projects - ringfenced amounts**

PARISH	Planning Reference	Ringfenced Amount £
PALGRAVE	4195/15	114,421.15
STOWMARKET	1709/16	218,157.14
TOSTOCK	4974/16	34320.83
STOWUPLAND	DC/17/02755	87,996.25
LAXFIELD	DC/17/04375	183.81
Total Ringfenced Funds for MSDC as at 30 September 2018		£455,079.19

- **Total Value of Bids being approved through Bid Round 1 (both Delegated and Cabinet):**

Bid Ref	Project	Project Ref Exacom PFM	Amount of CIL 123 Funding
M02-18	PUBLIC TRANSPORT - Bus stops at Mill Lane Laxfield	556	5,000.00
M04-18	PUBLIC TRANSPORT - Bus Stops at Finborough Rd Stowmarket	557	5,000.00
M05-18	PUBLIC TRANSPORT - Bus stop improvements Mortimer Road Stowmarket	531	35000.00
M08 - 18	HEALTH - Extension to increase provision and palliative care at Botesdale Heath Centre	522	98,739.74
M11-18 M12-18	VILLAGE HALL - Stowupland Village Hall Partial Refurbishment	543	13,240.10
Total Local 123 Funding allocated to MSDC projects in Bid Round 1			156,979.84

- **Available Funds for Local Infrastructure Fund for Bid Round 2 £712,151.04**

CIL BUSINESS PLAN

The following table comprises a list of CIL Bids received in Bid Round Two (1st October-31st October 2018). Not all of the Bids are Valid (either missing information, no formal approvals for the proposed infrastructure or further investigation or clarification being sought). All Bids where no decision is being made or where they are invalid will be carried forward to the next Bid round.

LIST OF BIDS TAKEN FORWARD INTO AND/OR RECEIVED FOR BID ROUND TWO (1ST October - 31ST October 2018) FOR MID SUFFOLK DISTRICT COUNCIL (including recommendations to Cabinet to make decisions or for Cabinet to note and endorse delegated decisions already taken).

This list should be read in conjunction with Appendix B which comprises the technical assessment upon which the recommendations are based)

Bid number	Location by Parish/ Address	Type of Bid and Bidder	Reg 123 list compliant	Amount of Money Sought	100% CIL Monies sought (Y/N)	Total costs and other Sources of other funding and amounts	Consultation and expiry date (on valid Bids only)	Valid	Reasons why Bid Invalid	Recommendation to Cabinet decision or Delegated decision (for Cabinet to note)
M01-18	GISLINGHAM Mill Street	Construction of new Band Hall Gislingham Silver Band	Yes Provision of Community facilities	£44,568.75 (This amount of CIL funds will ensure that with other funds and s106 the total cost of the project can be met.	No	Total cost £160,596.60 Other sources of funding Band Funds £13,846.60. Garfield Weston £25,000.00 Gislingham United Charity £5,000.00 Gislingham Parish Council £4,000.00	Start date -19 th July 21-day period expires 9 th August	Yes	N/A	£57,431.25 is available from unspent s106 funds and will be used to support this project. Subject to the completion of a Community User contract (such that the building is made available for use by the community) it is recommended that Cabinet approve this CIL Bid for £44,568.75

						Gislingham Variety £1,000.00 Alfred Williams Charitable Trust £3,000.00 Councillor Fleming Locality Budget £1,000.00 Botesdale Parish Council £150.00 Scarfe Trust £500.00 East of England Co- op £200.00 Eye Town Council £100.00 The Ganzoni Charitable Trust £1,000.00 Personal Donations £1,000.00				
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M03 - 18	PALGRAVE Lion Road	2 New Bus stops Suffolk County Council	Yes, Public Transport Improvements	£5,000.00	Yes	Total cost £5,000.00	Start date 19 July. 21-day period expires 9 th August	Yes	N/A	Following an objection to the proposed infrastructure from Palgrave Parish Council the Bid has been withdrawn
M10-18	STOWUPLAND Trinity Meadows Development Church Road	Parish Notice Board Stowupland Parish Council for Trinity Development Stowupland Parish Council	Yes, Provision of community facilities	£641.35	No	Total cost £1282.35 (excluding VAT) Stowupland Parish Council £641.00	Start date 24 th January – 21-day period expires on the 14 th February	Yes	Notice Board would be on land which is not owned by the Parish Council. However the Parish Council has secured the written agreement of the developer for its erection. Planning permission is not required.	Delegated Decision has been taken therefore this Bid decision is for Cabinet to note only
M13-18	STOWUPLAND Freeman Community Primary School Church Road	Increase capacity at Freeman Primary Suffolk County Council	Yes (enlargement of buildings and potentially additional land (extension of existing school))	£523,783.00 including £15,000.00 (initial scope and design -	Yes	Total cost £523,783.00	N/A	No	No formal approval in place for the proposed infrastructure Discussions continuing to hone this Bid.	Cabinet decision ultimately when Bid made valid. However, this Bid is held over until Bid round 3.

			although 15,000 for scope and design is not eligible through CIL expenditure scheme as it represents a feasibility study							
M14-18	STOWUPLAND Church Road	Enlargement of Stowupland Secondary School Suffolk County Council	Yes, to Provide additional capacity at the school	£1,173,437.00	Yes	Total cost £1,173,437.00	N/A	No	No formal approvals in place for the proposed infrastructure Discussions continuing to hone this Bid.	Cabinet decision ultimately when Bid made valid However, this Bid is held over until Bid round 3
M15-18	MENDLESHAM Primary School	To increase capacity Suffolk County Council	Yes, to Provide additional capacity at the school	£73,077.00	No	Total cost £115,600. S106 funds secured from 0245/15 and RM – GR warehousing £42,523.00	N/A	No	No formal approvals in place for the proposed infrastructure Discussions continuing to hone this Bid.	Cabinet decision ultimately when Bid made valid. However, this Bid is held over until Bid round 3
M16-18	STOWMARKET Lavenham Way Combs	To increase capacity at Trinity Church of England Voluntary Primary	Yes, to enlarge capacity of existing primary school	£95,656.00 although £7,000 is sought for initial design and scoping	Yes	Total cost £95,656.00	N/A	No	No formal approvals in place for the proposed infrastructure Discussions continuing to	Cabinet decision ultimately when Bid made valid However, this Bid is held over until Bid round 3

		School Suffolk County Council		which is not eligible					hone this Bid.	
M17-18	THRANDESTON Village Hall Committee	Refurbishment of Village Hall to include new ceiling sound quality during meetings and rewiring and improvements to the heating system Thrandeston Village Hall Committee	Yes, provision of Community Facilities	£2,658.00	Yes	Total cost £2658.00	N/A	Yes	N/A	S106 monies offered of £1980.69 on 8th August 2018 with other funding opportunities being explored for sum of £667.31 for remainder of the cost of the works. Bid will be held over until Bid round 3 but if other funding secured the CIL Bid is likely to be withdrawn.
M18-18	EYE Hartismere School	Provision of Sports Hall (4 Badminton Court) and Squash Court and provision of a Community Sports Leisure	Yes Provision of Community facilities	£1,000,000.00	No	Total estimated cost £1,818,188.40 excluding VAT Sports England Lottery Fund – application submitted= £500,000	N/A	No	No formal approval in place for the proposed infrastructure or three quotes Discussions continuing to hone this Bid.	Cabinet decision ultimately when Bid made valid However, this Bid is held over until Bid round 3

		Facility. The Hartismere School of Academies				School and possible Eye Town Council Contribution (TBC) £318,1888.4 0 VAT can be reclaimed by School				
M19-18	OLD NEWTON Village Hall	Redevelop ment and expansion of the Village Hall Old Newton Village Hall and Playing Field Committee	Yes provision of community facilities	£319,229.0 0	No	Total cost £329,229.00 Old Newton Village Hall; and Playing Fields Committee £10,000.00	N/A	No	Discussions continuing to hone this Bid. Not enough quotes for the works received. The exact costings of the proposal need clarification as it currently includes elements which are not eligible	Cabinet decision ultimately when Bid made valid However, this Bid is held over until Bid round 3
M20-18	THURSTON Norton Road - opposite the Community College Norton Road adjacent to the	Installation of two bus shelters at 2 existing bus stops Thurston Parish	Yes, passenger transport improvement s	£13,000 Revised figure)	Yes	Total cost = £13,000 Revised figure)	Start date 24 rd January 21- day period expires 14 th February	Yes	This Bid was originally made by Thurston Parish Council, but SCC have	Recommended to Cabinet to approve this CIL Bid of £13,000

	Community College	Council and Suffolk County Council							agreed to be joint applicants	
M21-18	STOWMARKET Ipswich Street Car Park (Regal Theatre) or Union Street Car Park	Electric Vehicle Charging Station	Yes provision of community facilities	£8013.60 - £14013.60	Yes	Total Cost= £8013.60 - £14013.60	N/A	No	Awaiting clarification on the exact location, total cost of the works and three quotes	The decision on this Bid is deferred as further investigation is required to determine the exact location, the total cost of the works and the submission of three quotes. The applicant has asked if this Bid can be taken forward into Bid round 3.
M22-18	BATTISFORD Village green -	Purchase of village green	Yes provision of community facilities	£20,000	Yes	Total cost = £35000 (£15000 from Battisford Parish Council)	N/A	Yes	Three quotes have not been provided as this is a purchase price.	Originally the land owner was willing to sell the land to the Parish Council but has since withdrawn from the arrangement. This Bid is therefore withdrawn.
M23 -18	EYE Cross Street Car Park	Electric Vehicle Charging Station	Yes, provision of community facilities	£20728.40	Yes	Total cost= £20728.40	Start date 24 rd January 21-day period expires 14 th February	Yes		Recommended to Cabinet to approve.

CURRENT POSITION ON BID DECISIONS MADE IN BID ROUND ONE (1st May-31st May 2018) PRESENTED TO CABINET FOR INFORMATION (TOTAL EXPENDITURE IN THIS BIDS ROUND = £

Bid Number	Location by Parish/ Address	Type of Bid and Bidder	Reg 123 list compliant	Amount of CIL Approved	100% CIL Monies sought (Y/N)	Total costs of project	Cabinet or Delegated decision (for Cabinet to note and endorse)	Current position
M02-18	LAXFIELD Mill Road	2 New Bus Stops Suffolk County Council	Yes, Public Transport improvements	£5,000.00	Yes	£5,000.00	Cabinet endorsed CIL Bid for £5,000.00 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted. Site investigation work commences January by SCC 2019.SCC will raise design orders shortly after.
M04-18	STOWMARKET Finborough Road	Improvements to 2 New Bus Stops Suffolk County Council	Yes, Public Transport improvements	£5,000.00	Yes	£5,000.00	Cabinet endorsed CIL Bid for £5,000.00 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted Site investigation work commences January by SCC 2019.SCC will raise design orders shortly after.
M05 - 18	STOWMARKET Mortimer Road	Improvements to 2 New Bus Stops Shelter and Real Time Passenger Information Suffolk County Council	Yes, Public Transport improvements	£35,000.00	Yes	£35,000.00	Cabinet approved CIL Bid for £35,000.00 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted Site investigation work commences January by SCC 2019.SCC will raise design orders shortly after.

Bid Number	Location by Parish/ Address	Type of Bid and Bidder	Reg 123 list compliant	Amount of CIL Approved	100% CIL Monies sought (Y/N)	Total costs of project	Cabinet or Delegated decision (for Cabinet to note and endorse)	Current position
M08 - 18	BOTESDALE Botesdale Health Centre	Increase in capacity incorporating Hospice facilities NHS England	Yes, Health facilities	£98,000.00	No	£98,000.00	Cabinet endorsed CIL Bid for £98,000.00 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted and project has started on site. No request for draw down of funds has yet been received
M11- 18	STOWUPLAND Church Road	Development of Stowupland Sports and Social Club Shower Facilities Stowupland Sports and Social Club	Yes, Community Facilities	£3442.43	No	£3442.43	Cabinet endorsed CIL Bid for £3442.43 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted
M12-18	STOWUPLAND Village Hall	Stowupland Village Hall project Stowupland Village Hall Management Hall Committee	Yes, Community Facilities	£9797.67		£9797.67	Cabinet endorsed CIL Bid for £9797.67 CIL Bid offer letter dated 25th September 2018	CIL offer letter has been accepted and project has started and first draw down of funds (£5250) from CIL has been paid.

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Appendix B – Mid Suffolk

Technical Assessment of Bid – Project M01-18 – Gislingham – Provision of a new Silver Band Hut

ASSESSMENT

Validation

VALIDATION	ASSESSMENT
Need /Justification	Yes
Delivery /timescales	Yes
Necessary other approvals	Yes
Public or private land	Private but covenant or use as silver band hall only
State aid details if any	£1,000 from Jessica Fleming Locality Budget
Details of future funding maintenance	Yes

SCREENED (for possible s106 expenditure with the opportunity being taken to secure other funding if available)

BIDS SCREENED	ASSESSMENT
Must follow the CIL 123 list	Yes – Provision of leisure and community facilities
Can the infrastructure be provided using s106 funds	Yes in part
Is Bid complete	Yes
Has information be verified	Yes
Is this infrastructure linked to a major housing project which has priority?	No

PRIORITISATION (Using criteria from the CIL Expenditure)

PRIORITISATION CRITERIA	ASSESSMENT
Infrastructure necessary for an approved growth project (those with planning permission) in order that development carried out is sustainable.	No

PRIORITISATION CRITERIA	ASSESSMENT
Positively scores against provisions /objectives of Joint Strategic Plan and/or Joint Local Plan and/ or Infrastructure Strategies or other BMSDC Strategies or external strategies BMSDC support and/or input into	Yes – contributes to the promotion of community activities within the locality.
It represents key infrastructure (essential)	No
Value for money	Yes, as the band hut will be used by the wider community
Clear community benefits	Yes
Community support (including results of the Consultation exercise)	Yes - The community has been kept informed of the development of the project via the village magazine and social media. It was included in the Parish Plan consultation process. The project has wide community support including support from neighbouring parishes.
Deliverability (“oven ready” schemes)	Yes – Infrastructure can be completed and in use within 9 months of funding being secured.
Affordability (from CIL Funds)	Yes
Timeliness	Yes
By releasing CIL money can we achieve infrastructure provision through collaborative spend? (i.e. Infrastructure providers, Parish/Town Councils, BMSDC infrastructure provision, or LEP/Government funding)	Yes - Collaborative spend with other funds secured through Silver Band income, various grants and charity donations. Amount being applied for from R123 List Fund is £102,000 although as there is unspent s106 funds available the amount required from the CIL funds is £44,568.75
Supports housing and employment growth	Yes – contributes to the promotion of community activities within the locality.
Have a package of measures been proposed and submitted which allow for ongoing maintenance of the infrastructure such that its longevity can be assured	Yes - the maintenance of the hall will be managed by the Charity Trustees and funded through hall hire charges and fees from band engagements.
Must be based on the developing/adopted Infrastructure Delivery Plan unless circumstances dictate otherwise	Project not listed in the Infrastructure Delivery Plan.

CONCLUSIONS

- This proposal represents an “oven ready” scheme with evidence of wide community support that would provide additional leisure and community facilities for the community. The intention is to approve the CIL Bid subject to the applicants (Gislingham Silver Band Hut) agreeing to grant the ability for the Community to use the Gislingham Silver Band Hut for community facilities and as an overspill for the nearby Village Hall so that maximum community benefit will be derived from the approval of this CIL Bid.

RECOMMENDATION

- Recommendation to Cabinet to approve CIL Bid for £44,568.75, as per bid application.
-

Technical Assessment of Bid – Project M10-18 – Stowupland - Parish Notice Board for Trinity Meadows Development, Church Road

ASSESSMENT

Validation

VALIDATION	ASSESSMENT
Need /Justification	Yes
Delivery /timescales	Yes – delivery estimated within two months of CIL funds approved
Necessary other approvals	No
Public or private land	Private Land owned by developer
State aid details if any	n/a
Details of future funding maintenance	Maintenance by Parish Council

SCREENED (for possible s106 expenditure with the opportunity being taken to secure other funding if available)

BIDS SCREENED	ASSESSMENT
Must follow the CIL 123 list	Yes – community facilities
Can the infrastructure be provided using s106 funds	No
Is Bid complete	Yes
Has information be verified	Yes

BIDS SCREENED	ASSESSMENT
Is this infrastructure linked to a major housing project which has priority?	No

PRIORITISATION (Using criteria from the CIL Expenditure)

PRIORITISATION CRITERIA	ASSESSMENT
Infrastructure necessary for an approved growth project (those with planning permission) in order that development carried out is sustainable.	No
Positively scores against provisions /objectives of Joint Strategic Plan and/or Joint Local Plan and/ or Infrastructure Strategies or other BMSDC Strategies or external strategies BMSDC support and/or input into	Yes – contributes to the promotion of community activities within the locality.
It represents key infrastructure (essential)	No
Value for money	Yes
Clear community benefits	Yes
Community support (including results of the Consultation exercise)	Yes
Deliverability (“oven ready” schemes)	Yes
Affordability (from CIL Funds)	Yes
Timeliness	Yes
By releasing CIL money can we achieve infrastructure provision through collaborative spend? (i.e. Infrastructure providers, Parish/Town Councils, BMSDC infrastructure provision, or LEP/Government funding)	Collaborative spend with Stowupland Parish Council, sharing half of the costs.
Supports housing and employment growth	Yes

PRIORITISATION CRITERIA	ASSESSMENT
Have a package of measures been proposed and submitted which allow for ongoing maintenance of the infrastructure such that its longevity can be assured	Yes – Parish Council to maintain.
Must be based on the developing/adopted Infrastructure Delivery Plan unless circumstances dictate otherwise	Project not listed in the Infrastructure Delivery Plan, however the project would be of benefits to the new residents of the Trinity Meadows Development.

CONCLUSIONS

- This proposal represents a modest collaborative CIL providing community benefits which will help inform and encourage the new residents of the Trinity Meadows Development to be part of and support local community activities.

RECOMMENDATION

- Delegated decision taken on in February 2019 to approve CIL bid of £641,35, as per bid application. Delegated Decision for Cabinet to note and endorse.

Technical Assessment of Bid – Project M20-18 Thurston, Norton Road – Two bus shelters at existing bus stops

ASSESSMENT

Validation

VALIDATION	ASSESSMENT
Need /Justification	Yes
Delivery /timescales	Yes
Necessary other approvals	No
Public or private land	Public highway
State aid details if any	n/a
Details of future funding maintenance	Yes – Parish Council will maintain

SCREENED (for possible s106 expenditure with the opportunity being taken to secure other funding if available)

BIDS SCREENED	ASSESSMENT
Must follow the CIL 123 list	Yes - public transport improvements
Can the infrastructure be provided using s106 funds	
Is Bid complete	Yes
Has information be verified	Yes
Is this infrastructure linked to a major housing project which has priority?	Yes – committed growth in Thurston circa 800 dwellings

PRIORITISATION (Using criteria from the CIL Expenditure)

PRIORITISATION CRITERIA	ASSESSMENT
Infrastructure necessary for an approved growth project (those with planning permission) in order that development carried out is sustainable.	Infrastructure need identified in relation to committed growth in Thurston and to encourage use of sustainable travel modes for residents, pupils and visitors.
Positively scores against provisions /objectives of Joint Strategic Plan and/or Joint Local Plan and/ or Infrastructure Strategies or other BMSDC Strategies or external strategies BMSDC support and/or input into	Yes – through promoting use of suitable travel modes.
It represents key infrastructure (essential)	No
Value for money	Yes
Clear community benefits	Yes
Community support (including the results of the Consultation exercise)	Yes – lack of bus shelters at bus stops was raised as part of the Neighbourhood Plan consultation.
Deliverability (“oven ready” schemes)	Yes
Affordability (from CIL Funds)	Yes
Timeliness	Project delivery anticipated within two years

PRIORITISATION CRITERIA	ASSESSMENT
By releasing CIL money can we achieve infrastructure provision through collaborative spend? (i.e. Infrastructure providers, Parish/Town Councils, BMSDC infrastructure provision, or LEP/Government funding)	No – 100% CIL bid
Supports housing and employment growth	Yes
Have a package of measures been proposed and submitted which allow for ongoing maintenance of the infrastructure such that its longevity can be assured	Yes
Must be based on the developing/adopted Infrastructure Delivery Plan unless circumstances dictate otherwise	Project not listed in the emerging Infrastructure Delivery Plan, however it is necessary infrastructure to facilitate and encourage use of sustainable transport, which is part of the measures to ensure sustainable growth of the area and mitigate against the impact of new development.

CONCLUSIONS

- This project is affordable, has community support and is part of the objectives of the Neighbourhood Plan. It will facilitate and encourage the use of sustainable transport and contribute to sustainable growth of the area and mitigate against the impact of committed development in Thurston.

RECOMMENDATION

- Recommendation to Cabinet to approve CIL Bid for £10,000.00, as per bid application
-

Technical Assessment of Bid – Project M23-18 Eye, Cross Street - Installation of EV Charging Station

ASSESSMENT

Validation

VALIDATION	ASSESSMENT
Need /Justification	Yes – sustainable transport in rural areas
Delivery /timescales	Yes – estimated June 2019
Necessary other approvals	No – Permitted Development
Public or private land	Public – Public car park
State aid details if any	n/a
Details of future funding maintenance	Revenue from charging points will fund maintenance

SCREENED (for possible s106 expenditure with the opportunity being taken to secure other funding if available)

BIDS SCREENED	ASSESSMENT
Must follow the CIL 123 list	Yes – community facilities
Can the infrastructure be provided using s106 funds	No
Is Bid complete	Yes
Has information be verified	Yes
Is this infrastructure linked to a major housing project which has priority?	No

PRIORITISATION (Using criteria from the CIL Expenditure)

PRIORITISATION CRITERIA	ASSESSMENT
Infrastructure necessary for an approved growth project (those with planning permission) in order that development carried out is sustainable.	No
Positively scores against provisions /objectives of Joint Strategic Plan and/or Joint Local Plan and/ or Infrastructure	Yes – green energy and sustainable transport. Have consulted with Council’s own officer in charge of EV charging points in district.

PRIORITISATION CRITERIA	ASSESSMENT
Strategies or other BMSDC Strategies or external strategies BMSDC support and/or input into	
It represents key infrastructure (essential)	No
Value for money	Yes
Clear community benefits	Yes – access to EV charging in rural areas
Community support (including results of the Consultation exercise)	Parish Council support
Deliverability (“oven ready” schemes)	Yes
Affordability (from CIL Funds)	Yes
Timeliness	Yes – can start once funding secured
By releasing CIL money can we achieve infrastructure provision through collaborative spend? (i.e. Infrastructure providers, Parish/Town Councils, BMSDC infrastructure provision, or LEP/Government funding)	No – 100% CIL bid
Supports housing and employment growth	Yes – encourages people with electric cars into the village. Employees with EV’s will be able to use the facility and those who only have on street parking and cannot charge at home.
Have a package of measures been proposed and submitted which allow for ongoing maintenance of the infrastructure such that its longevity can be assured	Yes
Must be based on the developing/adopted Infrastructure Delivery Plan unless circumstances dictate otherwise	The project is listed as part of the emerging Infrastructure Delivery Plan.

CONCLUSIONS

- The project aims to encourage and enable the uptake of electric vehicles. The proposed installation would mirror existing installations at Hadleigh and Sudbury and help provide a network of charging opportunities. It represents an oven ready affordable scheme that meets Councils' sustainable transport aims and objectives.

RECOMMENDATION

- Recommendation to Cabinet to approve CIL Bid for £20,728.40, as per bid application.
-

Equality Impact Assessment (EIA) Initial Screening Form



Screening determines whether the policy has any relevance for equality, ie is there any impact on one or more of the 9 protected characteristics as defined by the Equality Act 2010. These are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership*
- Pregnancy and maternity
- Race
- Religion or belief (including lack of belief)
- Sex
- Sexual orientation

<p>1. Policy/service/function title</p>	<p>Strategic Planning Policy – Infrastructure – Community Infrastructure Levy (CIL) - CIL Expenditure Business Plan – March 2019 Two separate reports and 2 separate CIL Business Plans for Babergh and Mid Suffolk.</p>
<p>2. Lead officer (responsible for the policy/service/function)</p>	<p>Christine Thurlow – Professional Lead – Key Sites and Infrastructure.</p>
<p>3. Is this a new or existing policy/service/function?</p>	<p>New Existing: Existing (see 5 below).</p>
<p>4. What exactly is proposed? (Describe the policy/service/ function and the changes that are being planned?)</p>	<p>The Community Infrastructure Levy (CIL) - CIL Expenditure Business Plan – September 2018 was presented to both Councils Cabinets in September 2018 (relating to CIL Bids submitted in Bid Round 1 (in May 2018)). The report recommended decisions by both Councils Cabinet and delegated decisions for Cabinet to note and endorse on the Bids in their Districts for delivery of infrastructure.</p> <p>This report focuses on Bids made in CIL Bid Round 2 (in October 2018) using the same process but also includes a delivery update for CIL Bids submitted in Bid Round One</p>
<p>5. Why? (Give reasons why these changes are being introduced)</p>	<p>All the Bids submitted for CIL funding are different and relate to different Parishes, different types of infrastructure and as both Councils are sovereign Councils and monies are collected recorded and spent separately.</p> <p>There are two Bid Rounds each year and once each Bid has been validated screened for other</p>

	<p>forms of funding and then prioritised according to the agreed criteria, each Bid dependant on whether the spend is above or below £10,000 the decision will either be made by Cabinet (above £10,000) or under delegated decision (under £10,000) where the decisions will be presented to Cabinet for the Cabinet to note and endorse.</p> <p>Two Business Plans are produced twice yearly for both Councils Cabinets to consider so that delivery of infrastructure can be responsive to demand and focus can be maintained on outcomes related to delivery of infrastructure supporting growth.</p> <p>In this way the development that is carried out is sustainable as the harm from the development is mitigated by the infrastructure provision,</p>
<p>6. How will it be implemented? (Describe the decision-making process, timescales, process for implementation)</p>	<p>The processes and procedure including governance arrangements for CIL expenditure are set out in the CIL Expenditure Framework and the CIL Expenditure Communications Strategy with timescales set out in the associated Timeline document. The processes are described in 5 above</p>
<p>7. Is there potential for differential impact (negative or positive) on any of the protected characteristics?</p>	<p>Yes</p> <p>No Infrastructure provision is necessary to mitigate the harm from the impact of growth so that the development that is carried out is sustainable.</p> <p>Communities in general benefit from infrastructure provision and delivery and its provision generally causes positive impacts for that community that all can benefit from. It does not impact on a specific equality strand unless it has been particularly designed to do so</p> <p>Identify how the impact would affect the specific equality strand.</p>
<p>8. Is there the possibility of discriminating unlawfully, directly or indirectly, against people from any protected characteristic?</p>	<p>Yes</p> <p>No No</p>
<p>9. Could there be an effect on relations between certain groups?</p>	<p>Yes</p> <p>No No</p>

10. Does the policy explicitly involve, or focus on a particular equalities group, i.e. because they have particular needs?	Yes No No
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If the answers are 'no' to questions 7-10 then there is no need to proceed to a full impact assessment and this form should then be signed off as appropriate.

If 'yes' then a full impact assessment must be completed.

Authors signature Christine Thurlow

Date of completion 7th January 2019

Any queries concerning the completion of this form should be addressed to the Equality and Diversity Lead.

* Public sector duty does not apply to marriage and civil partnership.

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Agenda Item 12

MID SUFFOLK DISTRICT COUNCIL

TO: Cabinet	REPORT NUMBER: MCa/18/70
FROM: Councillor Glen Horn, Cabinet Member for Planning	DATE OF MEETING: 4 March 2019
OFFICER: Robert Hobbs, Corporate Manager - Strategic Planning	KEY DECISION REF NO. CAB106

STOWUPLAND NEIGHBOURHOOD PLAN

1. PURPOSE OF REPORT

- 1.1 To presents the findings of the Independent Examiner's Report on the content of the Stowupland Neighbourhood Plan Submission Draft document.
- 1.2 Subject to the implementation of the detailed recommendations contained within the Examiner's Report, it is proposed that Cabinet agree that the Stowupland Neighbourhood Plan proceed to a local referendum.

2. OPTIONS CONSIDERED

- 2.1 The local planning authority may propose to make a decision on a recommendation that differs from that set out by the Examiner in their report. If so, it must give its reason why and undertake further consultation before issuing a final decision. As appropriate, this may require the matter to be re-examined. For the reasons set out in section 4 below, this option has been discarded.
- 2.2 The recommended option as set out below is that the local planning authority agree that this Neighbourhood Plan proceed to a local referendum.

3. RECOMMENDATIONS
3.1 That Stowupland Parish Council be requested to make the necessary modifications to their Neighbourhood Plan in accordance with the Examiner's recommendations.
3.2 That, subject to the satisfactory completion of the above (to be agreed by the Corporate Manager for Strategic Planning); the Neighbourhood Plan be advanced to a local referendum covering the parish of Stowupland.
REASON FOR DECISION
3.3 To enable the Council to meets its statutory obligations under Section 17A of the Neighbourhood Planning (General) Regulations 2012 (as amended) and to allow the Stowupland Neighbourhood Plan to proceed to a local referendum

4. KEY INFORMATION

- 4.1 The Localism Act 2011 introduced the concept of neighbourhood plans. These are plans developed by local communities covering the area in which they live and work, and provide them with an opportunity to prepare planning policies and allocate land to shape the future of their area. Consequently, each plan has its own character.
- 4.2 The Stowupland Neighbourhood Plan has been prepared in accordance with the Neighbourhood Planning (General) Regulations 2012 (as amended). The key stages prior to independent examination are set out below:
- Area Designation: 3 Feb 2015
 - Regulation 14 Pre-submission Consultation: 14 June - 27 July 2018 (carried out by the Parish Council).
 - Regulation 16 Submission Draft Consultation: 19 Oct - 30 Nov 2018 (carried out by the District Council). During this period, six written representations were received.

The Consultation Statement provided by the Parish Council / Neighbourhood Plan Working Group sets out in more detail how they went about preparing the Plan. Officers at the District Council have also had regular engagement with the group during the Plan's preparation.

- 4.3 The independent examination of the Plan was carried out by Ann Skippers MRTPI FRSA AoU, they being a suitably qualified and experienced person who was independent of the plan making process. The examination was conducted via the written representation, and through matters of clarification from the Examiner to which both the Parish and District Council responded.
- 4.4 On 29 January 2019, the Examiner issued their Final Report. It concludes that - "*the plan is well presented and clear*" and "*subject to [...] modification, [...] the Plan does meet the basic conditions and all other requirements I am obliged to examine.*" The modifications and other recommendations of note are summarised in paragraph 4.7 below. The Examiner's full report can be accessed via the link at Appendix 1. The Examiner did not consider it necessary to extend the local referendum area.
- 4.5 The District Council must now consider each recommendation, the reasons for them, and decide what action to take in each case. It must also come to a formal view about whether the Plan meets the 'Basic Conditions'.
- 4.6 The 'Basic Conditions' are set out in Paragraph 8(2) of Schedule 4B of the Town and Country Planning Act, 1990 (as amended). In order to satisfy them, the Plan must:
- *have regard to national policies and advice contained in guidance issued by the Secretary of State,*
 - *contribute to the achievement of sustainable development,*
 - *be in general conformity with the strategic policies contained in the development plan for the area,*
 - *not breach, and is otherwise compatible with, European Union (EU) obligations, and*

- *meet the prescribed conditions in relation to the neighbourhood plan and the prescribed matters have been complied with in connection with the proposal for the neighbourhood plan.*

4.7 The Examiner has concluded that, subject to the implementation of the modifications, the Neighbourhood Plan meets the Basic Conditions and other statutory requirements and can proceed to a referendum. In the main the recommendations involve improving the wording of policies so that they are clear and unambiguous and can be used in a consistent manner by decision makers.

The recommendations of note are:

- that policies SNP10 (Natural Environment ...), SNP11 (Playing Fields), and SNP16 (... Locally Valued Resources) require no modification;
- providing a clearer identification as to what constitutes a '*Community Action*', and in the interests of accuracy, a modification to para 3.2 to fully reflect the relevant basic condition;
- at policy SNP1 (Strategy for Sustainable Growth), noting that the terms '*important gaps*' and '*green gaps*' refer to one and the same [the latter now applies] and, policy re-wording relating to the weight attached to the green gaps between the village and Stowmarket and Saxham Street;
- at policy SNP2 (Land between Church Road and Gipping Road), modifications which include updates to all related maps, removing the cap on the number of dwellings proposed, and revised wording for the public footpath criteria to provide sufficient flexibility in decision making;
- at policy SNP3 (Land between Church Farm Barn and Brecklands), modifications similar to SNP2 above, including a repeat of the revised footpath criteria wording;
- at policy SNP4 (Land on the SE side of Church Road), modifications as per SNP2 and SNP3 above. Also, re-classification of three of the policy criteria as community aspirations as they would be difficult to achieve through the planning system and, inclusion of a new criteria for an assessment of the risk of groundwater pollution for the proposed cemetery extension;
- at policy SNP5 (Affordable Housing), recognition of the hybrid approach taken re existing and emerging policy, and revised wording to pick up on references in the supporting text to viability and flexibility;
- removing the '*maximum of 20 dwellings*' limit in policy SNP6 (Rural Exception Sites) to avoid ambiguity;
- at Policy SNP7 (Settlement Boundaries), minor modifications to policy text, a modification to Map 8 and, in the Examiner's report supporting text, a note to the LPA re adopting the settlement boundary put forward in the neighbourhood plan;
- at Policy SNP8 (Landscape Character) modifications that refer to 'green gaps and not 'important gaps';
- at Policy SNP9 (Protecting Best and Most Versatile Agricultural Land) removal of the blanket embargo to ensure compliance with NPPF;
- at Policy SNP12 (Local Green Spaces), recognition that the two proposed local green spaces meet the criteria set out in the NPPF, and an amendment which see the removal of the "Very special circumstances .." paragraph from policy text to supporting text;

- Re-wording of the first paragraph in Policy SNP13 to provide clarity and flexibility when it comes to protecting existing public rights of way;
- at Policy SNP14 (Quality of Development ...), the amalgamation of three criteria into one new criteria to ensure that the policy takes into account Government guidance that it is not appropriate to include local construction standards;
- at Policy SNP15 (Retention of Employment, Retail and Business Premises) the inclusion of a new sentence which addresses the inadvertent introduction of the support for a change of use etc. regardless of what impact of those changes may have; *and*
- Updates to two entries in the Glossary

4.8 Officers have assessed the content of the Examiner's Report and each recommendation and concur with its findings. It is therefore recommended to the Cabinet that all the modifications proposed be made by the Parish Council to ensure that the Stowupland Neighbourhood Plan complies with the Basic Conditions. If the Cabinet agrees with this recommendation the District Council will need to publicise its decision (a 'Decision Statement') and move to a local referendum.

4.9 The Housing and Planning Act 2016 has made it clear that the only modifications that the District Council can make at this stage are those required to ensure that:

- the plan is compatible with EU obligations,
- the plan does not breach Convention Rights, or
- those required for the purpose of correcting minor errors.

The District Council is therefore only able to exercise limited discretion at this point.

4.10 The task of modifying the plan falls to the Parish Council with assistance from the District Council. While there are no prescribed periods for this process, a copy of the plan, as modified, along with other specified documents will be required before the date of the local referendum can be confirmed.

4.11 Stowupland Parish Council are already working proactively with officers at the District Council to prepare a final version of the neighbourhood plan that incorporates all of the Examiner's recommendations. The plan is therefore nearing the local referendum stage.

4.12 The referendum process is governed by the Neighbourhood Planning (Referendum) Regulations, 2012 (as amended). The regulations set out that not less than 28 working days' notice must be provided of the date of the local referendum. Officers will work with colleagues in the Electoral Services Team and with the Parish Council to agree an appropriate date on which the local referendum will take place.

4.13 The Parish Council will be expected to promote the referendum but it should be noted that there are restrictions on the publication of promotional material, advertisements and expenses. The format of the Referendum question will be:

'Do you want Mid Suffolk District Council to use the neighbourhood plan for Stowupland to help it decide planning applications in the neighbourhood area?'

4.14 If more than 50% of those who vote in the referendum are in favour of the Neighbourhood Development Plan, then it must be brought into legal force and be 'made' (adopted) by the District Council. A further paper would be presented to Full Council to ratify the eventual outcome.

5. LINKS TO JOINT STRATEGIC PLAN

5.1 The successful making (adoption) of the neighbourhood plan will enable the District Council to fulfil its corporate priorities, in terms of housing delivery, business growth and community capacity building.

6. FINANCIAL IMPLICATIONS

6.1 The District Council receives £20,000 from the Ministry of Housing, Communities and Local Government for each neighbourhood plan once a referendum date has been set following a successful examination. This sum is paid to meet the District Council's costs in helping to deliver this Plan and will be sufficient in this case.

6.2 If the Stowupland Neighbourhood Plan is successfully 'made' (adopted) the Parish Council will be eligible to receive 25% of any Community Infrastructure Levy receipts from qualifying development in its area.

7. LEGAL IMPLICATIONS

7.1 The Neighbourhood Plan has been prepared in accordance with the provisions of the Town and Country Planning Act, 1990, the Planning and Compulsory Purchase Act, 2004 and the Neighbourhood Planning (General) Regulations, 2012 (as amended). It has also had regard to the Environmental Assessment of Plans and Programmes Regulations, 2004 and the Conservation of Habitats and Species Regulations, 2017.

7.2 If 'made' (adopted), the Stowupland Neighbourhood Plan will become part of the Development Plan and, where relevant, used to determine planning applications.

8. RISK MANAGEMENT

8.1 This report is most closely linked with Significant Business Risk No. 3a - Enabling communities to become more sustainable. The key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
The Neighbourhood Plan fails to receive support at the referendum stage.	Unlikely - 2	Bad - 3	The Parish Council is responsible for promoting the referendum.
Legal challenge to the content of the Neighbourhood Plan and/or judicial review of the District Council's decisions.	Unlikely - 2	Bad - 3	Ensuring that the relevant Regulations are followed and that the decision making processes are clear and transparent.

9. CONSULTATIONS

- 9.1 As noted in paragraph 4.2 above, the District Council undertook formal consultation on the content of the submission draft Stowupland Neighbourhood Plan between 19 October and 30 November 2018. The written representations received can be accessed via the link at Appendix 2.
- 9.2 Guidance issued in early 2018 by the Independent Examiner Referral Service (NPIERS) affords the Parish Council / Neighbourhood Plan Working Group the opportunity to consider and respond to the submitted representations before the examination commences. A link to the Parish Councils response is also provided at Appendix 2.

10. EQUALITY ANALYSIS

- 10.1 There are no equality or diversity implications arising directly from this report. An Equality Impact Assessment (EqIA) is not required.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 The consideration of environmental implications are an integral part of the Neighbourhood Plan preparation process. The Stowupland Neighbourhood Plan has been subject to the appropriate Strategic Environmental and Habitats Regulations screening assessments.

12. APPENDICES

Title	Location
(1) Examiners Final Report'	https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/Stowupland-NP-Exam-Report.pdf
(2) Submission Draft Representations <i>and</i> Stowupland PC response to the above	https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/Stowupland-NP-Reg16-Sub-Reps.pdf https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/Stowupland-NP-Reg16-Reps-Response.pdf

13. BACKGROUND DOCUMENTS

The submission version of the Stowupland Neighbourhood Plan can be found at:

<https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/Stowupland-NP-Sub-Sept18.pdf>

Agenda Item 13

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

TO: MSDC Cabinet BDC Cabinet	REPORT NUMBER: MCa/18/71
FROM: Councillors Glen Horn and Nick Ridley, Cabinet Members for Planning	DATE OF MEETING: 4 March 2019 7 March 2019
OFFICER: Philip Isbell, Acting Chief Planning Officer	KEY DECISION REF NO. CAB107

AMENDMENTS TO THE PLANNING PRE-APPLICATION CHARGING ADVICE SERVICE AND CHARGING SCHEDULE

1. PURPOSE OF REPORT

- 1.1 To amend the scope of, and the schedule of charges for, the charged planning pre-application advice service to reflect potential service improvements and opportunities for more effective cost recovery.

2. OPTIONS CONSIDERED

- 2.1 Two clear options, other than that recommended, are available. The first is to cease charging for pre-application advice. This would remove a viable income stream arising from charging and would re-introduce a number of service pressures which led to the adoption of a charged advice scheme. It is likely that service quality would be undermined and adverse reputational impacts could result. This would also require further liaison with Suffolk County Council as to do so now would remove funding for their elements of the advice service. This is not recommended.
- 2.2 The second option is “do nothing”. The changes proposed are intended to make the charging arrangements more effective and sensitive to our support to local communities through other service areas so that the Councils approach is more obviously “joined up”. If these are not introduced then the Council will not be as obviously “joined up” in its work as it could be nor as clearly and coherently supportive of other interventions in local communities. Other changes are intended to better reflect actual time and resources impacts on related services when delivering cohesive pre-application advice. If these are not introduced then those costs and resources pressure will remain on the District and County Councils. This is not recommended.

3. RECOMMENDATIONS

- 3.1 To approve the proposed changes to the charged pre-application advice service and associated charges as set out in the attached draft Schedule at Appendix (a).
- 3.2 To delegate authority to the Assistant Director Planning & Communities to, at least annually, review the Schedule of charges and as need be to amend the Schedule in consultation with the Cabinet Member for Planning to reflect current good business practice in pre-application charging.

REASON FOR DECISION

The decision to agree the changes to the pre-application advice service and associated charges will refine and improve the service offered to users and the delegation of authority will enable continued service improvement in an iterative way.

4. KEY INFORMATION

- 4.1 The proposed changes to the Pre-application charging schedule introduce a number of changes which learn lessons from the needs of customers, develop opportunities to better recover District and County Council costs and rationalise the relationship between different service area offers.
- 4.2 The new Schedule introduces a reduction in the price for 1-4 dwellings scale proposals. This would be supportive of the Small & Medium sized Enterprise (SME) sector which continues to provide an important contribution to housing delivery across the Districts. A separate category for 5-9 scale dwellings would be introduced.
- 4.3 Experience has indicated that pre-application site meetings and on-site appointments have proved popular service offers but require a level of resource which is not currently reflected appropriately in the charging Schedule. In order to better cover the higher time and preparation costs of these the pricing has been adjusted accordingly.
- 4.4 Our original service offer included the option to negotiate the charge within a Planning Performance Agreement (PPA) specific arrangement for the category of 200+ dwellings but due to lack of take-up it is now appropriate to include an offer of an alternative pre-application option for those who want initial advice without committing to a PPA. It remains desirable to retain the PPA option which can programme work through pre-application stage and beyond to give applicants greater confidence in the pre-application and application timetable.
- 4.5 The new Schedule introduces a cost recovery element for advice on Affordable Housing issues and this is being underpinned by a Service Level Agreement to safeguard timely service. Discussions with Suffolk County Council have also identified that the time and resource costs associated with the advice of the County Obligations Manager should be recovered as this can be a material element of Major pre-application discussions.
- 4.6 In order to refine the pre-application offer in relation to listed buildings and other heritage assets where no planning advice is required by customers a "Heritage only" option is proposed. Experience also indicates that there is an opportunity to offer case specific advice on potential Community Infrastructure Levy (CIL) charges either as an add-on to pre-application advice or subsequently as stand-alone service. The Schedule now includes this option for customers.
- 4.7 Given that some enquiries by community groups or other organisations are the subject of separate grant funding by the Council it is proposed to introduce a fee exemption for planning pre-application advice in these circumstances and to provide a 50% reduction in the fee for Heritage advice.
- 4.8 Pre-application advice requests for commercial developments would continue to be charged at the original rates without change. It is considered that this represent a fair balance which is supportive of the business sector.

For clarity the proposed revised Fee Schedule is appended at (a) below together with a summary of the key financial changes (b) and Fee Schedule showing VAT breakdowns by element.

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 The Development Management service contributes to a number of the key priorities identified in the Joint Strategic Plan, including the delivery of housing, supporting strong and healthy communities and boosting and developing the local economy. On this basis the delivery of the pre-application service has the potential to contribute to the achievement of the Council's Strategic aims and priorities.

6. FINANCIAL IMPLICATIONS

Income Item (Including all service elements without recharges)	Total	2017/18 Part year July/April	2018/19	2019/20 (prediction)
BDC net		£82,636.00	£88,714.00	£117,000
MSDC net		£92,605.00	£100,000.00	£127,000
Net Effect – See appended Table (b)				

7. LEGAL IMPLICATIONS

- 7.1 Section 93 of the Local Government Act 2003 introduced a discretionary provision which enables Local Planning Authorities (LPAs) to charge for pre-application advice, but it is also clear that where charges are made they must seek to recover costs only. The proposed changes to the charging schedule seek to recover costs associated with providing those new elements of the pre-application advice service.
- 7.2 The charged pre-application advice service has been in place for over a year and has successfully recovered costs with clear ongoing demand. It is important that any charging does not unduly discourage appropriate pre-application discussions and evidence from demand and survey work undertaken is that this is not the case. There are opportunities to improve the service provided to save time and improve outcomes later in the process.
- 7.3 A basic level of planning advice service and signposting to other resources continues to be available since the introduction of pre-application advice charging. That service will remain available free through to telephone enquirers and website users.

8. RISK MANAGEMENT

- 8.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. Risk No. 1b – We may not have a sufficient, appropriate supply of land available in the right locations, 1c – We may be unable to meet the Governments new Housing Delivery test and 5e – We will be unable to successfully target and provide our services. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
<p>The revised pre-application service is not taken-up by customers.</p> <p>This will limit the fee income achieved by the service and may lead to an increased volume of applications submitted without the benefit of pre-application advice which in turn may lead to an increased number of refusals and appeals.</p>	2. Unlikely	1. Minimal	<p>The process has been designed to provide added-value to customers and will be reviewed to ensure that the level of advice provided is beneficial and attractive to customers.</p> <p>Planning Performance Agreements are also available as an alternative if this is preferred by customers.</p>
<p>The advice given fails to take account of or accurately assess potentially relevant planning considerations.</p> <p>This may lead to advice given being incomplete or inaccurate leading to an increased risk of refusals and appeals. Consequent risks include reputational damage and foreseeable complaints about service quality and value.</p>	3.Probable	2. Noticeable	<p>Officers giving advice follow a template for the advice response. Draft advice will be mentored and screened by more senior officers throughout the process.</p> <p>Training for the team on the revisions to the scope of the service will be given and the importance of addressing all relevant considerations highlighted. Refresher training will also be programmed.</p>
<p>Relevant professional or technical advice is not obtained in appropriate time to inform the pre-application advice given.</p> <p>This may lead to advice given being incomplete or inaccurate leading to an increased risk of refusals and appeals. Consequent risks include reputational damage and foreseeable complaints about service quality and value.</p>	3.Probable	2.Noticeable	<p>A Service Level Agreement (SLA) is already operating with Suffolk County Council to safeguard the delivery of pre-application advice in matters that they would usually advice upon (Highways, Sustainable Drainage, Education & other County delivered infrastructure).</p>

Risk Description	Likelihood	Impact	Mitigation Measures
			An internal Service Level Agreement is being concluded with BMSDC Housing Enabling and Infrastructure teams team to safeguard the delivery of pre-application advice in relation to those new elements of the offer. Where appropriate other SLA's will be considered as need be.
The revised pre-application service as delivered does not safeguard the open for business reputation of the Council. This could undermine the reputation of the Council and risk the credibility of the economic development offer to the business community and development industry.	2.Probable	2.Noticeable	The Development Management leadership team including Senior officers will oversee and monitor the delivery of the pre-application service for quality and training purposes in consultation with stakeholders and customer groups. Where appropriate training, support and professional development measures will be implemented.

9. CONSULTATIONS

- 9.1 The proposed amendments to the scope of the pre-application advice service and to the schedule of charges have been the subject of consultation with internal stakeholders including Housing Enabling and Infrastructure team colleagues. Consultation with Suffolk County Council stakeholders has also been undertaken. Appropriate service standards and costings have been included in the proposed amended schedule.
- 9.2 The amended fee schedule has been the subject of discussion with Portfolio Holders with service specific responsibilities but no formal consultations have taken place.
- 9.3 A survey of user / customer experience was undertaken in May 2018. Further engagement has also been undertaken case by case with developers and agents about the service offer and improvements. The changes to the proposed service, including timescales and charging will be have been discussed at our Client Side Panel. This identified that they want to see an uplift in the quality of pre-application service offered and that they would be prepared to pay for this service if they were offered an improved understanding and certainty of issues.

10. EQUALITY ANALYSIS

If any of the protected grounds may be affected as a result of the recommendations in this report a full Equality Impact Assessment (EIA) will need to be carried out. Equality Impact Assessment (EIA) is not required for this report. There are no immediate equality and diversity issues arising from this report. The proposed service changes have a positive impact in that they safeguard charging exemptions for enquiries relating to proposals to alter or extend a house for the benefit of a registered disabled person and those to provide a means of access for disabled persons to buildings to which members of the public are admitted.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 There are no negative environmental implications arising from the amendments to the pre-application advice scheme. It is considered that the provision of effective advice is likely to promote positive environmental effects by encouraging appropriate forms of development with due regard to those effects.

12. APPENDICES

Title	Location
(a) Draft fee Schedule with 2019 proposed amendments	Attached
(b) Summary of key changes proposed to pre-application charging schedule	Attached
(c) Draft fee schedule with 2019 proposed amendments and VAT splits	Attached

13. BACKGROUND DOCUMENTS

None.

Table 1: Heritage Advice (Including VAT)

Appendix A

Heritage Only Advice	Type of Development Proposed:	All proposals
Step One Initial fee for pre app advice	Heritage Officer	£300.00
Follow Up Advice	Additional Follow Up advice from Heritage Officer (following initial pre-app advice only)	£60.00

Advice can either be sought 'in principle' for this or detailed advice can be sought, subject to plans, photographs and other information being provided as requested. The advice provided will be based on the information provided, the more information that is provided the more advice can be given.

A meeting (in the office) or an on-site appointment can be requested, however this is at the discretion of the Heritage Officer subject to the proposed works.

Table 2: Written Response (Including VAT)

Written Response Only	Type of Development Proposed:	House Extensions/ Alterations or Outbuildings	Replacement Dwellings 1-4 Proposed Dwellings	5-9 Dwellings	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One Initial fee for pre app advice	Planning Case Officer	£84.00	£108.00	£138.00	£816.00	£1230.00	£1512.00
Step Two Additional advice from one or more of our pre-app partners as needed. What advice might I need?	Heritage	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00
	Highways	£90.00	£180.00	£180.00	£228.00	£840.00	£840.00
	Floods	N/A	N/A	N/A	£300.00	£480.00	£480.00
	Landscape	£252.00	£252.00	£252.00	£588.00	50-99 £588.00 100+ £792.00	£792.00
	Ecology	£168.00	£252.00	£252.00	£420.00	50-99 £504.00 100+ £588.00	£588.00
Step Three – Follow Up Advice	Additional follow up advice from Heritage	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00

Table 3: Meeting and Written Response (Including VAT)

Meeting and written response	Type of Development Proposed:	House extensions/ alterations	Replacement Dwellings 1-4 Proposed Dwellings	5-9 Dwellings or	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One Initial fee for pre-app advice	Planning Case Officer	£138.00	£282.00	£336.00	£1260.00	£2076.00	£2472.00
Step Two Add advice from one or more of our pre-app partners as needed.	Heritage	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00
	Highways	£132.00	£264.00	£264.00	£336.00	£972.00	£972.00
	Floods	N/A	£420.00	£420.00	£420.00	£780.00	£780.00
What advice might I need?	Landscape	£516	£516	£516	£732.00	50-99 £732.00 100+ £1032.00	£1032.00
	Ecology	£432.00	£516	£516	£600.00	50-99 £768.00 100+ £852.00	£852.00
Step Three Additional advice required	Additional Follow on advice from Planning	£54.00	£138.00	£180.00	£252.00	£360.00	£504.00
	Additional Follow on advice from Heritage	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00

Table 4: Appointment on Site and Written Response (Including VAT)

Appointment on site and written response		1-4 Dwellings	5-9 Dwellings	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One Initial fee for pre app advice	Planning Case Officer	£390.00	£534.00	£1800.00	£2898.00	£3264.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed. What advice might I need?	Heritage	£300.00	£300.00	£300.00	£300.00	£300.00
	Highways	£348.00	£348.00	£422.00	£1064.00	£1064.00
	Floods	N/A	N/A	£480.00	£660.00	£660.00
	Landscape	£516.00	£516.00	£732.00	50-99 £732.00 100+£1032.00	£1032.00
	Ecology	£516.00	£516.00	£600.00	50-99 £768.00 100+ £852.00	£852.00
Step Three Further meetings as needed with case officer post response	Additional Follow on advice from Planning	£138.00	£180.00	£252.00	£360.00	£504.00
	Additional Follow on advice from Heritage	£60.00	£60.00	£60.00	£60.00	£60.00

Table 5: Written Response (Including VAT)

Written Response Only	Type of Development Proposed:	Non-residential 1-199 sqm	Non-residential 200-999sqm	Non-residential 1000-4999 sqm	Non-residential 5000+ sqm
Step One Initial fee for pre app advice	Planning Case Officer	£84.00	£138.00	£252.00	£468.00
Step Two Additional advice from one or more of our pre app partners as needed.	Heritage	£300.00	£300.00	£300.00	£300.00
What advice might I need?	Highways	£90.00	£180.00	£228.00	£288.00
	Floods	N/A	N/A	£300.00	£480.00
	Landscape	£252.00	£252.00	£588.00	£792.00
	Ecology	£252.00	£252.00	1000-2499 £420.00 2500+ £504.00	£588.00
	Step Three – Follow Up Advice	Additional Follow on advice from Heritage	£60.00	£60.00	£60.00

Table 6: Meeting and Written Response (Including VAT)

Meeting and written response	Type of Development Proposed:	Non-residential 1-199 sqm	Non-residential 200-999 sqm	Non-residential 1000-4999 sqm	Non-residential 5000+ sqm
Step One Initial fee for pre-app advice	Planning Case Officer	£138.00	£282.00	£504.00	£1152.00
Step Two Add advice from one or more of our pre-app partners as needed. What advice might I need?	Heritage	£300.00	£300.00	£300.00	£300.00
	Highways	£132.00	£264.00	£336.00	£420.00
	Floods	N/A	N/A	£420.00	£780.00
	Landscape	£516.00	£516.00	£732.00	£1032.00
	Ecology	£516.00	£516.00	1000-2499 £600 2500+ £768.00v	£852.00
Step Three Additional advice required	Additional Follow on advice from Planning	£54.00	£138.00	£252.00	£360.00
	Additional Follow on advice from Heritage	£60.00	£60.00	£60.00	£60.00

Table 7: Appointment and Written Response (Including VAT)

Appointment on site and written response		Non-residential 1-999 sq m	Non-residential 1000-4999sq m	Non-residential 5000+ sq m
Step One Initial fee for pre app advice	Planning Case Officer	£336.00	£792.00	£1512.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed.	Heritage	£300.00	£300.00	£300.00
	Highways	£348.00	£422.00	£522.00
	Floods	N/A	£480.00	£660.00
	Landscape	£516.00	£732.00	£1032.00
	Ecology	£540.00	1000-2499 £600 2500+ £768.00	£588.00
Step Three Further meetings as needed with case officer post response	Additional Follow on advice from Planning	£138.00	£252.00	£360.00
	Additional Follow on advice from Heritage	£60.00	£60.00	£60.00

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Table 8: Additional Available Advice (Including VAT)

	Additional Available Advice	1-9 dwellings or Non-residential 1-999 sq m	10-49 dwellings or Non-residential 1000-4999 sq m	50+ dwellings or Non-residential 5000+ sq m
A	Review of Draft Transport Statement*	£498.00	£714.00	N/A
B	Review of Draft Transport Assessment*	N/A	N/A	£756.00
C	Travel Plans*	N/A	£283.00	£390.00
D	SCC Review S.106 *	N/A	N/A	N/A
	i) Highways	£243.00	£354.00	£586.00
	ii) Legal	£600.00	£600.00	£600.00
E	Viability Review (Pre-application and planning application) *	N/A	POA	POA
F	Additional S106 Infrastructure Advice*	N/A	£120.00	£120.00
G	Community Infrastructure Levy Estimate *	£120.00	£240.00	£360.00
H	Stand-alone Community Infrastructure Levy Advice (Not including an estimate)	£78.00	£108.00	£138.00

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

Exemptions to Pre-Application Charges

Exemptions to fees will apply in the following circumstances:

- Enquiries relating to proposals for alterations or extensions to a dwelling house for the benefit of a registered disabled person
- Enquiries relating to a proposal for operations to provide a means of access for disabled persons to a building
- Enquiries made by or on behalf of a non-profit making sports club (unless involving housing)
- Enquiries for works to properties on the Buildings At Risk Register
- Enquiries for proposals by community groups or other organisations where relevant support is already being provided by the Councils are exempt in respect of Planning Advice, and will have a 50% reduction in the fee for Heritage Advice (as below).

Reductions to fees will apply in the following circumstances:

- Enquiries made by or on behalf of the Town or Parish Council are subject to a 50% reduction
- Enquiries for proposals by community groups or other organisations where relevant support is already being provided by the Councils are subject to a 50% reduction in the fee for Heritage Advice

There is no charge for advertisement enquiries

Cancellation

Enquiries will be subject to an administrative cancellation charge of £45 if the enquiry is cancelled more than 7 days after receipt of a valid enquiry.

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Summary of increase/decrease to pre-application charges (Excluding VAT)

Development Management:

Amendment	Price Difference	Cases BDC 2017-2018	Income BDC	Cases MSDC 2017-2018	Income MSDC
Reduction in price for 1-4 dwellings Written	-£30.00	21	-£630.00	29	- £870.00
New Category 200+ Written	+£243.00	1	+ £243.00	1	+ £243.00
Increase in price for 5-9 dwellings Meeting	+45.00	5	+ £225.00	8	+ £360.00
Increase in price 50-200 dwellings meeting	+£90.00	7	+£630.00	9	+ £810.00
New Category 200+ Meeting	+£330.00	1	+£330.00	2	+ £660.00
Increase in price 1-4 dwellings Appt	+£45.00	24	+£1080.00	21	+ £945.00
New category 5-9 dwellings Appt	+£165.00	4	+ £660.00	4	+ £660.00
Increase in price 10-49 dwellings Appt	+£270.00	1	+ £270.00	2	+ £540.00
Increase in price 50-200 dwellings Appt	+£435.00	1	+£435.00	2	+ £870.00
New category 200+ Appt	+£740.00	1	+£740.00	1	+£740.00
New Category Stand-alone Community Infrastructure Levy Advice DM admin	+£15.00	52 (estimate 1/week) 26	+ £390.00	52 (estimate 1/week) 26	+ £390.00
		Total BDC:	+ £4373.00	Total MSDC:	+ £5348.00

Heritage

Amendment	Price Difference	Cases BDC	Income BDC	Cases MSDC	Income MSDC
New Category for written advice (all types)	+£250.00	*Total 53 enquiries 2017-2018	+£1250.00	*Total 39 enquiries 2017-2018	+£1000.00
New category for advice at meeting (all types)	+£250.00	*Total 53 enquiries 2017-2018	+£1250.00	* Total 39 enquiries 2017-2018	+£1000.00
Increase in fee for Heritage only meeting	+£15.00	40	+£600.00	30	+£450.00
Increase in fee for Heritage only meeting 1-4, 5-9	+£15.00	4	+£60.00	4	+£60.00
Reduction in price from £490 to £250 10-49 Site meeting	-£240.00	1	-£240.00	1	-£240.00
Reduction in price from £420 (50-99) and £630 (100+) to £250 Site meeting	-£170.00 -£380.00	**None requested 2017-2018		**None requested 2017-2018	
New category additional follow-on advice	+£50.00	*Total 53 enquiries 2017-2018	+£250.00	* Total 39 enquiries 2017-2018	+£200.00
		Total BDC:	+£3170.00	Total MSDC:	£2470.00

* For these categories as this is a new offer the impact depends on whether more enquiries are received as a result, or if this affects the level currently received, which would result in a lesser impact. Figure therefore allows for 10% increase to take into account uptake of this category and possible loss in other categories.

** The reduction in price in this category may encourage further enquiries in this regard, however as we have not had any in this category it is not included in the predicted income.

Affordable Housing

Amendment	Price Difference	Cases BDC 2017-2018	Income BDC	Cases MSDC 2017-2018	Income MSDC
New Category written 10-49	+£220.00	6	+£1620.00	14	+£3530.00
50-200	+£370.00				
200+	+£370.00				
New Category Meeting 10-49	+£280.00	16	+ £5460.00	19	+£6860.00
50-200	+£420.00				
200+	+£420.00				
New Category Site Appt		4	+£1030.00	5	+£1550.00
10-49	+£220.00				
50-200	+£370.00				
200+	+£370.00				
		Total BDC:	+£8110.00	Total MSDC:	+£11940.00

Community Infrastructure Levy

Amendment	Price Difference	Cases BDC 2017-2018	Income BDC	Cases MSDC 2017-2018	Income MSDC
New Category CIL Estimate 1-9 10-49 50+	£100.00 £200.00 £300.00	0	***	0	***
New Category Stand-alone Community Infrastructure Levy Advice 1-9 10-49 50+	£50.00 £50.00 £50.00	0	***	0	***
		Total BDC:	£11,388.00	Total MSDC:	£11,388.00

***Not previously offered, no evidence of take-up of this new option, fee predicted at one per week of each category offered

1. Heritage Advice Only	Type of Development Proposed:	All proposals
Step One Initial fee for pre app advice	Heritage Officer	He £250.00 VAT £50.00 Total £300.00
Follow Up Advice	Additional Follow Up advice from Heritage Officer (following initial pre-app advice only)	HE £50.00 VAT £10.00 Total £60.00

2 Written Response Only	Type of Development Proposed:	House Extensions/ Alterations or Outbuildings	Replacement Dwellings 1-4 Proposed Dwellings	5-9 Dwellings	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One EITHER: Initial fee for pre app advice	Planning Case Officer	DM £70.00 VAT £14.00 Total £84.00	DM £90.00 VAT £18.00 Total £108.00	DM £115.00 VAT £23.00 Total £138.00	DM £210.00 SCC Inf £250.00 AH £220.00 VAT £136.00 Total £816.00	DM £405.00 SCC Inf £250.00 AH £370.00 VAT £205.00 Total £1,230.00	DM £640.00 SCC Inf £250.00 AH £370.00 VAT £252.00 Total £1,512.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed. What advice might I need?	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £75.00 VAT £15.00 Total £90.00	Hi £150.00 VAT £30.00 Total £180.00	Hi £150.00 VAT £30.00 Total £180.00	Hi £190.00 VAT £38.00 Total £228.00	Hi £700.00 VAT £140.00 Total £840.00	Hi £700.00 VAT £140.00 Total £840.00
	Floods	N/A	N/A	N/A	FI £250.00 VAT £50.00 Total £300.00	FI £400.00 VAT £80.00 Total £480.00	FI £400.00 VAT £80.00 Total £480.00
	Landscape	PS £210.00 VAT £42.00 Total £ 252.00	PS £210.00 VAT £42.00 Total £ 252.00	PS £210.00 VAT £42.00 Total £ 252.00	PS £490.00 VAT £98.00 Total £588.00	PS £490 VAT £98 £660 VAT £132 Total 50-99 £588 100+ £792.00	PS £660.00 VAT £132.00 Total £ 792.00
	Ecology	PS £140.00 VAT £28.00 Total £168.00	PS £210.00 VAT £42.00 Total £252.00	PS £210.00 VAT £42.00 Total £252.00	PS £350.00 VAT £70.00 Total £420.00	PS £420 VAT £84 £ 490 VAT £98 Total 50-99 £504.00 100+ £588.00	PS £490.00 VAT £98.00 Total £588.00
Step Three – Follow-up Advice	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00

3 Meeting and written response **	Type of Development Proposed:	House extensions/ alterations	Replacement Dwellings 1-4 Proposed Dwellings	5-9 Dwellings	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One Initial fee for pre-app advice	Planning Case Officer	DM £115.00 VAT £23.00 Total £138.00	DM £235.00 VAT £47.00 Total £282.00	DM £280.00 VAT £56.00 Total £336.00	DM £420.00 SCC Inf £350.00 AH £280.00 VAT £210.00 Total £1,260.00	DM £960.00 Inf £350.00 AH £420.00 VAT £346.00 Total £2,076.00	DM £1290.00 SCC Inf £350.00 AH £420.00 VAT £412.00 Total £2,472.00
Step Two Add the inclusion of advice from 1 or more of our pre-app partners as needed. LINK? Page 161	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £110.00 VAT £22.00 Total £132.00	Hi £220.00 VAT £44.00 Total £264.00	Hi £220.00 VAT £44.00 Total £264.00	Hi £280.00 VAT £56.00 Total £336.00	Hi £810.00 VAT £162.00 Total £972.00	Hi £810.00 VAT £162.00 Total £972.00
	Floods	N/A	FI £350.00 VAT £70.00 Total £420.00	FI £350.00 VAT £70.00 Total £420.00	FI £350.00 VAT £70.00 Total £420.00	FI £650.00 VAT £130.00 Total £780.00	FI £650.00 VAT £130.00 Total £780.00
	Landscape	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £610.00 VAT £122.00 Total £732.00	PS £610 VAT £122 £860 VAT £172 Total £ 50-99 £732 100+£1032	PS £860.00 VAT £172.00 Total £1032.00
	Ecology	PS £360.00 VAT £72.00 Total £432.00	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £500.00 VAT £100.00 Total £600.00	PS £640 VAT £128 £710 VAT £142 Total £ 50-99 £768 100+£852.00	PS £710.00 VAT £142.00 Total £ 852.00
Step Three Further meetings as needed with case officer post response	Additional DM Meeting	DM £45.00 VAT £9.00 Total £54.00	DM £115.00 VAT £ 23.00 Total £138.00	DM £150.00 VAT £30.00 Total £180.00	DM £210.00 VAT 42.00 Total £252.00	DM £300.00 VAT £60.00 Total £360.00	DM £420.00 VAT £84.00 Total £504.00

	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00
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4 Appointment on site and written response		1-4 Dwellings	5-9 Dwellings	10-49 Dwellings	50-200 Dwellings	200+ Dwellings
Step One Initial fee for pre app advice	Planning Case Officer	DM £325.00 VAT £65.00 Total £390.00	DM £445.00 VAT £89.00 Total £534.00	DM £930.00 SCC Inf £350.00 AH £220.00 VAT £300.00 Total £1800.00	DM £1695.00 SCC Inf £350.00 AH £370.00 VAT £483.00 Total £2898.00	DM £2000 SCC Inf £350 AH £370 VAT £544 £3264.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed.	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £290.00 VAT £58.00 Total £348.00	Hi £290.00 VAT £58.00 Total £348.00	Hi £351.67 VAT £70.33 Total £422.00	Hi £886.67 VAT £177.33 Total £1064.00	Hi £886.67 VAT £177.33 T £1064.00
	Floods	N/A	N/A	FI £400.00 VAT £80.00 Total £480.00	FI £550.00 VAT £110.00 Total £660.00	FI £550.00 VAT £110.00 Total £660.00
	Landscape	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £610.00 VAT £122.00 Total £732.00	PS £610 VAT £122 £860 VAT £172 Total £50-99 £732 100+ £1032.00	PS £860.00 VAT £172.00 Total £1032.00
	Ecology	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £500.00 VAT £100.00 Total £600.00	PS £640 VAT £128 £710 VAT £142 Total £ 50-99 £768 100+ £852.00	PS £710.00 VAT £142.00 Total £ £852.00
Step Three Further meetings as needed with case officer post response	Additional DM Meeting at Council Offices	DM £115.00 VAT £23.00 Total £138.00	DM £150.00 VAT £30.00 Total £180.00	DM £210.00 VAT £42.00 Total £252.00	DM £300.00 VAT £60.00 Total £360.00	DM £420.00 VAT £84.00 Total £504.00
	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00

5 Written Response Only	Type of Development Proposed:	Non-residential 1-199 sqm	Non-residential 200-999 sqm	Non-residential 1000-4999 sqm	Non-residential 5000+ sqm
Step One EITHER: Initial fee for pre app advice	Planning Case Officer	DM £70.00 VAT £14.00 Total £84.00	DM £115.00 VAT £23.00 Total £138.00	DM £210.00 VAT £42.00 Total £252.00	DM £405.00 VAT £81.00 Total £486.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed. What advice might I need?	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £75.00 VAT £15.00 Total £90.00	Hi £150.00 VAT £30.00 Total £180.00	Hi £190.00 VAT £38.00 Total £228.00	Hi £240.00 VAT £48.00 Total £288.00
	Floods	N/A	N/A	FI £250.00 VAT £50.00 Total £300.00	FI £400.00 VAT £80.00 Total £480.00
	Landscape	PS £210.00 VAT £42.00 Total £ 252.00	PS £210.00 VAT £42.00 Total £ 252.00	PS £490.00 VAT £98.00 Total £588.00	PS £660.00 VAT £132.00 Total £792.00
	Ecology	PS £210.00 VAT £42.00 Total £252.00	PS £210.00 VAT £42.00 Total £252.00	PS £350 VAT £70 £420 VAT £84 Total 1000-2499 £420 2500+ £504.00	PS £490.00 VAT £98.00 Total £588.00
Step Three – Follow-up Advice	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00

6 Meeting and written response **	Type of Development Proposed:	Non-residential 1-199 sqm	Non-residential 200-999 sqm	Non-residential 1000-4999sqm	Non-residential 5000+ sqm
Step One Initial fee for pre-app advice	Planning Case Officer	DM £115.00 VAT £23.00 Total £138.00	DM £235.00 VAT £47.00 Total £282.00	DM £420.00 VAT £84.00 Total £504.00	DM £960.00 VAT £192.00 Total £1152.00
Step Two Add the inclusion of advice from 1 or more of our pre-app partners as needed.	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £110.00 VAT £22.00 Total £132.00	Hi £220.00 VAT £44.00 Total £264.00	Hi £280.00 VAT £56.00 Total £336.00	Hi £350.00 VAT £70.00 Total £420.00
	Floods	N/A	N/A	FI £350.00 VAT £70.00 Total £420.00	FI £650.00 VAT £130.00 Total £780.00
	Landscape	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £610.00 VAT £122.00 Total £732.00	PS £860.00 VAT £172.00 Total £1032.00
	Ecology	PS £430.00 VAT £86.00 Total £516.00	PS £430.00 VAT £86.00 Total £516.00	PS £500 VAT £100 £640 VAT £128 Total *1000-2499 £600 2500+ £768.00	PS £710.00 VAT £142.00 Total £852.00
Step Three Further meetings as needed with case officer post response	Additional DM Meeting	DM £45.00 VAT £ 9.00 Total £54.00	DM £115.00 VAT £23.00 Total £138.00	DM £210.00 VAT 42.00 Total £252.00	DM £300.00 VAT 60.00 Total £360.00
	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00		He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00

7 Appointment on site and written response		Non-residential 1-999 sq m	Non-residential 1000-4999sq m	Non-residential 5000+sq m
Step One Initial fee for pre app advice	Planning Case Officer	DM £280.00 VAT £56.00 Total £336.00	DM £660.00 VAT £132.00 Total £792.00	DM £1260.00 VAT £252.00 Total £1512.00
Step Two Add the inclusion of advice from 1 or more of our pre app partners as needed.	Heritage	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00	He £250.00 VAT £50.00 Total £300.00
	Highways	Hi £290.00 VAT £58.00 Total £348.00	Hi £351.67 VAT £70.33 Total £422.00	Hi £460.00 VAT £92.00 Total £552.00
	Floods	N/A	FI £400.00 VAT £80.00 Total £480.00	FI £550.00 VAT £110.00 Total £660.00
	Landscape	PS £430.00 VAT £86.00 Total £516.00	PS £610.00 VAT £122.00 Total £732.00	PS £860.00 VAT £172.00 Total £1032.00
	Ecology	PS £450.00 VAT £90.00 Total £540.00	PS £500 VAT £100 £640 VAT £128 Total *1000-2499 £600 2500+ £768.00	PS £710.00 VAT £142.00 Total £852.00
Step Three Further meetings as needed with case officer post response	Additional DM Meeting at Council Offices	DM £115.00 VAT £23.00 Total £138.00	DM £210.00 VAT £42.00 Total £252.00	DM £300.00 VAT £60.00 Total £360.00
	Additional Follow on advice from Heritage	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00	He £50.00 VAT £10.00 Total £60.00

	8 Additional Available Advice	1-9 dwellings or Non-residential 1-999 sq m	10-49 dwellings or Non-residential 1000-4999 sq m	50+ dwellings or Non-residential 5000+ sq m
A	Review of Draft Transport Statement***	Hi £415.00 VAT £83.00 Total £498.00	Hi £595.00 VAT £119.00 Total £714.00	N/A
B	Review of Draft Transport Assessment***	N/A	N/A	Hi £630.00 VAT £126.00 Total £756.00
C	Review of Travel Plans***	N/A	Hi £235.83 VAT £47.17 £283.00	Hi £325.00 VAT £65.00 Total £390.00
D	SCC Review S.106 ***	N/A	N/A	N/A
	i)Highways	Hi £202.50 VAT £40.50 Total £243.00	Hi £295.00 VAT £59.00 Total £354.00	Hi £405.00 VAT £81.00 Total £586.00
	ii) Legal	L £500.00 VAT £100.00 Total £600.00	L £500.00 VAT £100.00 Total £600.00	L £500.00 VAT £100.00 Total £600.00
E	Viability Review (Pre-application and planning application) ***	N/A	POA	POA
F	Additional SCC S106 Infrastructure Advice	N/A	SCC £100.00 VAT £20.00 Total £120.00	SCC £100.00 VAT £20.00 Total £120.00
G	Community Infrastructure Levy Estimate ***	CIL £100.00 VAT £20.00 Total £120.00	CIL £200.00 VAT £40.00 Total £240.00	CIL £300.00 VAT £60.00 Total £360.00
H	Stand-alone Community Infrastructure Levy Advice (Not including an estimate)	DM £15.00 CIL £50.00 VAT £13.00 Total £78.00	DM £15.00 CIL £75.00 VAT £18.00 Total £108.00	DM £15.00 CIL £100.00 VAT £23.00 Total £138.00

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Agenda Item 14

BABERGH AND MID SUFFOLK DISTRICT COUNCIL

TO: Mid Suffolk Cabinet Babergh Cabinet	REPORT NUMBER: MCa/18/72
FROM: Member Development Working Group	DATE OF MEETING: 4 March 2019 7 March 2019
OFFICER: Jan Robinson (Corporate Manager – Democratic Services)	KEY DECISION REF NO. CAB97

MEMBER LEARNING AND DEVELOPMENT POLICY AND MEMBER ROLE PROFILES

1. PURPOSE OF REPORT

- 1.1 This report asks the Cabinet to consider the draft Member Learning and Development Policy and proposed Member Role Profiles, including their wording, suitability and likely use, as listed in Appendix A and Appendix B of the report. These have been previously considered by the Member Development Working Group. The role descriptions are currently in existence across both Councils but may only apply to one.

2. OPTIONS CONSIDERED

- 2.1 There are no statutory requirements to formally introduce a Member Learning and Development Policy or Member Role Profiles, the Council could choose not to adopt these and carry on with the current informal arrangements.

3. RECOMMENDATION

- 3.1 That Cabinet approve the Member Learning and Development Policy and Role Profiles to provide a framework for future Member training and development.

REASON FOR DECISION

- 3.2 To provide a framework for future Member learning and development and to clarify the responsibilities and expectations for prospective Members, newly elected Members and existing Members, members of the public, partner organisations and officers.

4. KEY INFORMATION

- 4.1 The Council currently does not have a Member Learning and Development Policy or Role Profiles in place for elected Members, although some political parties do have similar documents provided for their Group's Members on a national basis.
- 4.2 The purpose of the Member Learning and Development Policy is to provide a framework for future Member training and development focussing on the Council's commitment to an effective induction programme and the ongoing training and professional development for Members.

4.3 The formal introduction of Member Role Profiles are intended to guide Members in terms of the expectations associated with their role, to inform the public and officers and provide a useful tool for future Member training and development.

4.4 Role Profiles have been developed for the following roles (attached at Appendix A)

- Armed Forces Covenant Champion
- Cabinet Member
- Cabinet Member without Portfolio
- Chair of Licensing and Regulatory Committee
- Chairman of the Council
- Chair of Joint Audit and Standards Committee
- Chair of Overview and Scrutiny Committee
- Chair of Planning/Development Control Committee
- Deputy Chairman of the Council
- Deputy Leader of Opposition Group
- Deputy Leader of the Council
- Lead Member
- Leader of the Council
- Mental Health Champion
- Opposition Group Leader
- Ward Councillor

4.5 It should be noted that the Role Profiles have not been drafted to be an exhaustive list of every specific duty which a Member may fulfil and will be subject to continued change as roles develop in different circumstances. It is therefore recommended that the Role Profiles are reviewed on an annual basis by the Member Development Working Group.

4.6 If agreed the Role Profiles would need to be suitably promoted in order to ensure they are available to the people who would benefit from them.

5. LINKS TO JOINT STRATEGIC PLAN

5.1 The introduction of a Joint Member Training and Development Policy and clearly defined roles for Members would contribute towards the development of an enabled and efficient organisation with robust and accessible democracy.

6. FINANCIAL IMPLICATIONS

6.1 There are no direct financial implications arising from the report.

7. LEGAL IMPLICATIONS

7.1 The Member Role Profiles are not intended to bind Members or prescriptively define the behaviour associated with each role. The Member Code of Conduct will remain key in assessing a Member's behaviour in the event of a complaint.

8. RISK MANAGEMENT

8.1 The key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Failure to provide clear guidance and expectations of Members roles may result in poor decision making.	Unlikely - 2	Bad - 3	Introduction of Member Training and Development Policy and Member Role Profiles

9. CONSULTATION

9.1 Consultation has taken place with the Member Development Working Group, and Members.

10. EQUALITY ANALYSIS

10.1 There are no equality implications arising directly from this report.

11. ENVIRONMENTAL IMPLICATIONS

11.1 There are no environmental implications arising directly from this report.

12. APPENDICES

Title	Location
(A) List of Role Profiles	Attached
(B) Member Training and Development Policy	Attached

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Member Role Profiles

Index

- Armed Forces Covenant Champion
- Cabinet Member
- Cabinet Member without Portfolio
- Chair of Licensing and Regulatory Committee
- Chair of Joint Audit and Standards Committee
- Chair of Overview and Scrutiny Committee
- Chair of Planning Committee
- Chairman of the Council
- Deputy Chairman of the Council
- Deputy Leader of Opposition Group
- Deputy Leader of the Council
- Lead Member
- Leader of the Council
- Mental Health Champion
- Opposition Group Leader
- Ward Councillor



Role Profile - Armed Forces Covenant Member Champion

Main purpose(s) of the role:

1. To lead on raising the profile and needs of the Armed Forces community (serving personnel, both regular and reserve, their families and veterans) within the Council and the district.
2. To provide a vocal presence for the armed forces within the Council where this is necessary.
3. To be an advocate for the armed forces in Council meetings and policy development.
4. To closely liaise with the Armed Forces Covenant Officer with particular reference to the Council's obligations undertaken through the Armed Forces Covenant.
5. To closely liaise with the Chairman on all ceremonial matters in which the Chairman should be involved (e.g. ranging from raising the flag on Armed Forces, attendance at local armed forces events).
6. To keep the local Members of Parliament apprised of the activity within the District Council in relation to the armed forces community.
7. To liaise as appropriate with local members of the Armed Forces, to assist in understanding where help may be most needed and to enable in return a better understanding within the Armed Forces of the limitations and different responsibilities of Local Government and its decision-making processes.
8. To be the primary focal point for liaison with businesses/local organisations within the district to promote the Armed Forces Corporate Covenant and encourage engagement with the Armed Forces.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent the Council in relation to armed forces issues.
2. To assist in the development of the appropriate policies, strategies and plans of the Council, to ensure that armed forces issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well attuned to the issues on armed forces.
4. To identify at least one priority a year for the Council to focus on.

5. To support and seek support for activities promoted by the Council to promote the Armed Forces Covenant.

Key skills and knowledge:

Skills:

1. Leadership skills
 - a. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - b. The ability to address difficult issues with other partners regarding armed forces.
2. Regulating and monitoring
 - a. Advanced chairing skills.
3. Communication skills
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage with the Council
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the role of Armed Forces Covenant.
- A detailed understanding of the issues facing armed forces and their families
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Armed Forces Covenant within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

Estimated average weekly time spent on the role:



Role Profile – Cabinet Member

Main purpose(s) of the role:

1. To be the publicly accountable figure for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within his/her remit.
3. To take key decisions, affecting the Council, collectively with other Cabinet Members and also under delegated powers if granted.
4. To set policy priorities related to his or her remit and to work closely with the relevant Assistant Director to ensure the delivery of those policies.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.
5. Parallel leaders in partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within his/her area of responsibility.
7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for his or her specific remit.
2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To be the publicly accountable figure for his or her remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.
4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and implemented, providing leadership and direction,
5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings and take key decisions, both within the formal Cabinet setting, and under delegated powers as a Cabinet Member if these are granted.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.
10. To present a report to a full Council meeting, detailing his/her activities and decisions over the preceding period.

11. At Cabinet and full Council meetings, to answer formally submitted and supplementary questions, both from the public and from Councillors.
12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Advanced leadership skills for his/her specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. High-level decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship-building – with those mentioned in the ‘key relationships’ section above.
 - b. The ability to work as part of an executive team to drive forward the continuous development of the Council.
3. Communication skills:
 - a. To be able to work constructively with officers, Councillors and partners
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.
 - d. Advanced ability to work with the media and identify when additional support from public relations specialists is require, to ensure the Council is positively represented.
4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their portfolio and local public service boards.
5. Other skills and abilities:
 - a. The ability to manage a busy and complex workload, often to tight deadlines.
 - b. Research and policy development skills
 - c. The ability to assimilate and analyse complex information.

Knowledge:

- Knowledge of the key areas relating to their portfolio and its relationship with the portfolios of other Cabinet Members.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a Cabinet Member as part of the executive team.
- Detailed understanding of Council policy, operations and strategies.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub-regional bodies and the role that the Council plays within these.
- Knowledge of community needs and priorities for action.

- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions
- An understanding of project management principles.

Additional responsibilities:

Estimated average weekly time spent on the role:

Additional comments:



Role Profile – Cabinet Member without Portfolio

Main purpose(s) of the role:

1. To take the lead in providing scrutiny and challenge to the Council's Cabinet.
2. To attend meetings of the Cabinet and ensure that key knowledge is maintained across all areas of the Council.
3. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent their political group on Cabinet in all their internal dealings within the Council, as well as externally with other Councils, the Voluntary Sector, or on local, regional or national bodies as appropriate.
2. To scrutinise the majority group's administration of the Council.
3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other Members of their political group act in a similar manner.
4. To ensure that:
 - a. They abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services provided by them on behalf of the Council.
 - d. They attend regular briefings for Cabinet as appropriate.
 - e. If in an opposition to a particular proposal, decision or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
5. To work with members of their political group to formulate a framework of policies and priorities for that group.
6. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
2. Scrutiny and challenge
 - a. The ability to hold Cabinet to account.
3. Political understanding
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - d. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.
4. Partnership working
 - a. The ability to use tact and diplomacy to work across the entire range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committee, and other political groups.
5. Communication skills
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
 - b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
 - c. Advanced listening, questioning and negotiation skills.
 - d. Advanced presentation and public speaking skills.
6. Additional skills:
 - a. The ability to plan and prioritise the business of the group.

Knowledge:

- An understanding of the roles of the Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- A detailed knowledge of the challenges facing local government.
- An understanding of Council strategy, policies and operations.

- Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their group.

Additional responsibilities:

1. To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive .

Estimated average weekly time spent on the role:

10 hours .



Role Profile – Chair of the Joint Audit and Standards Committee

Main purpose(s) of the role:

The role of the Chair of the Joint Audit and Standards Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in the Constitution.

Including:

1. To ensure a consistent approach.
2. To avoid the duplication of resources.
3. To improve joint working between both Councils.

Key relationships:

1. Members of the committee.
2. Internal Audit Officer.
3. The external auditor, inspection agencies and other relevant bodies.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Joint Audit and Standards Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.
2. To be responsible for ensuring decisions are made under the correct protocols.
3. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the Members involved.
4. To plan and co-ordinate the work programme and forward plan of the Committee.
5. To advise officers on the content of the agenda for Committee meetings.
6. To chair planning meetings and manage the work programme of the Committee to ensure that tasks are completed.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership
 - a. The ability to provide leadership for the committee.
 - b. The ability to set objectives and to develop these on behalf of the committee.
2. Partnership working
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the local community.
 - b. The ability to support and encourage relevant contributions from each Member on the committee.

3. Communication skills
 - a. Advanced communication skills in order to be able to work constructively with Councillors, partners, co-optees and officers.
 - b. Strong listening and questioning skills.
 - c. Strong presentation and public speaking skills.
4. Regulating and monitoring
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of the committee with regard to its terms of reference and key challenges facing the local area.
5. Additional skills:
 - a. The ability to manage a busy and complex workload, often to tight deadlines in a small timescale.

Knowledge:

- A detailed understanding of the Council's Constitution.
- A detailed understanding of the Suffolk Local Code of Conduct for Members.
- A detailed understanding of the Members' [Allowances Scheme](#) which is available on the Council's website.
- A detailed understanding of the relationship between the Council and charitable trusts.

Additional responsibilities:

1. To hold monthly liaison meetings with Internal Audit senior staff.
2. To sign the approved annual Statement of Accounts.
3. To countersign the letters of representation to the external auditors confirming the responsibilities and actions taken in completing the Statement of Accounts.
4. To liaise with the external auditor throughout the year to ensure that any matters of concern are addressed promptly.

Estimated average weekly time spent on the role:

4 hours per week.



Role Profile – Chair of the Licensing and Regulatory Committee

Main purpose(s) of the role:

The role of the Chair of the Licensing and Regulatory Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council including:

1. To consider policy issues on licensing and to act as the Licensing Committee under the Licensing Act 2003, and for Gambling Act 2005 matters and any other relevant legislation that may be introduced.
2. To consider policy issues on any relevant legislation that may be introduced.

Key relationships:

1. Committee Members.
2. Senior officers involved in the licensing and regulatory function.
3. Leaders of the Council.
4. Leaders and organisers of Political Groups.

Key activities and responsibilities:

- To ensure that the Councillors involved maintain a disciplined approach within the Terms of Reference of the Committee, alongside high ethical standards.
- To advise officers on the content of the agenda for Committee meetings.
- To act as a representative of the Council regarding the work of the Committee – to the public, the press and any other relevant persons or organisations.
- To act as a representative of the Committee's decisions in appeals to the Magistrates and higher Courts.
- To be well-informed of new legislation and developments regarding licensing and regulatory matters at both a local and a national level.
- To act as a spokesperson for Councillors in regular scheduled meetings with the taxi vehicle trade and other interested parties, in order to ensure that the Council maintains these relationships and thus a constructive dialogue regarding licensing issues.
- To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to effectively represent the Licensing and Regulatory Committee to the public and to the media.
2. Partnership working:
 - a. The ability to build strong relationships with those listed under the 'Key relationships' section of this document.

3. Communication skills:
 - a. The ability to communicate particularly effectively with the Members and officers involved with the Committee.
 - b. Advanced listening and questioning skills.
 - c. Intermediate presentation skills.
 - d. Intermediate public speaking skills.
 - e. The ability to work with the media and to recognise where additional support may be needed from public relationships specialists, in order to ensure the positive representation of the Council and the licensing and regulatory function.
4. Regulating and monitoring:
 - a. Advanced chairing skills, including conflict management.
 - b. Impartiality and objectivity.
 - c. The ability to plan and prioritise the business of the Committee having regard to its Terms of Reference as well as the key challenges facing the licensing and regulatory function.

Knowledge:

- A strong understanding of the standards, ethics and Code of Conduct for elected Members.
- Up-to-date knowledge and understanding of relevant legislation alongside developments on licensing and regulatory matters at both a local and a national level, as well as the implications of these.

Estimated average weekly time spent on the role:

4 hours



Role Profile – Chair of the Overview and Scrutiny Committee

Main purpose(s) of the role:

1. To ensure that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

Key relationships:

1. Councillors sitting on the Overview and Scrutiny Committee
2. Key officers including the Corporate Manager for Democratic Services.
3. Cabinet partners.

Key activities and responsibilities

1. Managing and Co-ordinating the Overview and Scrutiny function:
 - a. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.
 - b. To ensure that scrutiny work is properly co-ordinated.
 - c. To monitor the progress of all scrutiny reviews and ensure that they are completed in reasonable time.
 - d. To receive all requests for scrutiny and ensure initial investigation to inform the Committee's consideration.
 - e. To monitor the use of the 'call-in' procedure to advise on whether it is being used appropriately.
 - f. To act as a result of the requirements of the *Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012* with regard to key decisions and private meetings (see 'additional comments' section below).
2. Leading and promoting the Overview and Scrutiny function:
 - a. To maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Babergh and Mid Suffolk.
 - b. To represent the Overview and Scrutiny Committee in full Council, on relevant boards and panels, and at regional or national forums concerning overview and scrutiny.
 - c. To ensure that overview and scrutiny is publicised and communicated effectively, in order to build public understanding of its role both within and outside the Council.
3. Development of Overview and Scrutiny
 - a. To ensure the continuing development of best practice and organisation within the overview and scrutiny process, especially by learning from other Councils.
 - b. To encourage the involvement of all interested parties and stakeholders – including individuals, voluntary organisations and community groups – in overview and scrutiny matters.

- c. To be responsible for personal development and to undergo appropriate and continuous training in the role.
- d. To work with the Scrutiny Officer to identify and address the training and development needs of the Committee Members.

Key skills and knowledge:

Skills:

1. Leadership
 - a. The ability to lead the Committee as a team.
 - b. Ambassadorial skills – the ability to represent and champion the scrutiny function both within and outside the Council.
 - c. The ability to set and develop objectives on behalf of the scrutiny function.
2. Regulating and monitoring
 - a. Advanced chairing skills.
 - b. Planning and co-ordinating the work of the Overview and Scrutiny Committee and its agenda.
3. Partnership working
 - a. The ability to build strong relationships with those mentioned in the ‘key relationships’ section (see above).
 - b. The ability to build effective relationships with other parts of the political management structure, such as Cabinet, Full Council, etc.
 - c. Ensuring effective contributions from each member of the Committee.
4. Scrutiny and challenge:
 - a. Assimilating and analysing complex information
 - b. Overseeing and prioritising scrutiny work, taking accounts of available resources.
 - c. The ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.
5. Additional skills:
 - a. The ability to deal with complex strategic issues and problems on behalf of the Scrutiny Committee and the scrutiny function as a whole.

Knowledge:

- A detailed awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function.
- A detailed awareness of the Council’s approach to overview and scrutiny and its relationship with the other elements of the council’s decision-making structures.
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.
- An awareness of changes facing local government and an understanding of how these might impact on the Council’s scrutiny function.
- An understanding of project management principles.

Additional responsibilities:

1. To monitor the cabinet's forward plan to identify areas for scrutiny.
2. To call and lead pre-meetings of the committee.
3. To work with the Scrutiny Officer and Vice-Chair to refine the recommendations to be agreed and published by the committee after each inquiry.
4. To work with the Vice-Chair to meet regularly with the Extended Leadership Team to identify challenges and opportunities facing the Council which could be useful subjects of inquiry by the committee.
5. To work with the Scrutiny Officer and Vice-Chair to build stronger links with scrutiny officers and councillors across local government in Suffolk.

Estimated average weekly time spent on the role:

10 hours per week, although this may well be greater as there is a great deal of reading and research involved .

Additional comments:

1. Where the urgency of a meeting to be held in private (i.e. where the press and public are excluded) means that details of it cannot practicably be published a clear 28 days before the meeting, and again at least five days beforehand, as detailed in Rule 15 of the Constitution, then the Chair of the Overview and Scrutiny Committee will be asked to agree that the matter is urgent and cannot reasonably be deferred.
2. Where the urgency of a key decision means that it cannot practicably be published on the Forthcoming Decisions List a clear 28 days before the meeting as detailed in Rule 16 of the Constitution, then the Monitoring Officer must inform the Chair of the Overview and Scrutiny Committee in writing, and then wait five clear days, before the decision can be made
3. If, because of the urgency of the decision, the above Rule 17 detailed in paragraph 2 cannot be followed, then the Chair of the Overview and Scrutiny Committee will be asked by the decision maker to agree that the matter is urgent and cannot reasonably be deferred.



Role Profile – Chair of the Planning/Development Control Committee

Main purpose(s) of the role:

1. To ensure that the work of the Planning/Development Control Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council.

Key relationships:

1. Members of the Committee.
2. Planning Officers including the Assistant Director for Planning for Growth.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution.
2. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the Members involved, especially with regard to the correct protocol relating to planning procedures.
3. To make practical arrangements regarding contributions by members of the public at Planning Committee in accordance with both the Council's [Public Speaking Arrangements](#) and the chair's own judgement, which is final.
4. To advise officers on the content of the agenda for Committee meetings.
5. To represent the Council in all dealings with the public, media and other bodies as regards the work of the Committee.
6. To work with the Vice-Chair and other Committee Members and seek relevant input from officers and other stakeholders.
7. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.
8. To keep up-to-date with best practice as regards the scope of the Committee.

Key skills and knowledge:

Skills:

1. Leadership skills
 - a. The ability to represent the Planning/Development Control Committee to the community and the media.
2. Partnership working
 - a. The ability to build relationships, particularly with Leaders and senior officers involved in the Planning function.
3. Communication skills
 - a. Advanced listening, questioning and negotiation skills.
 - b. The ability to communicate effectively with Councillors, officers and any members of the public involved with the Committee.
 - c. Advanced presentation skills.
 - d. Advanced public speaking skills.

- e. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Committee and the Council are represented in a positive light.
4. Regulating and monitoring
 - a. The ability to plan and prioritise the business of the Committee with reference to its functions as outlined in Part 2 of the Constitution, as well as the key challenges facing those functions
 - b. Advanced chairing skills, including the ability to manage conflict.
 - c. Impartiality and objectivity.

Knowledge:

- An in-depth understanding of Planning issues and the correct protocol relating to Planning procedures and the Planning/Development Control Committee.
- An understanding of the role of Ward Councillors in the Planning process, as well as of how to manage conflicts of interest between one's dual role as both a Ward Councillor and a Member of the Planning/Development Control Committee.
- An understanding of the role of Planning Officers.

Estimated average weekly time spent on the role:

4 hours per week.



Role Profile – Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic officer.

Key activities and responsibilities:

1. To be impartial and to refrain from acting in a party- political manner when carrying out his/her role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary.
3. To preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
4. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community.
5. To promote public involvement in the Council's activities.
6. To be the conscience of the Council.
7. To attend such civic and ceremonial functions as the Council and he/she determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.
 - c. Impartiality and objectivity.
2. Partnership working
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.

c. The ability to work with the media.

Knowledge:

1. Detailed understanding of the Council's Constitution.
2. Detailed understanding of the processes and structure of the Council.
3. Understanding of the rights and duties of Councillors.
4. A strong understanding of which issues are of concern to the community.
5. Understanding of the Council's activities.

Additional responsibilities:

Estimated average weekly time spent on the role:

Additional comments:



Role Profile – Deputy Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic Officer.

Key activities and responsibilities:

1. In the absence of the Chairman to be impartial and to refrain from acting in a party political manner when carrying out his/her role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary.
3. In the absence of the Chairman to preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
4. To ensure that in the Chairman's absence the Council meeting is a forum for the debate of matters of concern to the local community.
5. To promote public involvement in the Council's activities.
6. In the Chairman's absence to be the conscience of the Council.
7. To assist the Chairman to attend such civic and ceremonial functions as the Council and he/she determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.
 - c. Impartiality and objectivity.
2. Partnership working
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.

c. The ability to work with the media.

Knowledge:

1. Detailed understanding of the Council's Constitution.
2. Detailed understanding of the processes and structure of the Council.
3. Understanding of the rights and duties of Councillors.
4. A strong understanding of which issues are of concern to the community.
5. Understanding of the Council's activities.

Additional responsibilities:

Estimated average weekly time spent on the role:

Additional comments:



Role Profile – Deputy Leader of an Opposition Group

Main purpose(s) of the role:

1. To support the Group Leader in his or her strategic role and to carry out duties on behalf of the Group Leader as needed.
2. To deputise in the absence of the Group Leader, i.e. to carry out the responsibilities of the office of Group Leader as referred to in the corresponding role profile for that position.

Key relationships:

1. The Group Leader of their political group.
2. Other Councillors belonging to that political group.
3. Relevant political party groups and associations.
4. Group Political Research Assistant (if the group has one).
5. Leader of the Council and other Group Leaders.
6. Other Councillors.
7. Officers of the Council including the Chief Executive.
8. The public and outside organisations.
9. Local media.

Key responsibilities:

1. To undertake the training required to ensure that they are equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
2. To assist the Group Leader in managing the work of Councillors within the group.
3. To support the Group Leader in the initiation of policy.
4. To work closely with the Extended Leadership Team where appropriate.
5. To hold the Cabinet to account at Council meetings.
6. To play a proactive role in the Overview and Scrutiny process to discuss decisions taken or to support the policy formulation process.
7. To consult interested parties, ward councillors and citizens as part of the development and review of group policy.
8. To assist the Group Leader when consulting on and drawing up the revenue and capital budgets.
9. To undertake detailed work in preparation for meetings of the full Council.
10. To be an advocate for the group within their capacity as a group officer.

Key skills and knowledge:

Skills:

1. Leadership skills
 - a. The ability to provide strong political leadership for their group.
 - b. The ability to hold the Cabinet to account.

- c. Ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a regional and national level.
2. Political understanding
 - a. The ability to manage the tensions between the political demands and expectations of their group and the needs of the Council.
 - b. The ability, where necessary, to discipline Councillors in their political group.
 - c. The ability to address difficult issues with other groups in a politically sensitive way.
3. Regulating and monitoring
 - a. Intermediate chairing skills.
 - b. The ability to plan and prioritise the business of the group.
4. Partnership working
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure e.g. full Council, the Overview and Scrutiny Committees and other political groups.
5. Communication skills
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community are given the opportunity to engage in the development of the policies of their group.
 - b. An advanced ability to work with the media and to identify when additional support from public relations experts is required, to ensure that the Council is represented in a positive light.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation and public speaking skills.
6. Other skills:
 - a. The ability to assimilate and analyse complex information.
 - b. Research skills and policy development.

Knowledge

- An understanding of the roles of Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined roles of certain senior officers.
- Knowledge of the work of national, regional and sub-regional organisations and the role of the Council within them.
- An understanding of the national policy framework and its impact on local policy development.
- An understanding of the challenges facing local government.
- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners, the services they deliver, and their relationship with the Council.
- An understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Knowledge of the needs of the community and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.

- An understanding of the wider, national issues facing councillors and the practical implications for those councillors in their group.

Estimated average weekly time spent on the role:



Role Profile – Deputy Leader of the Council

Main purpose(s) of the role:

1. To support the Leader of the Council in his or her strategic role and to carry out duties on behalf of the Leader as needed.
2. To deputise in the absence of the Leader, i.e. carrying out the responsibilities of the Leader as outlined in the Role Profile for Leader of the Council.

Key relationships:

1. The Leader of the Council.
2. Cabinet Members.
3. Other Councillors in their political group.
4. Other Councillors.
5. The Chief Executive.
6. The Council's Extended Leadership Team.
7. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
8. The public and outside organisations.
9. Local media.

Key activities and responsibilities

1. To assist the Leader of the Council in the formal processes and matters of leadership of the authority.
2. To work with the Leader on the budget and policy development.
3. To ensure that they have undertaken the appropriate training to be able to carry out the role of Leader when necessary.
4. To hold a seat on the Cabinet, in a role determined by the Leader.

Key skills and knowledge:

Skills:

1. Advanced leadership skills
 - a. The ability to provide political leadership for their group.
 - b. Advanced ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a sub-regional, regional and national level.
 - c. The ability to lead the Council towards continuous improvement.
2. Political understanding
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. The ability to discipline Members of their political group where necessary.
3. Regulating and monitoring
 - a. Advanced chairing skills.

- b. The ability to plan and prioritise the business of Council, Cabinet and committees with regard to their terms of reference and the key challenges facing the Council.
4. Communication skills
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
 - b. An advanced ability to work with the media and to identify when additional support from public relations specialists is required, to ensure that the Council is represented in a positive light.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
5. Partnership working
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, e.g. full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all political groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the strategic role of the Leader of the Council.
- A detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and the Council within them.
- A detailed understanding of the national policy framework and its impact of local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's own Councillors.
- An understanding of project management principles.

Estimated average weekly time spent on the role:



Role Profile – Lead Member

Main purpose(s) of the role:

1. To assist the Cabinet Member for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within his/her specific lead area.
3. To work with decision makers in the Council to establish strategies/policies and work connected with their specific lead area.
4. To maintain a detailed level of knowledge and awareness of all matters connected with that lead area.
5. To contribute to good practice and the continuous improvement of services within their given area.
6. To engage with Members, officers and other stakeholders in matters related to their specific lead area including attending Cabinet, Overview and Scrutiny and other meetings of the Council where appropriate.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.
5. Other partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within his/her area of responsibility.
7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for his or her specific remit.
2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To assist the Cabinet Member for his or her remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.
4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and implemented, providing leadership and direction.
5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings within the formal Cabinet setting.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.

10. To assist the Cabinet Member in preparing a report to full Council meeting, detailing his/her activities and the decisions made over the preceding period.
11. At Cabinet and full Council meetings, to assist with responses to formally submitted and supplementary questions, both from the public and from Councillors relating to their specific lead area.
12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Leadership skills for his/her specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. Decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship building – with those mentioned in the ‘key relationships’ section above.
 - b. The ability to work as part of an executive team to drive forward the continuous development of the Council.
3. Communication skills:
 - a. To be able to work constructively with officers, Councillors and partners
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.
 - d. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their specific lead area and local public service boards.
5. Other skills and abilities:
 - a. The ability to manage a busy and complex workload, often to tight deadlines.
 - b. Research and policy development skills.
 - c. The ability to assimilate and analyse complex information.

Knowledge:

- Knowledge of the key areas relating to their lead area and its relationship with the portfolios of other Cabinet Members.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a Cabinet Member as part of the executive team.
- Detailed understanding of Council policy, operations and strategies.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.

- Knowledge of the work of national, regional and sub-regional bodies and the role that the Council plays within these.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

Additional responsibilities:

Estimated average weekly time spent on the role:

Additional comments:



Role Profile – Leader of the Council

Main purpose(s) of the role:

1. To provide effective leadership to the Council by managing and leading Cabinet.
2. In conjunction with Cabinet, to develop and approve the policies, strategies and plans of the Council, except those which are subject to approval by full Council.
3. To promote the work of the Council and to champion public service needs on behalf of local residents, businesses and visitors.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent the Council in relation to policy and administration (as opposed to the civic role exercised by the Chairman of the Council).
2. The discharge of executive functions, with the exception of:
 - a. Functions which are the responsibility of full Council under the Constitution or by legislation.
 - b. Functions excluded from Cabinet responsibility by legislation.
3. Where appropriate, to arrange for the discharge of an executive function by the Cabinet, a committee of the Cabinet, a Cabinet Member, a joint committee or an officer.
4. To develop and approve the policies, strategies and plans of the Council, apart from those subject to approval by full Council under the Constitution or on the recommendation of the Leader themselves.
5. To work closely with the Chief Executive to ensure that the Council is well attuned to the strategic priorities of the Cabinet.
6. To determine the number of Cabinet Members (including at least two and up to nine other members), as well as the appointees themselves.
7. To determine and allocate a portfolio of responsibilities to each member of the Cabinet and to delegate, subject to the requirements of the Constitution, the authority to discharge those executive functions that fall within that portfolio.
8. Where necessary, to remove a Cabinet Member from office and withdraw any delegated authority to discharge executive functions, following serving a notice on the Councillor confirming their removal from office.

9. To uphold the Principles of Decision Making as outlined in Part 1 of the Constitution.
10. To ensure that the Cabinet does not take any decision without first having received a written report from the officer having responsibility for the matter unless the agreement of the Monitoring Officer has been obtained in advance of the decision being made.
11. To report to Council as detailed in Part 3 of the Constitution.
12. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.

Key skills and knowledge:

Skills:

1. Advanced leadership skills
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - c. The ability to lead the Council along the path of continuous improvement.
 - d. The ability to provide political leadership for their particular group.
2. Political understanding
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
3. Regulating and monitoring
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of Council, Cabinet and its committees with regard to their terms of reference and the key challenges facing the Council.
4. Communication skills
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.

5. Partnership working

- a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
- b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
- c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the strategic role of the Leader of the Council.
- A detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Leader and Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's Councillors.
- An understanding of project management principles.

Estimated average weekly time spent on the role:



Role Profile – Mental Health Member Champion

Main purpose(s) of the role:

1. To lead on working towards reducing inequalities in mental health within the community.
2. To provide a vocal presence for mental health within the Council where this is necessary.
3. To be an advocate for mental health issues in Council meetings and policy development.
4. To listen to people with personal experiences of mental health to get their perspectives on local needs and priorities.
5. To encourage the Council to support the mental health of its own workforce and Members.
6. To ensure that awareness is raised amongst Members about mental health issues.
7. Support and seek support for activities led by the Council to promote mental health and well-being.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent the Council in relation to policy and administration of mental health issues.
2. To assist in the development of the appropriate policies, strategies and plans of the Council, to ensure that mental health issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well attuned to the issues on mental health.
4. To identify at least one priority a year for the Council to focus on.
5. To support and seek support for activities promoted by the Council to promote mental health and well-being.

Key skills and knowledge:

Skills:

1. Leadership skills
 - a. The ability to develop priorities to develop health and wellbeing in the community.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - c. The ability to address difficult issues with other partners regarding mental health.
2. Regulating and monitoring
 - a. Advanced chairing skills.
3. Communication skills
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage with the Council.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the role of Mental Health Champion.
- A detailed understanding of mental health issues.
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Mental Health Champion within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

Estimated average weekly time spent on the role:



Role Profile – Opposition Group Leader

Main purpose(s) of the role:

1. To provide effective leadership and strategic direction for a political group.
2. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent their political group in all their internal dealings within the Council, as well externally with other Councils, the Voluntary Sector, or on local, regional or national bodies as appropriate.
2. To scrutinise the majority group's administration of the Council.
3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other members of their political group act in a similar manner.
4. To lead their group in a manner which ensures that:
 - a. Members of their group abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services provided by them on behalf of the Council.
 - d. Regular briefings are provided on Council matters as appropriate to members of that group.
 - e. If in opposition to a particular proposal, decision or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
5. To work with members of their political group to formulate a framework of policies and priorities for that group.
6. To lead their group's approach to the media, and ensure consistency in this across the group.
7. To determine and allocate a portfolio of responsibilities amongst group members.
8. To nominate political representation on Committees, Sub-Committees, Working Groups and Panels as provided for in the Constitution

9. To consider the individual and collective development needs of group members and to assist them in developing the necessary knowledge and skills, whether as Councillors in general or in relation to their specific areas of responsibility.
10. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.
11. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
2. Scrutiny and challenge
 - a. The ability to hold Cabinet to account.
3. Political understanding
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to discipline members of their political group where necessary.
 - d. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - e. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.
4. Partnership working
 - a. The ability to use tact and diplomacy to work across the entire range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committee, and other political groups.
5. Communication skills
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
 - b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
 - c. Advanced listening, questioning and negotiation skills.
 - d. Advanced presentation and public speaking skills.
6. Additional skills:
 - a. The ability to plan and prioritise the business of the group.

Knowledge:

- An understanding of the roles of the Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- A detailed knowledge of the challenges facing local government.
- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their group.

Additional responsibilities:

1. To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive .

Estimated average weekly time spent on the role:

15 hours.



Role Profile – Ward Councillor

Main purpose(s) of the role:

1. Local community leadership and governance.
2. Representation of the interests of Ward Members.
3. Collective governance at the Council level.

Key relationships:

1. Constituents.
2. Party Leaders (if affiliated).
3. Other Councillors.
4. Key Council officers.

Key activities and responsibilities:

1. Collectively, to act as the ultimate policymakers and to carry out a number of strategic and corporate management functions.
2. To contribute to the good governance of the area and to actively encourage community participation and citizen involvement in decision-making.
3. To effectively represent the interests of their ward and of individual constituents.
4. To respond to constituents' enquiries and representations, fairly and impartially.
5. To participate in the governance and management of the Council.
6. To maintain the highest standards of conduct and ethics.

Key skills and knowledge:

Skills:

1. **Local leadership** – the ability to encourage trust and respect between individuals / groups by mediating fairly between different sections of the community, and to engage with community members to learn about issues of local concern and facilitate a vision for the area.
2. **Partnership working** – the ability to build good relationships with others (e.g. officers, community groups) by identifying shared goals and working with others to achieve them – ability to delegate or provide support as required.
3. **Communication skills** – the ability to listen sensitively and use appropriate language with different groups, communicating regularly and effectively with all sections of the community using various media.
4. **Political understanding** – the ability to communicate values, promote a political vision, and encourage democratic processes and public engagement. Councillors at all times need to work across divides whilst preserving their political integrity.

5. **Scrutiny and challenge** – the ability to act as a ‘critical friend’ by identifying opportunities for scrutiny inside and outside the Council, and by providing constructive challenges and feedback to others. This in turn requires the ability to analyse information quickly and present arguments in a concise, meaningful and clear manner.
6. **Regulating and monitoring** – an understanding of legal responsibilities and the following of the necessary protocols whilst evaluating arguments and making decisions. They must also be able to balance public needs and local policy, as well as monitoring progress and setting feedback on their own learning needs.

Knowledge:

- Understanding of how the Council works – its decision-making and administrative structure.
- Understanding of national policy and the impact this has on their ward.
- Knowledge of issues affecting both their ward and the wider locality.
- Knowledge of key contact officers, services, procedures and eligibility criteria for schemes and services provided by the Council.
- Understanding of the Suffolk Local Code of Conduct for Members.
- Knowledge of the Councils' Joint Strategic Plan.
- Knowledge of core Council policies.
- Understanding of legislation and Council policies to which they must adhere as Members.
- Basic understanding of local government finances and audit processes.
- Knowledge of the Council's Standards of Customer Care and its Complaints Procedure.
- Knowledge of partner agencies related to their ward.

Additional responsibilities:

- To take responsibility for their personal learning development and undergo appropriate and continuous training for any role undertaken.

Estimated average weekly time spent on the role:

- 25 hours per week



Member Learning & Development Policy

1. Introduction

- 1.1. Vision
- 1.2. Is Member Learning and Development important?
- 1.3. Aims and objectives
- 1.4. Overview of basic structure

2. Supporting Framework

- 2.1. Resources
- 2.2. Member Learning and Development Working Group
- 2.3. Member Support Officer

3. The Member Learning and Development Strategy

- 3.1. Induction Programme
- 3.2. Skills Programme
- 3.3. Individual Learning and Development

4. Evaluation

- 4.1. Continuous review
- 4.2. Annual Training Needs Analysis

1. Introduction

1.1. Vision

That all Members have the necessary skills and knowledge to perform effectively in their current or any potential future role and to enable them to contribute effectively to the delivery of the Joint Strategic Plan and good governance of the Council.

1.2. Is Member Learning and Development important?

1.2.1. A high-quality Member Learning and Development process is crucial to ensuring that all Members have the skills and knowledge to be able to carry out their roles effectively.

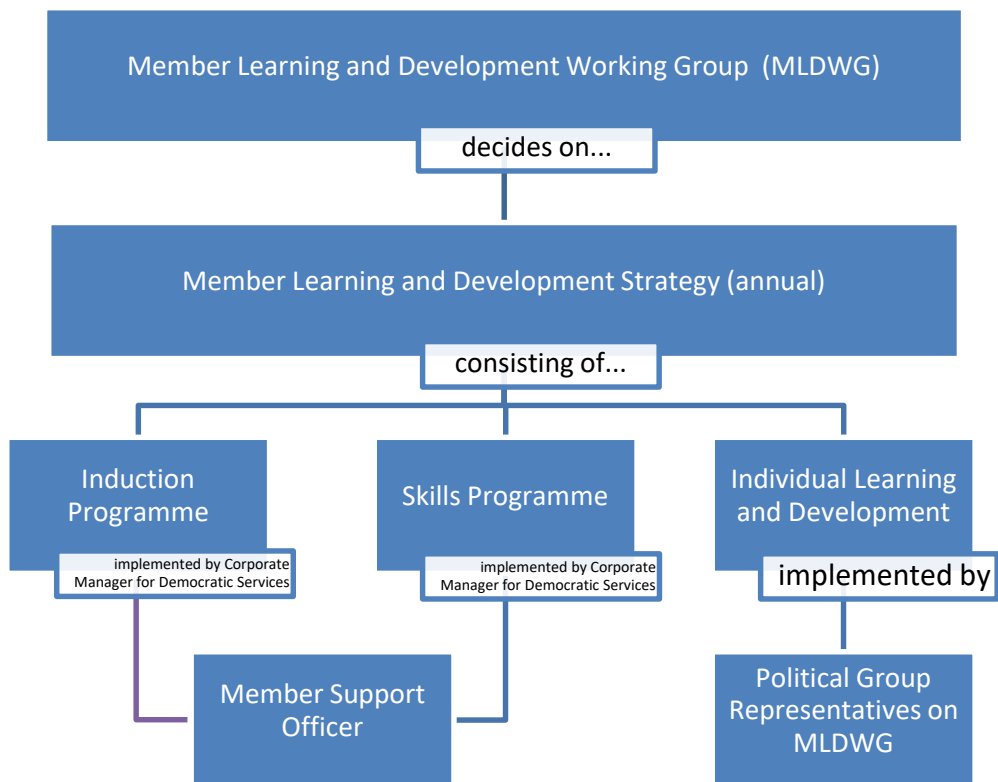
1.2.2. The policy will support Members in a variety of ways to enable them to function successfully as both decision-makers and community leaders. This might take the form of traditional training sessions, such as Chairing Skills, involving workshops and handbooks, as well as more practical 'on the ground' training in line with our Equality and Diversity Policy.

1.2.3. In addition, Members need to respond to external issues such as changing societal and demographic needs, different ways in which public sector organisations work (such as partnerships with external organisations) and changes in the law relating to local government. Members also need to be able to deal effectively with casework arising from the work they carry out as community leaders within their wards. This policy will aim to facilitate Members in all of the above.

1.3. Aims and Objectives

- To create a clear framework for the development of elected Members based upon their individual needs and the needs of the Council as a whole.
- To ensure that Members have the skills and knowledge necessary to lead the delivery of high quality public services.
- To ensure that Members are fully aware of their responsibilities and accountability to the Council and their electorate.
- To support the continued lifelong development of Members to help prepare them for any roles they may have in the future.
- To ensure that training and development of Members is seen as a key factor in the success of the organisation.

1.4. Overview of the basic structure of this policy



2. Supporting Framework

2.1. Resources

Each year the Council will identify the resources that can be devoted to Member Development. These resources will include:-

- **Budget**
- Particularly with regard to the Skills Programme, Member Learning and Development sessions will ideally be delivered by Members themselves, and failing this external trainers (for example from the LGA, Suffolk Association of Local Councils, professional training agencies, or think tanks), rather than Officers. Direct training by officers should only be used when there is no-one else reasonably available with the necessary skills or expertise. This is to ensure that Officers are not directing our elected representatives as to how they should be doing their jobs!
- There will, however, be continuous support from Democratic Services to organise and implement the programme (Democratic Service Manager and the Officer for Member Development).
- The Leader for each Group will be responsible for Member Learning and Development for their Group.
- Members of the Working Group will, at their discretion, implement an Individual Learning and Development Process (as outlined in section 3.3.) amongst their particular Political Groups, with support from within that political group.
- Places available from sponsored or external funding e.g. LGA.
- Opportunities through attending seminars, conferences or visits hosted by partners.
- Whether or not training is delivered internally or externally depends on the topic, existing in-house expertise and the number of Members who have expressed an interest.
- If external trainers are chosen it is for their knowledge of the subject and experience working with elected representatives.
- Cost effectiveness is continually considered in the planning and evaluation stages.

2.2. The Member Learning and Development Working Group

2.2.1. Key Features:

- Will consist of representatives from all political groups on BOTH Councils (including independents if they are a group) and be supported by officers.

- Will meet quarterly (although meetings can be scheduled) to agree and review training and development activities for Members and to provide 'general leadership' on the issue.
- Reports to the Cabinet.

2.2.2. Terms of reference:

- To champion and encourage learning and development amongst Members.
- To engage all elected Members in the Learning and Development process.
- To be a reference point for Group Leaders with regards to member development.
- To assist in the shaping and prioritising of member development activities – for example, those sessions included on the Skills Programme.
- To encourage an effective member/officer working relationship that engages all elected Members.
- To ensure that member development and training opportunities relate to the Corporate Priorities of the organisation.
- To ensure that development opportunities are planned to fit in with the family and caring responsibilities of Members as far as possible.
- To develop and implement the 4 year-long Member Learning and Development Strategy, consisting of the Induction Programme, the Skills Programme, and Individual Learning and Development, in the following manner:
 - At the end of each year, to establish a Training Needs Analysis that evaluates the overall effectiveness of the Member Learning and Development Strategy for that year and identifies learning and development needs for the following year, and to receive an annual report informed by that analysis;
 - Informed by the above-mentioned report, to review and decide upon the content of the Member Learning and Development Strategy for that year, and to identify and monitor the budget and other resources required to deliver it;
 - Throughout the year, to regularly review and monitor the Strategy to ensure it meets the needs of Members and the Council as follows:-
 - By regularly monitoring how training is carried out and its effectiveness;
 - By monitoring Member involvement in the training and development;
 - To take any necessary action as regards this.
- As regards individual training:
 - To establish criteria for funding bespoke/individual training and development requests;

- To ensure that information from individual interviews is channelled through the Political Groups to the Working Group, so that it can be representative of the variety of political positions across the Council;
- As part of Individual Learning and Development, to introduce a process for the implementation of Personal Development Plans and offer Members the opportunity to participate in the process.

2.3. The Member Support Officer

2.3.1. Terms of Reference:

- To support the Member Learning and Development Working Group and party leaders in carrying out their responsibilities.
- To commission / organise delivery of training on recommendations from Members.
- To monitor the programme, feeding evaluation back to the Member Learning and Development Working Group and reporting their findings to the Cabinet.
- To publicise events to all Members.
- To create an annual Training Needs Assessment for Members and to ensure that this is statistically representative of the views of Members as a whole.
- For those Members who do not belong to a Political Group large enough to be included on the Member Learning and Development Working Group, to interview said Members to help them develop a Personal Development Plan (PDP).
- To provide Members with the option of a 6-monthly progress review as regards their PDP.

3. The Member Learning and Development Strategy

A Member Learning and Development Strategy should be created on a yearly basis by the Member Learning and Development Working Group, informed by the annual Training Needs Analysis. It will consist of the following core elements:

3.1. Induction Programme

- 3.1.1. All elected Members and Agents will be given dates on the Member Induction Day.
- 3.1.2. An induction pack will be given to new Members at the Count after the results are announced – how the council works, what is expected of Members.
- 3.1.3. A draft programme is provided to prospective new Members before the election outlining the programme so that they can be aware of timings and make this time available.
- 3.1.4. Existing Members will be invited to any of the sessions as a refresher / to share their own knowledge and experience.

3.2. Skills Programme

- 3.2.1. Officers organise trainers to implement this. These will ideally be either Members themselves or external trainers (for example from the LGA, Suffolk Association of Local Councils, professional training agencies, or think tanks), rather than Officers.
- 3.2.2. Members will receive a guide of forthcoming training and the full training programme will appear on the Members extranet.
- 3.2.3. Members should be notified of forthcoming training courses via email alerts.
- 3.2.4. In order to support the diverse development needs of Members, development needs will be met through a range of sessions and training methods. In some cases, these will be delivered through the Council's own internal resources. Where necessary, however, the Council will identify and buy in specialist providers with a proven track record of effectiveness and value for money. Where the Council can facilitate joint training with other partners or stakeholders it will do so. The following methods of delivery will be used:
 - Training courses
 - Councillor briefings and workshops

- Conferences and seminars
- E learning
- Peer mentors
- Visits to other stakeholders, partners etc
- Case studies

3.2.5. The following skills sessions should all be included as part of the programme at some point over the next four years:

- Casework and representation
- Chairing
- Collaborative and partnership working (see the Local Government Association's 'Political Skills Framework')
- Communication, media relations and social media (see LGA Political Skills Framework for further information)
- Community leadership and engagement (see LGA Political Skills Framework for further information)
- Conflict resolution
- Essentials for aspiring leaders
- Effective meetings
- IT skills
- Influencing skills
- Local government finance
- Planning policy
- Political understanding and integrity (see LGA Political Skills Framework)
- Public speaking
- Presentation skills
- Project management
- Scrutiny and challenging skills (see LGA Political Skills Framework)
- Speed reading
- Understanding of legal responsibilities / protocol (see LGA Political Skills Framework under 'Regulating and Monitoring Skills')
- Workload / time management

3.2.6. Sometimes Members will want to attend events outside of the programme e.g. from their PDP / a skills gap not previously considered. This could, for instance, include conferences, courses or seminars conducted by Universities, the Local Government Association, the Suffolk Association of Local Councils, or external training organisations:

- To attend an ad-hoc course, the Member must agree this with their Political Group Leader or the Chair of the MLDWG and will be subject to budgetary agreement – this will then given to Democratic Services to book.
- Any copies of course notes should be stored in the Library of the members' extranet.

3.3. Individualized Learning and Development

3.3.1. Role Descriptions

- Role descriptions have been formulated to clarify the responsibilities and expectations for prospective Members, newly elected Member and existing Members, members of the public, partner organisations and officers.
- The formal introduction of Member Role Descriptions are intended to guide Members in terms of the expectations associated with their role, to inform the public and officers and provide a useful tool for future Member training and development.

3.3.2. Personal Development Plans:

- Representatives of those Political Groups represented on the Member Learning and Development Working Group are responsible for ensuring that each Member of their particular Political Group develops a Personal Development Plan regarding their current and future development and training needs as Members. The PDP will identify the individual's strengths and clarify the needs of their role that require further training.
- For Political Groups not large enough to be represented on the Member Learning and Development Working Group, individual interviews will be conducted by the Member Learning and Development Officer.
- Members must have a PDP interview with their Member Learning and Development representative, their Group Leader or with officers and attend 12 hours of training to receive their full remuneration package
- Outcomes of interviews retained in PDP folders

4. Evaluation

4.1. **Continuous review:**

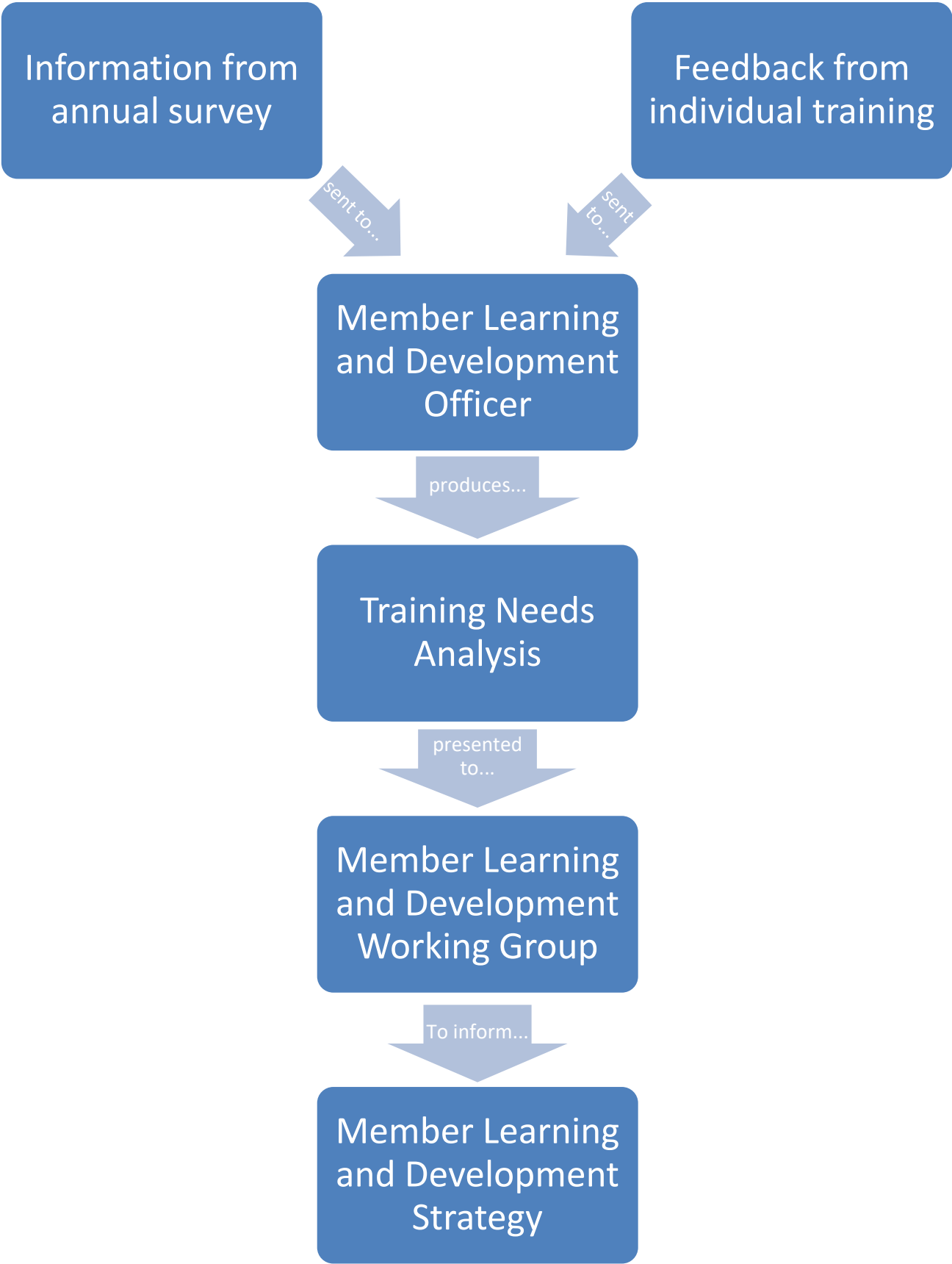
- 4.1.1. Induction training followed by a 6-month assessment of the impact, knowledge or skill gained in helping the Member in their new role
- 4.1.2. Attendance at training and development events recorded to identify and address issues around non-attendance
- 4.1.3. Published role descriptions and a Member Development folder are provided to Members, which are used for self-evaluation at the end of the year
- 4.1.4. PDP process and Member Development folders – targets reviewed at the 6-month review and at the Members next PDP.

4.2. **Annual Training Needs Analysis:**

- 4.2.1. There will be an annual Training Needs Analysis presented to Council consisting of...
 - The annual Member Learning and Development Survey (reviewed by the Member Learning and Development Officer each year). The survey should include questions on which sessions and styles of learning delivery Members found successful the previous year, what could have been improved, how many sessions they attended, and which sessions and methods of delivery they would like included on the following year's Strategy. There should also be an additional section gathering brief information on cultural and personal circumstances, in order that the content and timings of sessions more adequately fits Members' needs.
 - Data from the survey should be triangulated with anonymised data from PDPs.
 - Feedback data from individual sessions.
 - Feedback taken from officers regarding Member development.
 - Feedback obtained from senior Members of the Councils' Cabinets, especially the Leaders.
 - Feedback from other Councils.
 - Performance Indicators are agreed by the MLDWG – currently they are:
 - Activity indicator – average number of training hours / days per Member;

- Financial indicators –
 - Actual cost per elected Member;
 - Average cost per elected Member;
- Learning outcome indicators:
 - Number of personal performance targets achieved (but this would merely reflect relative, rather than absolute, progress);
 - 90% of Members to undertake PDP meeting;
 - 100% of newly elected Members to take part in the induction process;
 - All Members who attend training events (including ad hoc) asked to complete an evaluation form – these are then collated and used as part of the Training Needs Analysis.

4.2.2. Learning and development events will then be reviewed and changes made where necessary.



Agenda Item 15

MID SUFFOLK DISTRICT COUNCIL

TO: MSDC Cabinet	REPORT NUMBER: MCa/18/73
FROM: Cllr David Burn, Cabinet Member for the Environment	DATE OF MEETING: 4 March 2019
OFFICER: Kathy Nixon, Strategic Director; Marc Cole, Assistant Director, Economic Development	KEY DECISION REF NO. CAB111

DEVELOPMENT OF VISITOR CENTRE AT NEEDHAM LAKE

1. PURPOSE OF REPORT

- 1.1 The development of an improved visitor offer at Needham Lake is identified as one of the Council's key priorities. This report sets out the process, timetable and estimated costings for a visitor centre following preliminary feasibility investigations at the site, outline design work, a face-to-face survey of visitors to the area and officer discussions with councils elsewhere in Suffolk that have similar facilities.
- 1.2 The report considers the realistic options for a new facility and recommends that the Council awards a 'Design and Build' contract for a high-quality building, offering enhanced catering, visitor information and public convenience facilities. This will assist the ambitions of both the Council and the community to secure the future of Needham Lake as a premier visitor, community and family destination.
- 1.3 Towards this end, the report seeks authority to approve the funding, proceed to secure planning permission and carry out a subsequent tender process, including the award of contract for the visitor centre development.

2. OPTIONS CONSIDERED

- 2.1 In order to deliver this key priority for the Council, and following the feasibility work, several delivery options have been reviewed. These have included due consideration of future sustainability in terms of ongoing revenue costs and environmental matters. The options include:
 - a. A café model operated by the Council or by a third party.

The option of a model operated by the Council was discounted as the Council has no relevant experience of running a café operation, whereas the private, voluntary and community sectors do. This would also provide an opportunity for a small business or social enterprise to run the facility. The Council would be interested in working with potential operators who were prepared to engage with the Local Authority's wider economic development and skills objectives, as set out in its Open for Business strategy.
 - b. A lease, with potential for a shared profit arrangement, or a model whereby the operator would design, build, own and operate the facility.

In order to maintain a degree of control over the project at this key strategic open space site for the Council, a lease arrangement is preferred.

- c. Other sites for the new building at the Lake were investigated and rejected principally on flood risk grounds and also because they would not deliver against the key aspiration expressed by the public for a facility which overlooks the main playground area.

2.2 Cabinet is invited to consider the content of this report and then determine via the recommendations below how to progress.

<p>3. RECOMMENDATIONS</p> <p>That Cabinet:</p> <p>3.3 Approves funding of up to £600,000 to deliver a new visitor centre development at Needham Lake.</p> <p>3.4 Agrees to proceed with the associated planning permission and to carry out the subsequent tender processes, including the award of contract, for the development of the new facility.</p> <p>3.5 Grants delegated authority to the Strategic Director, in consultation with the Cabinet portfolio holders for Environment and for Communities, to select and award the contract for the development of the new facility.</p> <p>3.6 Grants delegated authority to the Strategic Director in consultation with the Cabinet portfolio holders for Environment and for Communities to award the contract to operate the new facility.</p> <p>3.7 Agrees to continue the Member advisory working group for the development of Needham Lake Visitor Centre that includes relevant Cabinet Members and local Ward Members.</p>
<p>REASON FOR DECISION</p> <p>Improving the quality of life for the local community and increasing visitor spend in the local economy; supporting community capacity building and engagement; maximising a Council asset; encouraging increased physical activity and improved use of open space; and efficient management of the delivery of the facility.</p>

4. KEY INFORMATION

Background

- 4.1 The development of an improved visitor offer at Needham Lake is identified as one of the Council's key priorities. It is supported by local planning policies and has already secured Business Rate Retention Pilot Project funding.
- 4.2 This report considers the realistic options for a new facility and recommends that the Council awards a 'Design and Build' contract for a building of high quality, offering enhanced catering, visitor information and public convenience facilities.

This will assist the ambitions of both the Council and the community to secure the future of the Lake as a premier visitor, community and family destination.

Needham Lake

- 4.3 Needham Lake is a 13-hectare (32-acre) country park owned and managed by Mid Suffolk District Council. It is a former gravel pit from the 1970s that supplied aggregate for the construction of the A14 dual carriageway. The facility attracts in excess of 300,000 visitors per annum and is purported to be the second most visited free attraction in the East of England. It is particularly popular with young families and throughout the year hosts a number of family events. Needham Lake is the venue for a weekly local Park Run and considered to be one of the most successful in the area. Local schools also currently run day trips to the Lake.
- 4.4 The current catering offer is provided via a small refreshment kiosk offering ice creams and coffees but does not have any indoor space. The kiosk is owned and operated by a local business on a licence arrangement and operates only at peak times and in good weather. In the school summer holidays, the same provider also operates an ice cream cart in the Creting Road car park.
- 4.5 Public conveniences are provided at the other side of the Lake in a purpose-built building that also houses a small visitor information room.

Feasibility Study Outcomes: Business Case and Outline Design

- 4.6 As previously outlined, various options for the development of a new visitor centre at Needham Lake were considered and discounted during the feasibility study process. These included the development of a Council owned and operated café facility, a private or third sector owned and operated café facility and alternative sites around the Lake. The first option was discounted because the Council has no relevant experience in operating such facilities. The second because it would potentially limit the Council's control over this project and any related future developments at one of its key strategic open space sites. Finally, alternative sites were discounted both on flood risk grounds and also because they did not deliver on the public's preference for the enhanced catering facilities to be located close to the main playground area.
- 4.7 The preferred option is for a new Council-owned facility, located on the site of the existing kiosk and operated by a private, voluntary or community sector provider. This would offer enhanced catering, visitor information and public convenience facilities in a lower flood risk area adjacent to one of the main lakeside car parks but also next to the main playground.
- 4.8 Specialist consultancy, Concertus, has been commissioned to carry out grounds and utility studies and to develop outline design and costings for the project. They have designed a flexible layout which accommodates seasonal fluctuations in patronage through the incorporation of a partitioned floorplate. The partitioned area may also be used to accommodate school groups and/or private hire adding to the sustainability of the new development.
- 4.9 The detailed build costs are set out in Appendix A (exempt from the public as it contains financial information).

- 4.10 It is envisaged that the visitor centre will be a high-quality building of approximately 120 sqm in size, that also offers external WC access to allow non-customers to use the facilities. The future of the existing WC block would form the subject of a separate report after due assessment of the asset.
- 4.11 The ground conditions, potable water and drainage costs associated with the new building are complicated given the building's lakeside location. At the time of writing Concertus is still working on this element of the design. Consequently, in some of the key areas (such as water supply and drainage) the stated costs are initial estimates and thus potentially subject to change. However, the £600,000 figure in the report's recommendations are intended to cover all the costs outlined and allow for contingencies. That said, until Concertus and Anglian Water formulate final figures for the ground condition, potable water and drainage costs this does remain a project risk.
- 4.12 With regard to other investigations and specification, the site is more straightforward. An electricity supply already serves the kiosk (included in the operator's licence fee). A separate project is already underway to install two electric car charging points in the car park adjacent to the kiosk, so at the same time the opportunity has been taken to incorporate additional electricity capacity to support that required for a future visitor centre.

Indicative Delivery Timescale

- 4.13 Subject to Cabinet agreement, the visitor centre project will go out to tender for the build over the summer period. Planning permission and other preliminary works would take place in parallel and it is envisaged that the initial preparatory works would commence at the cessation of the current kiosk operator's arrangement at the end of September 2019. Off-site works could take place during winter 2019/20 with on-site works beginning in the spring 2020.
- 4.14 Expressions of Interest for the premises lease would also be sought in summer/autumn 2019, with a view to the lease being agreed by the Spring of 2020. This would ensure that the potential operator would have some opportunity to influence the final design and specification. It is anticipated that the new visitor centre could open in time for the 2020 summer season.

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 The Needham Lake visitor centre project clearly delivers against the Council's key priority:

'Lead and shape the local economy by promoting and helping to deliver sustainable economic growth, which is balanced with respect for wildlife, heritage and the natural and built environment.'

- 5.2 It contributes towards the key strategic outcomes of:

- Community capacity building and engagement – All communities are thriving, growing, healthy, active and self-sufficient.
- Assets and investments – Improved achievement of strategic priorities and greater income generation through use of new and existing assets.

6. FINANCIAL IMPLICATIONS

- 6.1 The Council has already committed £20k from the Growth and Efficiency Fund to undertake feasibility work.
- 6.2 Cabinet is requested to approve up to £300,000 from the Growth and Efficiency Fund to add to the £300,000 already committed from the Business Rate Retention Pilot programme (creating a total fund of up to £600,000) to deliver the facility at Needham Lake.
- 6.3 The detailed financial information is confidential and as such is exempted from this report. This can be found in Appendix A.

7. LEGAL IMPLICATIONS

- 7.1 The site is owned by Mid Suffolk District Council. Existing rights of way, wayleaves and easements and a sewer run under the land, so the appropriate local, environmental and drainage searches will be required as part of the legal due diligence. There does not appear to be any covenants against the title which would prohibit development and any development would need to avoid disturbing the rights identified.
- 7.2 Planning permission will be required for a new café/visitor centre, however, the principle of a facility has been established in extant Local Plan policy, as well as a previous lapsed permission. The officer working group includes representatives from several services including Development Management, and it is not anticipated that there would be complications from the planning process.
- 7.3 The existing kiosk arrangement and any new lease arrangement on the new facility can be managed by the Council's Strategic Asset Management Team in the normal way.

8. RISK MANAGEMENT

- 8.1 This report is most closely linked with the Council's Corporate/Significant Business Risk No. 2a "We may not understand the needs and aspirations of our businesses". Key risks and mitigation are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Risk 2a - We may not understand the needs and aspirations of our businesses	Unlikely	Noticeable	The operator's lease will be negotiated early enough for the operator to ensure it is fit for purpose. The operator will fit out their own kitchen and front of house to their own specification.
Failure to secure an operator	Unlikely	Noticeable	Soft market testing indicates strong interest from a range of commercial operators.
Failure to achieve financial targets	Unlikely	Noticeable	Strong market interest indicates a desirable trading location that can command a premium rental yield.

Risk Description	Likelihood	Impact	Mitigation Measures
(e.g. rental income and costs savings)			Potential savings from closure of the existing toilet block (if this were to be a future decision) would depend on the future of the building which is outside the influence of this report.
Costs creep/ abnormal or contingency costs.	Unlikely	Noticeable	Concertus investigations are under way to establish final detailed costs and the initial costs available at the time of writing are mitigated by the contingency figure included within the total budget figure.
Potential negative impact on the high street (coffee shops/cafes) from loss of trade.	Highly unlikely	Minimal	Analysis shows that few users of Needham Lake visit the town centre as it has a different market role/share. However, part of this project will seek to increase linked visits and encourage Lake users into the town centre.
Delay to scheme – Summer 2020 opening target (peak season)	Unlikely	Noticeable	Appointment of specialist contractors to deliver the facility with contractual commitments.

9. CONSULTATIONS

9.1 In the summer and autumn of 2018, the Council undertook a programme of on-site face-to-face surveys which yielded over 400 responses. The principal outcomes were:

- a. Overwhelming support for a new café and that it should overlook the main playground (replace the kiosk);
- b. Provide quality, well-maintained toilets within the café, replacing or adding to the existing building; and
- c. Build an architecturally-interesting building, but nothing outlandish. ‘Quality’ was the word most used.

9.2 Soft market testing with commercial operators has also revealed market interest in a new café from a variety of operators, each with interest in expanding the trading hours and season. One of the key outcomes of these informal discussions was insight into the ‘back of house’ design of the facility to ensure it is fit for purpose.

10. EQUALITY ANALYSIS

10.1 An Equality Impact Assessment is not required. The proposed facility will be available for general public use and be built to existing Building Regulations which incorporate accessibility regulations.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 Ecology at the Lake is well understood. An ecological report has been commissioned to support a future planning application and early feedback is that there would be little to no direct negative impacts from the visitor centre/café replacing the existing kiosk.
- 11.2 The development of a new building will have minor impact on the intensity of activity within the immediate vicinity of the building. It is likely that a short section of the car park screen planting will need to be removed to deliver the construction site. Alternative replacement planting will be provided on-site.
- 11.3 It is proposed that the building will incorporate existing technology and methods such as solar panels, passive solar gain and low power lighting to ensure it is sustainable in the long term.
- 11.4 The current policy at Needham Lake is to provide no refuse bins on site as users are requested to take waste home. It is anticipated that the café will lead to a reduction in littering as much of the waste generated from catering will be retained within the building. As part of the lease the operator will be required to undertake site cleaning and maintain refuse bins in the vicinity of the building.
- 11.5 Environmental implications of the proposed development will be fully addressed through the normal planning application process.

12. APPENDICES

Title	Location
(a) Confidential Financial implications	Restricted access due to financial information
(b) Indicative location plan	Attached

13. BACKGROUND DOCUMENTS

- 13.1 Results from survey of users of Needham Lake.

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

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Appendix B: Needham Lake Proposed Café Indicative location plan



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