



**BABERGH DISTRICT COUNCIL
AND
MID SUFFOLK DISTRICT COUNCIL
JOINT STRATEGIC PLAN REFRESH
2016 – 2020
APPENDIX A (REVISED)**

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Introduction from the Leaders of Babergh and Mid Suffolk District Councils

This Joint Strategic Plan is a refresh of the original Joint Strategic Plan which was developed in 2013/14. Following a number of significant changes in the local, regional and national context since the original Plan was developed, as well as the considerable changes in our own political make-up since the local elections in 2015, it was felt necessary to revisit and realign our priorities

Consequently, this plan sets out how we aim to deliver enduring and positive changes for our many and diverse communities and businesses over the next five years. It seeks to position our two sovereign Councils – now served by one smaller and more dynamic workforce – ahead of the major financial, demographic and social challenges that our communities face. This will also place the two Councils in the best position to take advantage of the opportunities presented by the Devolution Deal for East Anglia and for the changes in the way public services are delivered in the future.

The Plan also seeks to enthuse our councillors and staff – now working in totally new and more flexible ways – to build on their track records of innovation and success to focus even more of their energies on delivering our key outcomes for our communities and businesses.

To do this, we need to continue to reshape our roles away from being defined by the services we have historically always delivered, to one which is a more mixed approach. We should look to combine some direct delivery of services, while at the same time encouraging and enabling our communities to do more themselves and find solutions to local challenges with others.

To enable the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – *the right people, doing the right things, in the right way, at the right time, for the right reasons*. We also need to be clear we are delivering value for money in all we do. The structure, roles and responsibilities of management have been reviewed and a new management structure and culture has been developed to lead the organisation to deliver these outcomes.

We will certainly have to stop doing some things which our Councils have previously been involved in providing. This will not always be an easy process, but our Councils will strive to find alternatives – including working with communities themselves.

The key to this is for the Councils, our businesses and the communities we serve to engage with each other more consistently and work through problems and solutions together. Engagement with our public sector partners to collaborate on the design and delivery of these solutions will also be essential.

We hope the Plan acts as an inspiration for our communities, local businesses and other partners to work with us to achieve the plan's outcomes. You will see that each Council has its own similar, but slightly differently worded vision and priorities; however, despite this, they share similar outcomes.

We commend this Plan to you.

Cllr. Jennie Jenkins
Leader
Babergh District Council

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Mid Suffolk District Council

Contents

Page No

Executive summary

Plan on a Page

Where we are now

Our vision and priorities for the future

- Economy and Environment

- Housing

- Strong and Healthy Communities

Our organisation

Priority Outcomes

- Housing Delivery

- Business Growth and Increased Productivity

- Community Capacity Building and Engagement

- An Enabled and Efficient Organisation

- Assets and Investments

How we measure success

Our new financial and business model

DRAFT

Executive summary

Babergh and Mid Suffolk District Councils' Strategic Plan sets out how we – and the communities and businesses we serve – can shape the future, for the better.

The precise future for councils, and the communities they serve, might sometimes look unclear – not least due to the huge changes taking place in terms of how we are funded, what we do and how we do it.

The East Anglia Devolution Deal will be a significant development setting a fundamentally different relationship between Government and local public services. Devolution will see decisions currently made by Government on things such as infrastructure, growth, employment and skills affecting East Anglia, being made in East Anglia.

This Strategic Plan will make sure Babergh and Mid Suffolk are able to take full advantage of the opportunities provided by the Devolution Deal. It will provide a sense of shared direction, pace and common purpose against which we can work with our communities and our businesses to deliver the kinds of outcomes we jointly wish to see.

This Plan is, therefore, a reflection of:

- The realities we all face, and must adapt to, in terms of reducing resources, competing priorities and rising expectations
- The aspirations we are setting ourselves as councillors and staff to be the type of agile, quick-moving and responsive Councils our communities want us to be

It outlines the context in which we are operating at the moment and the challenges and opportunities of the future that will influence how well we do.

It articulates the three main priority areas that your district councillors have identified will have the most positive impact on that future:

- Economy and Environment
- Housing
- Strong and Healthy Communities

These priorities will be delivered under five key strategic outcomes:

- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
- **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right place and encourage investment in skills and innovation in order to increase productivity

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- **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
- **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons

Plan on a Page

The diagram below outlines the five strategic outcomes, together with the key outputs needed to deliver these outcomes.

Delivery of the strategic outcomes can only really be achieved through collaboration with public sector partners, local communities and the voluntary sector. Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk/Cambridgeshire/Peterborough (East Anglia) Devolution proposals.



Where we are now

The districts of Babergh and Mid Suffolk form the heart of Suffolk and cover an area of over 1,400 square kilometres (540 square miles). They are predominantly rural in nature, with a number of market towns. We believe that the heart of Suffolk is a very special place to live and work; with 6,400 listed buildings, 60 conservation areas and two Areas of Outstanding Natural Beauty (AONB).

Both districts feature in the top 50 rural areas to live across the UK in terms of well-being and satisfaction with quality of life. The latest Halifax Rural Areas Quality of Life Survey identifies that Babergh is thirty-third in 2015/16 and Mid Suffolk has maintained a good position at twenty-fifth.

We need to ensure that this prosperity and quality of life is available to all, and use the growth in the total populations of both districts between now and 2035 to our advantage. Babergh's population will grow by 10% to 96,400 and that of Mid Suffolk by 20% to 116,700. According to these growth forecast figures, 12,927 people are expected to be aged over 80 in Babergh (13.4%) by 2035 and 13,350 in Mid Suffolk (11.4%). This poses challenges for us in terms of how we adapt our services and work with our communities to meet the needs of an ageing population. We also need to address skills gaps that are posing difficulties for our businesses and continue to 'grow our own' future workforce as well as encourage skilled workers into the two districts.

A further challenge is that Babergh and Mid Suffolk, along with all other Suffolk districts, showed an increase in deprivation levels relative to other authorities in England between 2007 and 2015. This increase is of concern, although the districts still experience below average deprivation. This reinforces the importance of achieving improvement in these important areas.

Some of the key national, regional and local issues facing the Councils now and over the next five years include:

National

- The Government is driving economic and housing growth to strengthen the local economy and ensure people and places become more prosperous
- New national Government policy changes, including Welfare Reform, which is essentially about helping people become more independent; the Government's Productivity Plan which aims to boost productivity through 15 priorities including upgrading our skills and transport infrastructure; the Prevent Agenda, which is about intervening before health and social care issues become acute and wider whole system working across the public sector; and changes to affordable housing policy to increase the possibility of home ownership

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- The Government's drive to transform the way public services are resourced
- An increasingly litigious culture, freedom of information, and a transparency agenda making it easier to challenge decision-making, as well as increased ability and willingness to challenge
- The continuing digital revolution - changes in technology affecting the ways we can interact with people, an increasing move to online and 'digital by design', and the need to be intelligence-led

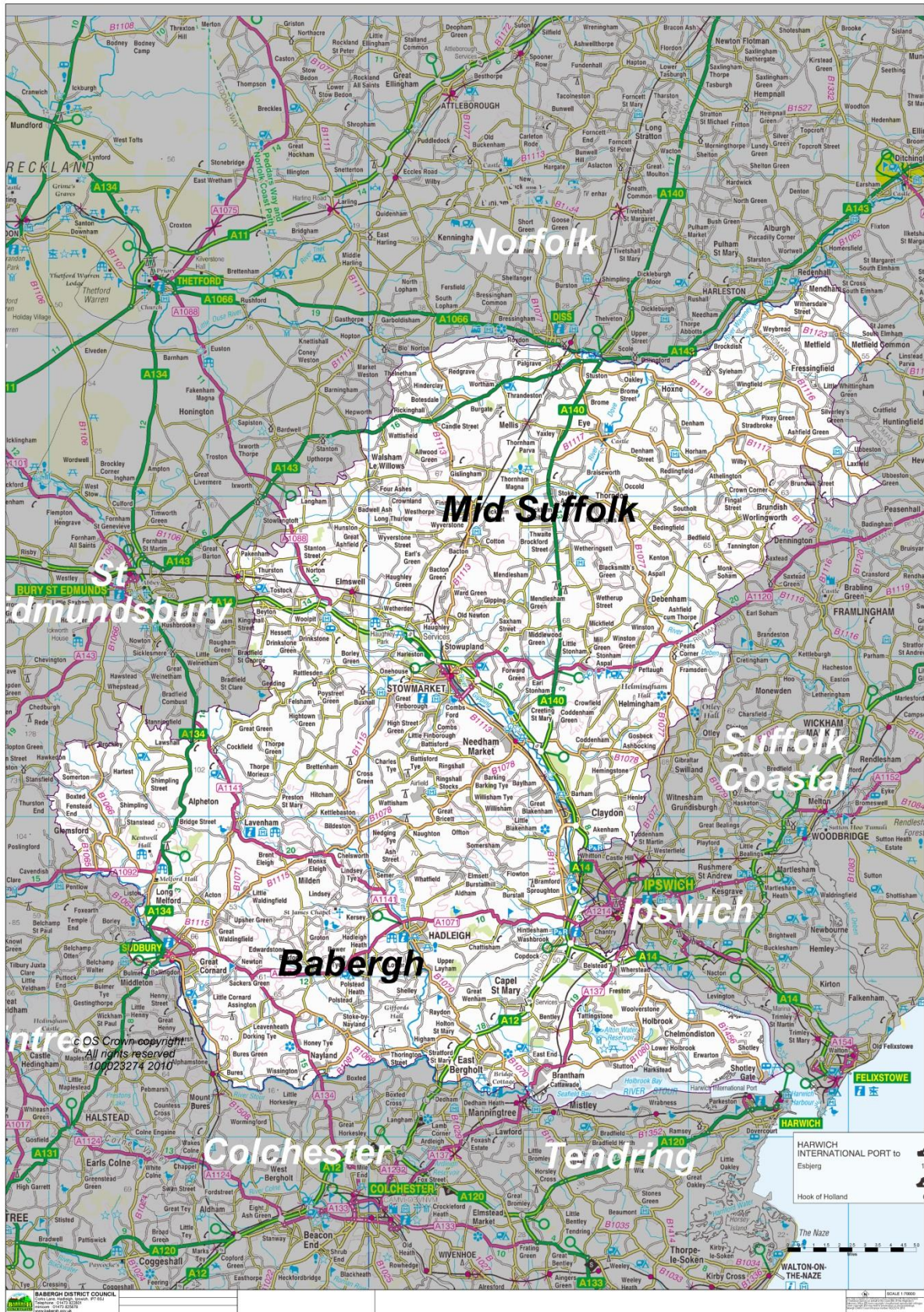
Regional

- Public services across Suffolk are being transformed to deliver better outcomes for less resource with collaboration and joining-up of activities across the whole system
- The East Anglia Devolution Deal and potential for new governance arrangements to drive the delivery of growth and transformation of public service delivery
- The Suffolk economy, where productivity continues to be below UK levels and low wages prevail

Local

- Low average wage economy/high average house prices (and rising faster than wages)
- Challenges around how we involve our communities in realising the benefits of growth in their locations
- The local political environment has changed with the new Babergh Conservative administration
- Both Babergh and Mid Suffolk face a challenging financial outlook for the next four years and beyond

Our challenges – which fall under our three broad priorities of **Economy and Environment, Housing, Strong and Healthy Communities** – provide the focus for this Strategic Plan and the outcomes which we hope to achieve. With a challenging financial outlook, this Plan will drive how we use our available resources and focus our efforts.



Where we are now

Economy and Environment

The local economy is characterised by having many smaller businesses, in both our main market towns and our villages, in a diverse range of market sectors. In Mid Suffolk and Babergh 7,910 businesses have nine employees or less with 20.9% of the population in Mid Suffolk being self-employed and 12.1% in Babergh self-employed.

Our role is to support the needs of all businesses, attracting new businesses into the area and providing support, particularly to those smaller and start-up concerns facing issues in terms of access to finance, dealing with legislation and sharing ideas and best practice as they strive to grow.

Suffolk has a comparatively low wage economy: workplace figures show that in 2015 median weekly gross earnings for full-time workers were £460 for Babergh and £465 for Mid Suffolk, compared to the £532.40 figure for England.

Linked to this, the county has comparatively low productivity. Gross Value Added (GVA) per head in England in 2013 was £23,755. The equivalent figure for Suffolk was £20,620. This is not a recent challenge; historically GVA has grown more slowly in Suffolk than nationally. We will now be redoubling our efforts to understand the challenges for our sectors and the levers for improvement.

A contributing factor to this is the relative lack of higher-level skills. In Babergh in 2014, 28.7% of residents were qualified at NVQ level 4 and above. The figure for Mid Suffolk residents was 31.9%. This compares to 35.7% for England as a whole.

Recently released figures for 2015 show that 54.5% of Suffolk pupils achieved five or more A*-C grades including English and Maths. The national figure for all schools was 53.8%. This is the first time that Suffolk figures have been above the national average for several years, which is encouraging progress. Babergh and Mid Suffolk tend to exceed the Suffolk figure; however, we would clearly want to be consistently exceeding the England figure in order to build skills and opportunities for local young people and meet local economic need.

The two districts have lower levels of young people not in education, employment or training than the Suffolk average - Babergh 3.3% and Mid Suffolk 3.9% against the Suffolk average of 4.7%.

The natural and built environment in the Babergh and Mid Suffolk area is distinctive and provides an attractive backdrop that is cherished by local communities, businesses and visitors alike. The area contains two Areas of Outstanding Natural Beauty as well as a host of areas designated for their wildlife value. It contains a remarkable heritage asset consisting of some 6,400 listed buildings and 60

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Conservation Areas. We recognise that the appeal of the environment is crucial to many of our businesses and is key to attracting investment. Arguably, because of its ubiquitous presence in everything we do and wherever we are, the protection and enhancement of the Environment should be regarded as a priority in its own right. Because it is so pervasive, however, rather than elaborate it separately, it is mentioned throughout the plan in those places where it is especially important. Absence of a mention, though, does not mean that it will be overlooked in our service delivery wherever and whenever it is appropriate to consider it.

Housing

Both Babergh and Mid Suffolk are expensive places to live relative to local salaries, partly because of the attractiveness of our districts and people's wishes to live here, and partly because the supply of new homes has not kept pace with demand over recent years.

For Babergh the median house price to salary ratio is 10.5, for Mid Suffolk it is 9.2 (2014 figures) against a national average of 6.96. For many residents, including young families, this makes owning their own property difficult. In terms of rented accommodation, the average private rent per calendar month in Babergh is £635 and in Mid Suffolk it is £595 (2014).

During 2014/15, 172 net housing completions were built in Babergh and 416 in Mid Suffolk. Of these, 31 (18%) were affordable homes in Babergh, and 46 (11%) were affordable homes in Mid Suffolk. During 2015 both Councils were granted planning permission for the first new council homes to be built for 30 years, providing much needed affordable homes for our communities.

Strong and Healthy Communities

Overall, Babergh and Mid Suffolk are safe and healthy places to live. A recent survey identifies that 8.3 out of 10 adults in Babergh believe what they do in life is worthwhile, the highest average rating in Britain. The national average is 7.8. They are also among the happiest with both having an average rating of 8.2 – significantly higher than the GB average of 7.4.

Around 7% of Babergh and Mid Suffolk residents feel that their lives are limited a lot by a long-term health or disability problem.

The number of reported crimes in both districts is about 3,500 per year, compared to over 38,000 across Suffolk as a whole. The perception of crime, however, remains higher than the reality.

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Around 67% of residents in both districts are classified as obese or overweight, and around 12% smoke. Alcohol-related hospital admissions are rising nationally, with a third of older people developing drinking problems. By 2037, it is anticipated that almost a third (31.1%) of the population in the county will be aged over 65 (257,000 people).

The Councils have a role in working with others to encourage healthier lifestyles and promote use of leisure, open space and activity-based facilities.

Our organisation

We are delivering services that have a positive impact on the priorities we have set, albeit with fewer resources. However, if we are to continue to realise our ambitions and deliver the outcomes in this Plan, our Councils need to remain financially sustainable by seeking out viable new sources of income, and new and innovative ways of delivering, including looking at ways of providing services with our communities and partners and always seeking the best value return for our investment.

We have already made many organisational changes:

- Our staff and councillors are working in new ways and the workforce has been restructured into a single delivery organisation working across the two Councils
- We have been creating the conditions that allow the organisation to shift from traditional service delivery to one that is outcome-focused and has a real positive impact. We are building a flexible and agile environment where resources can be quickly redirected as necessary
- We are getting better at using insights and intelligence to inform the decisions we make and in understanding how well we are delivering against our plans
- We have made improvements to many service areas during this time of sustained organisational change – but there is much more to do

This Strategic Plan will help us to target what we do more effectively and to consider what services we may not be able to provide in future. Looking at better ways to deliver our services, having more efficient public access arrangements and making better use of digital technology are high on our list of achievable outcomes.

We are working more closely and fostering our collaborative-working with a wide range of key partners to achieve common objectives. These include other public services, the community and voluntary sector, local businesses and their representatives, and communities.

We are seen by others in local government as innovative and transformational in the way we work, and have received recognition and funding for what we have achieved

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so far and for our future ambitions. Recently, an East Anglia devolution agreement has been announced by the Government which consists of seven broad elements, with the key driver being increased economic growth and housing delivery.

We recognise that the way we function as an organisation (and with our partners) will either enable or hinder the achievement of the outcomes set out in this Plan. That is why our fourth broad priority contains an outcome to be an 'Enabled and Efficient Organisation' – the right people, doing the right things, in the right way, at the right time, for the right reasons.

In summary

People are living longer, the economy is growing and unemployment is generally lower than the national average, but wages, skills and educational attainment are lower than the national average, the need for homes is growing and technology continues to move on.

In the midst of change, and with fewer resources, we still need to deliver services that have a positive impact on our stated priorities as well as protect our environment and its unique character.

We also intend to develop effective engagement and gather the information necessary to focus on ensuring our activities meet the needs of the communities we serve, including the most vulnerable.

To do this, we will need to maximise the prosperity and income we can generate locally by getting more houses built, helping the economy grow and tapping into external funding opportunities. In doing this, existing partnerships will be strengthened and new ones forged.

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Our vision and priorities for the future

Councillors and staff at both Babergh and Mid Suffolk District Councils are fully committed to working together – and with others – to achieve the visions and priorities of the two councils.

Babergh’s vision:

“To create an environment where individuals, families, communities and businesses can thrive and flourish.”

Mid Suffolk’s vision:

“We will work to ensure the economy, environment and communities in Mid Suffolk continue to thrive and achieve their full potential.”

This means that we will continue to focus our efforts and use all our resources to deliver the three key priorities to make each council’s vision a reality.

Priority 1: Economy and Environment

Babergh: Shape, influence and provide the leadership to enable growth while protecting and enhancing our environment

Mid Suffolk: 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

Priority 2: Housing

Babergh: Shape, influence and provide the leadership to achieve the right mix and supply of housing

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

Priority 3: Strong and Healthy Communities

Babergh: Shape, influence and provide the leadership to support and facilitate active, healthy and safe communities

Mid Suffolk: Encourage and support individuals and communities to be self-sufficient, strong, healthy and safe

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Councillors have confirmed that the above vision and priorities in the previous Plan have not changed, and that priorities would be delivered under five key strategic themes or outcomes:

- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
- **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right place and encourage investment in infrastructure, skills and innovation in order to increase productivity
- **Community capacity building and engagement** – All communities are thriving, growing, healthy, active and self-sufficient
- **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons
- **Assets and investment** – Improved achievement of strategic priorities and greater income generation through use of new and existing assets ('Profit for Purpose')

The rest of this Strategic Plan outlines what we will do, why, what we will achieve for both Babergh and Mid Suffolk's communities by focusing on these priority outcomes, and how we will change in order to maximise our positive contribution to their realisation.

Priority Outcomes

Housing Delivery



Description

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

Why is this a priority?

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

We know that many residents are struggling to achieve the housing outcomes that are right for them. Either because of housing cost, living in homes that are no longer appropriate for them or lack of convenience for the types of facilities and services they wish or need to use.

Babergh and Mid Suffolk District Councils have a number of roles to play in helping residents to achieve the best housing solutions for their needs.

New Homes Delivery

In recent years, the need for homes in our area has outstripped delivery. The recession slowed the building of new homes, and the cumulative effect over the last few years means that the pace of new-build needs to increase rapidly to satisfy

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current and future demand. New homes are critical, not only for existing residents, but also to attract new skilled workers to support local economic growth. There are also financial advantages for the Councils to accelerate new homes growth with the New Homes Bonus incentivised government funding.

We are seeking to significantly increase supply and expand our 'market making' role in terms of creating the right conditions for developers and private landlords to work with communities to deliver housing.

Landlord Function

We have a landlord role, being jointly responsible for about 7,000 council properties. We see our responsibilities extending beyond just collecting rents and maintenance. For example, we are supporting the Government's agenda to ensure people are able to work wherever possible. We also know that many of our tenants are facing hardship caused by the rising costs of basic goods and services and, as a result, are launching initiatives to help tenants keep on top of their finances.

What are we doing to achieve these outcomes? A few examples:

Being clear about what housing is needed

- We are identifying more detailed housing requirements in our local area – need, demand and the market view – to develop an evidence base for new-build, the number of homes, type and location, and infrastructure requirements

Unlock barriers to growth

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

Support the delivery of homes that meet the needs of our ageing population

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

Agree where growth goes

- We will understand where the supply of new homes can be delivered sustainably in Babergh and Mid Suffolk and plan accordingly
- Using good quality information we will work with developers on sites coming forward for development to influence what type of homes are delivered and how they meet need
- We will identify sites where brand new settlements could be located, such as garden villages, and investigate their feasibility
- Continue to deliver new homes using our own resources by commissioning development partners to help us to deliver, identifying suitable land and agreeing a development programme

Engage communities in understanding the benefits of new homes and jobs

- We will engage early with our businesses and communities to understand where new housing and jobs may be located and to discuss the issues and opportunities that arise
- We will ensure councillors have all the information they need so communities can understand the benefits for their area
- We will work with communities wanting to progress neighbourhood plans for their areas, to make sure they are able to be supported and are in alignment with our spatial planning
- Joining-up our work on housing with health and social care colleagues to make sure we design and deliver services together around the needs of individuals and communities

Make best use of our existing housing assets

- Work with tenants to agree the best way to deliver property services across our own housing, to make sure we are efficient and cost-effective in our delivery and commercial in our approach
- Ensure the ways we manage the Councils' assets helps to free-up finances to reinvest in new affordable homes
- We will look at ways to improve the standard of our housing, ensuring they are comfortable to live in, heating bills are lower, and they are as sustainable as possible
- We will continue our initiatives to support tenants and home owners in combating fuel poverty

What will success look like?

We will catch up on our under-delivery of homes over the past few years, and the pace of building new homes will increase to match predictions of future requirements.

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There will be no ‘one-size-fits-all’ approach - rather our councillors and staff will be adept at working through bespoke housing solutions that really do reflect local needs and wishes.

The Councils will continue to be active in using their internal housing expertise and the positive, collaborative relationships they have brokered with all manner of interested parties – including our communities – to anticipate and develop imaginative opportunities to shape the housing market across the two districts.

Case Study 1: Understanding housing need and the wider determinants of health – Suffolk-wide survey 2014

Both Councils recognise that understanding housing need is the starting point to influencing and delivering new housing supply.

The 2014 Suffolk Housing Survey provided high quality data about housing need across all generations but was also a test-bed for innovative collaborative working across all Suffolk Councils and Public Health. Babergh and Mid Suffolk led the countywide research which yielded detailed evidence about housing need, but also health, care, finance and employment.

Together with other information such as local housing needs surveys, the data will be used to inform future housing and health policy at a strategic level avoiding duplication by different services.

Case Study 2: Housing Revenue Account (HRA) New Build development programme

In 2015, Babergh and Mid Suffolk decided to start building their own homes again. We prepared a development pipeline of eight schemes, two in Babergh and six in Mid Suffolk, that would deliver 65 new council homes.

A development partner was selected via a tendering process and we have worked with Havebury Housing Partnership since April 2014 to progress these schemes. We were successful in attracting £1.2 million of grant funding from the Homes and Communities Agency and the programme represents a total investment of £8.7 million.

All eight schemes are on site or about to start on site with completions phased from May 2016 through to June 2017.

Case Study 3: The Unity project – regeneration of our existing estate

Unity is a type of prefabricated property built by many councils in the post-war era to provide much needed housing. Mid Suffolk owned 77 Unity houses across three key housing sites in Stowmarket, Woolpit and Haughley. In 2011 these were identified for demolition and replacement with modern, fit-for-purpose homes for the 21st century.

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Using an agile approach, Mid Suffolk District Council formed a small team that worked intensively with Orbit Housing Association to deliver the development.

Consultations and planning followed due process and the programme is on target to deliver 163 new homes to replace the Unity homes by the end of 2017. The new homes will be owned and managed by Orbit Housing Association. In addition, Mid Suffolk will completely refurbish 11 existing Unity houses, bringing them up to modern standards of heating and insulation in the process.

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Business Growth and Increased Productivity



Description

Suffolk’s economy has proven itself to be resilient over the past few years with job creation on the increase. However, we do have below average productivity levels, skills and attainment levels, and earnings are lower than average levels. We will work to help create the conditions where productivity can improve. We will work to bring forward the development of employment sites and other business growth, of the right type, in the right places, and also to encourage investment in infrastructure, skills and innovation.

Why is this a priority?

Ensuring that our two districts support the sustained and sustainable economic growth of Suffolk is a key priority within this Strategic Plan. Suffolk has a strong context for economic growth which is captured in the New Anglia Local Enterprise Partnership’s Strategic Economic Plan and the Suffolk Growth Strategy.

Both districts have a very diverse economic base and historically low levels of recorded unemployment, but there are concerns about our lower-than-average wage and skills levels.

Our role as Councils is to ensure that we are as open as possible in encouraging and facilitating new employment opportunities that contribute to our already diverse economic base.

This will involve us understanding business needs in more detail and being more active and flexible in how we engage with businesses through everything we do and in helping our businesses access all the support available.

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Local economic growth needs to contribute to our communities' quality of life, the environment in which we live and our wonderful heritage of wool towns and historic villages.

It is important to ensure that our workforce has the right skills and aptitudes to help businesses succeed and that our environment and historic buildings are protected and enhanced, both in their own right and because of their value to the local economy.

We have a key role in improving the environmental sustainability of how we work and the buildings for which we are responsible. We will also continue to transform our approach to waste collection as this will reduce the costs incurred by the Councils and our taxpayers, so freeing up more resources to support local businesses.

What are we doing to achieve these outcomes? A few examples:

Increased understanding of our local businesses and their needs

- We are extending the ways we network with business, including through business groups like the Chamber of Commerce, and the Local Enterprise Partnership (LEP)
- We will increase the levels of engagement of our councillors and senior officers with businesses to understand their needs and support their growth ambitions
- We will also commission research into our local businesses to gather intelligence and insight into their needs
- We will support businesses to become more sustainable, reduce their carbon footprint, and reduce their costs

Engage with and support businesses to thrive

- We are extending our 'Open for Business' approach across the whole organisation, ensuring all businesses receive the right response and support wherever they come into contact with the Councils
- To this end, we are purposefully developing relationships with our businesses via an account manager approach through councillors and officers
- We will continue to connect businesses to the Local Enterprise Partnership Growth Hub to ensure they receive the right support, advice and access to funding
- We will also innovatively work with businesses to create more high-value jobs, then help to attract people to these jobs from both within and outside our districts

Ensuring the right skills for businesses and enterprises

- We are continuing to work with colleagues across Suffolk to establish an online platform called 'ICanBeA', to help young people easily access information about local careers and pathways to employment
- We are working with schools in the two districts to help them to link up with local business more effectively

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- We will also raise awareness of skills gaps and encourage businesses to work with schools to develop the skills needed in future
- We are leading by example as a member of the Suffolk County Council programme to deliver intern placements, Modern Apprenticeships and work experience placements, as well as developing a work experience toolkit for smaller employers – we will increase apprenticeship provision through engaging with businesses

Further develop the local economy and our market towns to thrive

- We will regenerate the market town centres working with town councils, steering groups and partnerships, supporting them to develop local visions and implement plans
- We will continue to develop and then implement our Suffolk Tourism Strategy
- We will also promote our area outside our districts to attract new business investment

Employment site allocations of the right type, in the right place

- We are supporting the development of a Suffolk Strategic Planning and Infrastructure Framework to provide the context for future growth and infrastructure investment
- We will enable improvements to infrastructure across our own area in order to support business growth
- We will encourage improvements in the broadband network which will help to attract more high-value jobs
- We will lever-in additional investment through, for example, Food Enterprise Zones and Enterprise Zones
- Development of the joint planning policy framework is underway, which will prioritise and speed up sustainable growth
- We have already identified the key sites in our core strategies and are working hard with others to get them developed. Some of these sites are already being progressed through the planning system to delivery
- We will be charging a Community Infrastructure Levy which will apply to certain new developments. The funds received will be used to secure local infrastructure provision with some monies being transferred to town and parish councils to support community projects
- Community-led planning will be supported and we are already making good progress where communities are prepared to lead sustainable growth in their areas

What will success look like?

Both Babergh and Mid Suffolk are districts characterised by a diverse, dynamic and growing local economy – one which is sustainable and supports our wonderful natural and built environment.

The Councils themselves are very much ‘Open for Business’. The Councils’ staff and councillors are developing an understanding of the needs of businesses. They are

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constantly building good relationships with current and prospective employers to work with them to seize good job creation opportunities, to remove unreasonable blockages to growth and to advise and guide all interested parties about new opportunities and ideas.

The Councils are also at the forefront in supporting initiatives that increase the range and improve the quality of the skills base in the local workforce.

Case study 4: ‘Open for Business’ – account manager trial

Our Councils are exploring a different model of supporting local business, aligning with broader project work underway to demonstrate that our districts and the wider region are ‘Open for Business’.

We are seeking to offer a more seamless experience by allocating a dedicated account manager where required. Not only will this add value, provide continuity and save time for businesses, it will improve our organisation’s collective understanding of the business community to tailor our responses accordingly.

A small pilot team of officers, from across the organisation, is working together with businesses to develop this approach. In parallel, senior management and councillors are talking to key business sectors in our districts with a view to forming and strengthening key relationships and build understanding.

Case study 5: Introducing Food Enterprise Zones

The Councils were successful in achieving two Food Enterprise Zones. Wherstead and Stowmarket are the only two sites in Suffolk to receive this designation. Being in a Food Enterprise Zone will mean that businesses who wish to grow and develop in the zones will be able to build new factories, offices or other commercial buildings, without having to apply for full planning permission.

The granting of certain ‘Permitted Development Rights’ by the Councils will save businesses both time and money when they wish to expand. It will also attract new inward investment into the district by encouraging companies to relocate or start-up businesses within the Food Enterprise Zones.

Case study 6: Mill Lane Business and Enterprise Park

This 79 hectare site on the edge of Stowmarket was allocated for employment use by the Council in 2013, to provide new job opportunities close to the expanding town and the A14. Since then, a development brief has been produced that outlined how development could take place within the site.

Planning permission has been granted to start the construction of the access road

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and the first phase. It is anticipated that over 3,000 new jobs could be created once the site is fully occupied. Part of the site is a Food Enterprise Zone and in 2015 the Council successfully applied for national Enterprise Zone status, so that it can also offer a rate-free period to attract new businesses and jobs to the area and enable additional investment to bring the sites forward.

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Community Capacity Building and Engagement



Description

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

Why is this a priority?

In these challenging times with reducing budgets available to public services and greater demands and expectations on our services, it is vital that we build and strengthen our relationships with our communities. They need to help us to understand what works best for them, to be at the forefront of service design and to help us to reduce demand, and prevent more costly interventions arising in the future.

Working with our communities is essential as we focus on how we can stimulate sustained growth in new housing and business, to lead to greater economic prosperity within the districts. This will ensure we can work constructively with our communities, where new development is inevitable, to engage and influence how this is shaped and to make the most of the benefits which this growth can bring. In particular, to ensure we can attract skilled workers to our area and to retain and enhance essential community infrastructure and facilities such as schools, health services, village halls, sports facilities and play areas.

Reviewing our grant and external funding support will help us to build even greater community capacity with a much closer alignment to our priorities, by ensuring we commission better outcomes and we help to increase volunteering capacity which is essential for groups to thrive. By harnessing the potential of external funding sources

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and expertise, we expect to reduce our reliance on our own grant spend and increase the opportunities available to our community groups at the same time.

We will work more closely with our local, regional, national and international funders to provide influence on the direction of future funding and the key needs of our communities, particularly focusing on the rural aspects of the districts and those who are at risk in terms of their vulnerability.

Our communities are generally safe and healthy already. However, the challenges of an ageing population with complex needs, in a very rural area, together with reductions in public service spend, makes maintaining these levels of wellbeing a significant challenge. Our focus on collaboration between the various tiers of public services, the voluntary and charitable sector and the community will help us to adopt prevention and early intervention principles. In particular, focusing on helping people to establish and maintain active lifestyles and remain as active and independent as possible throughout their lives.

We will actively encourage and support volunteering within our communities to build people's skills and experience, providing opportunities for people to develop local solutions.

We will, as part of our work with the county council on their Anti-Poverty Strategy, continue to design and deliver our services so that they help to improve financial inclusion in the districts by working with partners, individuals and communities to support those residents who may find themselves in financial difficulties.

We will share learning and understanding across our communities to enable a network of support and partnerships to be built. We will develop mentoring and coaching techniques to galvanise and inspire others.

What are we doing to achieve these outcomes? A few examples:

Communities engaged as early as possible

- We will engage with communities at the earliest opportunity so that they can help to shape and influence growth and understand the positive economic benefits that this provides

Community-led solutions to deliver services and manage assets

- We will support all councillors to encourage and enable their communities to deliver their own services and activities
- We will target and work alongside communities that are confident and capable of supporting themselves and have active and engaged volunteers
- We will apply learning from emergency resilience activities where the community are supporting emergency preparedness themselves
- We will consider incentivising communities for taking more responsibility and control of activities in their communities

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Targeted grants and funding to support community capacity building

- Our discretionary grants and external funding support will be used to kick start self-sustaining projects and increase community capacity
- We will actively engage with a broad range of external funders to enable capital investment within our communities to support and sustain local capacity building
- We will help the voluntary and community sector grow their skills, capacity and resources to take on more responsibility for assets and services currently managed by the Councils

Community volunteers are skilled and able

- We will promote and develop volunteering capacity within the districts
- We will work with a wide range of partners to enable people to become involved as volunteers. We will also ensure our volunteering commitment is open to people of all ages and abilities

Continued support for Health and Wellbeing outcomes that prevent interventions

- We will ensure prevention and early intervention principles (for instance, Connect Sudbury) are embedded within service delivery, commissioning projects, activities and campaigns within the districts
- We will ensure we demonstrate the impact of this work by providing tangible evidence of outcomes
- We will contribute towards and influence the successful delivery of the mental health outcomes and Anti-Poverty Strategy for Suffolk

What will success look like?

Our communities continue to be enjoyable places to live and work. Through our focus on preventative programmes and activities, we will help to ensure that our residents take responsibility for leading active, healthy and safe lifestyles.

The broad range of facilities within our communities are retained, valued, well used and make significant contributions to the quality of life and health of residents.

People have the opportunity to volunteer within their communities, from roles as trustees to those with the skills and the confidence to design and manage local facilities and activities.

Communities are dynamic and vibrant with established and new residents contributing to the community as volunteers, members of community groups and organisations. All these are able to access funding support from local development contributions and/or the wide range of external funding opportunities.

Our communities understand the imperatives for growth; engage with developers and the public services to bring the optimum benefits from this growth within their community.

People are proud of their community and take part in initiatives which promote and showcase their localities including the Village of the Year competition, the High Sheriff's Awards and regional and national programmes.

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Improving mental health and wellbeing will enhance the lives of individuals and families and increase economic prosperity in Babergh and Mid Suffolk. We are working together with our Health and Wellbeing Board partners to ensure that adults and young people in Babergh and Mid Suffolk have the opportunity to improve their mental health and wellbeing. This involves taking action on a number of fronts; tackling stigma by making sure that mental health is everyone’s business, enabling access to support for improving the emotional health and wellbeing of children, ensuring that there is seamless mental health provision across agencies and bringing together all the elements of physical and mental wellbeing in recognition that mental and physical health are inter-dependent.

Here are a few examples of the work we are doing to achieve our priority outcomes. In communities, most of the initiatives are small, but there are many of them, so when taken together, they will deliver the outcomes required.

Case Study 7: The Housing and Health Project

We have been working closely with our Suffolk Health and Wellbeing Board partners who have made a commitment to the Housing and Health Charter. This will help to establish a joint approach and common understanding of how important good quality and well managed housing and support is for people within Suffolk.

As part of these new collaborative arrangements, Public Health has allocated funding for the Councils to pilot the delivery of an innovative and unique new health and wellbeing offer for our tenants. The project, which will run for 18 months, will provide different levels of support and a range of community-based health and wellbeing interventions.

The project aims to address the Councils’ rent and council tax arrears, improve self-reported wellbeing and, in addition, contribute to reduced demand on local health and care services. In recognising the positive impact our teams can have upon other aspects of our tenants’ lives, this project will provide insight into a new approach to our offer as a social landlord and help us to redesign our services and the way we work with our local partners.

To ensure we demonstrate the impact of our work by providing tangible evidence of outcomes, the study will be externally evaluated through a partnering arrangement with University Campus Suffolk.

Case Study 8: Helping a community retain and improve a community resource

In 2014, the Communities Team began to work directly with the Metfield Village Hall Committee to undertake research and information-gathering on their need to develop and sustain the existing facilities in the village.

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A decision was taken to undertake the Metfield Community Hub Project to extend the existing facility and design a project which tackled the key issues for the village. This includes social and rural isolation, lack of connectivity in home working and social enterprise training.

With ongoing support and advice, Metfield completed the three-stage Big Lottery Reaching Communities application and in December 2015 secured £271,000 to proceed with the project.

Metfield’s feedback on the Council’s support: “As volunteers with very little experience of making grant applications, it is a daunting task to make a National Lottery submission with all the work entailed, so your reading-through of the application before submission was invaluable and your feedback and comments extremely helpful.”

Case study 9: Building community capacity – the Community Caretaker Scheme

The successful Community Caretaker Scheme which has run for several years in Mid Suffolk is now being trialled in Babergh. The scheme provides a grant which enables the parish to employ a local person to carry out general litter picking and cleansing duties within the town or parish.

Consultation with town and parish councils within Babergh District to gauge interest has led to five town and parish councils - Bures St Mary, Holbrook, Stratford St Mary, East Bergholt and Lavenham - trialling the scheme. The intention is for this to then be available across both districts. The District Council continues to offer a rapid response service alongside this initiative for issues such as fly-tipping.

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An enabled and efficient organisation



Description

To ensure the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – the right people, doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation’s resources by using agile ways of working.

Why is this important?

In order to deliver the priorities for and with our communities, we need to continue to change how we work.

Our organisation and the people working within it (both councillors and officers) need to be able to adapt and respond to the changing external environment and the demands from our local residents and businesses.

Taking advantage of modern technology, so that residents can access our services at times and in ways to suit themselves, will ensure that our reducing resources can be aimed at assisting those most in need.

To become financially sustainable for the future we need to ensure that we are operating as effectively and efficiently as possible.

What are we doing to achieve these outcomes? A few examples:

Networked and agile organisation

- We are equipping our staff with the skills and abilities to become more agile and adaptable; people are increasingly networked both internally and across the Suffolk system

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- We are aligning our resources to the outcomes of the Councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
- We are creating a Senior Leadership Team and Extended Leadership Team that is similarly outcome-focused and has a real positive impact

Financially sustainable councils

- We are continuing to develop the Medium Term Financial Strategy in response to funding changes, both within the Councils and across Suffolk, to ensure the Councils have a sound financial basis on which to deliver the priorities
- We will continue to develop our budgets and forecasts on a Priority Based Resourcing approach (PBR)
- We are reducing our reliance on core government funding and maximising the money that we can generate ourselves

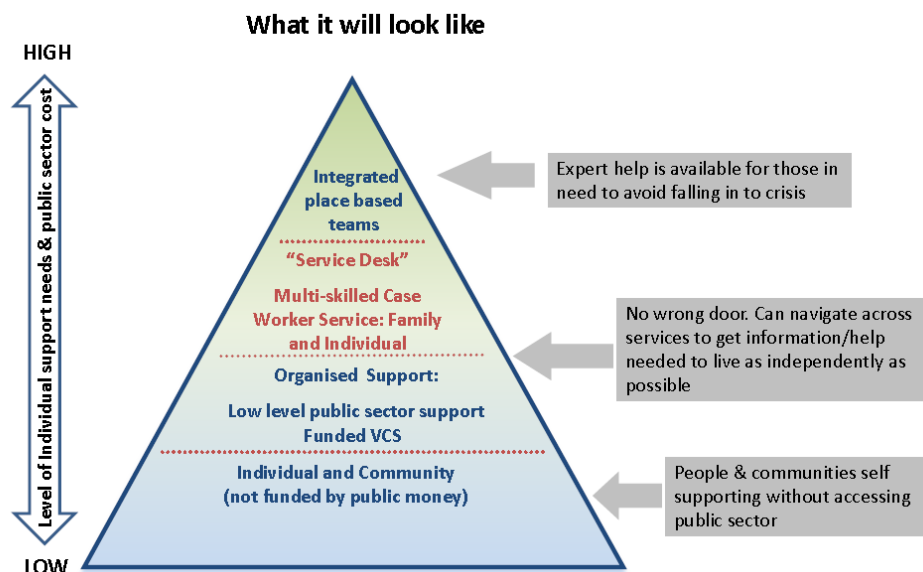
Digital by design

- We will develop our use of technology to enable us to be efficient and cost-effective in everything we do
- We are developing and implementing the countywide Digital Suffolk initiative, to improve access to information and the ability to make transactions digitally. This includes:
 - The Cloud – providing secure, resilient, and agile data infrastructure
 - Mobile working technologies – supporting new ways of working and role-based workstyles
 - Big Data – enabling service modelling and analysis by turning data into intelligence
 - Social and collaboration tools – driving business and social productivity

More efficient public access arrangements

- We will introduce customer relationship officers who will ensure our customers and residents receive the appropriate support for their needs
- We will undertake work to understand our customer base to maximise lower-cost digital access and to make sure that the ways our customers can access us are the most efficient and effective from both perspectives
- We are providing an 'open for business' approach to our business customers to make sure they get the right support

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Strengthened and clear governance to enable delivery

- We are reviewing our constitution, including contract and finance procedure rules and working arrangements, to ensure that we are able to make timely and good quality decisions for the environment that we are now operating in
- We are reviewing the scheme of delegation to enable us to move more swiftly with decision-making where appropriate
- We will understand the Councils’ risk appetite and design a new risk framework and guidelines for its use that ensure we are managing our risks well

Outcomes based commissioning

- We will build the capability across the organisation to commission effectively for outcomes
- We have introduced integrated and effective electronic purchase-to-pay, contract management and tendering systems and processes
- We are introducing systems and processes to effectively manage our different categories of expenditure, ensuring that value for money is achieved and we maximise use of the local economy and collaborative opportunities

Alternative service delivery models

- We will transform the way that we work in order to reduce our costs or achieve more with our available resources, by doing things in new and different ways
- We will be more business-like and investigate commercial ways of working to maximise social, economic, environmental or financial return on our investment

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- We are developing alternative service delivery models, which may be shared with other public bodies. For example we are establishing a Shared Legal Service with other Suffolk district councils

Intelligence-based community insight

- We will enable access to accurate, up-to-date and easy-to-interrogate insights, evidence and intelligence to support our delivery of the priorities
- We will join-up the use of data, intelligence and evidence between different partners to give new insight into our communities, and their interaction with the Suffolk System, to design new approaches to the delivery of services
- We will use this to continuously review and shape our priorities and outcomes – to make sure that we are doing those things which are most needed in our communities and are able to measure the impact of what we do

Outcome-focused performance management

- We are developing a new performance management framework so that we are clear what success will look like and how we measure it, which will also enable us to have the right conversations with staff about their own performance

What will success look like?

Our organisation is able to respond and adapt quickly to changes in the external environment and our staff and councillors have been developed to have the right skills, attitude and capability to operate in an ever-changing environment.

We have an outcomes-based focus and can demonstrate what we are delivering for our districts and the wider area.

We have provided the means by which people can answer their own queries without needing to contact us, so that our reducing resources are targeted at those most in need of our assistance.

We have governance arrangements in place that enable us to operate effectively in the environment that we are working in, and we can demonstrate that we are making intelligence-based, timely decisions that take into account the Council's risk appetite.

The Councils are financially sustainable in the medium/long term.

We are operating under a range of service delivery models, both on our own and with others, that complement the needs of the service.

Case Study 10: Digital by design – IT services collaboration with Suffolk County Council

Suffolk County Council’s IT department now provides strategic IT advice to our Councils and also manages the entire computer network for Babergh and Mid Suffolk, including all the desktop software, IT helpdesk and the issuing of IT equipment. This provides resilience, flexibility and consistency across both districts, using the latest leading-edge technology.

Wi-Fi has been installed at both Council buildings and staff and councillors have been issued with laptops. This means they can now work from any Suffolk County Council based building across the county, in district offices, at home on their own broadband, and even connected via their own smartphone on the train to work, anywhere, anytime.

Integrating all staff and councillors onto a single IT infrastructure has enabled staff and councillors to share calendars, book meeting rooms remotely at both sites, use instant messaging, and make staff availability and location information far more visible across the organisation.

Case study 11: Introducing Commissioning for Outcomes

The Procurement and Commissioning team has been improving the efficiency and effectiveness of the commissioning processes and systems in the last two years.

In 2014, they implemented an integrated and electronic ‘purchase-to-pay’ system to enable joint and effective purchasing and payment processes. In addition, an integrated approach to tendering and contract management has commenced, replacing the Councils’ manual processes with electronic systems.

In the last year, joint commissioning policies and strategies have been adopted to deliver a common approach by Babergh and Mid Suffolk, and supply routes that make the most of the local economy have been developed.

The team is now in the process of developing and implementing a commissioning framework across both Councils, to enable commissioning for outcomes to become embedded.

Assets and Investments



Description

The public sector has the ability to invest, and a portfolio of assets to develop. We will maximise the contribution made by our own and other public sector land and property assets, and we will invest in new assets, in order to generate additional income and to achieve our strategic priorities.

Why is this important?

In order to replace the traditional government funding, which is rapidly reducing and predicted to disappear altogether in the next three years, we need to identify and secure new income streams.

What are we doing to achieve these outcomes? A few examples:

Property investment to generate income and regenerate local areas

- We are developing a new capital investment strategy which, when implemented, will generate additional revenue income in the short-term and capital appreciation in the mid to long-term, as well as investing in the economy
- We are also considering other commercial opportunities to acquire assets and then use them to generate income for the Councils
- We are investing the available cash balances of both Councils in relatively low risk, but higher income earning property-related financial investments and making money available for loans to businesses through the Funding Circle

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Making best use of land and buildings across the Suffolk System

- We are working with other public sector organisations across Suffolk, local authorities, health and police, to map the public sector estate, and to make this information available to all partners
- We will use this information to exploit the public sector-owned land and buildings within our area, in conjunction with our partners, for the delivery of homes and jobs, to support our communities and co-locate with other public sector bodies to provide integrated services

Manage our corporate assets effectively

- We will appraise all of the land and property assets we own, including a cost-benefit analysis and the preferred option for the use of each asset will be implemented
- We are designing a comprehensive asset management model which will be implemented this year
- We are developing an accommodation strategy for both Council's staff and councillors to ensure we are fit for the future
- We will seek to reduce our carbon footprint and make our corporate assets sustainable

Manage our housing assets effectively

- We will need to transform our approach to our tenants and housing stock to manage within reducing resources
- We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements
- We will explore longer-term options for making best use of our housing assets
- We will seek to reduce our carbon footprint and make our housing sustainable

What will success look like?

Both Councils are financially sustainable, without direct government support, with all funding being secured from council tax, business rates and incentivised government funding, as well as from our own commercial activities.

The Councils are managing a portfolio of property assets in a coordinated and efficient way, optimising our housing assets and resources, and maximising the return on the property we own for investment purposes.

Case Study 12: Making our cash and investments work harder for us and provide more income and financial sustainability

It is recognised that a new level of commerciality needs to be embedded across the organisation to identify new opportunities for reducing our costs, for generating increased levels of fees and developing new income streams.

For example, a revised Treasury Management Strategy has been implemented, realising increased interest income for both Councils. Cash held by both Councils has been invested in relatively low risk but higher interest financial instruments such as the Churches, Charities and Local Authorities (CCLA) Property Fund and the Funding Circle.

Both Councils have also approved the investment of £25 million each into assets that will generate revenue income in the short-term, capital appreciation in the medium and longer-term and, where invested in land and buildings within the districts, will also support growth in homes, jobs and businesses.

Case study 13: Better understanding and use of our housing stock

Asset management is about the understanding, long-term planning, provision and sustainability of Babergh and Mid Suffolk's housing assets. An aligned Housing Asset Management Strategy for the two Councils has been adopted, enabling them to improve the quality and condition of the housing stock to our locally-agreed Homes Standard, and develop new homes.

The Housing Asset Management Group, which incorporates councillors and officers across a range of disciplines, has developed a viability model to identify high cost and low demand property. The model has already enabled the group to recommend disposals worth more than £1 million for re-investment in our affordable housing investment programme.

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How we measure success

In 2016/17, Mid Suffolk and Babergh have core budgets of around £10 million each and provide services to approximately 188,000 residents across both Councils and a range of other stakeholders. An outcome-focused performance framework has been developed which will evaluate if we are achieving our ambitions. It will help us to measure our success at delivering key priorities within our refreshed Joint Strategic Plan.

Half-yearly reports will be produced identifying, at a Suffolk level, how our (and our partners) activities are changing the characteristics of the county and, at a district level for Mid Suffolk and Babergh, how well we are achieving the desired results and outcomes of key activities and projects. The reports will also help us to identify the impact we are having on improving community conditions and quality of life. More detailed monitoring information will also be available at a neighbourhood or community level.

Our approach is developed through the use of data and developed intelligence, ensuring that we are clear on the current position, have a compelling case to deliver an outcome, and are clear on the activities and interventions that are required over identified periods of time.

In line with the Government's efficiency, transparency and accountability agenda, we are also publishing a range of traditional input and output measures, 'facts and stats', on our website which will allow communities to self-serve and hold us to account.

The new framework will help us to be clear on:

- what we are doing and why
- what is standing in our way and how we might resolve it
- how we will deliver and with what
- how we will know if we've achieved it
- how we might improve our outcomes and what can we learn from the experience

We believe the effective management of our performance is essential so that we can demonstrate that we are delivering what is important to the community, both effectively and in the most cost-effective way.

The diagram below shows the framework we will use, and demonstrates how inputs and activities lead to outputs and outcomes, and that these should have an overall impact within our communities.

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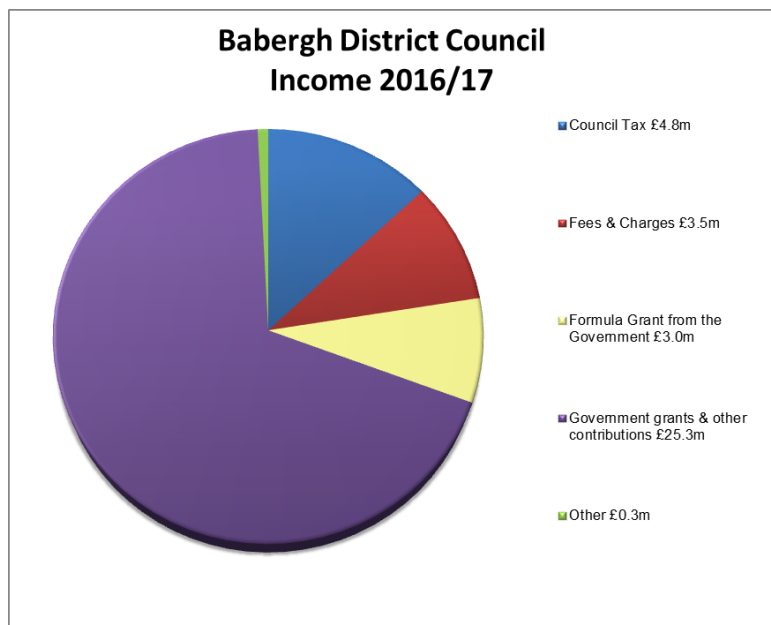
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Our new financial and business model

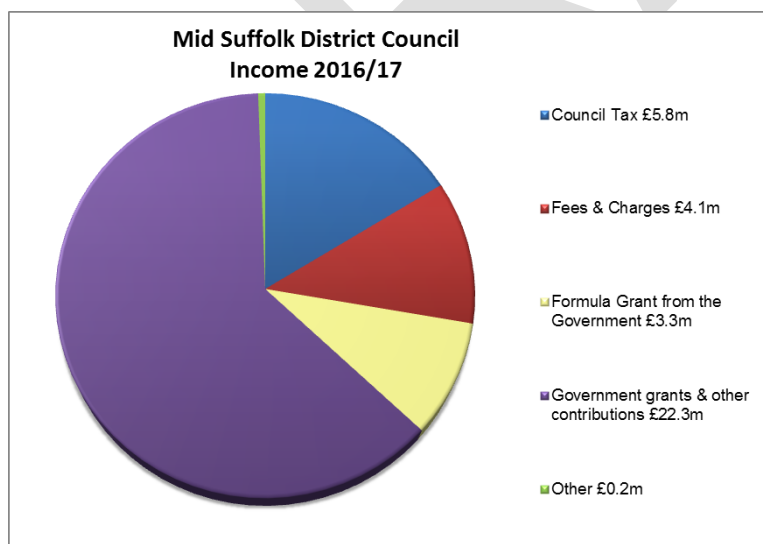
Both our Councils' funding is derived from a range of sources. The diagrams below show the breakdown of the two councils' funding sources that are built into the 2016/17 budget.

Babergh District Council



Formula grant includes £1.0 million Revenue Support Grant and £2.1 million retained business rates income. Government grants include £1.8 million New Homes Bonus.

Mid Suffolk District Council



Formula grant includes £0.9 million Revenue Support Grant and £2.2 million retained business rates income. Government grants include £2.6 million New Homes Bonus.

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The landscape of local authority funding has changed in the last three years, with the Government reducing core funding and introducing new sources of funding that are linked to policy objectives. The new sources of funding are incentivising councils to promote housing and economic growth and to integrate and transform service provision.

The Councils' core funding from the Government has reduced dramatically over recent years and will continue to do so over the next three years. For Babergh, the Revenue Support Grant is anticipated to fall from £1.0 million in 2016/17 to nil in 2019/20 and for Mid Suffolk the reduction will be from £0.9 million to nil.

In order for the Councils' to be able to continue to provide key services to the public and to be financially sustainable in the future, we are changing our business and financial model. We need to continue to reduce our running costs where possible and to increase our income from the incentivised funding sources to replace the reduction in core funding and also to develop alternative sources of income.

The way that we will do this will be guided by our Enabled and Efficient Organisation philosophy, and in detail it will involve us:

Growing the local economy, jobs and homes – To maximise our income from New Homes Bonus, business rates, rents and council tax revenue through encouraging local sustainable economic and housing growth and being 'open for business'

Investing to save and grow – To refocus our expenditure and investment and to deploy our human resources to generate savings or grow our income

Priority Based Resourcing – To ensure that all our financial and human resources are targeted on our priorities and outcomes and are used efficiently and effectively to ensure maximum impact

Sharing and collaborating - To look for and develop opportunities to increase income or derive savings through working with others

Transformation and innovation – To transform the way that we work in order to reduce our costs or achieve more with our available resources by doing things in new and different ways

Strategic commissioning - To commission services strategically so that, where we are not delivering services or undertaking our activities within the Councils, our partners and contractors are focused on and rewarded for achieving our strategic priorities and outcomes, as well as providing value for money

A business-like and commercial approach - To be more business-like and to investigate commercial ways of working to maximise social, economic, environmental or financial return on our investment

Demand management – To understand the cause of costs or income associated with the demands that our organisations face and to work with others to reduce these costs or increase income