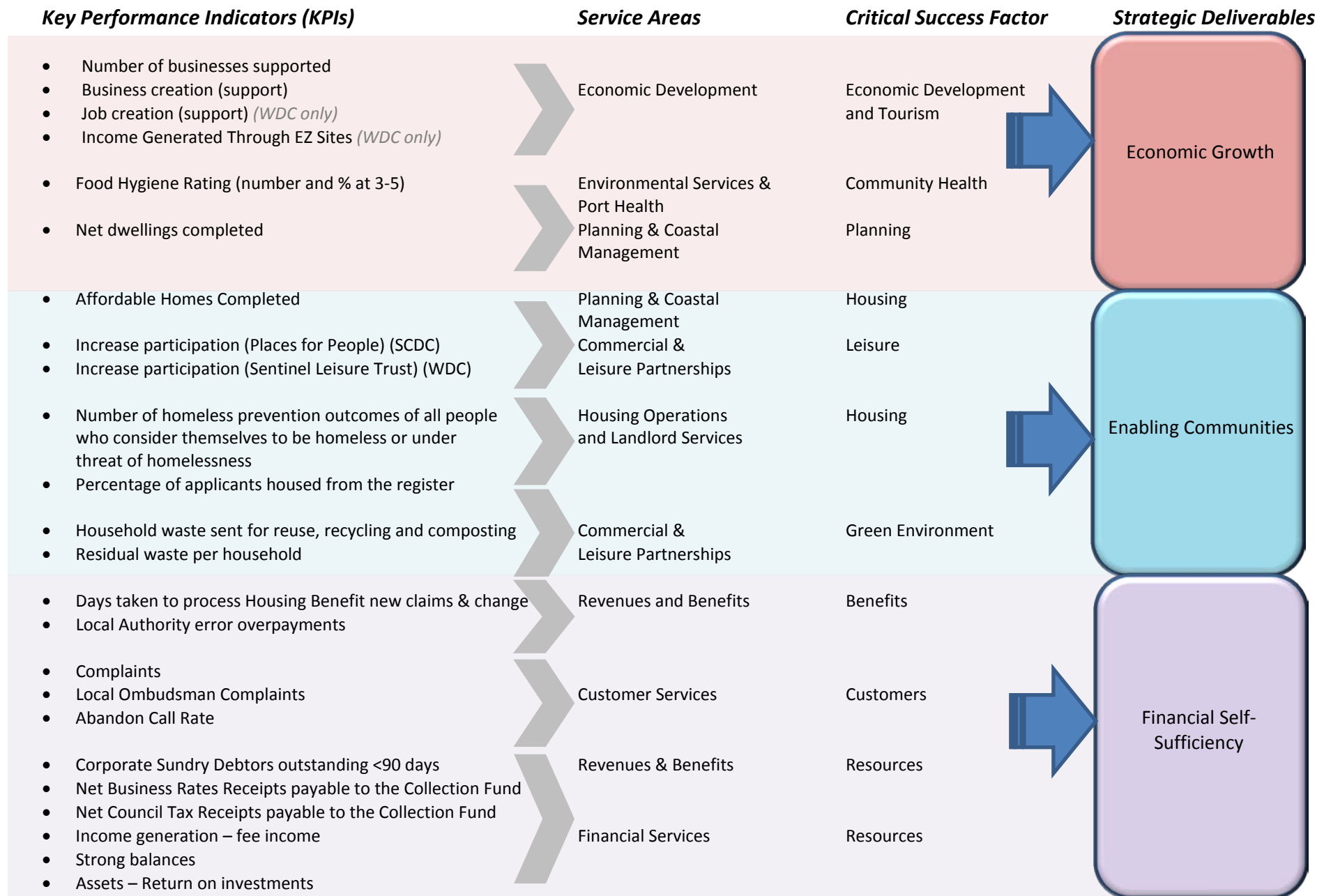


# **East Suffolk Performance Report Quarter 2 (2016/17)**

## Key – map to the reporting structure



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### *Excel Spreadsheets:*

**Appendix A:** Key Performance Indicators

**Appendix B:** National Performance Indicators and LG Inform Performance Indicators

**Appendix C:** Key/Corporate Project Register

**Appendix D:** Progress of Specific Business Plan Actions

## OVERVIEW

The East Suffolk Performance Report is a quarterly report that captures how the Councils are performing against strategic deliverables within the East Suffolk Business Plan. Information within the report includes performance of Key Performance Indicators (KPIs) for each quarter and end of year projections; progress against the Strategy which has been adopted in a three-pronged approach (*Economic Growth, Enabling Communities and Financial Self-Sufficiency*), financial updates, corporate risks, corporate projects, corporate activities and performance of partners.

Below is an explanation of each section:

### **Key – map to the reporting structure**

The flowchart shows how each KPI feeds into the relevant service area, the Critical Success Factor (CSF) and the Strategy.

### **Highlights**

Performance highlights under each strategic deliverable for the quarter.

### **Section 1 Background**

Background to report.

### **Section 2 Introduction**

Overview to the report.

### **Section 3 Performance Summary**

Explanation on how performance is rated (details of criteria and symbols).

### **Section 4 Performance Detail**

#### ***Key Performance Indicators:***

There are 10 key overarching CSFs, within each section KPIs have been identified to assist and monitor progress against the Business Plan.

This section captures the performance of each KPI, tables record the number of KPIs under each CSF and quarterly performance ('red', 'amber' or 'green'), with further tables indicating end of year projections. Detailed explanations of KPIs below target ('red' or 'amber') are included within the narrative and report what is being done to improve and monitor performance.

Full details of KPIs is contained within Appendix A, including current performance status, actual performance for each quarter/year to date, targets, projected direction and updates/progress relating to each KPI.

#### ***National and LG Inform Indicators:***

For information only: A summary of National and LG Inform PIs are appended to the report.

### **Sections 5 - 7 Our Strategy**

All KPIs are aligned to the Strategy (*Economic Growth, Enabling Communities and Financial Self-Sufficiency*). This section contains a table identifying the status of the KPIs against the Strategy. High level performance information is also contained under each strategic deliverable.

### **Section 8 Financial Update**

This section contains financial information for the quarter including General Fund and Capital Investment Programme and Capital Reserves, Treasury Management and Housing Revenue Account and Reserves.

- Section 9 Corporate Risks**  
Provides information on the Councils' key Corporate Risks, including current and target ratings, projected direction and progress updates.
- Section 10 Corporate Projects**  
Provides high level overview of the key corporate projects (*details in Appendix C*).
- Section 11 Progress against Business Plan Actions**  
Captures progress to deliver the specific actions identified within the East Suffolk Business Plan (*details in Appendix D*).
- Section 12 Corporate Activities**  
Details high level and significant corporate activities each quarter.
- Section 13 Partners – Outcomes**  
High level overview of the Councils' partners performance.

# Suffolk Coastal District Council

## Performance Summary – Quarter 2 (2016/17)

1<sup>st</sup> July to 30<sup>th</sup> September 2016

### Enabling Communities



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
0	0	4	2

#### Highlights

- 59.6% household waste sent for recycling and composting (target: 56.06%).
- 87% of homeless decisions made within 33 days.
- 73 fly tipping incidents reports.
- 80 fly tipping enforcement notices issued.
- 171,543 leisure participants.
- 88% homeless prevention outcomes (target: 75%).
- 13 affordable homes completed.
- Enabling Communities Grant: 36 applications/projects received, total allocation £48,859.15.

*Together we can improve services, built resilient communities and make life better for everyone*

### Economic Growth



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
0	0	3	1

#### Highlights

- 75.26% (140) minor planning applications determined in Quarter 2.
- 74.40% (282) other planning applications determined in Quarter 2.
- 34 businesses supported (Target: 30).
- 56 net dwellings completed in Quarter 2 (with 87 commenced in the quarter).
- Suffolk Coast Destination Management Organisation (DMO) had almost 15,000 followers on social media (*Business Plan Action – to support DMO*).

*We will encourage a strong local economy which is essential for vibrant communities in East Suffolk*

### Financial Self-Sufficiency



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
0	0	7	4

#### Highlights

- 150,401 visits to East Suffolk website (launched 14 June 2016).
- Sickness absence below national level (0.69 days/shifts lost per FTE, target: 1.7 days).
- 8.5 days taken to process Housing Benefit new claims (within 12 day target).
- Nil Local Government Ombudsman complaints
- 11,100 calls answered in Q2.

*Driving down costs and becoming even more business-like and entrepreneurial in our approach*

*"To maintain and sustainably improve the Quality of Life for everybody growing up in, living in, working in and visiting East Suffolk."*

# Waveney District Council

## Performance Summary – Quarter 2 (2016/17)

1<sup>st</sup> July to 30<sup>th</sup> September 2016

### Enabling Communities



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
0	1	3	2

#### Highlights

- 45.81% household waste sent for recycling and composting (target: 42.71%).
- 96% of homeless decisions made within 33 days (target: 95%).
- 306 fly tipping incidents reported.
- 69 fly tipping enforcement notices issued.
- 199,756 leisure participants.
- 78% homeless prevention outcomes (target: 75%).
- 31 affordable homes completed.

*Together we can improve services, build resilient communities and make life better for everyone*

### Economic Growth



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
2	1	2	1

#### Highlights

- 83.33% (5 of 6) major planning applications determined in 13 weeks (target: 60%).
- 95.52% (64 of 67) minor planning applications determined in 8 weeks (target: 65%).
- 97.43% (152 of 156) other planning applications determined in 8 weeks (target: 80%).
- 60 businesses supported (met target of 60).
- 92 net dwellings completed in Q2.
- £39,402.11 income generated through Enterprise Zone sites (Target: £35k)

*We will encourage a strong local economy which is essential for vibrant communities in East Suffolk*

### Financial Self-Sufficiency



#### Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
1	0	6	4

#### Highlights

- 150,401 visits to East Suffolk website (launched 14 June 2016).
- 10.5 days taken to process Housing Benefit new claims (within 12 days).
- Sickness absence below national level (0.69 days/shifts lost per FTE, target: 1.7 days).
- 2 Local Government Ombudsman complaints (under investigation).
- 32,064 calls answered in Q2.

*Driving down costs and becoming even more business-like and entrepreneurial in our approach*

*"To maintain and sustainably improve the Quality of Life for everybody growing up in, living in, working in and visiting East Suffolk."*



# East Suffolk Performance Report

## Quarter 2 (2016/17)

### 1. Background

The Councils' East Suffolk Business Plan identifies its key deliverables, aims and objectives relevant to meet the needs of their communities over the next 8 years. The Business Plan also contains specific planned actions for each council and actions for the whole of East Suffolk which will be delivered within the next 4 years (2019). To ensure its effective delivery, this report is designed to capture quarterly performance progress against the Business Plan and includes joint and authority specific measures.

### 2. Introduction


The East Suffolk Performance Report summarises the Councils' performance for each quarter. This report is in relation to the Councils' performance for Quarter 2 (1<sup>st</sup> July to 30<sup>th</sup> September 2016) for 2016/17. It contains information provided by all service areas, key partners and key projects. Appendices contain detailed information relating to the Councils' performance against its Strategy, Critical Success Factors (CSFs), Key Performance Indicators (KPIs), projects and progress against Business Plan actions.

### 3. Performance Summary


A visual performance summary, including highlights from Quarter 2, has been added to the front of the report. The next section captures information on how the Councils' are performing against the CSFs, which include the detailed monitoring of KPIs (full details are within Appendix A). Appendix B captures progress on Performance Indicators (PIs) that are reported nationally or within [LG Inform](#) (LGA website publishes information allowing comparisons, transparency and benchmarking against other authorities).

The following sections relate to how we are delivering against the Strategy, financial information, high level corporate activities, key projects and progress against Business Plan actions. The final section of the report provides performance and high level updates on our key partnerships.

The table below explains symbols and criteria used within summaries and appendices. Under each CSF there are a number of KPIs which measure and monitor performance. Progress against projects and planned actions (identified within the Business Plan) will also use this rationale.

<b>Critical Success Factors</b>		Target met	Captures overall RAG status of each CSF. Analysis of CSF in the following section
		Within Tolerance / On track to be achieved	
		Target not met / significantly below	
	n/a	Data not available at present/not applicable	
<b>Key Performance Indicators (KPIs)*</b>		Target met or exceeded	KPIs are defined nationally or by councils. Analysis of KPIs is reported in section 4, with full details contained within Appendix A
		Performance slightly below target (within 5%)	
		Performance significantly below target (more than 5%)	
	n/a	Data not available at present/not applicable or relates to quarterly targets <b>not</b> being set	
<b>Actions and Key Projects</b>		Achieved / on track	Key projects are included within section 10 of this report and progress against
		Partly achieved / on track to achieve but	



		after original timescale	the Planned Actions within the Business Plan are in section 11
		Not achieved or significantly behind schedule	
	n/a	Not applicable	

\* Where these are used to show trends, performance is compared to the previous quarter.

**Not available/Not applicable:** Full explanations relating to 'n/a' entries against KPIs/PIs (relating to actuals or targets) have been provided within Appendices A and B.

For reference there is a flowchart at the beginning of this report showing how each KPI feeds into the relevant service area, CSF and Strategy. The performance report continues to be reviewed and updates will be undertaken as the Councils continue to ensure that the aims and objectives within the East Suffolk Business Plan are fully met. In particular, new KPIs will be implemented and monitored in future.

## 4. Performance Detail

### Key Performance Indicators:

Ten key overarching CSFs support the delivery of the Councils' Vision and reflect the matters and issues that have been identified as important. Full details of KPI performance is included in Appendix A. Below is a summary of each Councils' performance against CSF during Quarter 2 (2016/17):

### Suffolk Coastal District Council

#### Performance in Quarter 2

Critical Success Factors - KPI Performance:	Total	Red	Amber	Green	Not available/ applicable
Economic Development and Tourism	2			2	
Leisure	1			1	
Planning	1				1
Housing	3			1	2
Benefits	2			2	
Customers	3			1	2
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2			2	
Resources	6			4	2
<b>Total</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>7</b>

#### End of Year

Critical Success Factors - KPI Performance:	Total	Red	Amber	Green	Not available/ applicable
Economic Development and Tourism	2			2	
Leisure	1			1	
Planning	1			1	
Housing	3		1	1	1
Benefits	2			2	
Customers	3			1	2
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2			2	
Resources	6			4	2
<b>Total</b>	<b>21</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>5</b>

**End of Year Variations:** The variation for Quarter 2, compared to performance at the end of Quarter 1, relates to the 'residual waste per household' which met its target in Quarter 2 and year end projected direction is on track.

### KPI Performance (SCDC) for Quarter 2

In total there are 21 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 14 (green), no KPIs were near target (amber) or (red) did not reach target. At present, there are 7 KPIs where information is not recorded either it is currently being developed and is therefore unavailable or not applicable (due to the nature of the KPI). Full details are contained in Appendix A.

Appropriate measures are in place to ensure that these are monitored and improved in the future.

## Waveney District Council

### Performance in Quarter 2

Critical Success Factors - KPI Performance:	Total	Red	Amber	Green	Not available/ applicable
Economic Development and Tourism	4	2		2	
Leisure	1		1		
Planning	1				1
Housing	3			1	2
Benefits	2			2	
Customers	3	1			2
Communities	0	n/a	n/a	n/a	n/a
Community Health	1		1		
Green Environment	2			2	
Resources	6			4	2
<b>Total</b>	<b>23</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>7</b>

### End of Year

Critical Success Factors - KPI Performance:	Total	Red	Amber	Green	Not available/ applicable
Economic Development and Tourism	4	2		2	
Leisure	1		1		
Planning	1				1
Housing	3		1	1	1
Benefits	2			2	
Customers	3	1			2
Communities	0	n/a	n/a	n/a	n/a
Community Health	1		1		
Green Environment	2			2	
Resources	6			4	2
<b>Total</b>	<b>23</b>	<b>3</b>	<b>3</b>	<b>11</b>	<b>6</b>

**End of Year Variations:** The variation for Quarter 2, compared to performance at the end of Quarter 1, relates to the 'leisure participation', 'business creation' and 'abandoned call rates' (details on performance is recorded below).

### KPI Performance (WDC) for Quarter 2:

In total there are 23 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 11 (green), 2 were near target (amber) and 3 (red) did not reach target. At present, there are 7 KPIs where information is not recorded either it is currently being developed and is therefore unavailable or not applicable (due to the nature of the KPI). Full details are contained within Appendix A.

Two KPIs fell slightly below target (amber), namely:

- **Leisure: Increase participation (Sentinel Leisure Trust):** The participation levels were below target with 199,756 in Quarter 2 against a target of 206,692. Public swimming participation had been less than anticipated due to the good weather throughout the Summer which impacted upon figures. Performance will be reviewed and managed at the monthly governance and Partnership Board meetings. (*Enabling Communities*)
- **Community Health: Food Hygiene Rating:** Performance in Quarter 2 was 95% which was only slightly below target by 0.3%. Businesses with Food Hygiene Rating Scheme (FHRS) of less than 3 are assessed for a revisit and appropriate follow-up action is taken which will help to assist to improve future performance. (*Economic Growth*)

The following three KPIs fell significantly below target (red):

- **Economic Development & Tourism: 'Business Creation (Support)' and 'Job Creation':** There was a high proportion of live business enquiries around land and premises. The nature of those discussions can make it challenging to accurately profile outputs achievements. However, it is expected that whilst Quarter 2 is below our business and job creation targets, this will be addressed in Quarters 3 and 4. (*Economic Growth*)
- **Customers (Abandoned call rates):** Although below target, there had been a significant improvement in performance with abandoned call rates recorded at 11.6% in Quarter 2 (only 1.6% over target) compared to Quarter 1 which had 34.71%. It is projected that performance in Quarter 3 would meet or exceed its target as staff resource had been addressed and the team is at full capacity. For information, in Quarter 2 36,281 calls were received of which only 4,214 were abandoned. (*Financial Self-Sufficiency*)

Appropriate measures are in place to ensure that these are monitored and improved in the future.

### *National PIs and LG Inform:*

A summary of each Councils' performance against National PIs and information reported in LG Inform during Quarter 2 (2016/17) is included in Appendix B.

## Our Strategy

### 5. Economic Growth

Council	No. of KPIs	Red	Amber	Green	n/a
<b>Both</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>2</b>
SCDC	4	0	0	3	1
WDC	6	2	1	2	1

KPIs: Details of performance relating to red and amber KPIs is reported in Section 4.

#### Economic Growth Performance Indicators:

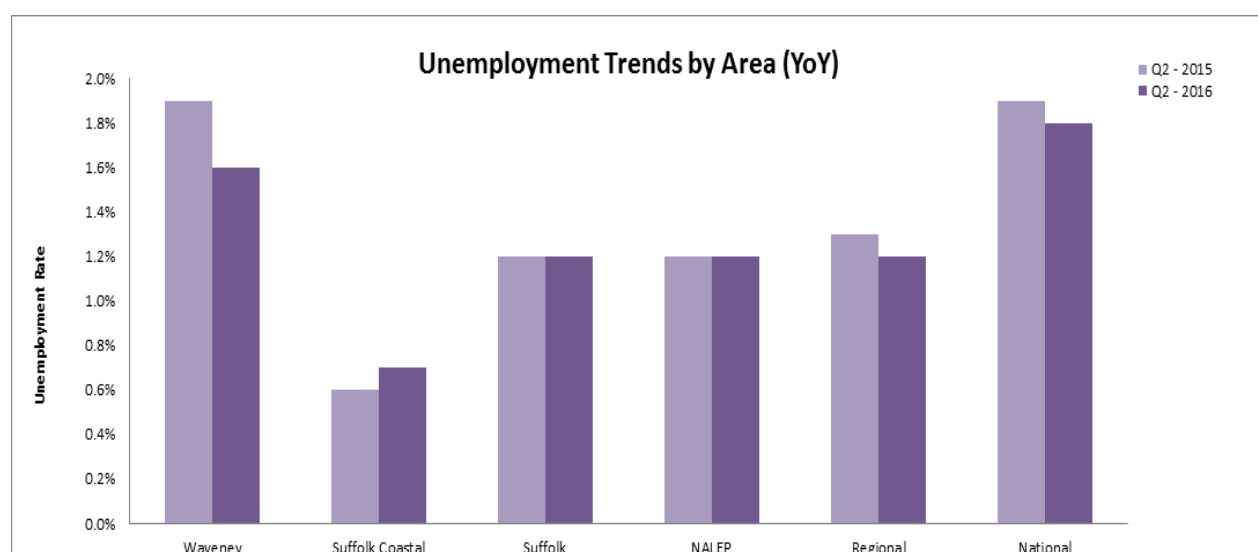
The below indicators provide an insight into the economic performance of the Councils in comparison with **New Anglia Local Enterprise Partnership (NALEP)**, region and country.

Macro indicators	Waveney	Suffolk Coastal	Suffolk	NALEP	Regional	National
Unemployment rate (claimant count)*	1.6%	0.7%	1.2%	1.2%	1.2%	1.8%
GVA per capita (000s)	13.8	21.5	18.7	18.1	20.7	22.5
Total Gross Rateable Value	£71,496,125	£157,646,519				
Tourism - Volume & Value	£288,049,000	£291,608,077				

*Unemployment rate (claimant count in figures)	Waveney	Suffolk Coastal
<b>Q2 - 2016</b>	<b>1060</b>	<b>505</b>
Q2 - 2015	1255	465

#### Indicator details:

- **Unemployment:** Jobseekers Allowance plus those who claim Universal Credit – chart below. (Source: NOMIS 'Claimant Counts')
- **GVA per capita:** Measures the gross value added, per population in 000s. Q1 uses 2014 forecasts. Q2 uses 2016 baseline (Source: East of England Forecast Model - last updated 2016)
- **Total Gross Rateable Value:** Measures the total Rateable Value of businesses in East Suffolk (Source: Anglian Revenues Partnership)
- **Tourism - Volume & Value:** Measures the total value of visitor spend in the local economy as a result of tourism (Source: Volume & Value Report 2014/15)



Unemployment Trend (year on year): Shows unemployment rates slightly falling across the board with the exception of a 0.1% rise in Suffolk Coastal. (Source: NOMIS)

## Suffolk Coastal District Council

### Skills and Apprenticeships

- ESP Skills Working Group, relaunched in September, was well attended by key internal stakeholders including SCC Skills Team. The purpose of the meeting was to explore and develop opportunities for collaborative working during 2017-18 including potential collaboration with the University of Suffolk and the commissioning of work that explores and resolves resourcing issues faced by small and micro businesses in East Suffolk.
- Delivered a week-long placement for 12 undergraduates in East Suffolk Councils and facilitated the successful county-wide internship programme over the Summer.

### Business Support and Market Towns

- SCDC renewed its contract with Menta, the Suffolk Enterprise Agency, to provide a further six months programme of one-to-one advice, training and seminars that provide particular support to young people and micro businesses enabling them to start up and grow.
- During Quarter 2, the contractor developing 'Screen Suffolk' was appointed and is developing the framework required to deliver the 'one stop shop' that will promote and facilitate filming in the county.
- Economic Services launched the Sustainable Town and Village Economy (STEVE) prospectus during Quarter 2 which was very well received by community groups and parish councils, and a number of suitable projects are starting to emerge.

### Visitor Economy

- High Tide Theatre Festival took place in Aldeburgh during the quarter. SCDC provided funds and made links with business associations to support a festival brochure showcasing local town businesses. The Festival achieved significant coverage in national newspaper arts pages and recognised as one of the best festivals in East Anglia.
- The Suffolk Coast DMO has almost 15,000 followers on social media (*Business Plan Action*).

## Waveney District Council

- Refreshed commitment from Mid Suffolk and South Norfolk District Councils to establish a Local Tourism Action Group for the Waveney Valley area. This model has been rolled out successfully by Mid Suffolk and has created a framework for the Council to engage with local tourism stakeholders. Event scheduled for Quarter 3 to engage with all stakeholders.
- Organised construction workshops in conjunction with Persimmon Homes at the Year 10 Progression and Employability day which was attended by three high schools (550 students). Evaluation following the event indicated the day was well received by teachers and students with all keen to repeat for 2017.
- Model Signage formally appointed as contractors of the Lowestoft Wayfinding Project. Inception meeting undertaken to discuss project delivery and immediate next steps with draft design works due in Quarter 3.
- Progressing a retail inward investment project for Lowestoft town centre in partnership with Lowestoft Vision with the key aim to generate new retail and leisure contacts and encourage those operators to look at the town.
- Secured a number of concessions to operate at Lowestoft Seafront for the summer months. This was a key objective of the Lowestoft Coastal Community Team's Seafront Strategy and a full review of the impact of these developments will be carried out during Quarter 3.
- 550 students upskilled through 'Year 10 Progression and Employability Day'.
- Six apprenticeships created (4 Kingsly Heath Care and 2 Belle Coaches).

### Funding:

- Submitted a bid for a Heritage Action Zone with Historic England for North Lowestoft (linking Historic High Street, Scores and East of England Park) for approximately £200k with HAZ status to lever in further funding. Decision expected in November.

- Submitted an Expression of Interest with Arts Council's 'Great Places' for a partnership project with Lowestoft and Gt Yarmouth to create community capacity and economic regeneration through culture, heritage and arts. Final submission will bid for approximately £350k.
- Submitted a bid for DEFRA's Championing Great British Food and Drink for an East Suffolk Food and Drink trail. The bid is for £22k, decision due on 18<sup>th</sup> October.
- 2015/16 to date (October 2016) allocated £100,794.10 to 84 projects/applications through management of the Enabling Communities Budget, there is £151,295.90 remaining this financial year to allocate. So far this year ECB funded projects have an estimated project worth of £1,876,327.57, therefore potentially leveraging/releasing an additional £1,775,533.47 into the district.

## 6. Enabling Communities

Council	No. of KPIs	Red	Amber	Green	n/a
<b>Both</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>4</b>
SCDC	6	0	0	4	2
WDC	6	0	1	3	2

KPIs: Details of performance relating to red and amber KPIs is reported in Section 4.

### Suffolk Coastal District Council

#### Community Development:

- Community Led Planning: Ongoing support to development of Neighbourhood Plans with a number of villages/towns across Suffolk Coastal including Aldringham, Bredfield, Tuddenham St Martin and Wickham Market. This support assists communities to become more self-sufficient by helping empower individuals and groups by providing them with skills and support needed to affect change in their own communities.
- Great Bealings, Leiston and Framlingham Neighbourhood Plans were formally submitted to the District Council and following public consultation between 15<sup>th</sup> July and 31<sup>st</sup> August, independent Examiners were appointed and the examination of the Plans has commenced. The Examiner's Reports are expected at the end of October.
- Enabling Communities Grant: During Quarter 2 36 applications/projects received a total allocation of £48,859.15 to enable communities to deliver key local projects.

### Waveney District Council

#### Community Development:

- East Suffolk Young Persons Priority Group was successful in receiving £50k from the ESP. A total of 8 projects have been funded totalling £7,700 to date.
- Mentoring Project: Phase 6 of the Mentoring Training is completed with a total of 46 volunteers trained and 22 active within 3 Lowestoft High Schools supporting young people to raise their aspirations, build their confidence and self-esteem and address any underlying issues. A further 14 volunteers are to commence work in High Schools over the next term.
- MYGO Project: The partners worked collectively to design and develop the MYGO one-stop-shop youth unemployment centre in Lowestoft which opened on 25<sup>th</sup> July 2016 in Lowestoft to support young people who are Not in Education, Employment or Training (NEET) or at risk of becoming NEET into training, volunteering and ultimately employment. There are currently 120 young people being supported.
- Faith: Attended and supported Eid Bangladeshi event at the Kirkley Centre on 18<sup>th</sup> September. Ongoing conversations regarding wider community event leading to a community advice centre to support wider communities.

- Community Led Planning: Ongoing support continues to develop Neighbourhood Plans with a number of villages/towns across both Waveney including Carlton Colville, Oulton, Southwold, Worlingham, Mutford, Henstead, Hulver and Bungay.
- During Quarter 2, three Neighbourhood Areas were designated for Mutford, Henstead with Hulver and Lound with Somerleyton, Ashby and Herringfleet. An independent Examiner was appointed to examine the Kessingland Neighbourhood Plan and the report received at the end of August. The referendum is now being organised and is scheduled for November.

## 7. Financial Self-Sufficiency

Council	No. of KPIs	Red	Amber	Green	n/a
<b>Both</b>	<b>22</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>8</b>
SCDC	11	0	0	7	4
WDC	11	1	0	6	4

KPIs: Details of performance relating to red and amber KPIs is reported in Section 4.

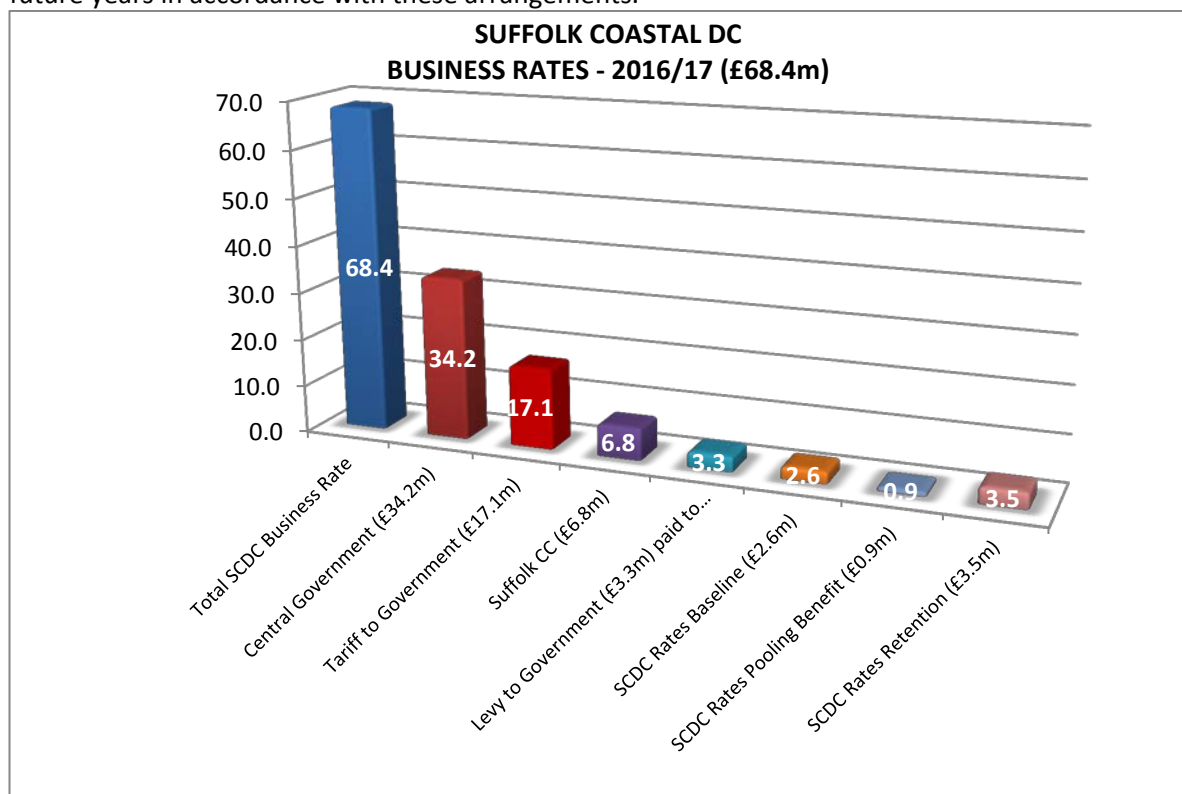
### Asset Management

The Councils' approach to Asset Management is currently under review and work is in hand preparing a document for discussion with senior Members as a precursor to developing an Asset Investment Strategy.

### Business Rate Retention

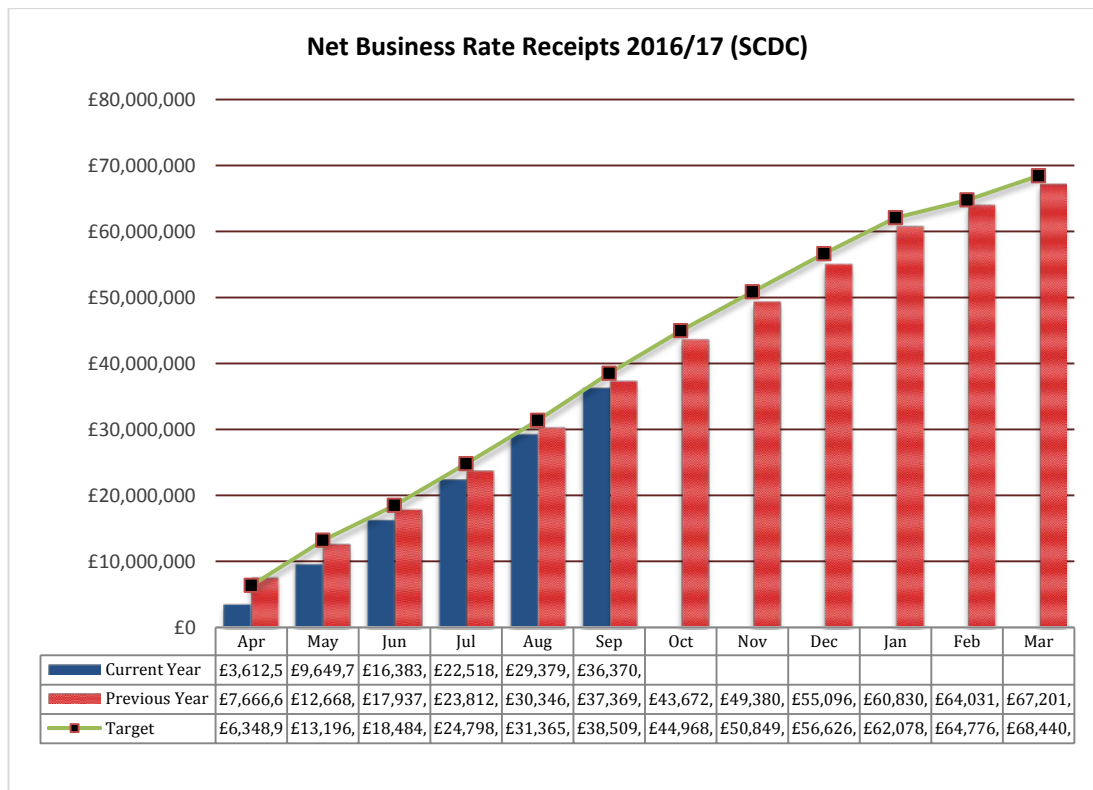
#### Suffolk Coastal District Council

For illustrative purposes, the chart below shows the distribution of Non Domestic Rates. The actual accounting entries for 2016/17 will differ from these figures primarily as a result of time lags in the national accounting arrangements for business rates. Increases or decreases in income are reflected as surpluses or deficits in future years in accordance with these arrangements.



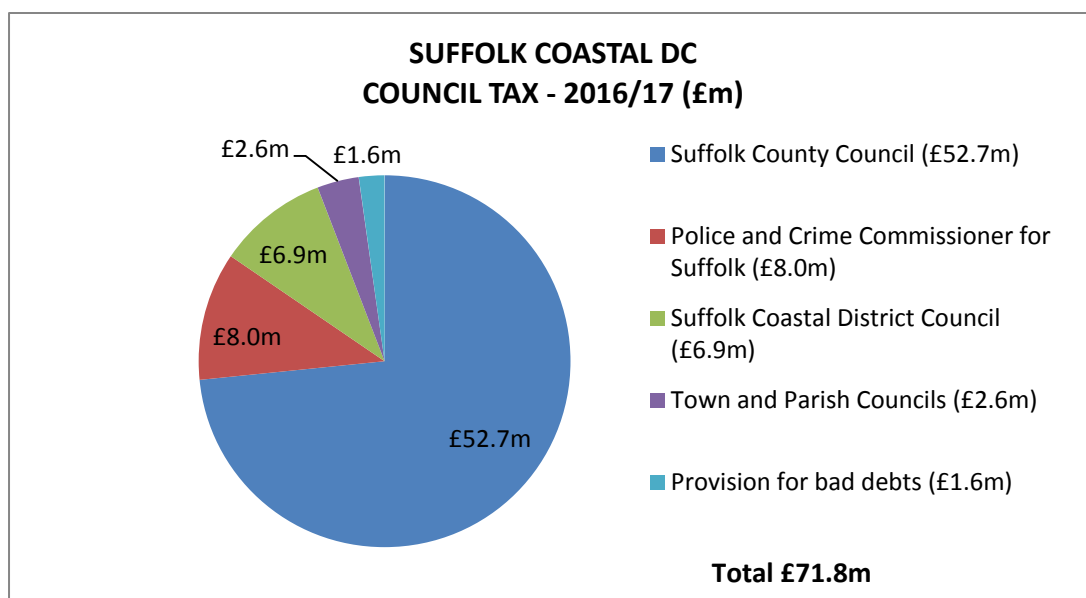


The chart below shows the performance on the collection of Non Domestic Rates receipts:

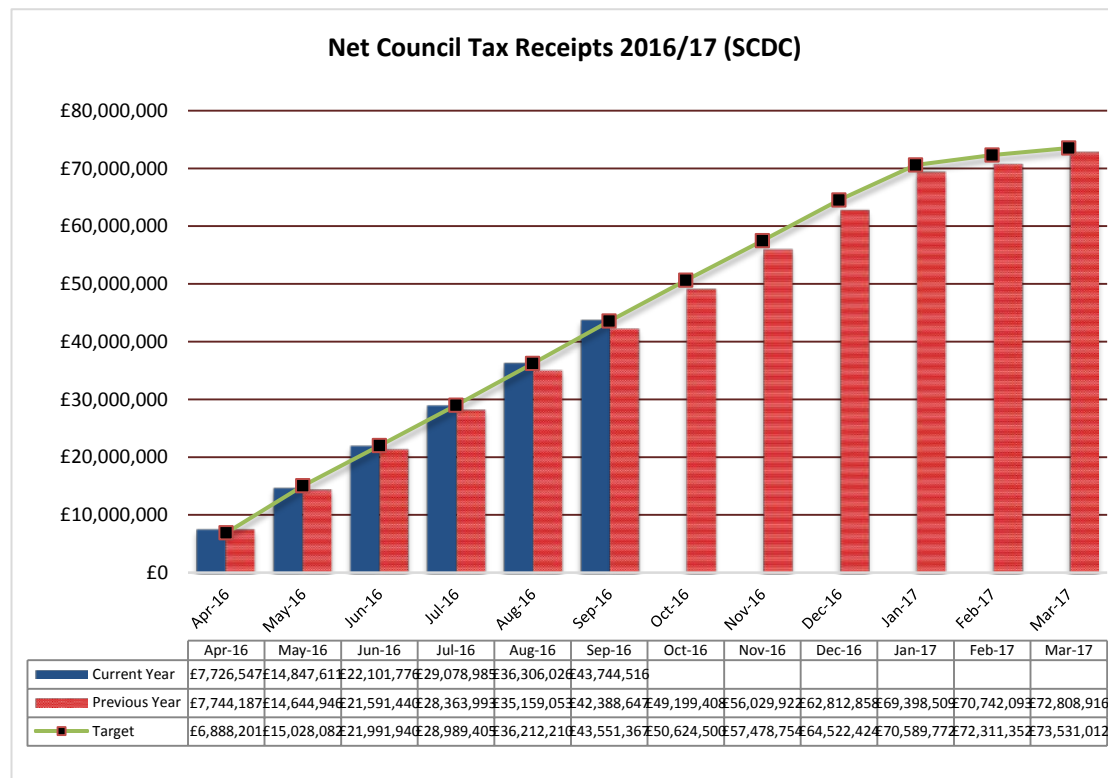


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection. £36,370,768 was collected in Quarter 2 against the target of £38,509,903. Current year is slightly below target, due to a large refund on one back-dated appeal

For illustrative purposes, the chart below shows the distribution of Council tax income. Actual increases or decreases in income compared to estimates will be reflected as surpluses or deficits in future years.



The chart below shows the performance on the collection of Council Tax:



This shows the amount of Council Tax required to be collected within the financial year against actual collection. In Quarter 2 £43,744,516 was collected which was above target.

### Management of Empty Properties (SCDC):

In Quarter 2, the number of properties, from the original 644 identified as long term empty in May 2016, are broken down as follows:

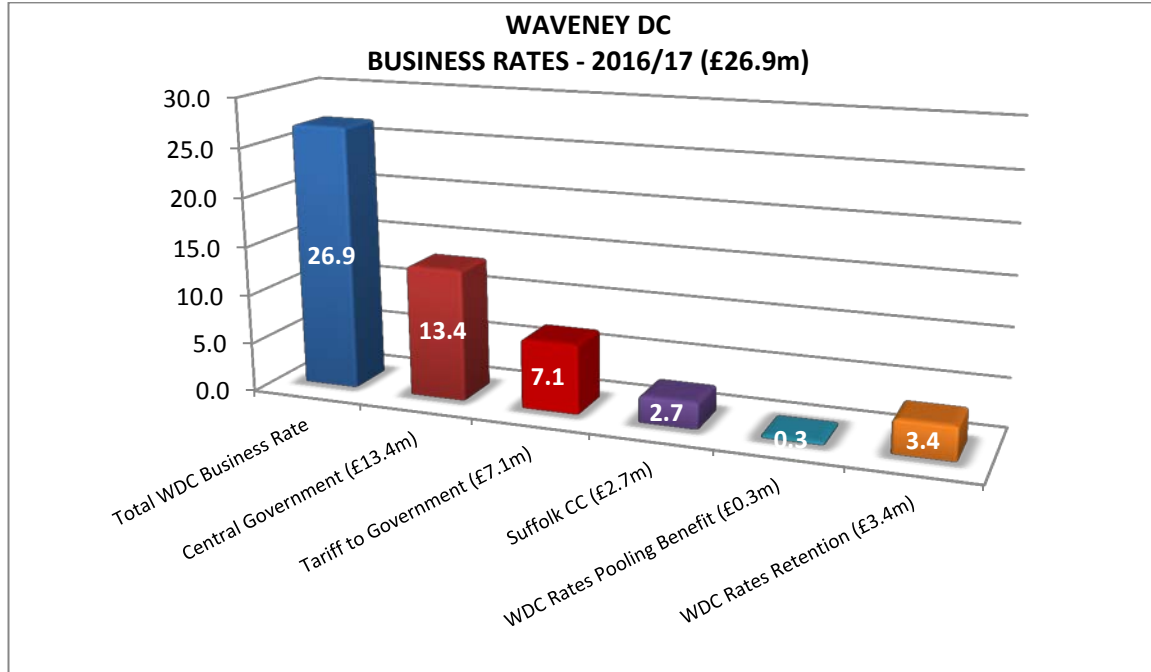
Totals	
220	Occupied (main residence)
43	Second home / holiday home
62	Property for sale / to let
21	Property sold / rented
164	Property await / being renovated
8	Property demolished
95	Property empty for another reason
4	Let as a commercial let

71 emails/telephone calls were made to the Private Sector Housing (PSH) team in response to the letter of the 17<sup>th</sup> May 2016 and the subsequent reminder letter. A large number of questionnaires were also returned although specific figures are not readily available as these were returned to either the Council Tax Team or the PSH team, or sometimes both.

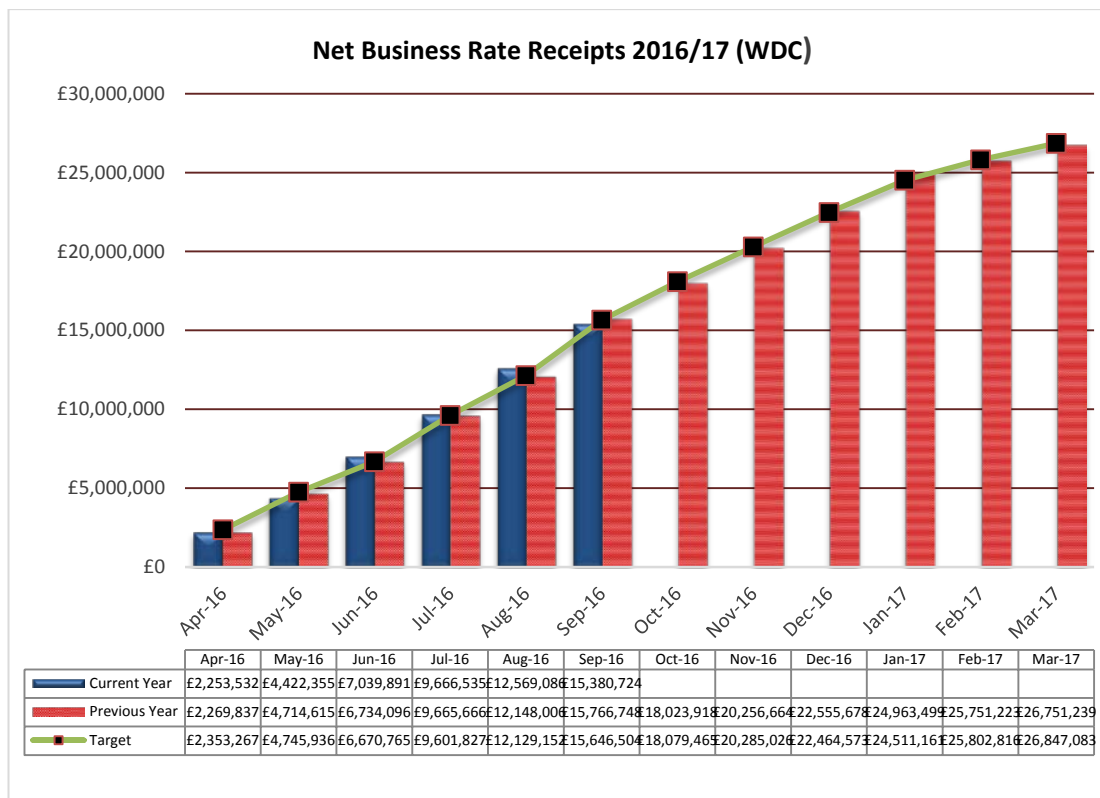
80 visits were also made to properties by the PSH team where no response had been received from the owner and 20 telephone calls made where details were available.

## Waveney District Council

For illustrative purposes, the chart below shows the distribution of Non Domestic Rates. The actual accounting entries for 2016/17 will differ from these figures primarily as a result of time lags in the national accounting arrangements for business rates. Increases or decreases in income are reflected as surpluses or deficits in future years in accordance with these arrangements.

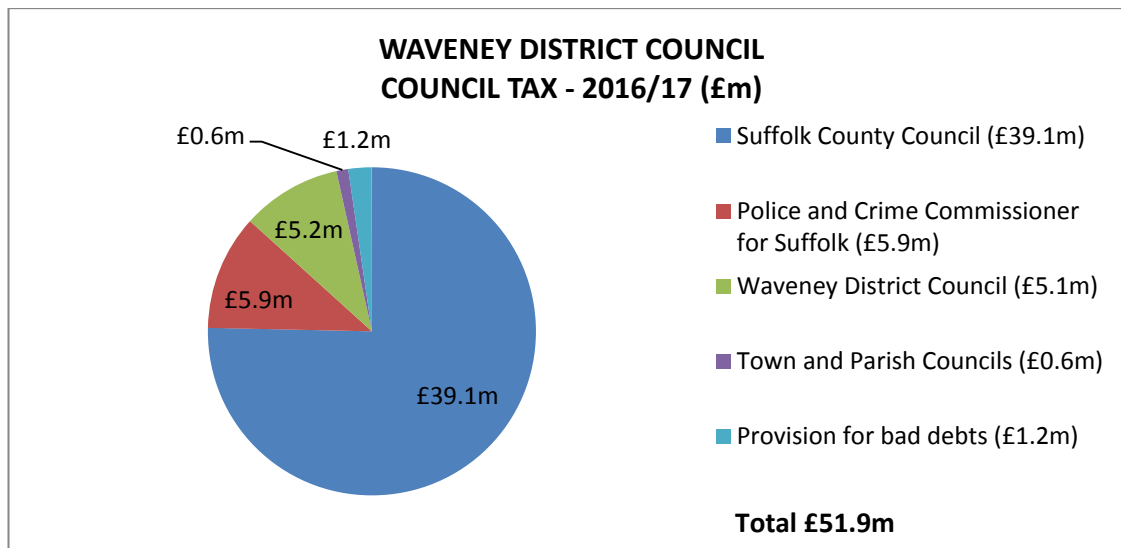


The chart below shows the performance on the collection of Non Domestic Rates receipts:

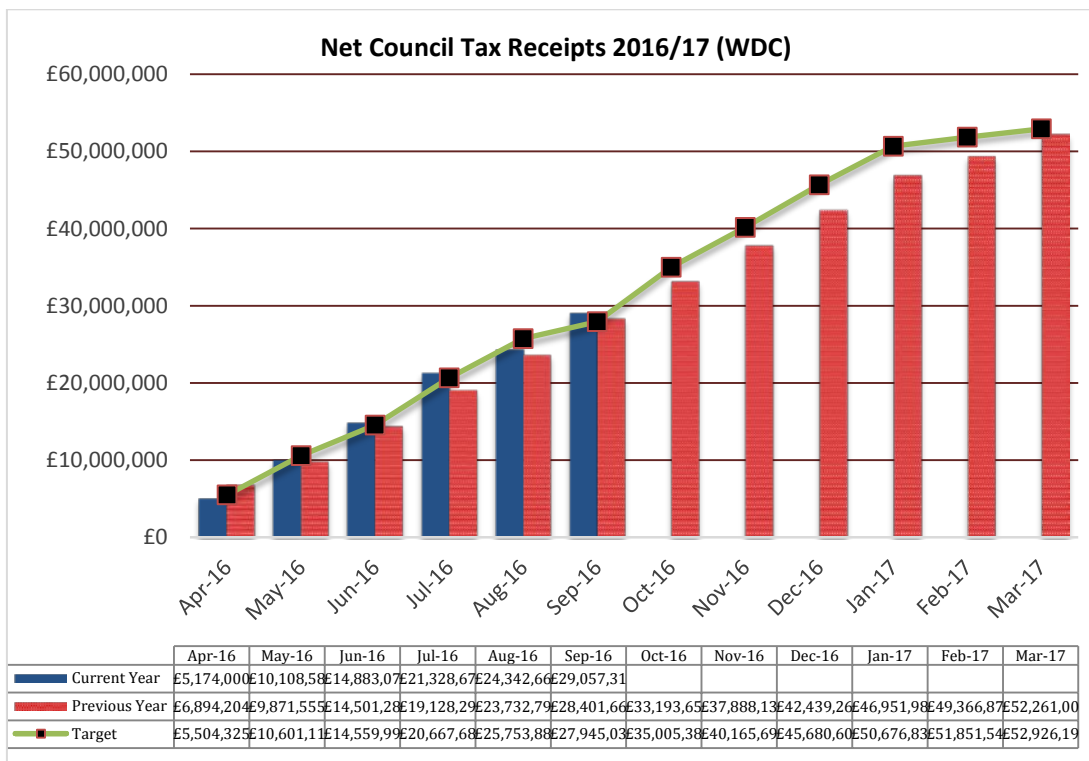


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection. £15,380,724 was collected in Quarter 2 which was above target.

For illustrative purposes, the chart below shows the distribution of Council tax income. Actual increases or decreases in income compared to estimates will be reflected as surpluses or deficits in future years.



The chart below shows the performance on the collection of Council Tax:



This shows the amount of Council Tax required to be collected within the financial year against actual collection. In Quarter 2 £29,057,314 was collected which was above target.

### Management of Empty Properties (WDC):

The annual review of empty properties commenced which is due to be completed in October. In May 486 letters were sent out to long term empty properties (empty for more than six months), 321 responses were received and, where there was no reply, reminders were issued.

As of 23<sup>rd</sup> September 2016, all properties had either had responses or been visited by a member of the Private Sector Housing (PSH) Team. Responses are broken down in the following table.

<u>Totals</u>	
5	Other Long Term Empty Survey Investigation
110	Occupied
16	Second home / holiday home
19	Provided into to Council Tax await update
70	Property for sale / to let
52	Property sold / rented
106	Property await / being renovated
1	Property demolished
97	Property empty
3	Probate Granted / Awaiting Probate
0	Waveney empty property
6	For sale and furnished

Six properties had been identified for PSH intervention in the first instance and the Building Maintenance Team had been approached to provide alternative options to the owners. Enforcement options will also be considered and, if necessary, one property will be taken forward as a test case.

## 8. Financial Update

### Suffolk Coastal District Council Financial Monitoring as at Quarter 2

#### General Fund and Capital Investment Programme

The table below shows the projected outturn for the General Fund budget and the capital programme as at Quarter 2 which includes a comprehensive review of both the General Fund budget during this quarter.

The approved budget refers to the General Fund and capital programme budgets which were approved in February 2016. The projected variance is an accumulated total of identified variances to the end of Quarter 2, against the approved budget for the year. This gives the projected outturn for the year.

The General Fund Budget Requirement refers to the amount that the authority estimates as its planned spending, after deducting any income it expects to raise from fees and charges for services and specific grants from the Government and any funding from reserves. It is the main measure of performance and reflects the net budget position.

**Table 1:**

	<b>Approved Budget for the Year £'000</b>	<b>Projected Variance as at Qtr 2 £'000</b>	<b>Projected Outturn for the Year £'000</b>
<b>General Fund - Budget Requirement</b>	19,493	(123)	19,370
<b>Capital Investment Programme</b>	3,997	2,307	6,304

## General Fund

As at Quarter 2 there is a projected outturn variance for the year of £123k less than the approved budget.

The key variances are;

### *Reduced Income / Additional Costs*

- £50k of further planning appeal costs
- £18k Cost of collection allowance for NDR
- £15k in relation to Prohibition Order on a long term empty property
- £14k adjustment to bank and system charges in respect of Revenues & Benefits
- £13k for planning applications settlement fee
- £10k of additional costs for printing neighbourhood plans
- £10k for domestic homicide review not anticipated

### *Additional Income / Savings*

- £100k additional income from Development Control
- £60k fuel rebate from Waveney Norse not anticipated
- £50k additional income from Car Parking
- £24k following final notification of HB Admin grant for 2016/17
- £19k reduction for external audit fees

## Capital Programme

As at Quarter 2 there is a project outturn variance for the year of £2,307m above the approved budget. The key variances are;

- £1,771m East Suffolk House Project revised to 2016/17
- £120k revision to the Leisure Asset programme
- £114k Public Convenience programme of works delayed
- £96k Disabled Facilities Grant programme delayed
- £89k Planning IT revised budget
- £117k in relation to other capital projects that have either been delayed or budgets revised.

The financing of the projected capital programme of £6,304m (Table 1) is set out below in Table 2.

**Table 2:**

	<b>Approved Budget for the Year £000</b>	<b>Projected Change £000</b>	<b>Projected Budget for the Year £000</b>
Receipts, grants and contributions	845	128	973
Revenue contributions	3,152	2,179	5,331
Borrowing	0	0	0
<b>Total Capital Financing</b>	<b>3,997</b>	<b>2,307</b>	<b>6,304</b>

### General Fund and Capital Reserves

The table below sets out the approved and projected use of reserves for the year.

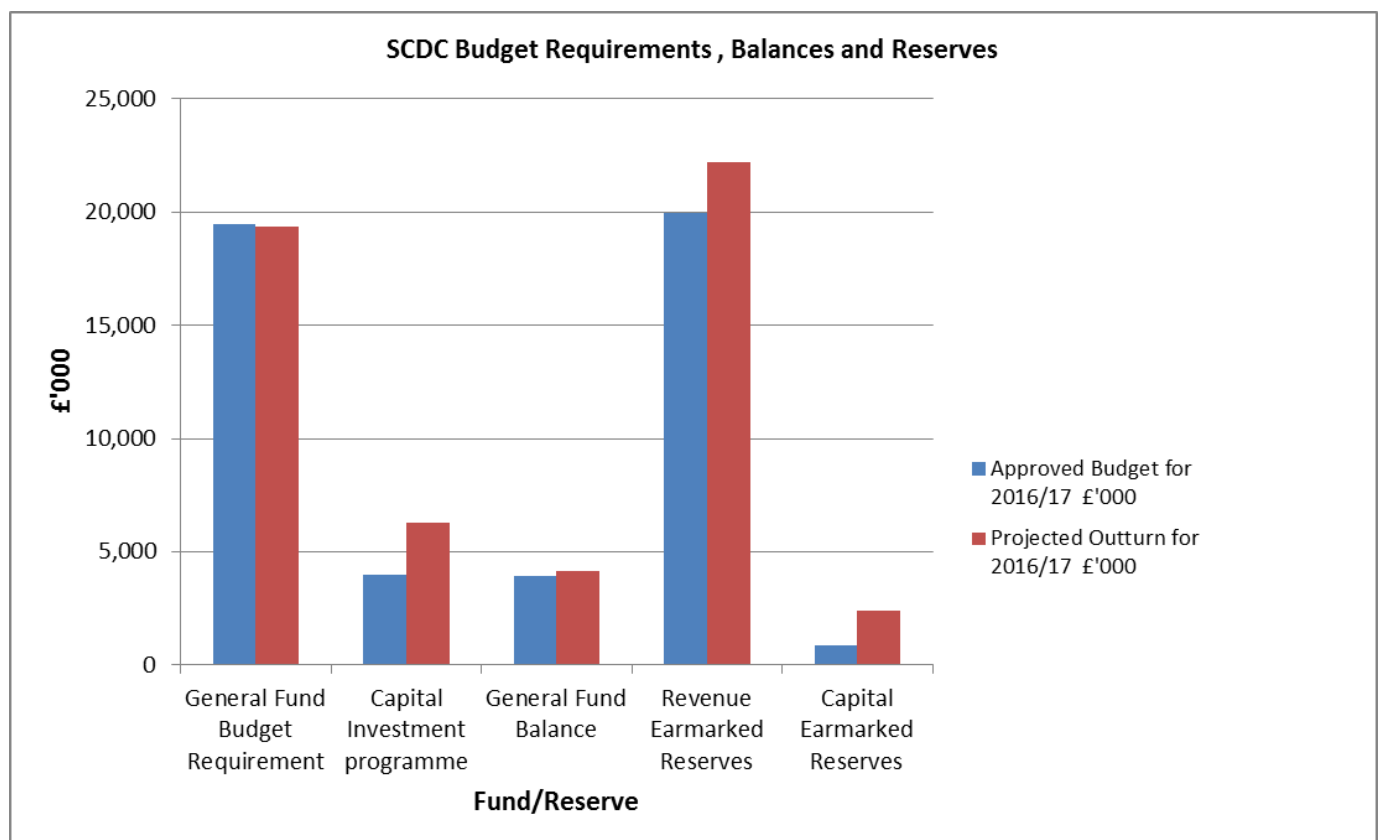
The approved use of reserves is as reported in the Budget Report in February 2016. The projected variance takes into consideration the outturn position for 2015/16, the budgeted movements and identified variances in the year to the end of Quarter 2. The table below gives the projected balance on reserves for the year.

**Table 3:**

	Balance as at 31/03/16 £'000	Approved Use of Reserves £'000	Projected Use of Reserves £'000	Projected Balance as at 31/03/17 £'000
<b>General Fund Balance</b>	4,120	0	0	4,120
<b>Earmarked Reserves - Revenue</b>	11,000	7,499	7,425	18,425
<b>Earmarked Reserves - Capital</b>	3,080	(679)	(679)	2,401
<b>Earmarked Reserves - Port Health</b>	3,421	331	331	3,752

Within the General Fund balance as at 31 March 2016 (£4,120m), £110k is held as committed for the 2015/16 approved carry forward requests.

The chart below compares the approved and projected budget requirement and reserve balances. The General Fund Revenue Earmarked Reserves are projecting an increased position against the approved balances due to an improved outturn position for 2015/16. This allowed for additional funds to be transferred to reserves, in particular to the Business Rates Equalisation Reserve and the creation of a new In-Year Savings Reserve to provide funding for future year budget shortfalls.





## Treasury Management

### Prudential Indicator Monitoring

There has been no use of the overdraft facility within this quarter.

### Borrowing

The 2016/17 capital programme is wholly financed from the Council's own resources and consequently it continues to be debt free.

### Investments

Table 4:

Analysis by maturity:	Value £000	Rate range %
General Account	2,064	0.40
Call accounts	19,000	0.40-0.45
12 months	34,000	0.63 - 1.05
	<b>55,064</b>	

UK institutions that are considered to be suitable counter-parties for the Council to invest with are primarily restricted to those that are rated within the Councils approved counterparty list. The limit to be placed with individual banks ranges from £10 million to 15 million. The Council operates a 'group limit', whereby the collective investment exposure to individual banks within the same banking group is restricted to a group total of £20 million.

Security of the Council's cash is the over-riding consideration in setting its Treasury Management Policy Statement. During the year the Council constantly receives advice from its Treasury Advisors with regard to the creditworthiness of financial institutions.

## Waveney District Council Financial Monitoring as at Quarter 2

### General Fund and Capital Investment Programme

The table below shows the projected outturn for the General Fund budget and the capital programme as at Quarter 2 which includes a comprehensive review of both the General Fund budget during this quarter.

The approved budget refers to the General Fund and capital programme budgets which were approved in January and February 2016. The projected variance is an accumulated total of identified variances to the end of Quarter 2, against the approved budget for the year. This gives the projected outturn for the year.

The General Fund Budget Requirement refers to the amount that the authority estimates as its planned spending, after deducting any income it expects to raise from fees and charges for services and specific grants from the Government and any funding from/to reserves. It is the main measure of performance and reflects the net budget position.

Table 5:

	Approved Budget for the Year £'000	Projected Variance as at Qtr 2 £'000	Projected Outturn for the Year £'000
<b>General Fund - Budget Requirement</b>	10,825	(89)	10,736
<b>Capital Investment Programme</b>	12,395	2,921	15,316

### General Fund

As at Quarter 2 there is a projected outturn variance for the year of £89k less than the approved budget. The key variances are;

#### *Reduced Income /Additional Costs*

- £150k late budget adjustment to Leisure contract fee
- £75k of revenue costs associated with capital projects
- £40k income adjustment from transfer of the Britten Centre Market
- £25k Women's Tour 2016
- £20k for the Southwold Harbour Lands project.

#### *Additional Income / Savings*

- £149k additional income from Lowestoft Caravan Park
- £68k of savings realised earlier than anticipated from the closure of Tourist Information Centres
- £65k reduction for external audit fees
- £49k following final notification of HB Admin grant for 2016/17
- £44k for fuel rebate from Waveney Norse not anticipated
- £24k from net saving from Britten Centre Car Park re Service Charges

### Capital Investment Programme

As at Quarter 2 there is a projected outturn variance of £2,921m above the approved budget for the year. The key variances are;

- £1,249m housing programme of works and development delayed from 2015/16
- £1,009m Lowestoft Tidal Barrier deferred from 2015/16
- £192k remaining budget of Riverside project
- £190k remaining budget of Mariner Centre project
- £281k in relation to other capital projects that have either been delayed or budgets revised.

The financing of the projected capital programme of £15,316m (table 5) is set out below in Table 6.

Table 6:

	Approved Budget for the Year	Projected Change	Projected Budget for the Year
	£'000	£'000	£'000
Receipts, grants and contributions	3,666	1,104	4,770
Revenue contributions	7,737	1,154	8,891
Borrowing	992	663	1,655
<b>Total Capital Financing</b>	<b>12,395</b>	<b>2,921</b>	<b>15,316</b>

Capital financing does not budget on future capital receipts due to their extent and timing being unknown. Therefore any receipts generated can either reduce the borrowing requirement of the capital programme or enable additional spend.

### General Fund and Capital Reserves

The table below sets out the approved and projected use of reserves for the year.

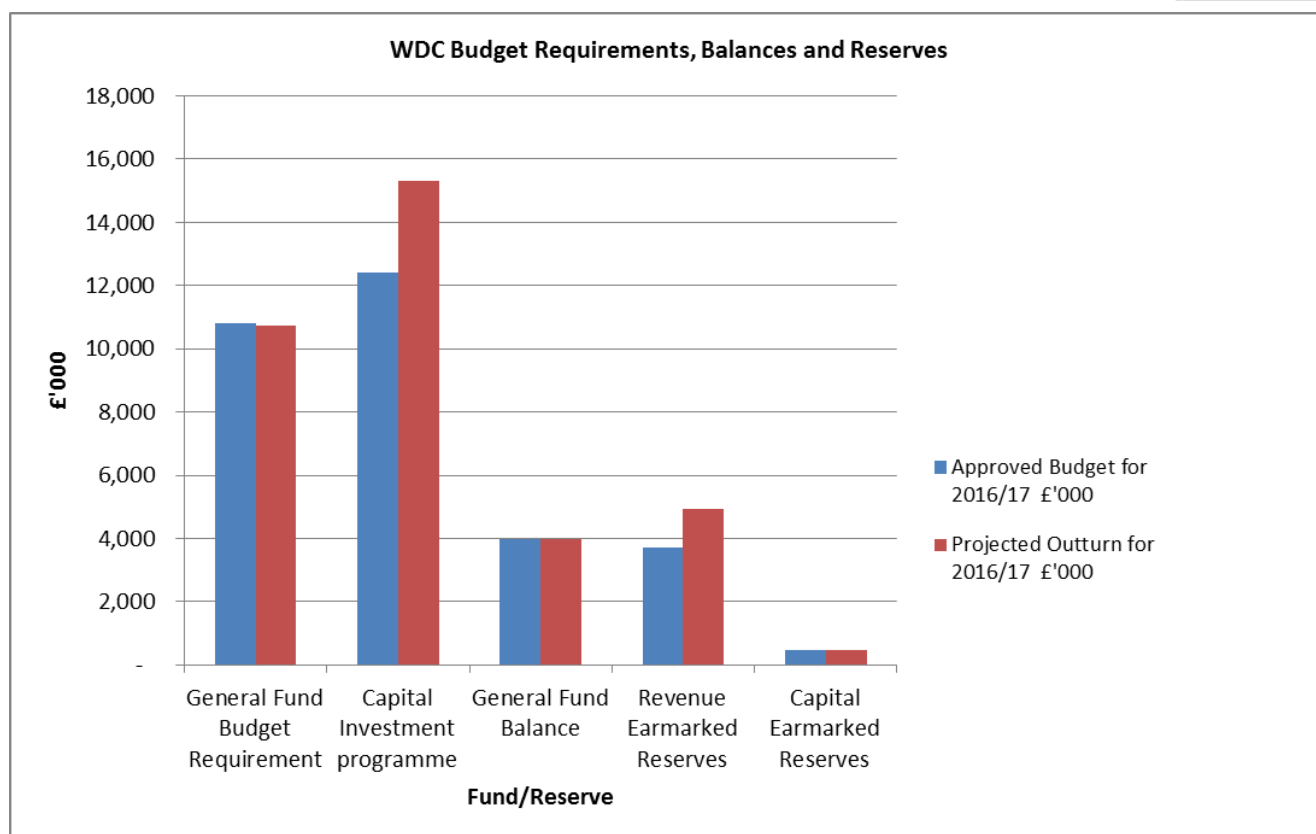
The approved use of reserves is as reported in the Budget Report in February 2016. The projected variance takes into consideration the outturn position for 2015/16, the budgeted movements and identified variances in the year to the end of Quarter 2. The table below gives the projected balance on reserves for the year.

Table 7:

	Balance as at 31/03/16	Approved Use of Reserves	Projected Use of Reserves	Projected Balance as at 31/03/17
	£'000	£'000	£'000	£'000
<b>General Fund Balance</b>	4,159	(11)	0	4,159
<b>Earmarked Reserves - Revenue</b>	6,065	(992)	(1,128)	4,937
<b>Earmarked Reserves - Capital</b>	517	(37)	(37)	480

Within the General Fund balance as at 31 March 2016 (£4,159m), £28k is held as committed for the 2015/16 approved carry forward requests.

The chart below compares the approved and projected budget requirement and reserve balances. The General Fund Revenue Earmarked Reserves are projecting an increased position against the approved balances due to an improved outturn position for 2015/16. This allowed for additional funds to be transferred to reserves, in particular to the Business Rates Equalisation Reserve and the creation of a new In-Year Savings Reserve to provide funding for future year budget shortfalls.



## Treasury Management

### Prudential Indicator Monitoring

**Table 8:**

Maturity Structure of Fixed Rate Borrowing:				Compliance
	Upper Limit	Lower Limit	Quarter 2 Position	with Set Limits
Under 12 months	50%	0%	4%	Yes
12 months and within 24 months	50%	0%	0%	Yes
24 months and within 5 years	75%	0%	0%	Yes
5 years and within 10 years	75%	0%	4%	Yes
10 years and within 20 years	75%	0%	29%	Yes
20 years and above	100%	0%	63%	Yes
Upper Limit for Fixed Rate Interest Exposure				100%
Compliance with Limits:				Yes
Upper Limit for Variable Interest Rate Exposure				50%
Compliance with Limits:				Yes

The Council sets limits for its fixed rate and variable rate exposures to interest rates. This indicator allows the Council to manage the extent to which it is exposed to changes in interest rates. The fixed rate exposure relates to the Council's fixed rate on external borrowing and the variable rate exposure relates to the Council's PWLB variable rate on external borrowing.

## Borrowing

Table 9:

Analysis by maturity: Repayable within	Annuity £000	Fixed £000	Variable £000	Total £000
2 years	-	3,000	-	3,000
2 to 5 years	-	-	-	-
5 to 10 years	-	3,000	20,286	23,286
over 10 years	10	64,759	-	64,769
<b>Total</b>	<b>10</b>	<b>70,759</b>	<b>20,286</b>	<b>91,055</b>

The Council's debt portfolio consists of fixed and variable rate borrowing. The Council, along with its external Treasury advisors, continually monitor variable rate debt to ensure that the Councils borrowing portfolio remains advantageous. Following the HRA Self-Financing reform the Councils portfolio now contains £68.296m of HRA borrowing.

## Investments

Table 10:

Analysis by maturity:	Value £000	Rate range %
General Account	468	0.40
Call Accounts (Liquidity Funds)	12,750	0.25 - 0.45
12 months	21,000	0.40 - 1.05
	<b>34,218</b>	

UK institutions that are considered to be suitable counter-parties for the Council to invest with are primarily restricted to those that are rated within the Councils approved counterparty list. The limit to be placed with individual banks is £8 million. The Council operates a 'group limit', whereby the collective investment exposure to individual banks within the same banking group is restricted to a group total of £12 million.

Security of the Council's cash is the over-riding consideration in setting its Treasury Management Policy Statement. During the year the Council constantly receives advice from its treasury Advisors with regard to the creditworthiness of financial institutions.

## Housing Revenue Account (HRA)

The HRA is a statutory ring-fenced account covering all revenue income and expenditure pertaining to the Council's housing stock.

The approved budget is as reported in January 2016. The projected variance is an accumulated total of identified variances to the end of Quarter 2, against the approved budget for the year. This gives the projected outturn for the year which includes a comprehensive review of the HRA budgets during this quarter.

Table 11 below summaries the approved budget and the projected outturn for the year.

Table 11:

	Approved Budget for the Year £'000	Projected Variance as at Qtr 2 £'000	Projected Outturn for the Year £'000
<b>HRA</b>			
<b>Income</b>	(19,863)	(165)	(20,028)
<b>Expenditure</b>	9,331	143	9,474
<b>Interest &amp; Capital Charges</b>	10,368	0	10,368
<b>Reserve Transfers</b>	200	0	200
<b>Contribution from / (to) HRA Balance</b>	36	(22)	14

As at Quarter 2 there is a projected outturn variance for the year of £22k less than the approved budget. The key projected variances are;

*Reduced Income /Additional Costs*

- £130k of additional fees relating to the housing development programme

*Additional Income / Savings*

- £107k of Bio Meters income not anticipated
- £58k of supporting grant income not anticipated

## HRA Reserves

The approved and projected use of HRA reserves for the year is set out in table 12 below.

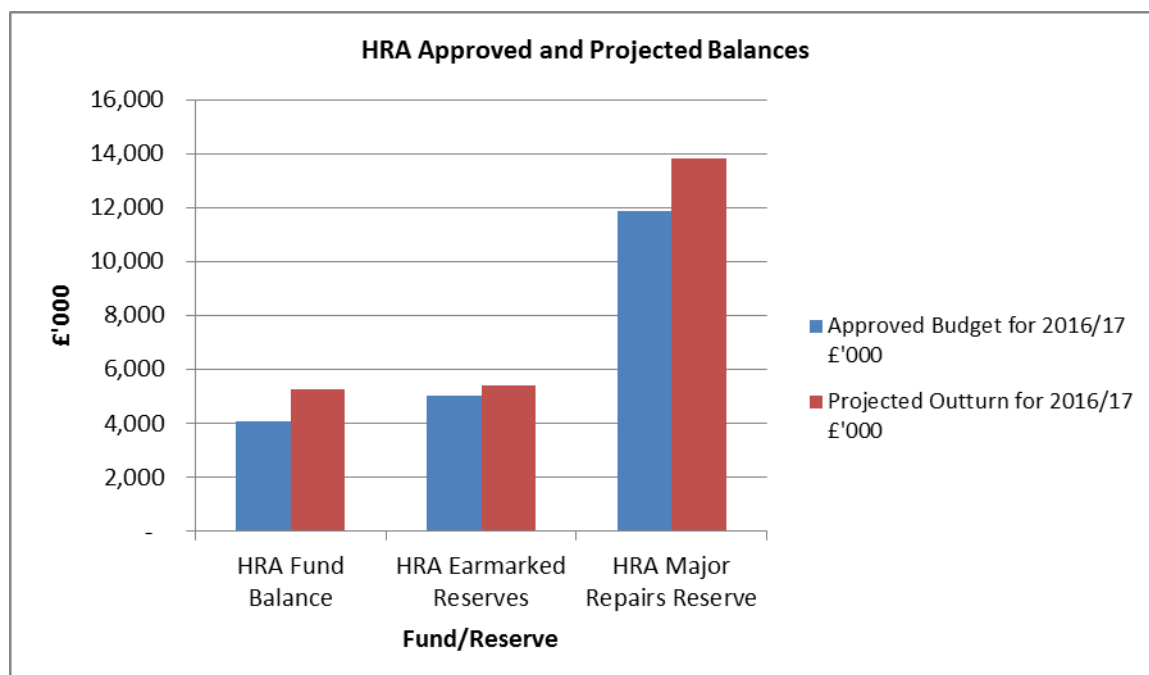
The approved use of reserves is as reported in the HRA Budget Report in January 2016. The projected variance takes into consideration the outturn position for 2015/16, the budgeted movements and identified variances in the year to the end of Quarter 2.

The Major Repairs Reserve is credited with the depreciation charged to the HRA. This reserve can be used to repay the principal elements of HRA debt as well as to finance new capital expenditure.

**Table 12:**

HRA Reserves	Balance as at 31/03/16 £'000	Approved Use of Reserves £'000	Projected Use of Reserves £'000	Projected Balance as at 31/03/17 £'000
HRA Fund Balance	5,298	(36)	(14)	5,284
HRA Earmarked Reserves	5,228	200	200	5,428
Major Repairs Reserve	12,638	883	1,218	13,856

The chart below provides a visual illustration of the above information, comparing the approved and projected reserve balances for the HRA.



## Councils' Corporate Risks

### 9. Corporate Risk

A detailed review of all corporate risks is undertaken quarterly by Corporate Management Team at Corporate Governance Days and the Corporate Risk Management Group is held every six months to manage, monitor and consider risks including the management of the risk process. All Corporate Risks, significant for the Council, are reported to the Audit and Governance Committees, information is stated below:

Corporate Risk	Current rating	Target rating	Projected Direction	Update
Medium Term Overview (WDC)	Red	Amber	→	Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place.
Medium Term Overview (SCDC)	Amber	Green	→	Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place.
Utilisation of Council Assets	Red	Green	↑	Asset Management Group continues to meet regularly and examines use/disposal of assets.
Programme and Project Delivery	Amber	Green	↑	Corporate project management framework in place. Service Plans aligned to East Suffolk Business Plan and capture all key/corporate projects, which form the Corporate Project Register. Section 10 of this report contains information relating to Corporate Projects.
Service Planning	Amber	Green	→	Service plans aligned to capture progress of specific actions within the Business Plan and corporate projects.
Annual Budget	Amber	Green	→	Due to current climate remains a key risk, although appropriate controls and mitigating actions remain in place to ensure this risk is managed effectively.
Organisational Culture	Amber	Green	↑	The Senior Leadership has now completed. Feedback had been extremely positive and a series of activities are planned over the next year to build on the programme and continue the learning. A programme for tier four managers/team leaders commenced April, cohorts 4 and 5 commence in November. Second cohort of Lowestoft Collaboration Academy completed in July with cohort 3 in design stages. Move workshops took place ahead of the move to East Suffolk House. Staff Engagement Survey undertaken with initial results pleasing. Performance management is a key priority and following the launch of the new organisational values the same natural work team have reviewed the competency framework and developed a new behavioural framework. The team will now review the appraisal process.
Business Continuity Planning	Amber	Green	↑	Overall risk score improved, however still remained amber. A number of actions took place including successful emergency planning exercise and amendment of the Business Continuity Plan. A Joint ICT Disaster Recovery Plan is also in place. A report on the progress of Business Continuity had been presented to Audit and Governance Committee and following completion of the internal audit recommendations this risk is likely to improve further.

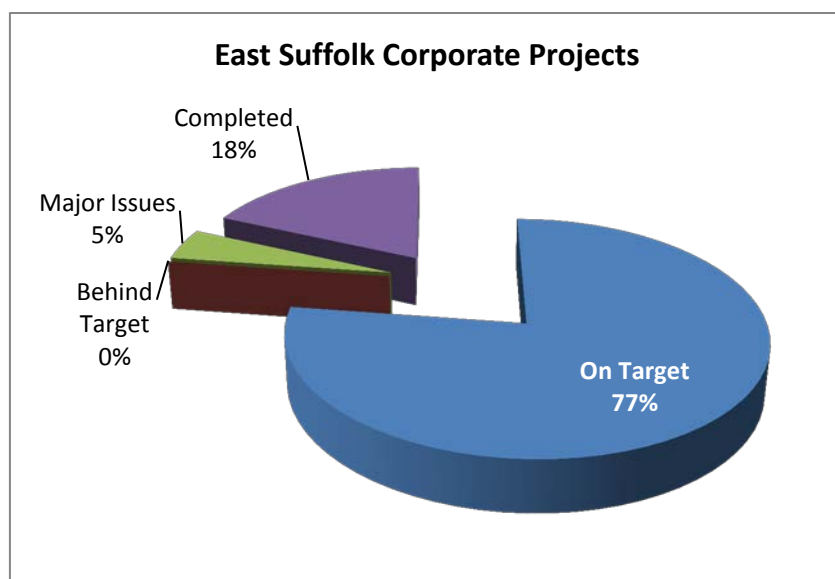


Corporate Risk	Current rating	Target rating	Projected Direction	Update
ICT (including Disaster Recovery for ICT)	Amber	Amber	↑	Ongoing review and testing of service business continuity plans to clarify ICT dependences and alignment with ICT provision. Upgraded power and environmental controls at Riverside to improve resilience of Data Centre completed. Implementation of East Suffolk House project (Autumn 2016) includes additional network resilience and provision of secondary data centre facility which will improve ICT disaster recovery capability.
Financial Governance	Amber	Green	↑	Financial Governance Framework regularly reviewed, ensuring alignment with corporate priorities and financial management best practice.
Digital Transformation Services	Amber	Green	↑	Action plan in place for delivery and adoption of Digital Services Strategy. New digital web platform launched June 2016. Continuation of the Mobile Working programme. Major review and digitisation of paper records as part of East Suffolk House project.
East Suffolk Business Plan	Amber	Green	→	East Suffolk Business Plan produced, progress against actions being reported.
Communication resulting in adverse impact on reputation	Green	Green	→	Communication Strategy and procedures in place.
Internal Controls	Green	Green	→	Actions regularly reported to Audit and Governance Committees.
Service Delivery Contracts / Partnerships	Amber	Green	↑	Review of Governance of Partnerships to identify further mitigations.
Accommodation	Green	Green	→	SCDC Accommodation project: Due to occupy new premises Autumn 2016. WDC Accommodation: Data Centre moved from Mariners Street and installed in the Riverside successfully undertaken
Ethical Standards	Green	Green	→	Protocols and Codes in place, regularly reviewed and on website.

For each risk, an action plan is in place, or being developed, to reduce and manage the risk. The Corporate Risk Register is updated and reviewed quarterly.

## Performance of the Councils' key corporate projects

### 10. Corporate Projects



Service Plans include details relating to corporate projects which are aligned to key strategic themes and assist with the delivery of the East Suffolk Business Plan. The Corporate Project Register enables automatic reporting of the corporate programme and remains under review/development. There are currently 22 East Suffolk projects - 17 are on target (green), 1 has major issues (red) and 4 are completed.

Appendix C contains details of Corporate Projects.

Council	Number of Key Projects	On Target 	Behind Target 	Major Issues 	Completed
East Suffolk	9	8	0	0	1
SCDC	7	4	0	1	2
WDC	6	5	0	0	1
<b>Total</b>	<b>22</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>4</b>

The following project has been identified with major issues (red status):

- **Suffolk Coastal: Discover Landguard:** A number of issues regarding the governance and ownership of Landguard Fort need to be resolved before external funding applications can be submitted to progress this project and ultimately expand and enhance the Landguard visitor experience. Discussions are underway with all key partners to resolve these issues and ensure that these bid(s) are able to proceed at the earliest opportunity. Discussions are also underway with the Port of Felixstowe in relation to the renegotiation of their S106 obligations, the outcome of these discussions will also result in the enhancement of the Landguard visitor experience.

Four projects were completed:

- **Woodbridge Library Accommodation:** The project to transfer front facing services from Melton Hill reception to the Woodbridge Library was successfully completed in April 2016; on time, under budget and to specification.
- **Waveney Construction Project:** This project was successfully completed.
- **Web Alignment Project:** A single East Suffolk website was created and successfully launched on 14 June 2016.
- **Beach Side Events area:** Project completed at the end of August 2016.




## East Suffolk Business Plan Actions

### 11. Progress against Business Plan Actions



Performance against the progress to deliver the actions within the East Suffolk Business Plan are shown in the tables. There are 71 East Suffolk Business Plan actions (35 for East Suffolk, 18 for SCDC and 18 for WDC). There are 47 actions on target, 6 behind target (amber), 4 major issues (red), 5 not started and 9 completed.

Full details are contained within Appendix D.

Council	Number of Business Plan Actions	On Target 	Behind Target 	Major Issues 	Not yet started	Completed
East Suffolk	35	27	2	2	0	4
SCDC	18	11	2	1	0	4
WDC	18	9	2	1	5	1
<b>Total</b>	<b>71</b>	<b>47</b>	<b>6</b>	<b>4</b>	<b>5</b>	<b>9</b>

There were four Business Plan actions significantly behind target (red), namely:

#### East Suffolk Business Plan Actions:

- **Financially support SCC to identify and develop suitable short stay stopping sites in Suffolk for Gypsies and travellers:** Ongoing discussions with SCC, the Norfolk and Suffolk Gypsies and Travellers Team and other districts to identify suitable short stay stopping sites. This is proving challenging, but all parties remain committed to identifying a solution.
- **Deliver the adopted Housing and Health Charter in East Suffolk:** Suffolk Transformation Academy and the Suffolk Strategic Partnership 'Think Big' workshops are producing positive solutions which will need to be developed further. Resourcing with health is a challenge to ensure implementation. Providing positive support to the initiatives.

#### SCDC Business Plan Action:

- **Hold Better Broadband Suffolk Partnership to account to deliver their commitment of 100% rollout of superfast Broadband in Suffolk by 2020; and provide further financial support from the Council to ensure that connection is affordable, particularly in more remote and rural areas:** A member working group of Scrutiny Committee is working to address provision of affordable broadband in rural and hard-to-reach areas, recognising that, alone, the Suffolk Better Broadband Programme will not be able to provide full coverage for the area.

#### WDC Business Plan Action:

- **Improve infrastructure, access & extend the Enterprise Zone (subject to Department for Communities & Local Government approval):** Finals maps submitted to DCLG in Q3 for extensions to Riverside Road and Mobbs – decision due Q4 or Q1 (2017). Suffolk County Council completed the purchase of the former Wessex Foods site and have instructed Concertus to oversee site development. High demand for the new units therefore discussions around fast tracking infrastructure has commenced. UKPN offered to undertake a feasibility study to ascertain costed options for providing power to the Ellough site.

## Other Performance Information

### 12. Corporate Activities

#### Both

##### Merger of Councils (East Suffolk)

Engagement will be undertaken with communities, residents and other stakeholders prior to a final decision on the merger of the Councils to form East Suffolk. Telephone polling will be undertaken for two weeks, commencing on 3<sup>rd</sup> October 2016, which will involve 1,000 residents across the east Suffolk area being asked a range of questions to gauge understanding of the merger proposals, asked for their views, and to find out their priorities for the future of services in the area. An engagement campaign will take place from 1<sup>st</sup> November to 12<sup>th</sup> December when all residents and stakeholders will be invited to submit their views and ask questions about the merger proposal before a decision is made in January 2017.

##### Customer Services

All projects within the Councils' Channel Shift Programme have commenced, which include website self-service portal, customer relationship management phase 2, Bin Module, review of telephone call routing, written communications review and developing social media. These projects are all progressing as expected.

The website self-service portal will be available from the end of November with an official launch before the end of the financial year to coincide with a Council Tax e-billing campaign.

##### Building Control Awards

- **LABC Regional Building Excellence 2016:** Waveney Building Control successfully won the 'Best Local Authority Building Control Partnership' with Wellington Construction. The awards celebrate achievements in the construction industry and this particular category recognises the best development team approach, long-standing relationship, or co-operative approach to problem solving.
- **LABC National Building Excellence Awards 2016:** Following on from the success of the above, regional winners in each category are automatically shortlisted for the LABC Grand Final National Awards on 28<sup>th</sup> November 2016 in London.
- **LABC Bricks Awards:** Waveney and Suffolk Coastal Building Control had also been shortlisted for the LABC Bricks Award (being one of 3 selected from 48 Councils) which will be held in London on 3<sup>rd</sup> November 2016. This particular award *"recognises and rewards the exceptional work of registered developers and controls who go the extra mile, regardless of size, to deliver quality in construction and design. Not forgetting hard work and dedication of individuals behind the scenes involved in the development projects of our clients"*.

##### East Suffolk 'Our Values'

The official launch of the first ever joint values for East Suffolk took place on Friday 16<sup>th</sup> September 2016. The values will be embedded as an important part of staff culture and development, and form part of the appraisal process and will be a key feature of the annual staff awards process.

##### Members Training

The following Members sessions were held in Quarter 2:

- "Community Leadership" training sessions held on 12<sup>th</sup> September at SCDC (14 Members attended) and 1<sup>st</sup> September at WDC (12 Members attended). The session focussed on effective local community leadership and the ward member; community engagement and the Localism Act; and successful local partnerships.
- At SCDC on 19 September 2016, 13 Members attended a briefing session on Devolution, this updated Councillors on the progress made on the wide range of issues and provided information about the Order that was being drafted, the latest mayoral debate, the results of the consultation process, and progress on how the devolution deal had evolved. A similar session was held at WDC on 12<sup>th</sup> September which was attended by 21 Members.

- On 22 September 2016, 17 SCDC Members attended a visit to the Council's new offices 'East Suffolk House'. Members were provided with a short presentation and were given a tour of the new offices.
- WDC Members received briefings on the 'Third Crossing design and construction' on 19<sup>th</sup> July 2016 (13 Members attended); 'Thriving Communities / Dementia Action' on 26<sup>th</sup> July (8 Members attended); and 21 September Health East Update on 21<sup>st</sup> September 2016 (25 Members attended).
- WDC Member training on Planning Call-in was held on 14<sup>th</sup> and 21<sup>st</sup> July (13 Members attended) and Emergency Planning on 29<sup>th</sup> September 2016 (10 Members attended).

## **Suffolk Coastal District Council**

### **Transformation of Leisure Centre**

A five year programme has been launched to invest in SCDC's leisure centres, with Deben Leisure Centre as the first to be upgraded followed by Leiston and then Felixstowe. The work is part of the Council's commitment to improve its leisure centre offer and to encourage more people to become more active.

<http://www.eastsuffolk.gov.uk/news/leisure-centres-set-for-transformation/>

### **Customer Services**

A group of Suffolk Coastal customers have been trained as mystery shoppers and are currently mystery shopping services across the council. This is expected to last for six months. Once completed results will be presented to Policy Development Task Group and Cabinet along with any action plan.

## **Waveney District Council**

### **Neighbourhood Planning Guidance**

A free networking event was held in the Riverside at Lowestoft on Thursday 15<sup>th</sup> September 2016 to learn about the Neighbourhood Plan process and offered guidance to any group considered, or in the process of completing a Neighbourhood Plan.

### **Customer Services**

A group of Waveney customers have been trained as mystery shoppers and are currently mystery shopping services across the council. This is expected to last for six months. Once completed results will be presented to Cabinet along with any action plan.

Between April and September approximately a further 6,000 households have signed up to the green waste charging service. Plans are currently being prepared for the green waste renewal and communications.

On 25<sup>th</sup> May 2016 Lowestoft went live with full service Universal Credit. The Citizens Advice Bureau was re-commissioned to provide Personal Budgeting Support. There is regular contact between WDC and the Department of Work and Pensions (DWP) regarding the rollout with a supporting action plan in place. Currently the numbers of customers seen for assistance and personal budgeting support is below forecast. There will be a presentation at November's Cabinet Briefing on impact of UC full service in Lowestoft.

### **Lowestoft Town Hall Site**

WDC Planning Committee, on 24<sup>th</sup> August 2016, gave consent for the demolition of former office buildings on the town hall site in Lowestoft. The buildings, owned by the Council, will make way for a new development which will include a catering retail outlet. This development will help to regenerate the area, bringing new jobs, customers and businesses to this part of the town.

### **Waveney Test and Learn environment ' for Universal Credit:**

Parts of WDC are among 28 other local authorities that have been included in the first phase of the roll out of the Full Service (Digital). The roll out began in May 2016. Temporary Accommodation has suffered a loss in income and the team are working with the DWP to address this.

## Partners

### 13. Outcomes

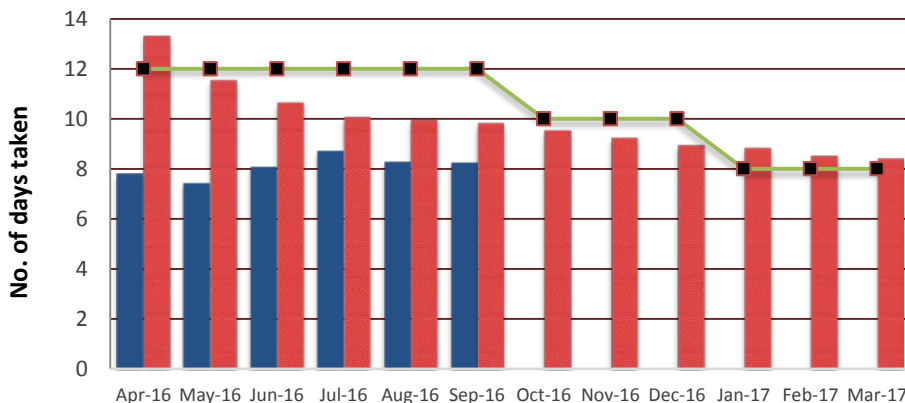
Information relating to the Councils' partners is contained within this section of the report:

#### Anglia Revenues Partnership (ARP)

Targets had been reviewed and approved by the ARP Joint Committee. ARP strives to improve customer service by reducing the number of days taken.

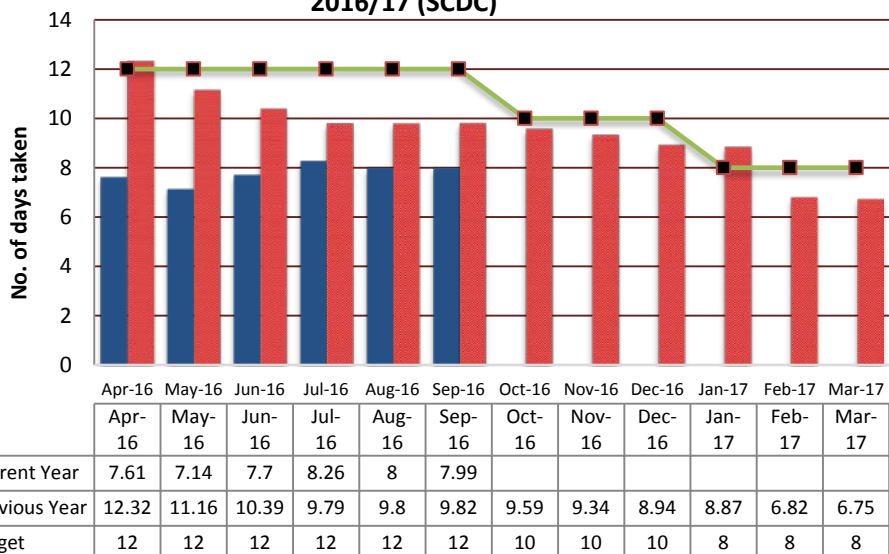
#### Suffolk Coastal District Council

**Days taken to process Council Tax Reduction scheme new claims & changes 2016/17 (SCDC)**



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. On target for the current year.

**Days taken to process Housing Benefit new claims & changes 2016/17 (SCDC)**

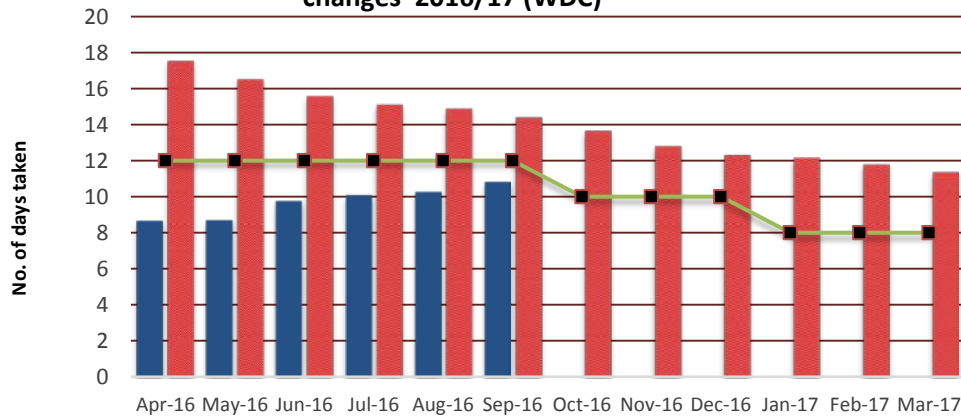


This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets. ARP strives to improve customer service by reducing the number of days taken. On target for the current year.



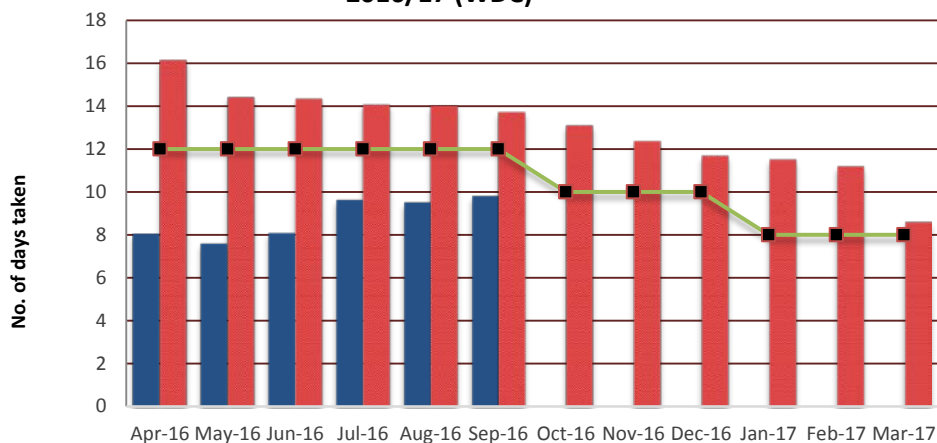
## Waveney District Council:

**Days taken to process Council Tax Reduction scheme new claims & changes 2016/17 (WDC)**



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. ARP strives to improve customer service by reducing the number of days taken. On target for the current year.

**Days taken to process Housing Benefit new claims & changes 2016/17 (WDC)**



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets. ARP strives to improve customer service by reducing the number of days taken. On target for the current year.

## Coastal Management

### Coastal Partnership East (CPE)

- The Coastal Partnership East (SCDC, WDC, Great Yarmouth Borough and North Norfolk District Councils) has been in place for six months. CPE Board, consisting of Committee Chair, Portfolio Holders and Senior Officers Group (OOG) from each authority, has met and to progress a range of issues.
- The second coastal orientation visit (Snape to Dunwich) for both Board members and staff has been completed, more are being planned.



**Highlights/progress for Quarter 2:**

- Work is underway testing new software to help manage and monitor local authority assets. Currently awaiting confirmation that the Environment Agency will purchase the new software for CPE and when it will be available.
- Work has started on a new Measure Term Contract for coastal asset maintenance with partner authorities.
- Public Sector Co-operation Agreements have been signed by SCDC and WDC with Internal Drainage Board and Environment Agency to enable us to access their staff and expertise without having to go through a procurement process allowing greater flexibility in future.
- Gorleston to Lowestoft Strategy (GYBC/WDC) and Lowestoft Flood Risk Management Plan (WDC) final community consultations have been completed and will be submitted to the Environment Agency in March 2017 for final approval.
- Ongoing support for development management for Felixstowe pier head is making good progress.
- Southwold sea defence review near completion. The urgent issues identified through this process north of the pier are being prioritised.
- A single Beach Management Plan for central and south Felixstowe has been developed and will be completed in October.
- The delivery of the first tranche of temporary defences for Lowestoft (WDC) is scheduled to be in time for the installation test planned 2<sup>nd</sup> November. The Internal Drainage Board will provide manpower for both installation and removal of temporary barriers through the operational agreement that is being finalised.
- Work is underway with new access around the rock revetment at Brackenbury (between Cobbold's Point and North Felixstowe promenade) although some minor issues are to be resolved.
- Councillor Andy Smith has been re-elected Chair of the Local Government Association Coastal Special Interest Group for another three years so CPE will continue to provide ongoing support to this national role.

**Marina Theatre**

- New brochure about to be distributed.
- Intouch article being written (excellence in partnership section).
- Scrutiny report for 2015/16 year completed and presented by the Trust to WDC.
- April to August the Marina total show and film attendance was over 25k.
- No health and safety incidents (quarter reports provided to WDC Health and Safety Officer).
- The Trust is preparing its 5 year business plan and is liaising with WDC Finance with its proposals.
- Asset / property management / maintenance has greatly improved with every third monthly partnership meeting including both Marina Theatre Trust and WDC property / asset representatives with a specific element of the meeting dedicated to Planned Preventative Maintenance and lifecycle replacement plans. Capital items for 2017/18 being identified based on priority.
- Redecoration of internal stair wells as result of rain ingress has been completed through the Trust with at least £4k savings against quote provided by original preferred supplier.
- Equipment inventory is being updated/reviewed to ensure that specialist equipment is being maintained appropriately and is planned for replacement in forward budgets. All other service contracts are being reviewed by WDC to ensure that they are satisfied with the maintenance regimes.
- New operating system (box office) being commissioned ready for January which will enable greater accuracy of data and more detailed reports to focus marketing and business plans.

## Places for People

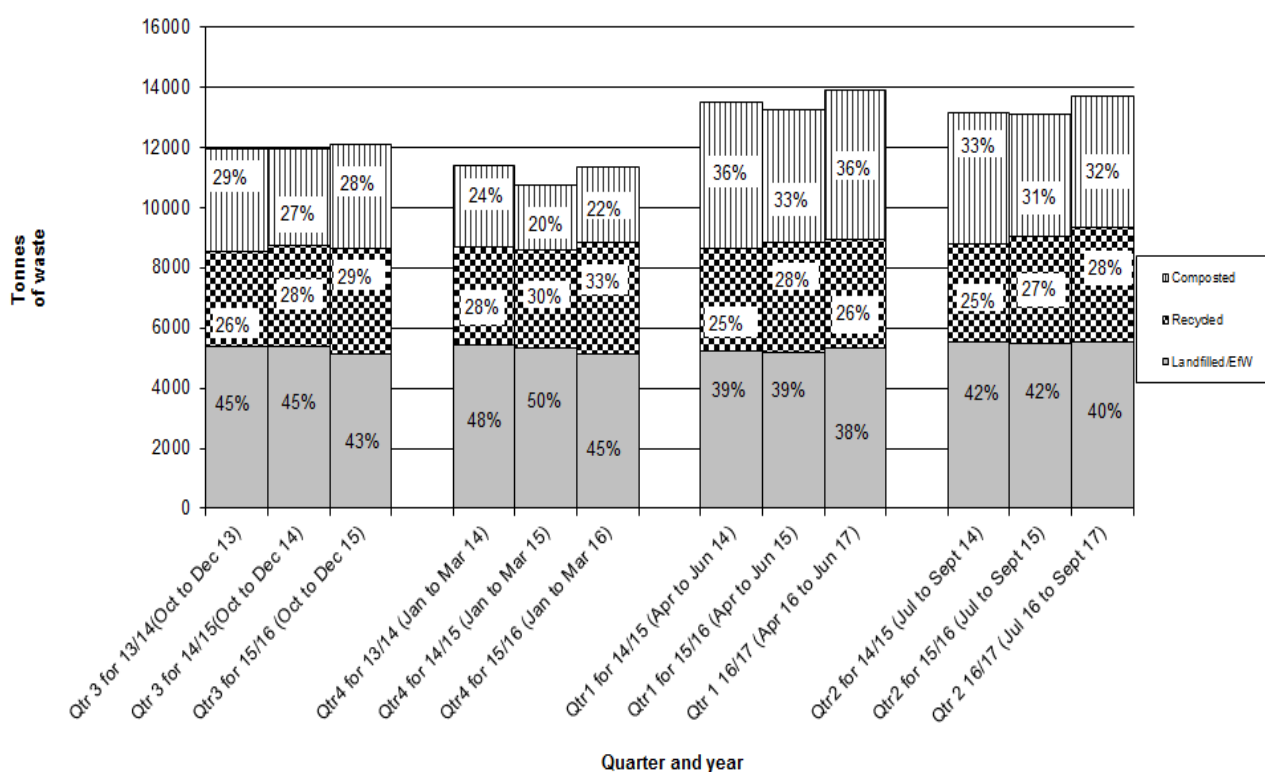
- Participation levels in Quarter 2 across all sites was 171,543 visits, target is to achieve a year on year 1% increase and after the second quarter participation is 2% up on target.
- Official notification has now been given at the Partnership Board to Places for People Leisure that the new Council Representative from 1<sup>st</sup> October 2016 is Tim Snook, Leisure Contracts Manager with Suffolk Coastal District Council.
- Places for People Leisure are consulting on the proposed redevelopment designs of the Deben Pool with their staff and are also revisiting the Profit and Loss account to ensure maximisation of income from the redeveloped facility.
- Felixstowe Pier developments (loss of leisure centre car park): The compound was erected for the Pier redevelopment on Thursday 29<sup>th</sup> September. PfPL implemented an action plan to mitigate potential loss of income and customers, this will be monitored throughout the development project, due to finish July 2017.

## SCDC Norse / WDC Norse

### Suffolk Coastal District Council

The table below shows the amount of household waste recycled and composted, and the amount of residual waste sent for treatment at the Energy from Waste (EfW) facility at Great Blakenham.

Graph showing year on year Quarter 2 Performance - SCDC



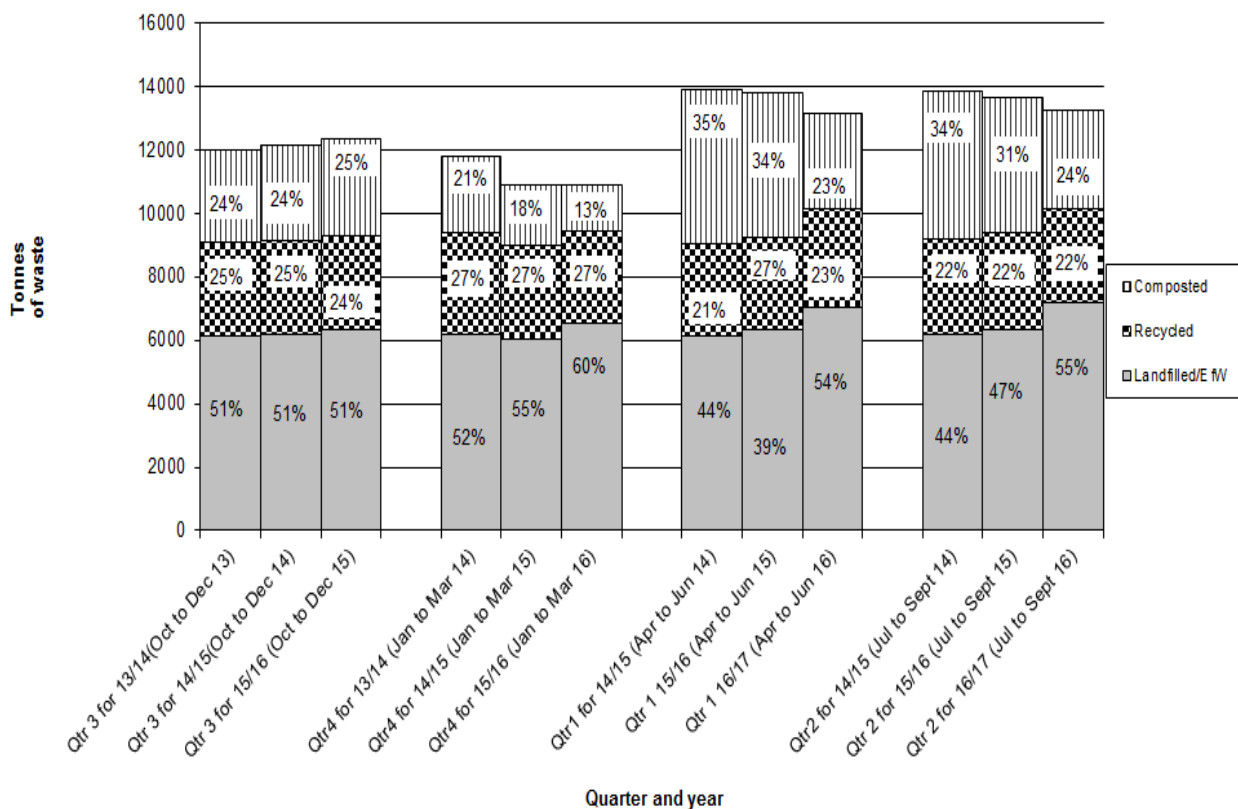
- Compostable waste for Quarter 2 was slightly greater than the same quarter last year, influenced by the weather conditions affecting the amount of garden waste being collected.
- The profiled target for 'household waste sent for reuse, recycling and composting' for Quarter 2 had been achieved, and compared to last year, more recyclable waste was collected (244 tonnes more), more compostable waste (271 tonnes more), while residual waste was slightly higher (69 tonnes more). Quarter 2 recycling performance was 59.58% and the year to date recycling performance of 60.58%.
- The Suffolk Waste Partnership plans to have a waste compositional analysis undertaken in Quarter 3 to identify changes in residual bin composition and required actions to increase recycling and minimise waste.

- Winners of the “Love East Suffolk” litter pick scheme prize draw were announced in September, with prizes awarded to groups in Darsham, Rushmere, Kirton & Falkenham, Blaxhall and Thorpeness. All community groups carrying out litter picks will continue to be supported throughout the year with the supply of equipment and disposal of collected waste.
- Scheduled enforcement patrols continued through the busy season of Quarter 2, with patrols taking place along the seafront areas, as well as parks and other areas as resources allowed.
- Fixed Penalty Notices were issued for two littering and two fly-tipping offences in Quarter 2.
- In September, the Enforcement Team supported a multi-agency community impact day in Felixstowe, working with the Police, Fire Service and other agencies to address issues in parts of the town.
- Educational events supported in Quarter 2 included:
  - An Enabling Communities Roadshow at Stratford St Andrew in July.
  - A recycling roadshow focusing on glass recycling and promoting the “Message in a Bottle” campaign held in Felixstowe in August.
  - Latitude Music Festival in July, working with the County Council and other Suffolk District Councils, to provide waste-themed activities in the children’s area.
- Number of fly tipping incidents reported in Quarter 2 was higher compared to 2015/16 figures. Similar to Quarter 1, this increased number of fly tipping incidents reported in Quarter 2 may be influenced by the SCC HWRC's introducing charging for rubble, hardcore, soil and plasterboard from 1<sup>st</sup> April 2016 and also the changes to opening hours from 1<sup>st</sup> June, which included sites being closed on a Wednesday. Incident numbers, types and locations are being closely monitored to identify any links to the HWRC changes or other trends and events.

### Waveney District Council

The table shows the amount of household waste recycled and composted, and the amount of residual waste sent for treatment at the Energy from Waste (EfW) facility at Great Blakenham.

Graph showing year on year Quarter 2 Performance - WDC



- Compostable waste for Quarter 2 was less than last year due to the roll out of the Easy Green Bin Scheme, but better than originally forecast due to a take up of nearly 50% (20%-30% forecast) and favourable weather/growing conditions.
- In Quarter 2 there was accordingly less total waste recycled (6,073 tonnes) compared to last year (7,285 tonnes). This was forecast and mirrors Quarter 1 post roll out of the chargeable Easy Green Bin Scheme (EGBS); the effects of overall trends, SCC HWRC charging for construction waste (1.4.16) and revised opening times (1.6.16) are being monitored on waste streams. In addition, a residual waste compositional analysis is planned for Quarter 3 to identify changes in black bin composition and any required actions to increase recycling and minimise waste. Total household waste collected also reduced accordingly from 13,645 tonnes last year to 13,257 tonnes, with some garden waste being diverted to HWRC's and other outlets (eg compost bins). Post introduction of the EGBS, the waste tonnages and outturns this year will form a new baseline with which to compare year on year, like for like.
- The number of fly tipping incidents reported in Quarter 2 was also higher compared to 2015/16 figures. As with Quarter 1, this increased number may be influenced by the SCC HWRC's introducing charging for rubble, hard-core, soil and plasterboard from 1.4.16, also changes to opening hours and Wednesday closure from 1.6.16. Incident numbers, types and locations are being closely monitored to identify any links to the HWRC changes or other trends and events.
- Winners of the "Love East Suffolk" litter pick scheme prize draw were announced in September, with prizes going to groups in Southwold, Beccles, Pakefield and Blundeston & Flixton. Any community groups carrying out litter picks will continue to be supported throughout the year with the supply of equipment and disposal of collected waste.
- Scheduled enforcement patrols continued through the busy season of Quarter 2, with patrols taking place along the seafront areas, as well as parks and other areas as resources allowed.
- Fixed Penalty Notices were issued for one fly-tipping and three littering offences in Quarter 2, and a successful prosecution was secured for a Duty of Care offence under the Environmental Protection Act 1990 in August.
- Educational events supported in Quarter 2 included:
  - A beginners' Composting workshop in Carlton Colville in July
  - An Enabling Communities Roadshow in Lowestoft in July
  - Latitude Music Festival in July, working with the County Council and other Suffolk District Councils, to provide waste-themed activities in the children's area
  - A recycling roadshow focusing on glass recycling and promoting the "Message in a Bottle" campaign held in Lowestoft in September
  - Tour of the MRF at Great Blakenham for the Beccles branch of the University of the Third Age.

### Sentinel Leisure Trust

- Participation levels in Quarter 2 are 6,170 below target (< 3%). Good weather during Quarter 2 had a detrimental impact upon public swimming.
- Boat nights at Beccles and Oulton Broad Marinas are on target.
- Yacht station staff performed navigational safety tasks for events at Beccles (Duck race) and Oulton Broad (summer fire work display).