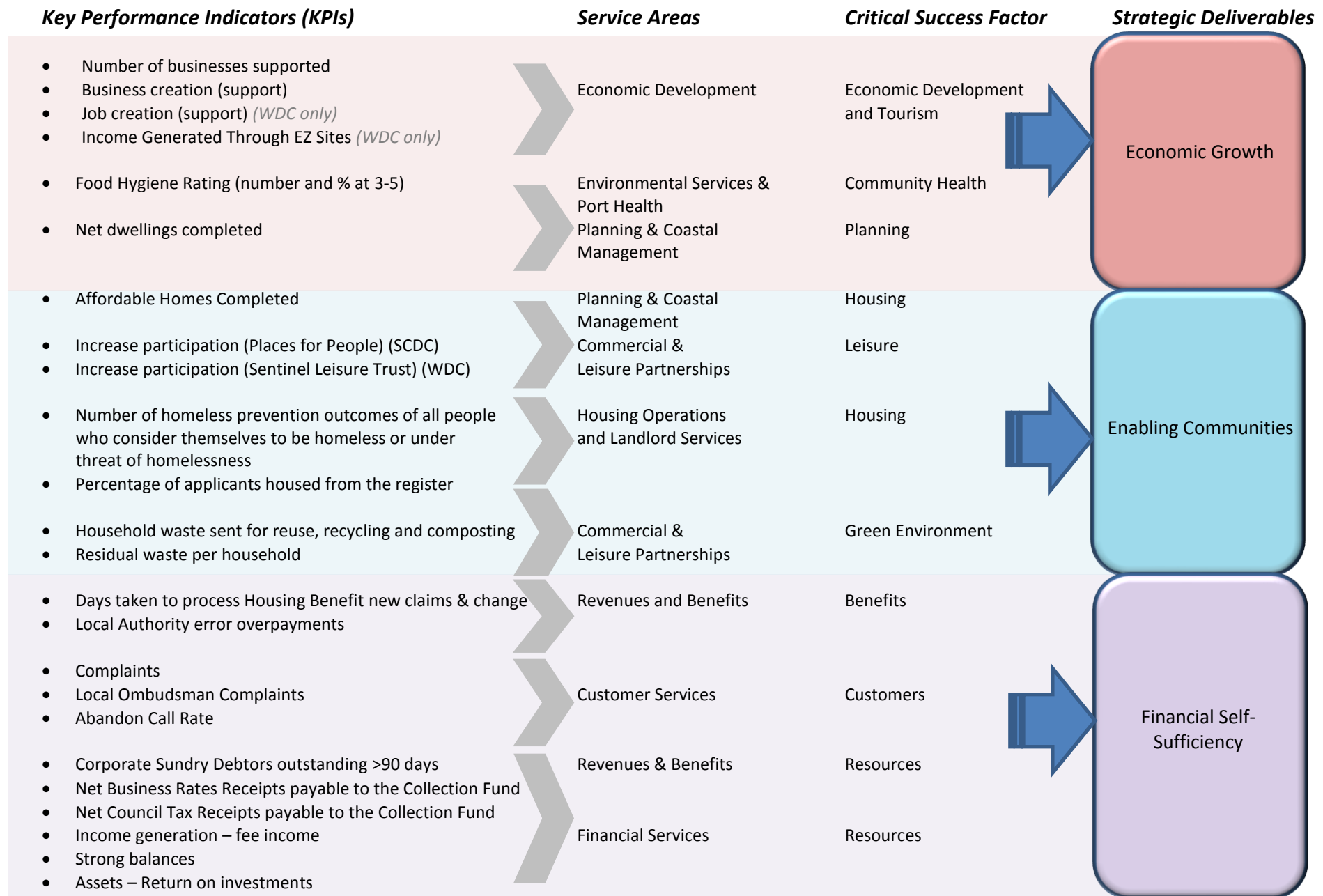




East Suffolk Performance Report Quarter 3 (2016/17)

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 3 (2016/17)

1st October to 31st December 2016

Enabling Communities



Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
0	2	2	2

Highlights

- 55.37% household waste sent for recycling and composting.
- 80% of homeless decisions made within 33 days.
- 55 fly tipping incidents reports.
- 87 fly tipping enforcement notices issued (target: 60).
- 164,744 leisure participation levels across all sites (target: 160,408).
- 95% homeless prevention outcomes (target: 75%).
- 32 affordable homes completed.
- Only 3 applicants in temporary accommodation at end of Quarter 3 (snapshot).

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
1	0	2	1

Highlights

- 67.81% (118) minor planning applications determined in 8 weeks (target: 60%).
- 79.16% (19) major planning applications determined in Quarter 3 (target: 60%).
- 75.64% (282) other planning applications determined in Quarter 3.
- 24 businesses supported.
- 123 net dwellings completed in Quarter 3 (with 107 commencing in the quarter).
- 99.27% food hygiene rating (3-5 food rating).

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	1	6	4

Highlights

- 141,176 visits to East Suffolk website in Q3
- Sickness absence continues to be below national level (1.3 days days/shifts lost per FTE, target: 1.7 days).
- 8.5 days taken to process Housing Benefit new claims (within 10 day target).
- Nil Local Government Ombudsman complaints.
- 14,533 calls answered in Quarter 3.
- 6.95% of corporate sundry debtors outstanding (below target: 30%)
- Successful move into East Suffolk House.

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 3 (2016/17)

1st October to 31st December 2016

Enabling Communities



Key Performance Indicators (KPIs)

Red	Amber	Green	n/a
1	0	3	2

Highlights

- 40.61% household waste sent for recycling and composting (target: 39.96%).
- 86% of homeless decisions made within 33 days.
- 193 fly tipping incidents reported (target: 190).
- 53 fly tipping enforcement notices issued.
- 191,732 leisure participation for all sites (target: 172,630).
- 49 affordable homes completed (Q3 significant increase in completion of affordable homes).
- 23 applicants in temporary accommodation at end of Quarter 3 (snapshot).

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	0	3	1

Highlights

- 87.8% (36 of 41) minor planning applications determined in 8 weeks (target: 65%).
- 100% (10 of 10) major planning applications determined in 13 weeks (target: 60%).
- 97.0% (147 of 154) other planning applications determined in 8 weeks (target: 80%).
- 166 businesses supported (target: 61).
- 82 net dwellings completed in Q3 (with 52 commencing in quarter).
- 95.74% food hygiene rating (3-5 food rating).
- £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
0	0	6	4

Highlights

- 141,176 visits to East Suffolk website in Q3.
- Sickness absence continues to be below national level (1.3 days/shifts lost per FTE, target: 1.7 days).
- 9.7 days taken to process Housing Benefit new claims (within 10 days target).
- Nil Local Government Ombudsman complaints.
- 27,270 calls answered in Quarter 3.
- Low number of abandoned call rates 3.5% (target: below 10%).
- 26.88% of corporate sundry debtors outstanding (below target: 30%)

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 3 (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


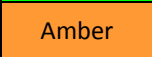






The East Suffolk Performance Report summarises the Councils' performance for each quarter. This report is in relation to the Councils' performance for Quarter 3 (1st October to 31st December 2016) for 2016/17. It contains information provided by all service areas, key partners and key projects. Appendices 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 3, 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.

Critical Success Factors		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	
Key Performance Indicators (KPIs)*		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 not being set	
Actions and Key Projects		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, the flowchart at the beginning of this report shows 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 3 (2016/17):

Suffolk Coastal District Council

Performance in Quarter 3

Critical Success Factors - KPI Performance:	Total	Red	Amber	Green	Not available/ applicable
Economic Development and Tourism	2	1		1	
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		1	3	2
Total	21	2	3	9	7

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		1	3	2
Total	21	2	2	12	5

KPI Performance (SCDC) for Quarter 3

In total there are 21 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 9 (green), 3 KPIs were near target (amber) and 2 KPIs (red) did not reach target. At present, there are 7 KPIs where information is not recorded either it is currently being developed and is unavailable or not applicable (due to the nature of the KPI). Full details are contained in Appendix A.

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

- **Net Business Rates Receipts payable to the Collection Fund:** The Collection Fund target represents the net debit raised at the start of the year. Major differentials (such as appeals or liquidation) in the NNDR Rating list will cause Rateable Value Properties to either come into or be taken out of rating. The Revaluation of BT and Next have resulted in the target Net Debit being revised in each quarter as this debt is no longer due. Also, a refund has been made to BT and Next in relation to previous year's appeals from 2016/17 income, which is why actual collection is below target in each quarter. (*Financial Self-Sufficiency*)
- **Household waste sent for reuse, recycling and composting:** Quarter 3 performance was 55.37%, slightly less than the profiled target of 56.91% (target based on 2015/16 actual). In comparison to Quarter 3 in the previous year, 2016/17 includes an increased amount of residual waste collected, while there were similar year on year amounts of dry recyclable waste collected. There was some reduction in the compostable waste collected compared to last year, with amounts of garden waste being influenced by weather conditions which have some variations at different times of the year. However, from April to December 2016 the profiled year to date target had been achieved with an actual of 59.02%. (*Enabling Communities*).
- **Residual waste per household:** Performance for Quarter 3 was 89.26kg, which was slightly over the profiled target of 88.00kg. Whilst no changes were introduced to kerbside collection services that would have influenced amounts of residual waste, the SCC HWRC's introduced charging for rubble, hardcore, soil and plasterboard from 1st April 2016 and changed opening hours from 1st June, which included sites being closed on Wednesdays. The effect of other factors on this waste stream are also being monitored such as annual trends across other Suffolk WCA's. However, SCDC residual tonnages are only showing a very low rate of annual increase (circa 1.8%) when compared across the rest of Suffolk. (*Enabling Communities*).

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

- **Economic Development & Tourism: 'Business Supported':** The number of direct enquiries from business to Economic Services was low throughout Quarter 3, resulting in 24 businesses supported against a target of 30. This is expected to be due to seasonal fluctuations and should be corrected during Quarter 4. (*Economic Growth*)
- **Customers (Abandoned Call Rates):** In Quarter 3, there had been a significant increase in the number of calls which also impacted upon the number of abandoned calls, this was due to SCDC Customer Services taking on Revenues and Benefits calls from November 2016. Two additional FTE ARP Officers had been provided, however, following a review in December 2016 ARP provided further FTE from each department to assist with customer demand. Further analysis of call stats will be undertaken to ascertain detailed requirement of future resource. (*Financial Self-Sufficiency*)

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

End Year KPI Performance (SCDC)

The following two KPIs are reported as unlikely to meet end of year targets (below target 'red') which reflects a national picture for housing delivery, namely:

- **Planning: Net dwellings completed:** The number of completions are below the annual target, however in Quarter 3 there had been 123 completions which was an increase compared to Quarters 1 and 2 (93 and 56 respectively). A total of 594 dwellings were under construction as at 31st December, with 107

dwellings commenced in Quarter 3 indicating a continuation of the upward trend although it is uncertain whether the end of year target of 517 completions would be reached.

- **Housing: Affordable Homes completed:** During Quarter 3, there had been an increase in the completion of affordable houses compared to the previous two quarters. Performance for end of year completions remained below target for the end of year.

Two KPIs were identified as unlikely to meet end of year targets (slightly below target 'amber'):

- **Customers: Abandoned call rate** and **Resources: Net Business Rates Receipts payable to the Collection Fund** – details reported in previous section relating to quarterly performance (page 8).

Waveney District Council

Performance in Quarter 3

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
Total	23	3	0	13	7

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			2	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
Total	23	2	0	16	5

KPI Performance (WDC) for Quarter 3:

In total there are 23 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 13 (green), none 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.

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

- **Economic Development & Tourism: 'Business Creation (Support)' and 'Job Creation':** Early indications are that some companies are being cautious due to the uncertainty of Brexit and the impacts on the drop of the value of the pound. There are currently a number of live enquiries being progressed in partnership with the NALEP Growth Hub Advisors which will lead to funding being obtained and ultimately job

creation but the outcomes of these are unknown at present. The quarterly figures from the Nwes Business Advice Voucher Scheme are not yet available due to the Christmas/New Year break so these will be reported in Quarter 4. (*Economic Growth*)

- **Number of homeless prevention outcomes of all people who consider themselves to be homeless or under threat of homelessness:** Performance in Quarter 3 was 61% which was below its target of 75%. Homeless compared with the same quarter in 2015 has increased by 78%. The increase is linked to individuals with complex needs who are unable or refuse to engage. Intentional decisions have increased compared with last year by 72%. The increase is linked predominantly to breakdown in relationships including people presented in an emergency rather than through a planned approach. (*Enabling Communities*)

End Year KPI Performance (WDC)

The two KPIs identified as unlikely to meet end of year targets (below target 'red') were **Economic Development & Tourism: 'Business Creation (Support)' and 'Job Creation'**. See details above in quarterly performance section.

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 3 (2016/17) is included in Appendix B.

Planning Performance: Excellent performance for both councils had been achieved in Quarter 3 with major and minor planning applications (and other planning applications at WDC) exceeding targets and are on track to meet end of year targets. Contributing factors to this success include improvements to software, team working extra hours, enhanced monitoring options and recruitment of a third team leader.

Our Strategy

5. Economic Growth

Council	No. of KPIs	Red	Amber	Green	n/a
Both	10	3	0	5	2
SCDC	4	1	0	2	1
WDC	6	2	0	3	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
GVA per capita (000s)	13.8	21.5	18.7	18.1	20.7	22.5
Total Gross Rateable Value	£71,268,490	£157,474,547				
Tourism - Volume & Value	£288,049,000	£291,608,077				

Indicator details:

- **GVA per capita:** Measures the gross value added, per population in 000s. Q1 uses 2014 forecasts. Q2 onward 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. **As of 22/12/2016** (*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*).

Suffolk Coastal District Council

Skills and Apprenticeships

- Suffolk Skills Show, Trinity Park in October: SCDC worked with partners to develop and attend an exhibition stand showcasing the breadth of careers, internship and apprenticeship opportunities in local government.
- MyGo Outreach Programme is now operational in Suffolk Coastal District. MyGo provides a youth employment service for 16-24 year olds looking for jobs, training or education. SCDC engaged with their Partnership Manager to offer support and ensure delivery within rural parts of Suffolk Coastal.

Business Support and Market Towns

- Continuing to engage and work with the New Anglia Growth Hub. Current work streams are developing the means to improve the accessibility of business support services, especially improved access to funding provided by the Business Growth Programme.

The Visitor Economy

- Screen Suffolk: Suffolk film office became operational during Quarter 3. Having built a locations database, the service now promotes filming locations in Suffolk Coastal to film and television production companies.
- Two new programmes have secured funding to enhance the visitor experience in the district. Coastal Icons will develop and populate a database knowledge platform to bring together and collate all East Suffolk Coastal Icon assets that make up the comprehensive overall 'product' offer for visitors to the area. A food and drink trail will build on East Suffolk's strength in food, drink and artisan products, supporting small producers, linking them to the consumer and visitor economy and building a strong brand.

Waveney District Council

- Adopted new Discretionary Business Rate Relief Policy for WDC to help support inward investment and business retention.
- Submitted second stage application to BIG Lottery/CCF for Lowestoft Ness Regeneration Scheme (East of England Park) for £990k, outcome expected Spring 2017.
- WDC investigating delivery mechanisms within the Lake Lothing area; bid to the Homes and Communities Agency accelerator fund for c£250k submitted.
- WDC led Construction project included as best practice model in New Anglia LEP's Sector Skills Plan with lessons learnt to be shared across Norfolk and Suffolk.
- Successful bid of £22k to DEFRA's 'Championing Great British Food and Drink' Grant Scheme to support the expansion of an East Suffolk Food and Drink Trails platform.
- ESP Vibrant Economy work stream: Circa £12k of the Business Association Development Fund allocated by the Vibrant Economy Task Group. Bid for next phase of activity approved, total project cost £35k (ESP £25k, WDC/SCDC £10k match).
- ESP Skills work stream: Two skills applications approved; Transition into Employment to support the introduction of the 'workplace' in Lowestoft schools in partnership with Lowestoft College. Total project cost £46,748 (ESP £20,874, College £20,874 and WDC £5,000). Second project Year 10 Employability and Progression Day hosted by the Lowestoft Sixth Form and Lowestoft Further Education College designed to raise aspirations and increase knowledge of training and career routes. Total project cost £5,000 (£2,500 ESP, WDC £1,250 and Lowestoft Rising £1,250).

6. Enabling Communities

Council	No. of KPIs	Red	Amber	Green	n/a
Both	12	1	2	5	4
SCDC	6	0	2	2	2
WDC	6	1	0	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, Saxmundham, 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.

Waveney District Council

Community Development:

- East Suffolk Young Persons Priority Group (ESYPAG) successfully received £50k from the ESP which is to be allocated by ESYPAG to support youth holiday activities across east Suffolk over the next 2 years. The funding sits within WDC but is allocated by young people with officer support provided by WDC and SCC. Two funding rounds have been held with £14,509.63 being allocated to 18 youth projects/organisations (£35,490.37 remaining to be allocated).
- Mentoring Project: Phase 6 of the Mentoring Training had been completed with a total of 46 volunteers trained and 22 active within three Lowestoft High Schools supporting young people to raise their aspirations, build their confidence and self-esteem and to address any underlying issues. A further 14 volunteers are to commence work in High Schools over the next term.
- 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. Communities are assisted to become more self-sufficient by empowering individuals and groups by providing them with skills and support needed to make changes in their own communities. Kessingland held a referendum which resulted in 89% of respondents voting 'yes' for a Neighbourhood Plan. The plan is due to be 'Made' at WDC Full Council on 25th January 2017.

7. Financial Self-Sufficiency

Council	No. of KPIs	Red	Amber	Green	n/a
Both	22	1	1	12	8
SCDC	11	1	1	6	4
WDC	11	0	0	6	4

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

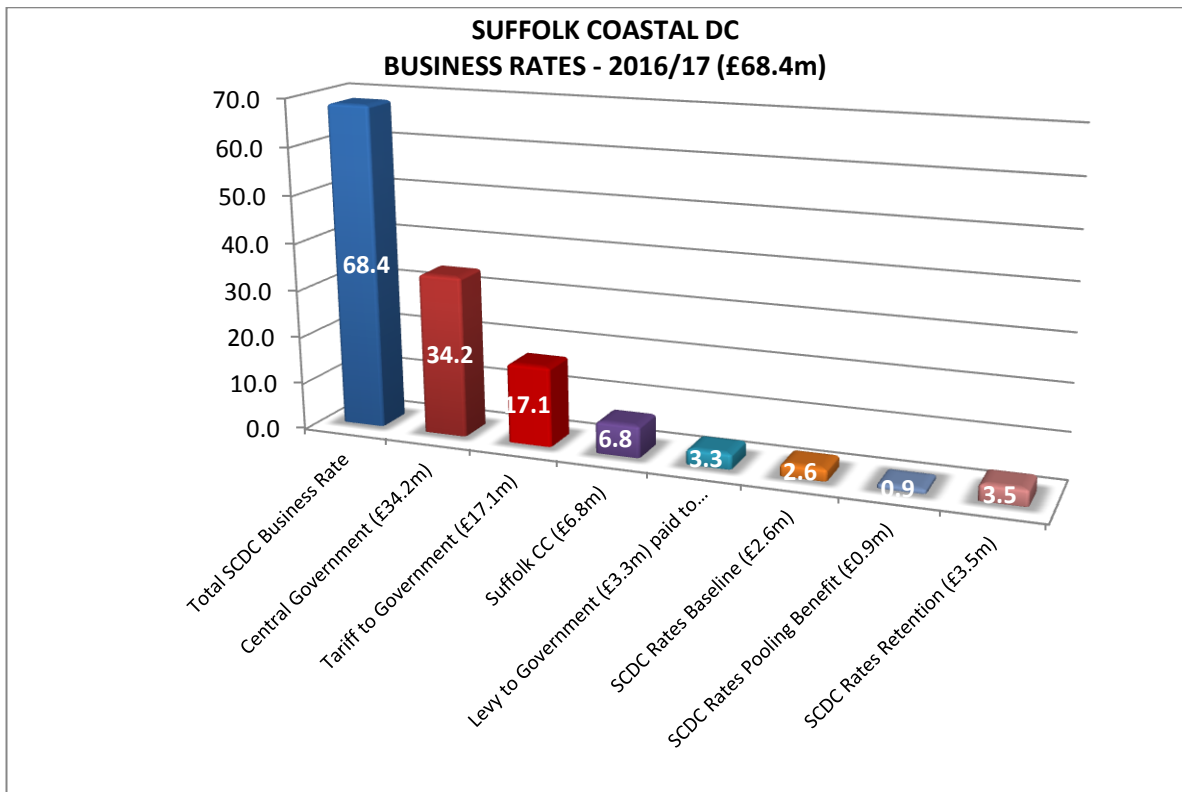
Asset Management

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.

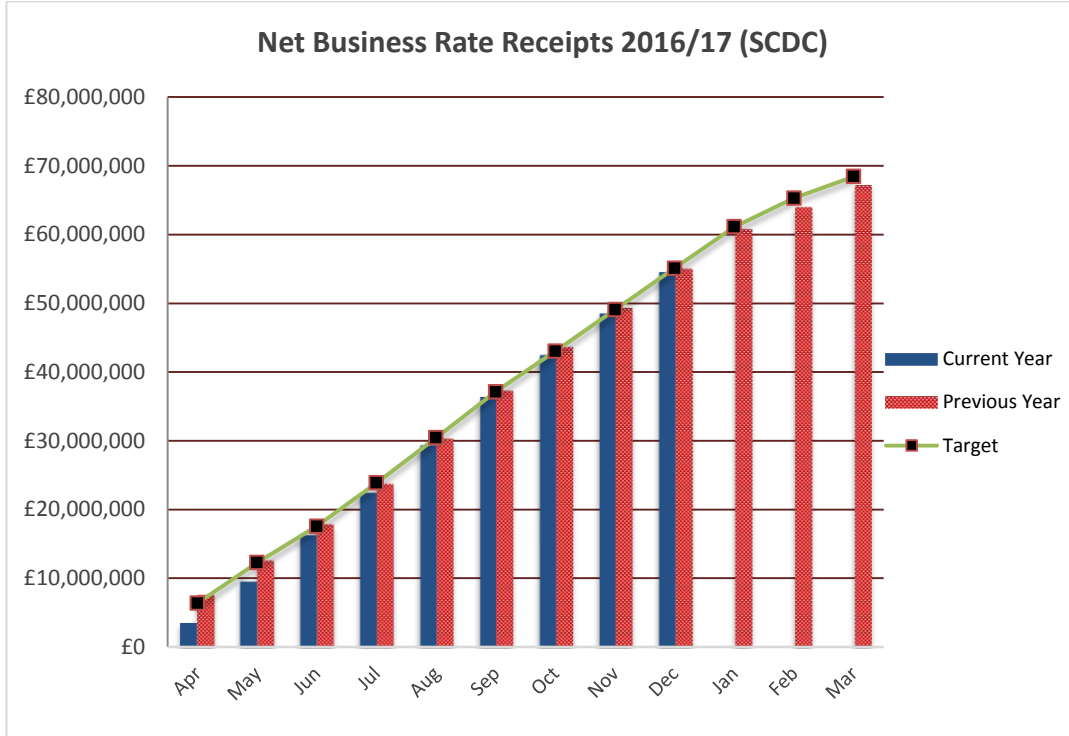
Business Rate Retention

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.

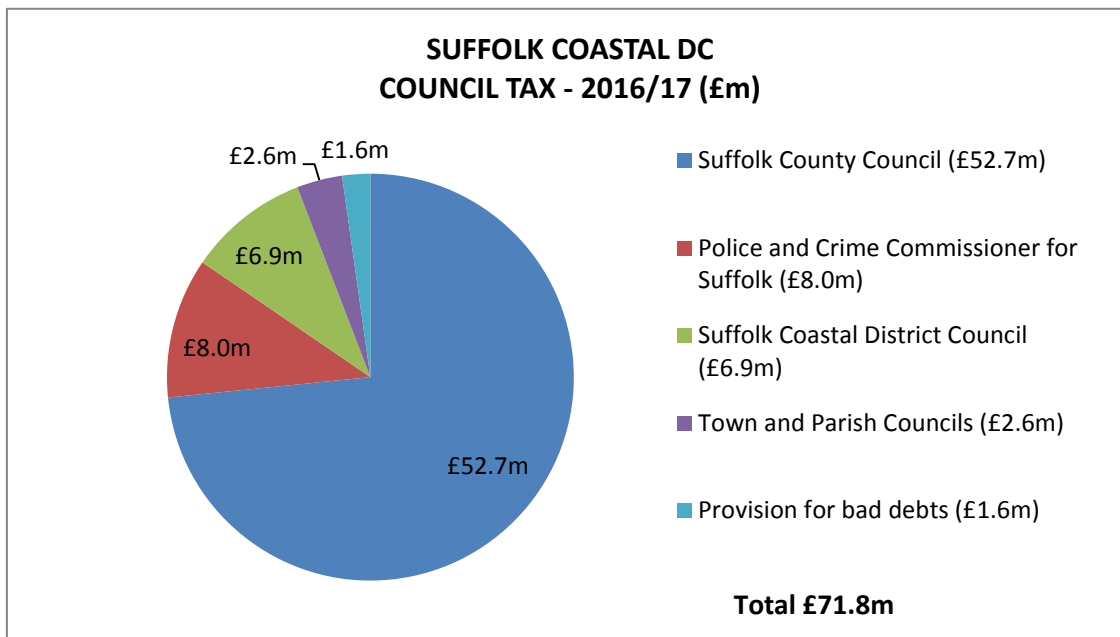


The chart below shows the performance on the collection of Non Domestic Rates receipts:

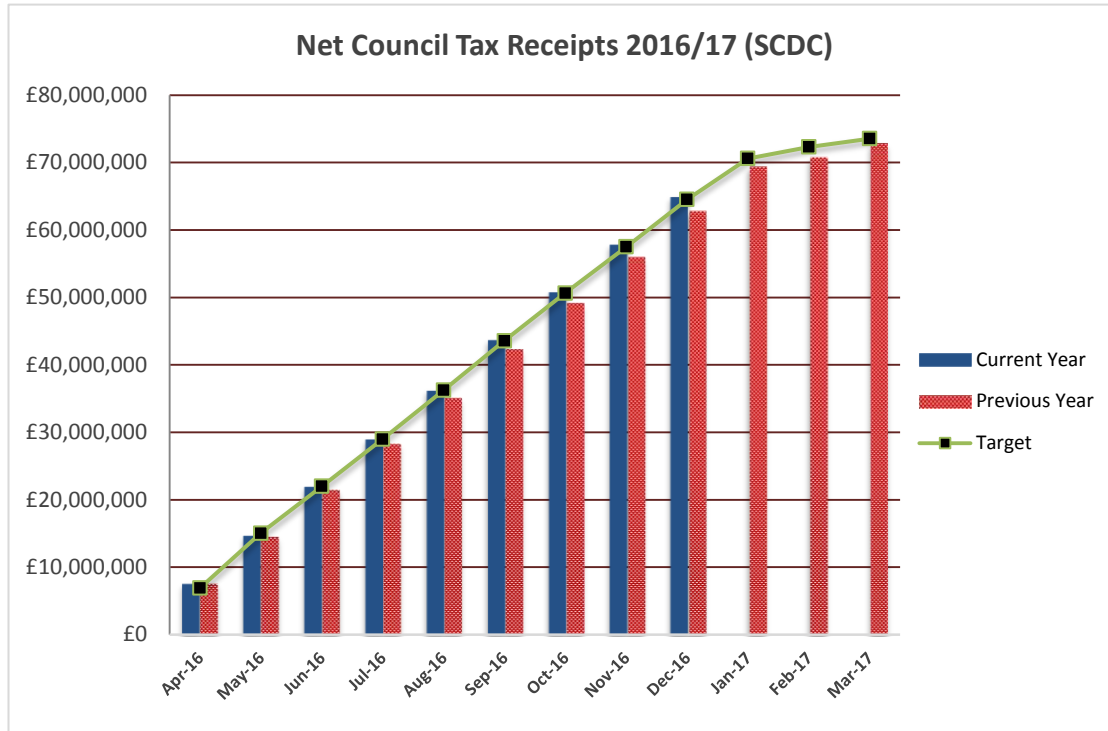


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection. Collection is behind target due to a large backdated reduction in rateable value for one assessment which resulted in a refund of £2.3M. The Finance Team are aware of this reduction.

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.



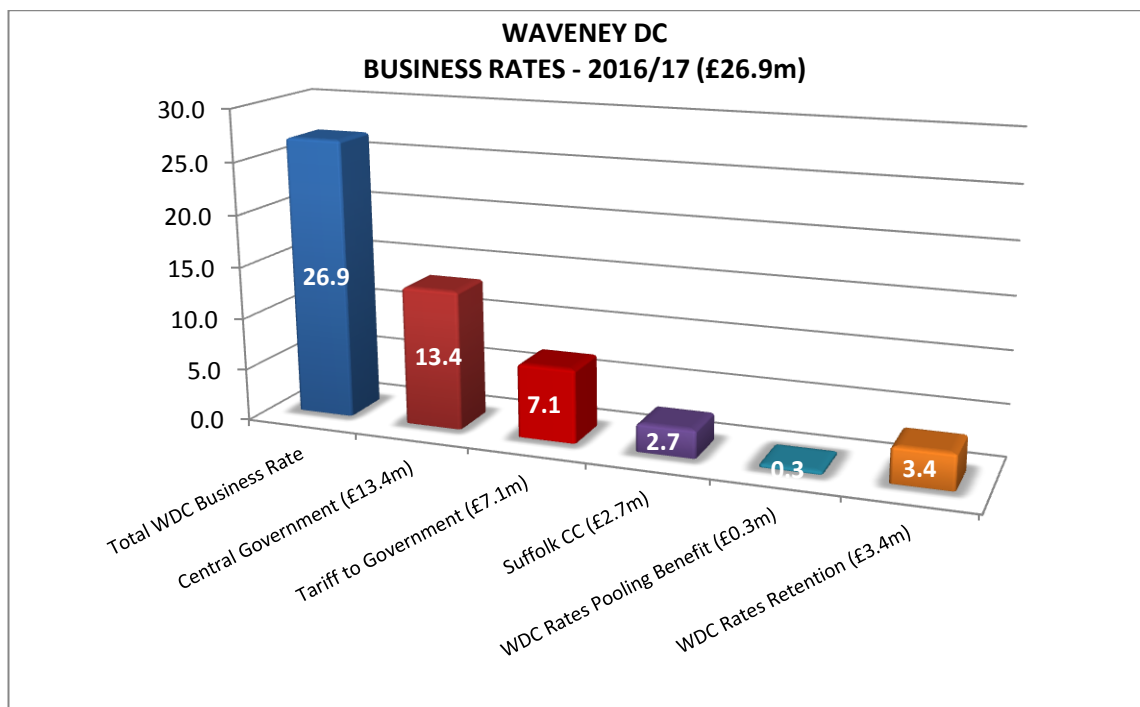
The chart below shows the performance on the collection of Council Tax:



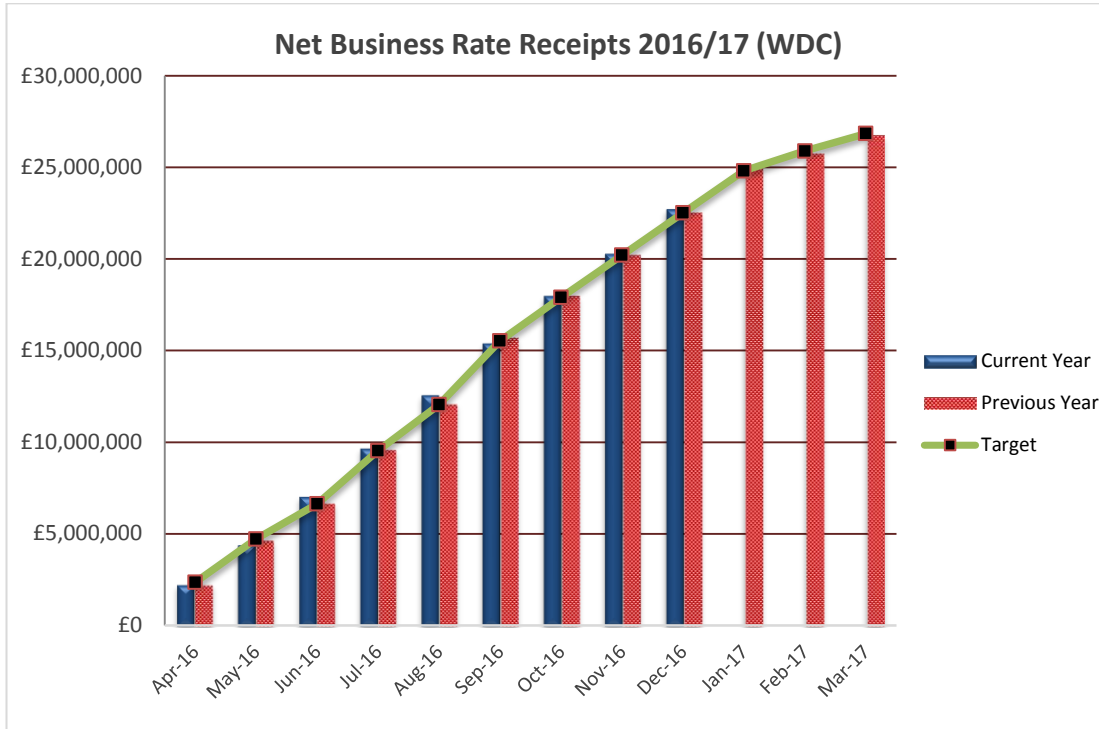
This shows the amount of Council Tax required to be collected within the financial year against actual collection.

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.

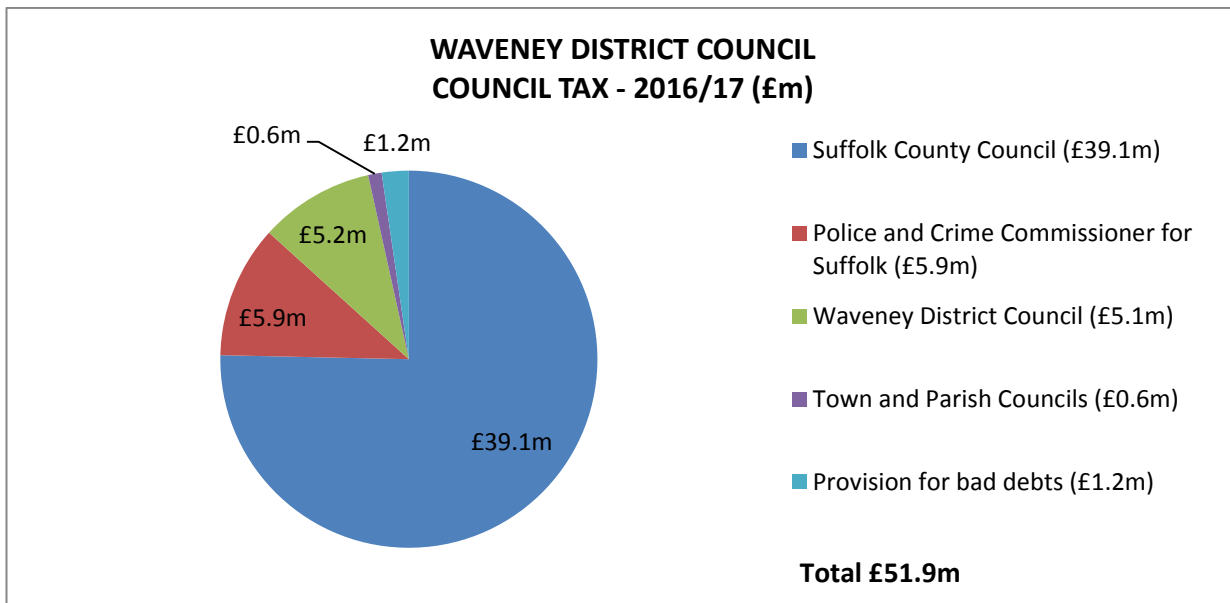


The chart below shows the performance on the collection of Non Domestic Rates receipts:

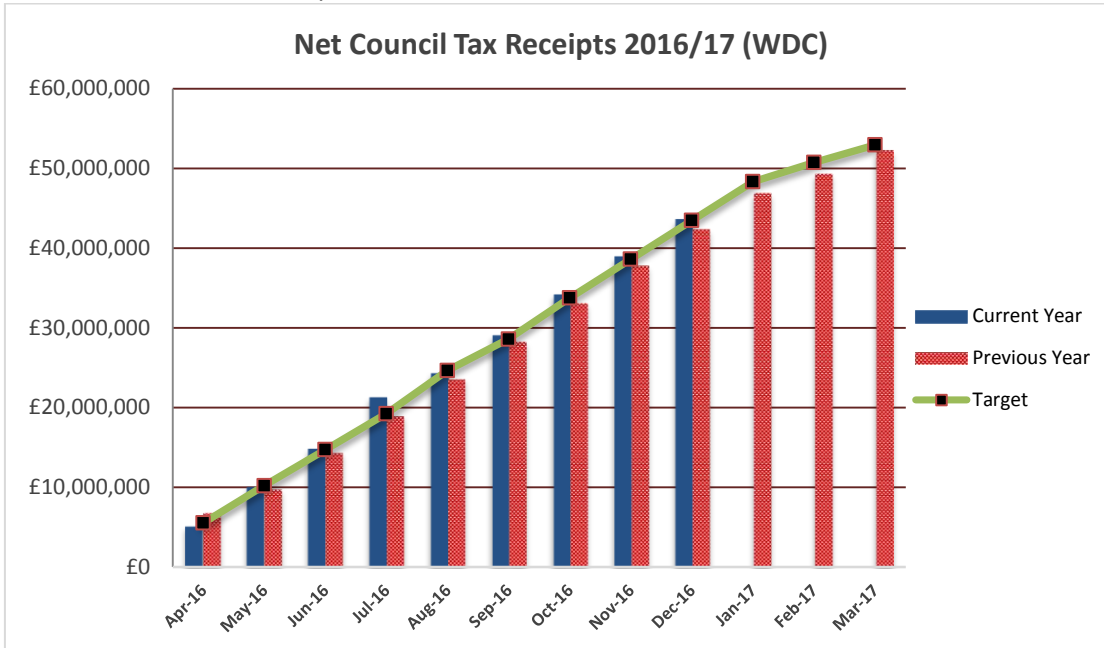


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

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.

8. Financial Update

Suffolk Coastal District Council Financial Monitoring as at Quarter 3

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 3 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 3, 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:

	Approved Budget for the Year £'000	Projected Variance as at Qtr 3 £'000	Projected Outturn for the Year £'000
General Fund - Budget Requirement	19,493	73	19,566
Capital Investment Programme	3,997	2,307	6,304

General Fund

As at Quarter 3 there is a projected outturn variance for the year of £73k more than the approved budget. The key variances are;

Reduced Income /Additional Costs

- £142k additional cost for Superannuation (Employer & Backfunding contribution)
- £132k Exemplar Grants (funded from NHB)
- £98k SCDC underwriting for the Mens Tour 2017 (funded from Emerging Plans Reserve)
- £95k unexpected retirement/redundancy costs (funded from Actuarial reserve)
- £70k Homelessness Prevention Grant now part of overall Central Government funding
- £65k Development Control - work re Sizewell
- £312k increased staffing costs across various teams (partly off-set from savings)
- £55k for Land at UnderCliff Road, Felixstowe - work done to damaged property
- £50k for Framlingham appeals
- £37k HB Subsidy & HB overpayments
- £36k Housing Enabling Officer (funded from NHB)
- £33k Revenue Grants committed in 2015/16 (funded from NHB)
- £30k Legal fees for planning application appeals
- £25k Landguard Event for 350th Anniversary of the Dutch Invasion & Armed Forces day
- £21k Enabling Communities Grants (funded from NHB)
- £20k Economic Development-Town Centres and Skills (Major Projects, funded from NHB)
- £19k Leiston Place Based Co-ordinator (funded from NHB)

Additional Income / Savings

- £186k savings on staffing costs across various teams
- £200k Establishment vacancy allowance (2%), based on last years' outturn
- £111k of additional income from Port Health
- £57k of additional Building Control income
- £100k of additional planning fee income
- £65k of additional planning application income
- £77k of additional income for Development Control - CIL 5% admin fee
- £24k additional PHILIS income from the take on of Southampton & Heathrow
- £65k additional income from SCN fuel rebate
- £113k of additional SCN profit share
- £289k additional net transfer from reserves

Capital Programme

As at Quarter 3 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

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

Table 2:

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

General Fund and Capital Reserves

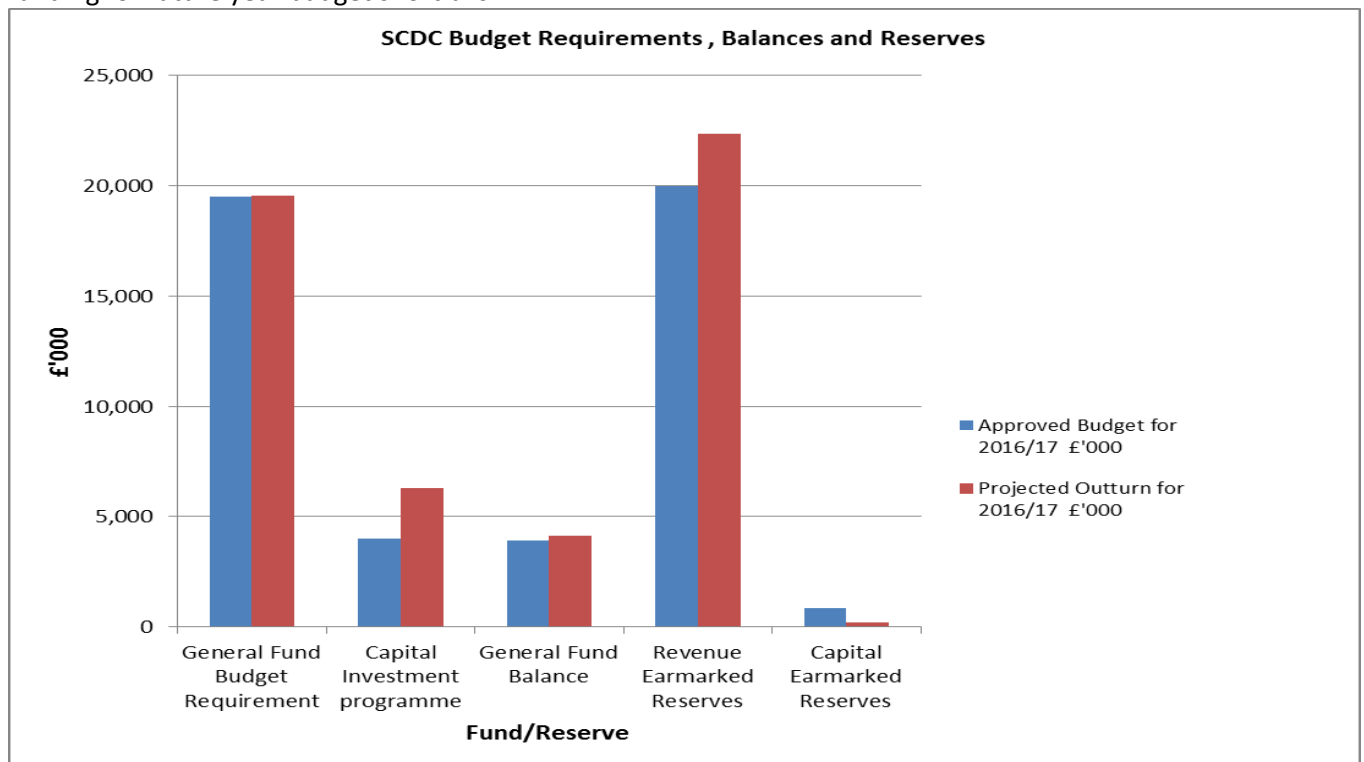
The table below sets out the approved and projected use of reserves for the year.

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 3. 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
General Fund Balance	4,120	0	0	4,120
Earmarked Reserves - Revenue	11,000	7,499	7,408	18,408
Earmarked Reserves - Capital	3,080	(679)	(2,881)	199
Earmarked Reserves - Port Health	3,421	331	522	3,943

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	1,300	0.40
Money Market Fund (MMF)	8,000	0.37
Call accounts	15,500	0.15-0.40
12 months	29,000	0.52 - 1.05
	53,800	

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 Council’s 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 3**

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 3 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 3, 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 3 £'000	Projected Outturn for the Year £'000
General Fund - Budget Requirement	10,825	7	10,832
Capital Investment Programme	12,395	2,921	15,316

General Fund

As at Quarter 3 there is a projected outturn variance for the year of £7k more than the approved budget. The key variances are;

Reduced Income /Additional Costs

- £28k for new Community Enabling Fund
- £82k for Community Governance review (funded from Transformation reserve)
- £69k for Procurement Contractor (met from vacancy savings)
- £97k Homelessness Prevention Grant now part of overall Central Government funding
- £30k increased bank charges due to increased volume of transactions- Customer Services
- £150k within Asset Management assumed savings now to be allocated towards increased capacity
- £30k for increased service charge at Britten Centre Car Park
- £80k of revenue costs associated with capital projects
- £40k income adjustment from transfer of the Britten Centre Market
- £25k for Council support of the Womens Tour 2016
- £150k for budget adjustments and service review of Parks & Gardens
- £72k CCTV service review and alternative service delivery will be provided
- £300k less transferred from the Business Rates reserves, due to in-year savings being identified
- £250k contingency allowance for fee income

Additional Income / Savings

- £65k reduction in External Audit fees
- £30k reduction in PWLB interest costs due to a fall in the base rate
- £79k savings from Procurement staffing
- £81k savings from Building Control staffing
- £54k savings on rental cost for Battery Green MSCP
- £73k savings realised earlier than anticipated from the closure of Tourist Information Centres
- £44k additional income from WN fuel rebate
- £149k additional income from Lowestoft Caravan Park (Tingdene)
- £493k additional income from Green Waste
- £30k additional investment income due to higher rates maintained for 2016/17
- £55k additional income from WN profit share
- £49k additional HB Admin Grant
- £200k establishment vacancy allowance (2%), based on last years' outturn

Capital Investment Programme

As at Quarter 3 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

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

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

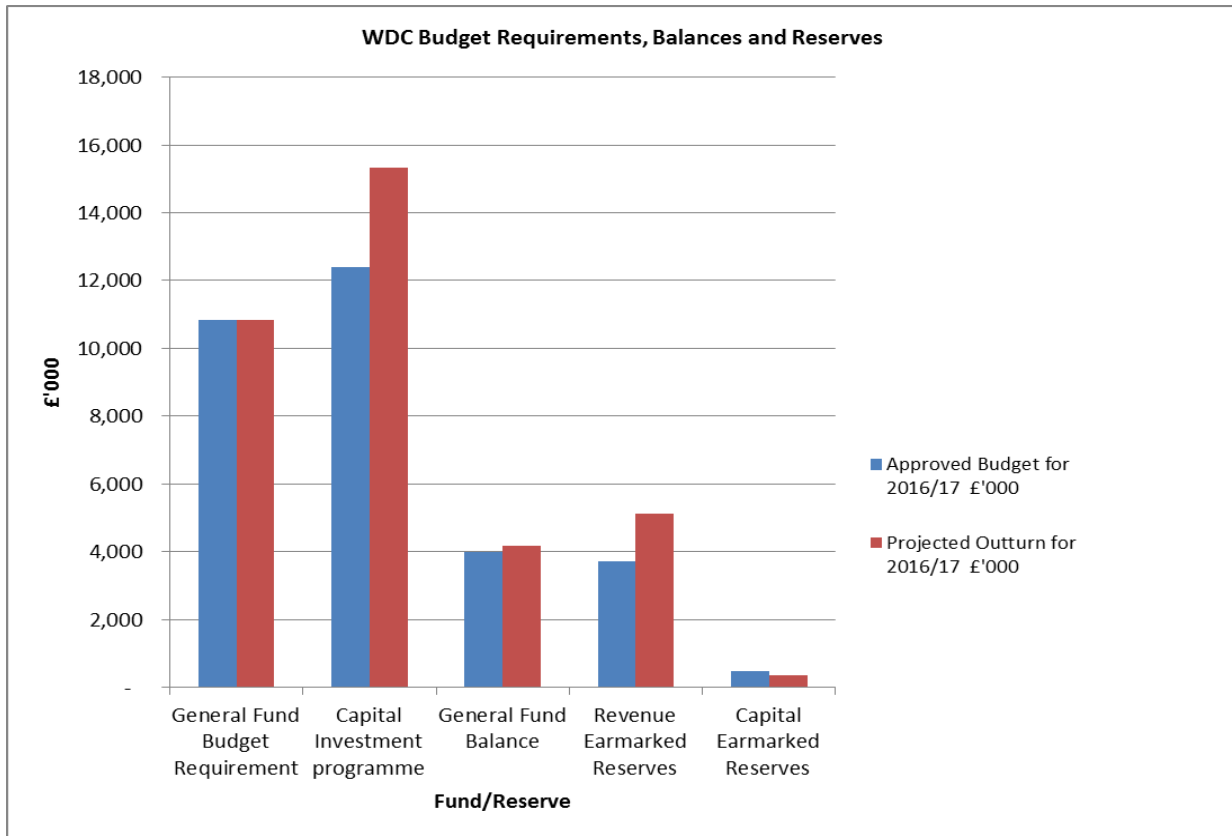
The table below sets out the approved and projected use of reserves for the year.

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 3. The table below gives the projected balance on reserves for the year.

Table 7:

	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
General Fund Balance	4,159	(11)	0	4,159
Earmarked Reserves - Revenue	6,025	(992)	(900)	5,125
Earmarked Reserves - Capital	517	(37)	(178)	339

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:				Quarter 3	Compliance
	Upper Limit	Lower Limit	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					Limits for 2016/17
Compliance with Limits:					100%
Upper Limit for Variable Interest Rate Exposure					Yes
Compliance with Limits:					50%
					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	0	3,000	0	3,000
2 to 5 years	0	0	0	0
5 to 10 years	0	3,000	20,286	23,286
over 10 years	10	64,599	0	64,609
Total	10	70,599	20,286	90,895

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 Council's borrowing portfolio remains advantageous. Following the HRA Self-Financing reform the Council's portfolio now contains £68.296m of HRA borrowing.

Investments

Table 10:

Analysis by maturity:	Value £'000	Rate range %
General Account	3,809	0.40
Call Accounts (Liquidity Funds)	15,000	0.15 - 0.40
12 months	21,000	0.40 - 1.05
	39,809	

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 3, 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:

HRA	Approved Budget for the Year £'000	Projected Variance as at Qtr 3 £'000	Projected Outturn for the Year £'000
Income	(19,899)	(3,014)	(22,913)
Expenditure	9,367	(993)	8,374
Interest & Capital Charges	10,368	743	11,111
Reserve Transfers	200	2,300	2,500
Contribution from / (to) HRA Balance	36	(964)	(928)

As at Quarter 3 there is a projected outturn variance for the year of £964k less than the approved budget. The key projected variances are;

Reduced Income /Additional Costs

- £2,300m increased transfer to the Debt Repayment Reserve (see Additional Income/Savings below)
- £788k increase to Direct Revenue Financing
- £141k unexpected ill health retirement costs
- £104k increase to the revenue costs in relation to the Housing Development Programme

Additional Income / Savings

- £1,400m of Right To Buy monies being transferred to the Debt Repayment Reserve
- £815k of additional dwelling rental income from affordable rent applied to re-lets
- £597k reduction in the bad debt provision
- £581k additional Right to Buy monies towards loss of income
- £250k budget for refurb of Housing Offices not required
- £158k from staffing restructures
- £112k addition income from Right to Buy Admin fees
- £107k Ofgem income for energy efficiencies
- £63k of savings on utility costs
- £58k additional income from service charges
- £58k of Support People income not originally anticipated
- £45k saving on interest payable due to the fall in interest rates

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 3.

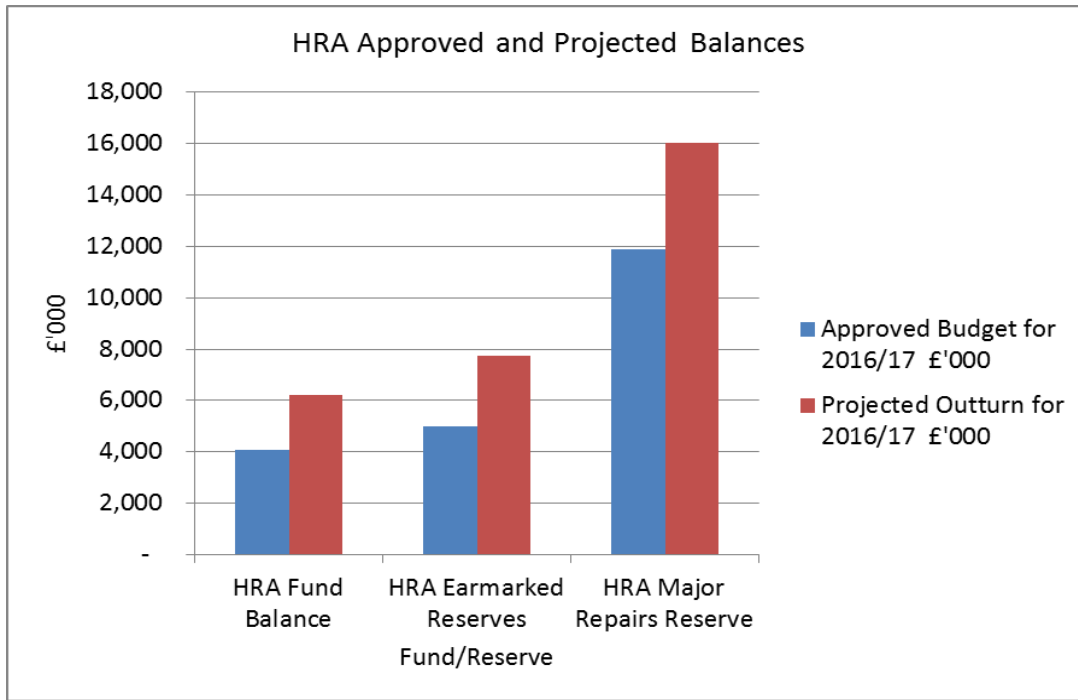
The Major Repairs Reserve is credited with the depreciation charged to the HRA. This reserve can be used to repay the principal elements of HRA debt as well as to finance new capital expenditure.

Table 12:

HRA Reserves	Balance as at Approved Use		Projected Use		Projected
	31/03/16	of Reserves	of Reserves	of Reserves	Balance as at
	£'000	£'000	£'000	£'000	31/03/17
HRA Fund Balance	5,298	(36)	928		6,226
HRA Earmarked Reserves	5,228	200	2,500		7,728
Major Repairs Reserve	12,638	883	3,383		16,021

The projected increase to the Major Repairs Reserve is due to this reserve being used to fund a substantial part of the Housing Development Programme in 2017/18. £7.5m is projected to be used from this reserve. Also the funding mix has changed slightly for the Housing Development Programme with more HCA grant funding being secured and greater use of capital receipts.

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:

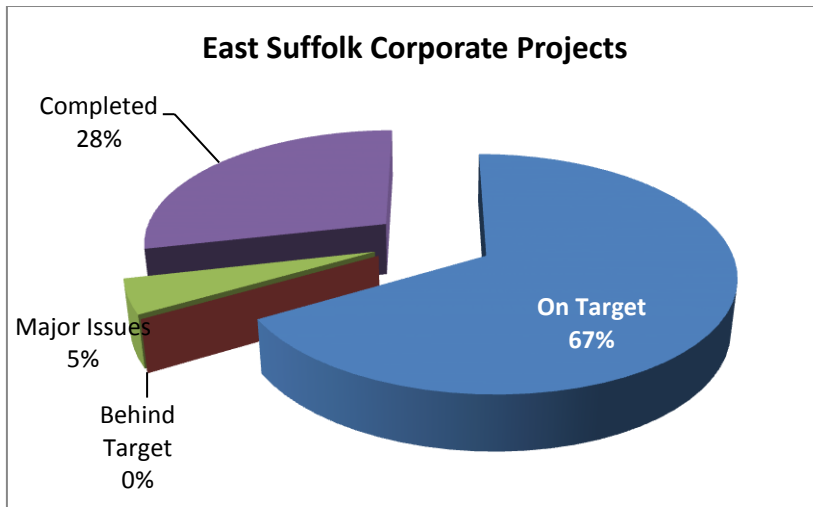
Corporate Risk	Current rating	Target rating	Projected Direction	Update
Medium Term Overview (WDC)	Red	Amber	→	Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place.
Medium Term Overview (SCDC)	Amber	Green	→	Continues to reflect 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	Green	Green	↑	Current score changed from 'amber' to 'green' due to significant progress. Senior Leadership training completed, feedback positive and series of activities planned over the next year to build on programme and continue learning. A programme for tier four managers/team leaders commenced

Corporate Risk	Current rating	Target rating	Projected Direction	Update
	Green	Green		April, cohorts 4 & 5 commenced Autumn. Staff Engagement Surveys completed, positive outcomes. Successful move workshops held for SCDC members/officers prior to phased moves to East Suffolk House (started 28 th Nov).
Business Continuity Planning	Amber	Green	↑	A report on progress of Business Continuity was presented to Audit & Governance Cttee, following completion of internal audit recommendations, risk is likely to further improve.
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) included additional network resilience and provision of secondary data centre facility to 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. Continuation of the Mobile Working programme. Major review and digitisation of paper records undertaken as part of East Suffolk House project.
East Suffolk Business Plan	Amber	Green	→	East Suffolk Business Plan produced, progress against actions being reported.
Service Delivery Contracts / Partnerships	Amber	Green	↑	Review of Governance of Partnerships to identify further mitigations.
Communication resulting in adverse impact on reputation	Green	Green	→	Communication Strategy and procedures in place.
Internal Controls	Green	Green	→	Actions regularly reported to Audit & Governance Committees.
Accommodation	Green	Green	→	SCDC Accommodation: Due to occupy new premises Autumn 2016. WDC Accommodation: Data Centre moved from Mariners Street & installed in Riverside successfully.
Ethical Standards	Green	Green	→	Protocols/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 21 East Suffolk projects - 14 are on target (green), 1 has major issues (red) and 6 are completed. Appendix C contains details of Corporate Projects.

Council	Number of Key Projects	On Target 	Behind Target 	Major Issues 	Completed
East Suffolk	9	7	0	0	2
SCDC	7	3	0	1	3
WDC	5	4	0	0	1
Total	21	14	0	1	6

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.

Completed Projects

Six corporate projects had been completed. The two projects completed within Quarter 3 were:

- Developing Prospects on the Suffolk Coast: Economy, People, Environment:** The purpose of the project was to build a more robust tourism economy along the Suffolk Coast, developing key assets, delivering events and expanding activities to attract visitors during the shoulder and off-seasons. Project outcomes included successful delivery of Children's Viewing Sculpture project; outstanding Landscapes project is on track; Children's Film Festival delivered; Aldeburgh Food & Drink Festival delivered in Quarter 3 inline with the Young Producers Group; and Online Food Trails recruited businesses to feature in 'Unearthed' Cookery Book which is now published.
- Felixstowe Seafront Gardens:** Jointly funded project between HLF and SCDC to restore historic gardens along the Seafront Promenade in Felixstowe. The project successfully won the following:
 - Royal Institution of Chartered Surveyors (RICS), East of England - Winner in Regeneration Category 2016.
 - Royal Institution of Chartered Surveyors (RICS), Grand Final. Shortlisted in Regeneration Category, 2016.

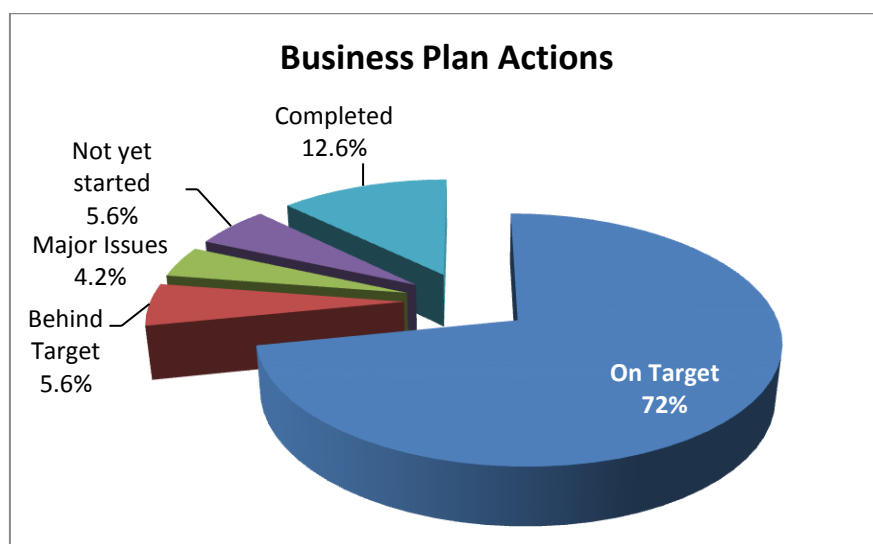
- Royal Institute of British Architects (RIBA), Suffolk Craftsmanship Award, 2016.
- Green Flag Award, 2016. Green Heritage Accreditation, 2016.
- Trip Adviser, Certificate of Excellence, 2016.
- Quality of Place Awards, Suffolk Coastal District Council. Highly Commended, 2016.
- Institution of Civil Engineers, East of England Merit Awards. Team Achievement, 2016.
- Landscape Institute Awards, Heritage and Conservation. Highly Commended.

Four projects had been completed within previous quarters:

- **Woodbridge Library Accommodation:** Project successfully completed in April 2016 to transfer front facing services from Melton Hill reception to the Woodbridge Library.
- **Waveney Construction Project:** Project successfully completed.
- **Web Alignment Project:** A single East Suffolk website was created and 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 51 actions on target, 4 behind target (amber), 3 major issues (red), 4 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	12	1	1	0	4
WDC	18	12	1	0	4	1
Total	71	51	4	3	4	9

Details of the three Business Plan actions significantly behind target (red) are below:

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 are continuing 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. The 2016 autumn statement included: £1 billion to invest in full-fibre broadband and trialling 5G networks. Investment will support the private sector to rollout more full-fibre broadband by 2020-21. Funding will also support trials of 5G mobile communications. From April 2017, the Government will also provide a new 100% business rates relief for new full-fibre infrastructure for a 5 year period.

Other Performance Information

12. Corporate Activities

Both

East Suffolk Merger

The decision on whether to support the plans for Suffolk Coastal and Waveney District Councils to become one council will be undertaken by the Councils in January 2017. An independent telephone survey of the proposal was held in October and of the 1,000 local people (500 in each district area), 57% expressed a favourable view, 22% gave an unfavourable view and 20% said 'don't know'. The favourable figure increased when respondents were provided with more information about the plans, with seven out of ten then expressing a favourable view (72%). As part of an engagement campaign local residents were also asked to express their opinion on the proposals which ended on 12 December 2016.

Planning Apprenticeships

In response to national and regional skills shortages, Councils across Suffolk (including SCDC and WDC) have been working in partnership to create a system-wide Apprenticeship programme for Town Planning. Due to a huge collaborative effort by Planners, HR and Legal and Democratic colleagues across the system, a cohort of new Apprentices have started employment with Councils in Suffolk throughout October. Each Apprentice is employed by one of the participating Councils, as well as being part of a Suffolk cohort participating regularly in a day-release two-year study programme. The study programme will be provided in Suffolk locations and 'virtually' by Havering College, leading to qualification as a Planning Technician.

ESP Forum

The fourth East Strategic Partnership (ESP) Forum was successfully held on Friday 11th November 2016. The theme of the conference was 'the future of east Suffolk' and was attended by a wide range of delegates including from Town and Parish councils, businesses, voluntary organisations, local councils, health services, etc. The aim of the conference was to help build better partnership working in east Suffolk, allowing delegates the opportunity to meet members of the East Suffolk Partnership Board and hear about progress in developing a collaborative approach to working across east Suffolk.

Member Training/Briefings

- Workshops on the “Art of Defusing”, covering conflict management and dealing with difficult people, were held at WDC on 3 November (15 Members attended) and at SCDC on 5 December (9 Members attended).

Suffolk Coastal District Council

- On 24th October, 19 SCDC Members attended a briefing session on proposed merger of the two councils.
- Two members attended a training session on Licensing and Health Sub-Committee Chairmanship skills on 11th November.
- On 14th November, 19 Members attended a briefing on the progress made on the wide range of issues associated with Devolution.
- On 1st December, 7 Members of the Sizewell C Task Group attended an informal workshop.

Waveney District Council

- On 10th November, 14 Members attended a Customer Service Channel Shift Programme advising on what is currently happening and future plans.
- 21 Members attended a briefing relating to Lowestoft Rising on 16th November which reported current projects and priorities for the Lowestoft Rising initiative.
- On 28th November, 12 Members attended a briefing on the James Paget Site Development advising of plans for developing the site and the Estate Strategy.
- On 19th December, 13 Members attended a Universal Credit briefing advising on current support, future plans and initiatives to assist the rollout.

Member Training

- Scrutiny Questioning Skills training for newly appointed Scrutiny Committee Members was attended by 3 Councillors on 20th October. One Member attended the LGA Young Councillor Weekend on 19th and 20th November which is training especially for young Councillors.
- On 21st November, 9 Members received had Coastal Management training relating to the creation of the Coastal Partnership East which is a single coastal management team involving SCDC, WDC, Great Yarmouth BC and North Norfolk DC and how resources will be combined to provide a better and more resilient service.

Customer Services

Customer Service Projects:

- Customer Led Mystery Shopping is in progress with over a 100 mystery shops completed across Suffolk Coastal and Waveney District Council.
- Website self-service portal project is currently on track and will be launching after April 2017. Councillors will be given a preview of the portal before it is launched officially.
- Green waste charging (Waveney only) preparations have been made for the renewal of 25,000 households that subscribed for the service, commencing January 2017.
- Customer Services successfully completed the Melton Hill Furniture Project.

Universal Credit:

The rollout schedule has been announced with the rest of Waveney becoming a full service area from October 2017, and Suffolk Coastal becoming a full service area in June 2018. A communications plan is currently being developed. The workload on staff at WDC continues to increase as a result of Universal Credit. A number of concerns have been raised formally with the local MP.

Telephone Performance – Abandon Call Rate and Speed of Call Answering:

WDC recorded its best ever abandon call rate since before 2014 with an average for the quarter of 3.53%, which is 6.43% below target. This has been due to an improved approach to resource planning and channel shift. 88% of calls were answered within 30 seconds, which is the best performance for a quarter since before 2015.

SCDC average abandon call rate for Quarter 3 was 23.42%, which was 13.42% off target. This was down to several reasons during the quarter:

- There was an unexpected turnover in staff within the teams where new staff had to be recruited and trained. There is now only one vacancy left, which will be filled in January.
- Customer services were still covering Melton Hill reception and so its resources were thinly spread.
- Customer services have taken on front facing and telephone calls for Council Tax and Housing Benefits, which is a new service.

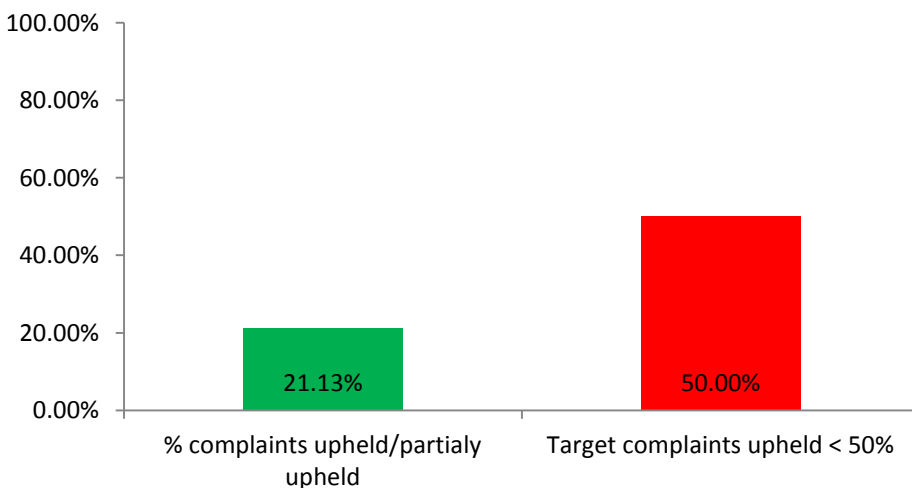
Performance will improve during Quarter 4. Historically, Customer Service has always achieved a consistently good telephone performance for both abandon call rate and speed of call answering.

Complaints:

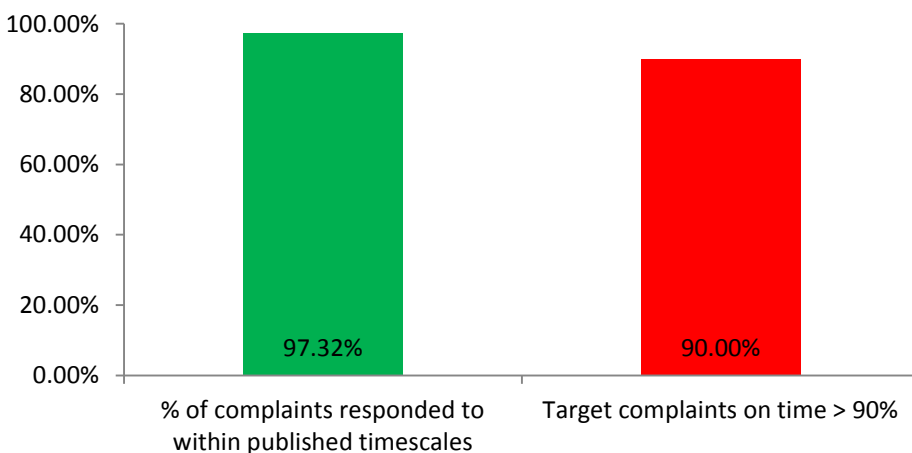
Suffolk Coastal District Council

The graphs below are the rolling complaints performance for SCDC since April 2015. The first graph shows that only 21.13% of complaints are either upheld or partially upheld. The second graph shows that 97.32% of complaints have been responded to within our published timescales. Both of these indicators are on target.

% complaints upheld/partially upheld against target



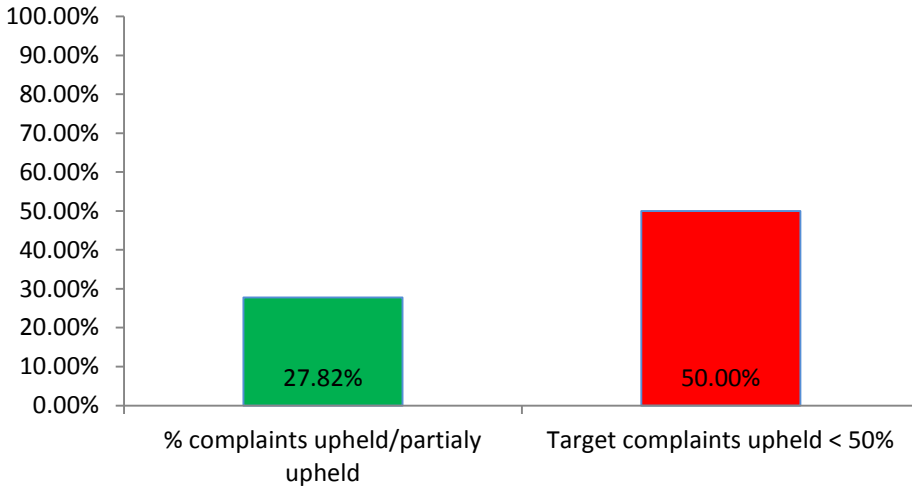
% of complaints responded to within published timescales against target



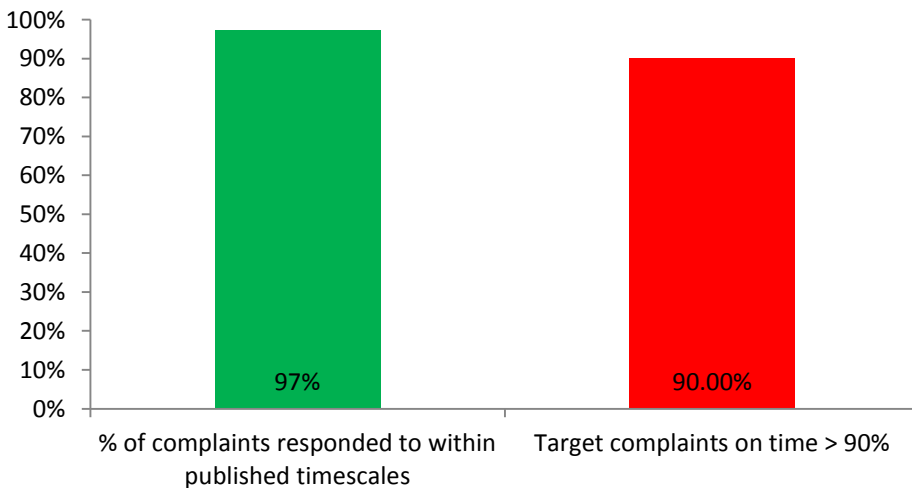
Waveney District Council

The graphs below are the rolling complaints performance for WDC since April 2015. The first graph shows that only 27.82% of complaints are either upheld or partially upheld. The second graph shows that 97% of complaints have been responded to within our published timescales. Both of these indicators are on target.

% of complaints upheld/partially upheld against target



% of complaints responded to within published timescales



Suffolk Coastal District Council

East Suffolk House

Successfully moved to new East Suffolk House which commenced 26th November, with the last move taking place on the weekend of 10th/11th December 2016. The existing offices at Melton Hill in Woodbridge were increasingly ageing and the aim of downsizing is to reduce future running costs (which is estimated to save £200k a year) it will also provide staff with more efficient and modern facilities to work in.

Waveney District Council

Lowestoft Town Council

Following consultations with residents and other stakeholders the creation of a new Lowestoft Town Council and Oulton Broad Parish Council was approved at Full Council on 16th November 2016. A 'Reorganisation Order' will be made in January 2017 which formalises the recommendations that have been agreed and will create the new councils from 1st April 2017. The first elections to the new councils will take place on 4th May 2017.

Partners

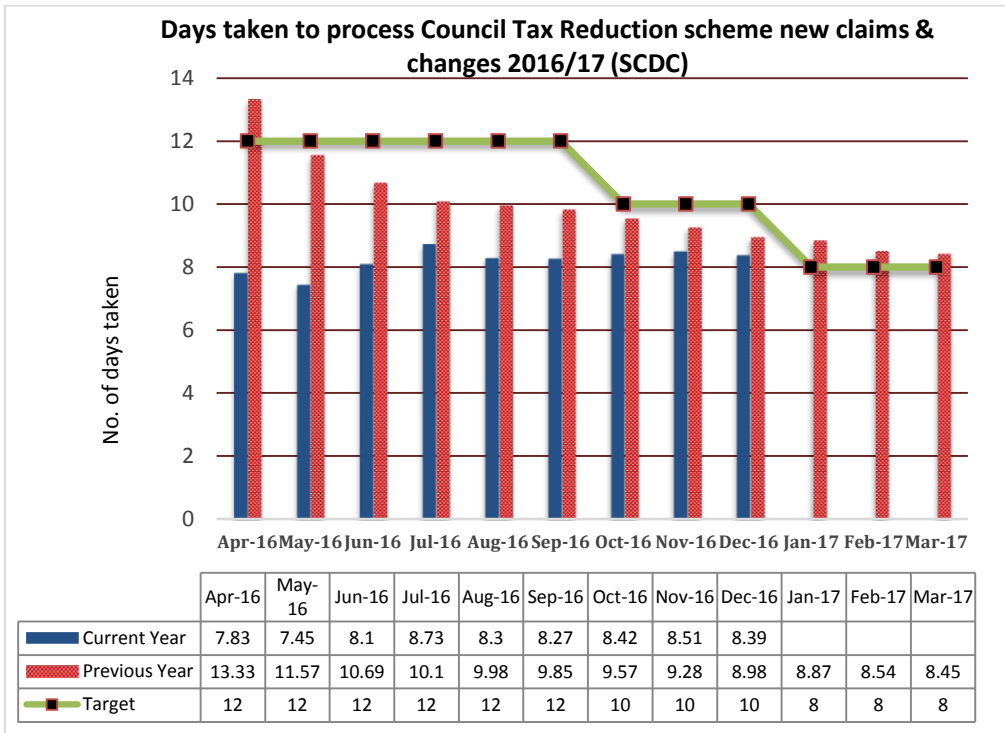
13. Outcomes

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

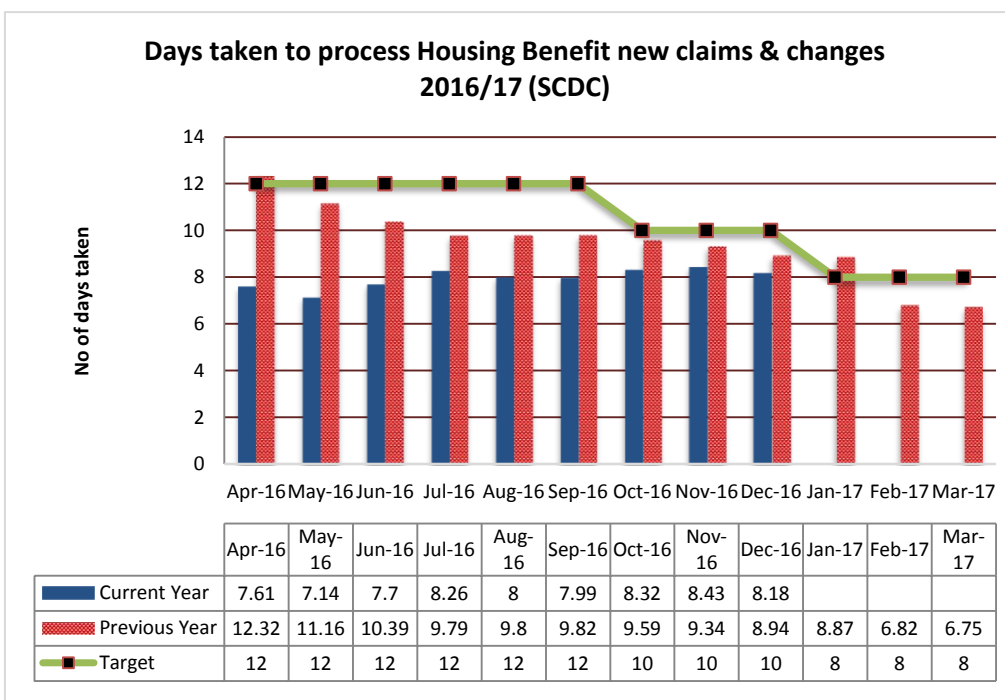
Anglia Revenues Partnership (ARP)

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

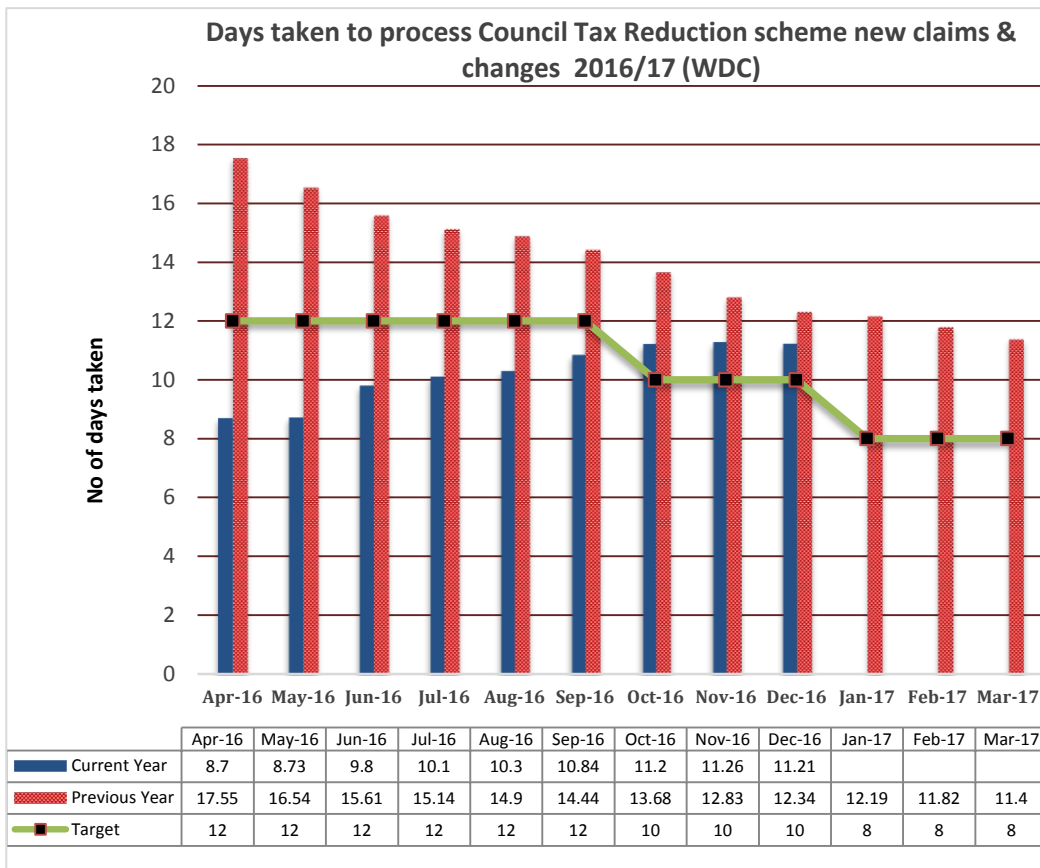


This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. Please note that we are on target for the current year.

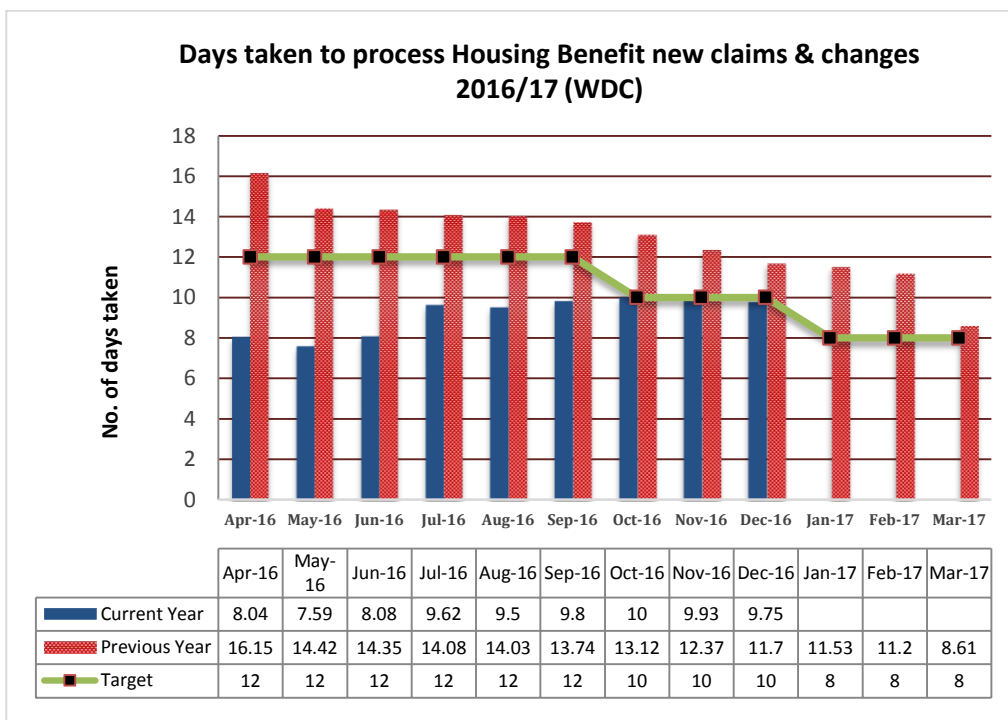


This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets. ARP strives to improve customer service by reducing the number of days taken. On target for the current year.

Waveney District Council:



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. Current year is below target due to Universal Credit delays following the introduction of the Universal Credit Full Service. Measures have been put in place to improve performance, preventing further increases in the number of days. We expect the situation to improve but are reliant upon Universal Credit data and it should be noted Universal Credit is not delaying Housing Benefit in the same way. We are working with the DWP to resolve and improve the impact of the Universal Credit Full Service at Waveney, which is informing our planning for the roll out schedule.



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

The Coastal Partnership East (SCDC, WDC, Great Yarmouth Borough and North Norfolk District Councils) has been in place for nine months. CPE Board, consisting of Committee Chair, Portfolio Holders and Senior Officers Group (OOG) from each authority, meets regularly to progress a range of issues.

Highlights/progress for Quarter 3

- A review of potential new software to help manage and monitor local authority assets has been completed. Confirmation awaited that the Environment Agency will purchase new software for CPE and when it will be available.
- Work continuing on the development and procurement of a new Measure Term Contract for coastal asset maintenance with partner authorities.

Waveney District Council:

- The temporary flood barriers in Lowestoft had been delivered, protocols in place, which were handed over to WDC at a media event. Minor outstanding works were deployed over the Christmas period. Following the signing of a Public Sector Co-operation Agreement with the Internal Drainage Board they are providing staff for the installation and removal of Lowestoft's temporary flood barriers.
- Gorleston to Lowestoft Strategy (GYBC/WDC) had been completed, due to be signed off in February by the Environment Agency.
- Lowestoft Flood Risk Management Plan: Issues regarding the modelling of pluvial and fluvial flooding had finally been resolved. The sign-off of the Outline Business Case is expected in June 2017, later than originally scheduled, however this will not impact on final delivery date.

Suffolk Coastal District Council:

- Felixstowe pier head is being redeveloped and outstanding issues resolved.
- Southwold sea defence completed. The urgent issues identified through this process north of the pier are being prioritised. The retaining wall at Gun Hill, which was a structural concern, had been replaced. The fender at the end of the north training arm at the harbour mouth has partially failed. Options and costs have been identified a decision is required on the way forward.
- A single Beach Management Plan for central and south Felixstowe has been completed.
- 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.

Marina Theatre

- Very successful Shakespeare School Scheme delivered over the last few months with hundreds of school children experiencing Shakespeare and the industry of live play, as well as performing their own interpretations of well known Shakespeare plays, at the Marina Theatre in front of parents and friends.
- The Beauty and The Beast Pantomime finished on 31st December 2016 after 30 successful performances which had over 11,500 participants in the audience.
- The Trust is working with WDC on a bid application for the Arts Council/HLF for 'Great Places Scheme'. The Trust has worked on six different project proposals for submission.
- The Trust's new Head of Young People and Outreach began in October 2016, tasked with increasing the work with young people, schools and the community. New youth theatre and over 50 theatre group launching in January 2017.
- Trust also implementing new office system to improve data quality moving forward.

Places for People

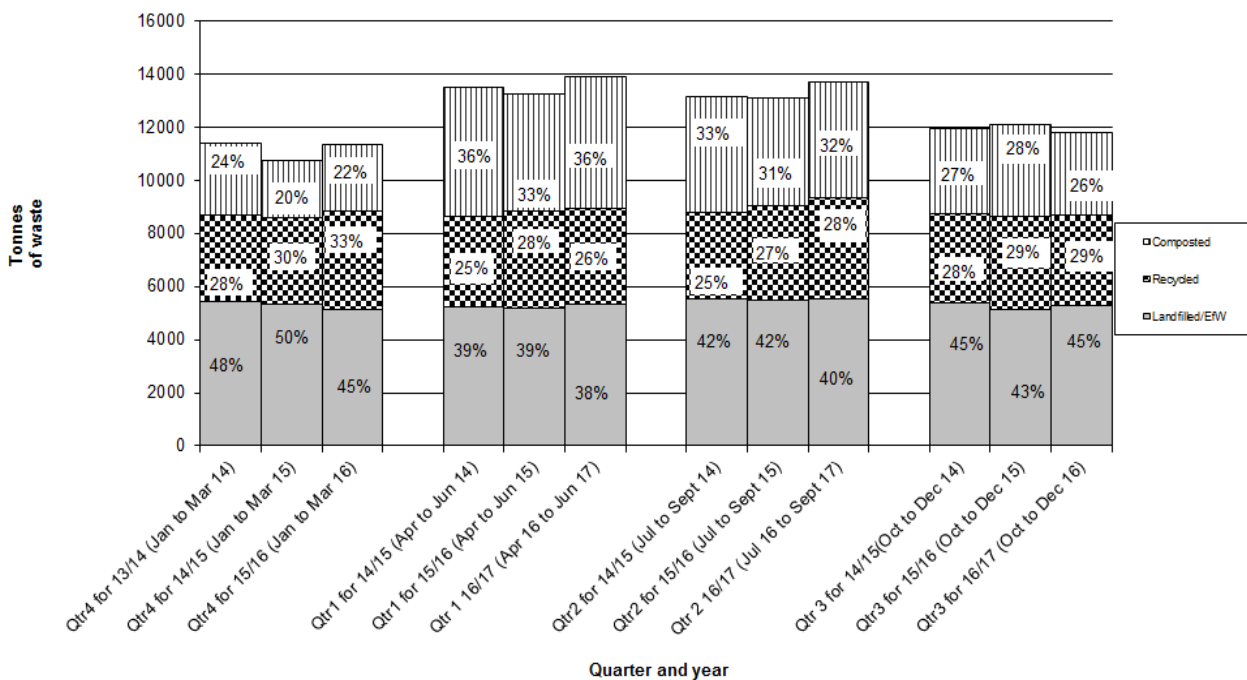
- Participation levels in Quarter 3 across all sites was 164,744 visits, target is to achieve a year on year 1% increase and after the second quarter participation is just over 2% up on target.
- Places for People Leisure (PfPL) had invested circa £250k into improvements at Felixstowe Leisure Centre. The work includes refurbishment of two changing rooms, additional six stations to gym floor, soft play refurbishment, health suite replacement and wet side shower and locker replacement. The various sections of work are set to be completed by the end of January. Customer feedback on the improvements will be monitored and fed back in Quarter 4.
- Felixstowe Pier developments (loss of leisure centre car park): The compound was erected for the Pier redevelopment on Thursday 29th September 2016. PfPL implemented an action plan to mitigate potential loss of income and customers, this is being monitored throughout the development project, which is 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 3 Performance - SCDC



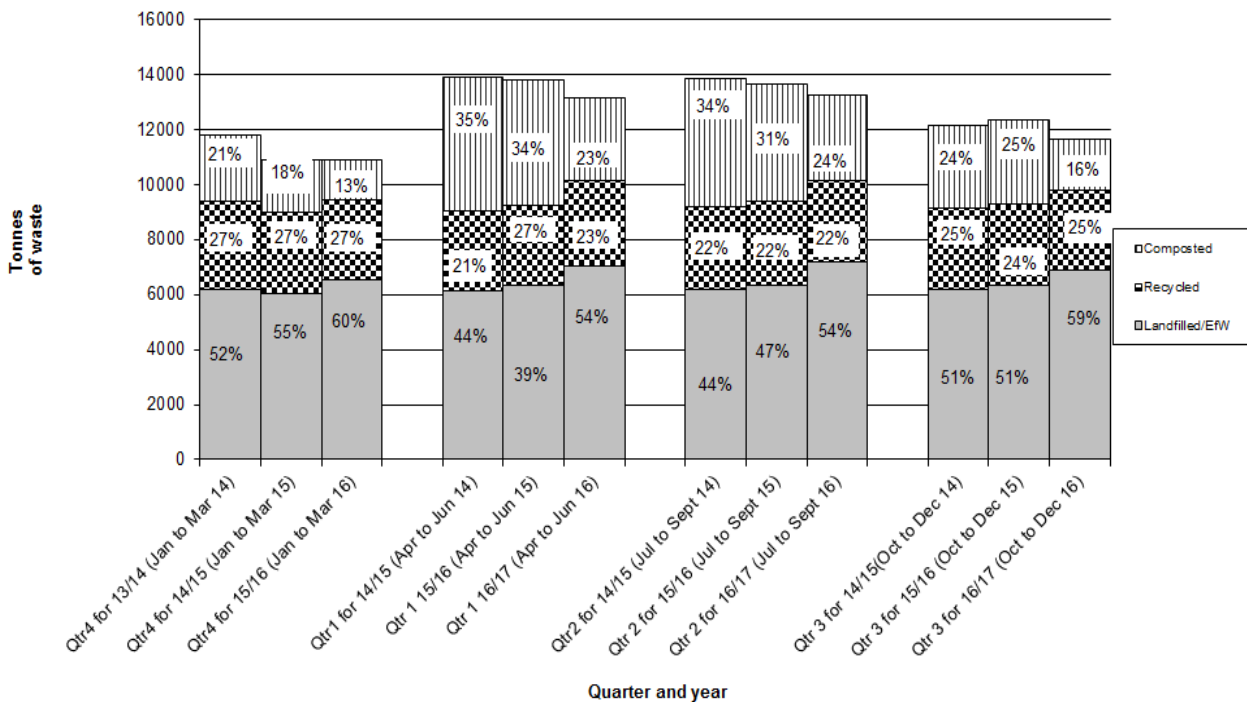
- Compostable waste collected in Quarter 3 was lower than the same quarter last year, influenced by the year on year variation in weather conditions affecting the amount of garden waste being collected.
- Year on year, the amount of residual waste collected in Quarter 3 increased, while similar amounts of dry recycling were collected. The effects of overall trends, the SCC HWRC charging for construction waste (from April 2016) and revised opening times (from 1st June 2016) are all being monitored on waste streams. In addition, a residual waste compositional analysis took place during Quarter 3 (see below) to identify changes in bin composition and any required actions to increase recycling and minimise waste. Results are also being analysed countywide through the Suffolk Waste Partnership.
- ‘Household waste sent for reuse, recycling and composting’ was 55.37% in Quarter 3, which was slightly less than the profiled quarterly target. However, the 2016/17 year to date recycling performance achieved 59.02% and meets the nine months profiled target (based on 2015/16 actual performance) of 58.07%.

- A residual bin waste compositional analysis took place across Suffolk in October 2016. The results indicate that in Suffolk Coastal over 50% of residual waste is deemed directly recyclable at the kerbside, with food waste being the largest fraction. The Suffolk Waste Partnership will be reviewing the results of the analysis, and considering strategies to address the findings, at the Suffolk Waste Managers Group meeting in January.
- A project to address contamination in blue-lidded recycling bins was undertaken across Suffolk in September and October, with leaflets being delivered to each household, as well as an updated video on the Suffolk recycling website, and roadshow events. The project also advised residents that textiles can no longer be recycled via the blue-lidded bins, but can be donated to charity shops or placed in textile banks.
- Prizes were presented to the winners of the “Love East Suffolk” litter pick scheme prize draw during Quarter 3. Support for litter picking activities will continue throughout the year with the supply of equipment and disposal of collected waste, and Spring Clean promotion beginning again in March 2017.
- Enforcement patrols are targeted in specific areas during the winter months, and during Quarter 3 included Martello Park in Felixstowe, Aldeburgh and Saxmundham.
- One Fixed Penalty Notice for fly tipping was issued in Quarter 3.
- Educational events supported in Quarter 3 included:
 - Greener Sax Autumn Fair in October, promoting the contamination project and other waste messages.
 - East Suffolk Greenprint Forum events in Orford and Ipswich in November, promoting the contamination project and other waste messages.
- Number of fly tipping incidents reported in Quarter 3 was lower compared to Quarters 1 and 2. The year to date total number of reported fly tipping incidents continues to be higher compared to the same nine months in 2015/16, and may be influenced by SCC HWRC's introducing charging for rubble, hardcore, soil and plasterboard from 1st April 2016 and changes to opening hours from 1st June, which included sites closed on Wednesdays. 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 3 Performance - WDC



- As anticipated, compostable waste for Quarter 3 was less than last year due to the chargeable Easy Green Bin Scheme (EGBS), but slightly better (0.41%) than originally forecast due to a take up of around 52% and favourable weather/growing conditions.
- In Quarter 3 there was less total waste recycled (4,664 tonnes) compared to last year (6,007 tonnes). This was forecast and mirrors the Quarter 1 and 2 trend post roll out of the 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 took place during Quarter 3 (see below) to identify changes in black bin composition and required actions to increase recycling and minimise waste. Results are being analysed countywide through the Suffolk Waste Partnership. Total household waste collected also reduced accordingly from 12,346 tonnes last year to 11,560 tonnes, with some garden waste being diverted to HWRC's and other outlets (e.g. compost bins). Post introduction of the EGBS, 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 3 was also higher compared to 2015/16 figures. As with Quarter 2, this increased number may be influenced by the SCC HWRC's introducing charging for rubble, hard-core, soil and plasterboard, changes to opening hours and Wednesday closure. Incident numbers, types and locations are being closely monitored to identify any links to the HWRC changes or other trends and events.
- A residual bin waste compositional analysis took place across Suffolk in October 2016. The results indicate that in Waveney over 20% of residual (black bin) waste is deemed directly recyclable at the kerbside, with 25% of the recyclable fraction being garden vegetation. The Suffolk Waste Partnership will review results of the analysis and consider strategies to address the findings and increase the recovery of recyclables from the residual waste stream.
- A project to address contamination in recycling (blue) bins was undertaken across Suffolk in September and October, with leaflets being delivered to each household, as well as an updated video on the Suffolk recycling website, and roadshow events. The project also advised residents that textiles can no longer be recycled via the blue bins, but can be donated to charity shops or placed in textile banks.
- Prizes were presented to the winners of the "Love East Suffolk" litter pick scheme prize draw during Quarter 3. Support for litter picking activities will continue throughout the year with the supply of equipment and disposal of collected waste, and Spring Clean promotion beginning again in March 2017.
- Enforcement patrols are targeted in specific areas during the winter months, and in Quarter 3 included Southwold and Lowestoft seafront. A programme of joint patrols has been arranged with a Special Constable in Lowestoft, to cover a dog fouling problem near a primary school, and the seafront at Lowestoft, focusing on dog fouling and keeping dogs on a lead.
- Educational events supported in Quarter 3 included East Suffolk Greenprint Forum events in Orford and Ipswich in November, promoting the contamination project and other waste messages.

Sentinel Leisure Trust

- Organised the Christmas Day swim to benefit local causes – amount raised to be confirmed.
- Sponsoring Stars of Waveney which recognises achievements of local people.
- Supporting the Brian Gallagher Soccer Scheme.