

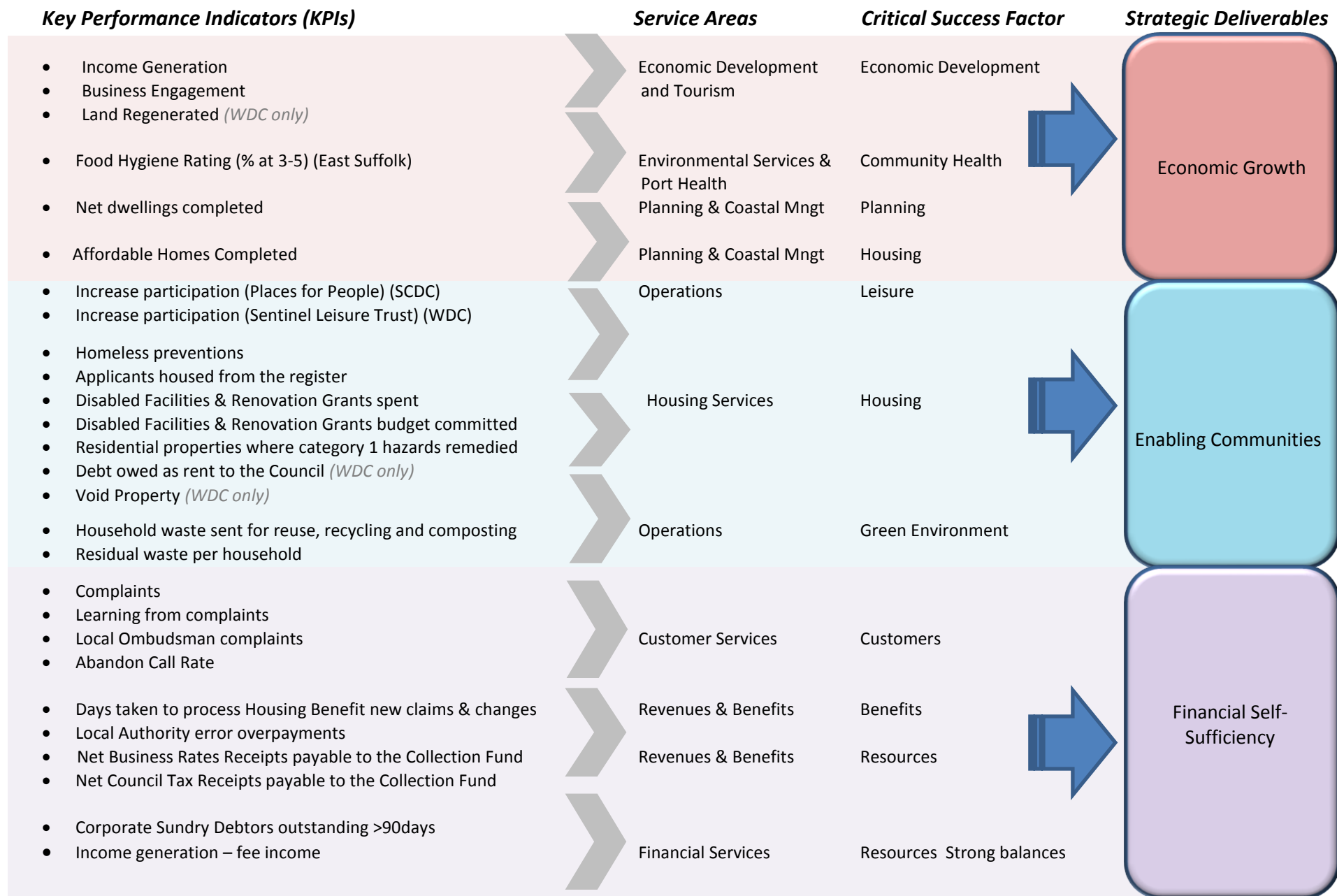
Suffolk Coastal & Waveney District Councils



in partnership
eastsoffolk.gov.uk

East Suffolk Performance Report Quarter 3 (2018/19)

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: Corporate Projects

Appendix D: Progress of Specific Business Plan Actions

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.

- 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 (2018/19)

1st October to 31st December 2018

Enabling Communities



Key Performance Indicators (KPIs)

Red	Amber	Green	Yearly KPI
0	1	5	4

Highlights

- 49.71% household waste sent for recycling and composting in Quarter 3 (target: 47.23%).
- 100.42 kg residual waste collected per household (target: 97.55 kg)
- 111 fly tipping incidents reported in Q3 (target 88)
- 32 fly tipping enforcement actions Q3 (target 75)
- 176,850 leisure participation levels across all sites (target: 150,501) in Quarter 3.
- 16 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	Yearly KPI
0	0	3	1

Highlights

- 932 businesses engaged with in Q3 (target: 180).
- 169 businesses directly supported.
- 47% (85 of 172) in Q3 of minor planning applications determined in 8 weeks (target: 65%)
- 70% (7 of 10) of major planning applications determined in 13 wks in Q3 (target: 60%).
- 55% (197 of 352) of other planning applications determined in 8 weeks in Q3 (target: 80%)
- 119 net dwellings completed in Q3 (year target 773)
- 98% food hygiene rating (3-5 rating) (target: 95%)

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	Yearly KPI
2	0	8	1

Highlights

- 83,593 visitors to East Suffolk website in Q3.
- 99.7% ICT network availability.
- 4.7 days taken to process Housing Benefit new claims in Q3 (target: 10 days).
- Local Authority Overpayments – only 0.35% in Q3 (target: 0.35%)
- Nil Local Government Ombudsman complaints in Quarter 3.
- 9% of abandoned calls in Q3 (target: below 10%)
- 60.77% of complaints upheld/partially upheld in Quarter 3.

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

"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 (2018/19)

1st October to 31st December 2018

Enabling Communities



Key Performance Indicators (KPIs)

Red	Amber	Green	Yearly KPI
3	3	2	4

Highlights

- 37.82% household waste sent for recycling and composting in Quarter 3 (target: 40%).
- 128.22kg residual waste collected per household (target: 123.88 kg)
- 221 fly tipping incidents reported in Q3 (target: 147)
- 84 fly tipping enforcement actions in Quarter 3 (target: 50)
- 36 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	Yearly KPI
1	0	3	1

Highlights

- 792 business engagements in Q3 (target: 180).
- 76% (47 of 59) of minor planning applications determined in 8 wks in Q3 (target: 65%).
- 85% (11 of 13) major planning applications determined in 13 weeks (target: 60%).
- 90% (207 of 230) of other planning applications determined in 8 wks (target: 80%).
- 98% food hygiene rating (3-5 rating) (target: 95%)
- £189,192 income generated through project work (e.g. Enterprise Zone) and/or external funding in Q3 (target: £398,383).

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	Yearly KPI
2	1	7	1

Highlights

- * 83,593 visitors to East Suffolk website in Q3.
- * 99.7% ICT network availability.
- * 4.9 days taken to process Housing Benefit new claims (target: 10 days) in Quarter 3.
- * Local Authority Overpayments – only 0.21% in Q3 (target: 0.35%)
- * Nil Local Government Ombudsman complaints in Quarter 3.
- * 5% of abandoned calls in Q3 (target: below 10%)
- * 49.30% of complaints upheld/partially upheld in Quarter 3.

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

“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 (2018/19)

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 (1 October to 31 December 2018) for 2018/19. 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 and 2018/19, 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	Not applicable for quarter (e.g. yearly only)	
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	Not applicable for quarter (e.g. yearly only)	
Actions and Key Projects		Achieved / on track	Key projects are included within section 10 of this report and progress against the Planned Actions within
		Partly achieved / on track to achieve but after original timescale	

		Not achieved or significantly behind schedule	the Business Plan are in section 11
	n/a	Not applicable	

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

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 are included in Appendix A. Below is a summary of each Councils' performance against CSF during Quarter 3 (2018/19):

Suffolk Coastal District Council

Performance in Quarter 3

Critical Success Factors - KPI Performance:	Total	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Economic Development and Tourism	2			2	
Leisure	1			1	
Planning	1				1
Housing	7			3	4
Benefits	2			2	
Customers	4	1		3	
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2		1	1	
Resources	5	1		3	1
Total	25	2	1	16	6

End of Year

Critical Success Factors - KPI Performance:	Total	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Economic Development and Tourism	2			2	
Leisure	1			1	
Planning	1		1		
Housing	7		1	4	2*
Benefits	2			2	
Customers	4	1	1	2	
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2			2	
Resources	5			5	
Total	25	1	3	19	2

* Housing KPIs (Number of homeless preventions under Prevention Duty and Number of homeless preventions under the Relief Duty) new indicators introduced from Quarter 2, targets are not set for this current year.

KPI Performance (SCDC) for Quarter 3

In total there are 25 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 16 (green), 1 KPIs was near target (amber), 2 KPIs (red) did not reach target and 6 KPIs which are measured yearly. Full details are contained in Appendix A.

Only one KPI fell slightly below target (amber):

- **Green Environment: Residual waste per household:** The amount of residual waste collected in Quarter 3 was 100.42kg which was below the target of 97.55kg. Year on year residual waste in Quarter 3 has increased by 472 tonnes (50.81% of waste collected) which is partly due to the garden waste take-up. Planned projects will be undertaken to help improve recycling rates and reduce residual waste. Overall end of year performance remains on target. (*Enabling Communities*)

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

- **Customers: Complaints:** In Quarter 3, 60.77% of complaints were upheld/partially upheld compared to 30% target. Quarter 3 continued to have a high number of complaints relating to the garden waste scheme. More changes occurred as the schedule for upgrading to larger green bins and removal of unwanted brown bins was rolled out. Overall 62% of the upheld complaints related to garden waste issues. 43% of all SCDC complaints closed this quarter related to garden waste, of those 87% were upheld. Overall the predominant reason for complaints in Quarter 3 related to quality of service (77%). Given the continued high number of upheld Norse complaints, the end of year performance target is unlikely to be met. One of the contributing factors for this KPI being below target was also due to increased awareness and training of officers which resulted in more recorded complaints. Learning from complaints is also effectively being managed with the KPI which monitors this progress continuing to be significantly above target. It should be noted that the current target was a significant reduction compared to the target last year and will be reviewed at the end of the year. (*Financial Self-Sufficiency*)
- **Resources: Corporate Sundry Debtors:** The percentage of corporate sundry debtors outstanding in Quarter 3 was 41.99% (below target of <30%) which was due to four late paid CIL invoices totalling £275k. Adjusting for these CIL invoices underlying performance remains good at 14.96% showing the team continues to effectively work closely with the service teams to ensure invoicing and recovery is progressed in a timely manner. CIL regulations provide a set method for recovery outside of the normal debt management process which is conducted by the Development Team. The Receivables Team is working closely with the Development Team to ensure action is underway to recover this debt. (*Financial Self-Sufficiency*)

Housing KPI Update:

New KPIs have been introduced from Quarter 2 relating to 'Number of homeless preventions under the Prevention Duty' and 'Number of homeless preventions under the Relief Duty' which are part of the new Performance Framework implemented by Central Government. KPI performance be subject to amendment once the new reporting system has been fully embedded.

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

Waveney District Council

Performance in Quarter 3

Critical Success Factors - KPI Performance:	Total	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Economic Development and Tourism	3	1		2	
Leisure	1	1			
Planning	1				1
Housing	9	2	1	2	4
Benefits	2			2	
Customers	4	1		3	
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2		2		
Resources	5	1	1	2	1
Total	28	6	4	12	6

End of Year

Critical Success Factors - KPI Performance:	Total	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Economic Development and Tourism	3			3	
Leisure	1		1		
Planning	1		1		
Housing	9	1	1	5	2*
Benefits	2			2	
Customers	4	1		3	
Communities	0	n/a	n/a	n/a	n/a
Community Health	1			1	
Green Environment	2		1	1	
Resources	5	1	1	3	
Total	28	3	5	18	2

* Housing KPIs ('number of homeless preventions under Prevention Duty' and 'number of homeless preventions under the Relief Duty') new indicators introduced from Quarter 2, targets are not set for this current year.

KPI Performance (WDC) for Quarter 3:

In total there are 28 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 12 (green), 4 were near target (amber), 6 did not reach target (red) and 6 KPIs which are measured yearly. Full details are contained within Appendix A.

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

- Housing: Disabled Facilities and Renovation Grants budget committed:** The percentage of the grant budget committed for disabled facilities and renovation grants was slightly below target in Quarter 3 due to drop-off in applications requested. Renovation grant funding was not used as alternative external funding was available which addresses poor housing due to inadequate heating under the Warm Homes Fund. (*Enabling Communities*)
- Green Environment: Household waste sent for reuse, recycling and composting:** The actual performance for Quarter 3 was 37.82% which was below the 40% target. This was due to compostable waste collected being lower than the same quarter in 2017/18 and the amount of residual waste increasing slightly. Projects to improve recycling and reduce residual include information on the Christmas bin hangers and planned project to re-educate poorly performing areas, and encourage more recycling in the already high performing areas. (*Enabling Communities*)

- **Green Environment: Residual waste per household:** The amount of residual waste collected in Quarter 3 was 128.22kg which was below the target of 123.88kg and was a slight increase compared to performance in Quarter 2. Planned projects will be undertaken to help improve recycling rates and reduce residual waste including re-educating poorly performing areas and encourage more recycling in high performing areas. (*Enabling Communities*)
- **Resources: Net Business Rates Receipts payable to the Collection Fund:** The Collection Fund is below target which is due to refunds in respect of Appeals with Valuation Office Agency. Refunds of £956K in Quarter 1 and £223k Quarter 2, £439k Quarter 3 have been paid. These are accounted for in the Appeals Provision within the Financial Statements. As the appeals are accounted for within the provision it has been decided that the targets will not be amended. (*Financial Self-Sufficiency*)

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

- **Economic Development & Tourism: Income Generation:** Enterprise Zone income exceeded expectations in Quarter 3 along with two external funding applications from the Coastal Revival Fund (for Southwold) and for the Renaissance of East Anglian Fisheries (REAF) project in partnership with SCDC. However, the target was not achieved due to a £150k bid to unlock funding at the Royal Green Play area being unsuccessful followed by the anticipated funding for the PSiCA Scheme being delayed until Quarter 4. This has meant the income has slipped behind profiling but it is expected that this will be rectified in Quarter 4 as both PSiCA and other bids (including a Coastal Community Fund bid) are likely to be known. (*Economic Growth*)
- **Leisure: Increased participation (Sentinel Leisure Trust):** Details will be reported in the report for Quarter 4. (*Enabling Communities*)
- **Housing: 'Debt owed as rent to the Council':** There was 4.84% of debt owed as rent to the Council in Quarter 3 which resulted in the KPI status being 'red' (above the 3% target). The performance of rent arrear case recommendations continues to be affected by Welfare Reform and Universal Credit (UC). New software has now been purchased to reduce Rent Officer Capacity which will start to provide information at the start of Quarter 4 allowing a greater level of reporting which will be provided to officers, managers and portfolio holders. (*Enabling Communities*)
- **Housing: 'Void Property':** Performance in Quarter 3 was 33.7 days which was higher than the target of 23 days. The voids review is ongoing, a mapping day was conducted on 4th October 2018 and improvements have been made which has reflected in a reduction in void times. A further review on individual voids will be conducted to understand the delays still occurring. Improvements are likely to be seen by the end of the financial year. (*Enabling Communities*)
- **Customers: Complaints:** In Quarter 3, 49.30% of complaints were upheld/partially upheld due to three main areas which received a large number of complaints: council tax, council housing and Norse. Council tax complaints were well within target for percentage upheld, complaints to the housing team made up 34% of upheld complaints, and complaints to Norse was 31%. Overall, the predominant reason for complaints in Quarter 3 related to quality of service, with time taken to respond being a significant factor. Increased awareness and training of officers on reporting complaints also contributed to the increased complaint recording. Learning from complaints is also effectively managed with the KPI to monitor this progress continuing to be significantly above target. The current target is a significant reduction compared to the target last year and will be reviewed at the end of the year. End of year performance target is unlikely to be met. (*Financial Self-Sufficiency*)

- Resources: Corporate Sundry Debtors:** The percentage of corporate sundry debtors outstanding in Quarter 3 was 61.58% which was below target (<30%), which was due to two late paid CIL invoices totalling £103k and delayed beach hut invoicing. Adjusting for the CIL invoices underlying performance is 42.64%. CIL regulations provide a set method for recovery outside of the normal debt management process which is conducted by the Development Team. The Receivables Team is working closely with the Development Team to ensure action is underway to recover this debt. The remaining late paid debt is consistent with previous quarters, however delays to beach hut invoicing means the current level of debt is significantly lower than expected and is skewing outturn. The team is liaising closely with the Asset Management Department to obtain invoicing instructions. If invoicing instructions had been received underlying performance would be around 25%. (*Financial Self-Sufficiency*)

Housing KPI Update:

New KPIs have been introduced from Quarter 2 relating to ‘**Number of homeless preventions under the Prevention Duty**’ and ‘**Number of homeless preventions under the Relief Duty**’ which are part of the new Performance Framework implemented by Central Government. KPI performance is subject to amendment once the new reporting system has been fully embedded.

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 (2018/19) is included in Appendix B.

Our Strategy

5. Economic Growth

Council	No. of KPIs	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Both	8	1	0	5	2
SCDC	3	0	0	2	1
WDC	4	1	0	2	1
East Suffolk	1	0	0	1	0

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

Economic Growth Update

East Suffolk

- East Suffolk Business Festival:** The first ever East Suffolk Business Festival took place between 29th October and 9th November 2018 and connected many local business support and training agencies through 32 events. The dedicated programme engaged with, and offered advice and guidance, to over 1500 businesses and upskilled over 125 people through training courses on topics such as GDPR, Digital Marketing and business start-up. The Festival has been a demonstration of the commitment to supporting local economic growth and raised the profile of the East Suffolk business community with news coverage on Look East, press coverage in local papers and a hive of activity on all over social media.
- Renaissance of East Anglian Fisheries (REAF):** The project secured more than £143,000 of funding to identify and explore the opportunities for the fishing industry following the BREXIT referendum. The fund will look to review the current status of the industry across East Anglia, identify the opportunities that the decision to leave the EU could offer and identify what investment and actions are required. The majority of the funding came from the Marine Management Organisation with contributions from Seafish, WDC, SCDC, NCC and SCC.

- **Established Social Media Presence:** The East Suffolk Means Business social media was launched in the summer, with steadily growing numbers of followers and the three accounts were consolidated during the East Suffolk Business Festival in October and November. There was a great deal of social media activity every day and the number of followers increased rapidly as we showed ourselves to be a legitimate source of business information and support.

Suffolk Coastal District Council

- **Felixstowe Business Improvement District:** The ED team supported Felixstowe Forward in preparing for a Business Improvement District and spent a morning visiting every town centre business to begin the collation of contact details. Following this exercise Felixstowe Forward had followed up with 19 appointments and successfully identified 9 BID Champions willing to join the BID Working Group. Of the 19 appointments, 10 had confirmed they would support a BID and 1 confirmed they did not support a BID. Felixstowe Forward is following up the outstanding 8 survey responses of which 4 are predicted to confirm, and 4 are unknown. This is an encouraging start and the feasibility study is likely to conclude toward end of February when a decision would be taken as to whether the BID will go forward to a full campaign.
- **Coastal Revival Fund:** Felixstowe Forward was successful in securing £30,000 from Coastal Revival Fund to regenerate the seafront promenade with a focus on implementing features that engage people in heritage of the area whilst also providing opportunities for activities for an active seafront that improves the health and wellbeing of people in the community and visitors. The outcomes will include historical interpretation of the area, a report outlining recommendations for suitable activities, and the installation of some of those recommendations that come within the budget.
- **Great British High Street Awards:** Supported Choose Woodbridge to co-ordinate promotion and raise awareness when the Thoroughfare was shortlisted for the Great British High Street Awards. The aim was to gain as many votes for Woodbridge on social media as possible and promoted the message on East Suffolk Means Business social media, encouraged District Council and SCC colleagues to vote and attended on the day of judging to garner support from local shoppers in the thoroughfare. Woodbridge was 'highly commended' by the judges and came second in the competition which was a huge achievement for the town and the wider area.

Waveney District Council

- **East of England Park:** The concept design for the East of England Park has been signed off following stakeholder engagement and approval at Lowestoft Council Town Full Council Meeting. The Heritage Lottery Fund has approved an Expression of Interest to produce an augmented reality application and complimentary activity to support learning about the history of the site. This approval opens the door for a full application in January 2019.
- **Heritage Action Zones (HAZ):** Historic England has carried out significant research on the HAZ area and is currently reviewing listings. This work will be instrumental in ensuring that future development is sensitive to the historic nature of buildings designated to be preserved.
- **Enterprise Zones:** Phoenix Enterprise Park celebrated its official opening during quarter 3 as partners came together to promote the £6.5million development project. There are already five business in occupation with a further nine units available, some of which are currently under negotiation with the site agent.
- **Marking Waves Together:** The initial meeting of Lowestoft Cultural Leadership Group took place on 12/11/2018. Members advised that it needed to be cohesive and forward looking, focusing around cultural-led regeneration and the pride, aspiration and tourism outcomes that it unlocks.
- **Coastal Revival Fund:** Supported Southwold Coastal Community Team with their successful bid in securing £15,000 from Coastal Revival Fund which aims to help revive sites of significance, restore coastal landmarks and bring economic growth to communities up and down the Great British Coast. The funding will be

matched by contributions from WDC and Southwold Town Council and be used to produce a feasibility study and sustainable plan on how to restore and regenerate the Southwold Boating Lake and surrounding lagoons and wildlife area. The aim of which is to provide evidence in order to attract future investment opportunities.

6. Enabling Communities

Council	No. of KPIs	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Both	22	3	4	7	8
SCDC	10	0	1	5	4
WDC	12	3	3	2	4

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

East Suffolk

The joint District and County Council East Suffolk Communities Team (ESCT) has eight Communities Officers each covering one of eight different localities, two Communities Support Officers (each supporting four localities) and two Apprentices. The team work closely with a wide range of partners to enable communities to identify local needs and develop projects to tackle these needs by building on the existing assets in communities. Projects include Men's Sheds, community building projects, 'street parties', work with our local care farms, 'speed networking' events and intergenerational activities bringing together schools and care homes and community buildings projects.

£110,000 of East Suffolk Partnership (ESP) funding was made available to tackle social isolation amongst older people and families on low income in 'hot spot' areas identified through the ESP Hidden Needs mapping, which is being used as an example of good practice at a county level. The panel meeting in December allocated over £40,000 of funding to five projects including a project around death doulas on the Deben Peninsular, a project with the English Touring Opera focussed on Leiston and dementia friendly film screenings at the Fisher Theatre in Bungay.

The first five projects have now been supported through ESP funding made available for community groups and voluntary sector organisations that need help to develop a business or project plan. The groups supported are the Southwold Hospital Project, Area 25 Indoor Skate Park, Involve in Lowestoft, the Bungay Honeypot Centre and the Seagull Theatre in Pakefield. This project is delivered by Community Action Suffolk and open to any group needing help to develop as an organisation.

The Lowestoft Solutions (8 practices), South Waveney (5 practices) and Leiston Links Social prescribing projects are fully operational. Link workers from VCS organisations (North East Suffolk CAB in the case of the former, and Access Community Trust in the case of the second and third) work with GPs and Care Navigators to identify patients who would benefit from additional support and connect them to relevant specialist and/or voluntary and community sector groups. The Solutions pilot has shown a reduction of 44% in GP appointments in the six months following contact with the Link Worker compared to the six months before contact.

The Head of Communities led a bid with SCC and the CCG for funding for a project to roll social prescribing out across the Ipswich and East Suffolk CCG area (outside Ipswich) and this has secured £550,000, with an additional £187,000 secured through the Suffolk Transformation Challenge Award. The project covers Suffolk Coastal, Babergh and Mid Suffolk Districts but will result in 6 new Community Connectors posts in SCDC and a £60,000 Community Chest for VCS organisations to bid into. The tender process for this project will start in January. We have also been successful through a bid with SCC in securing £800,000 over 3 years from a bid for European Interreg funding for a rural social prescribing scheme for 3 groups of rural communities in East Suffolk.

Work continues to process applications from Town/Parish Councils and community groups to list land or buildings as Assets of Community Value under Right to Bid introduced as part of the Localism Act in 2011. There are 29 listed assets in Suffolk Coastal and 4 assets in Waveney. We recently revised the decision notice to include more information about why the decision was made. A number of listings are now coming to the end of their original 5 year period so groups are being contacted in order to establish whether they wish to apply again for the asset to be listed as an Access of Community Value.

Suffolk Coastal District Council

Three Crucial Crew Plus events had been held, two in Leiston and one in Saxmundham, building on the pilot held at Alde Valley Academy aimed at older young people (13-15 year olds) which included hard hitting sessions on online safety, healthy relationships, drugs and alcohol, self harm and gangs, including follow up sessions with professional support workers.

Suffolk Coastal Youth Voice is the equivalent to the Waveney Youth Council but involves members of the ESCT visiting each senior school and youth group in each of the five 'patches' in the district. So far 19 suggestion boxes have been placed in schools and youth settings for young people to submit their views. Reports will be produced each term on the issues identified through this process and the first set of results show more than 100 ideas and suggestions.

The Council continues to support a growing number of communities with their Neighbourhood Plans. In total there are 5 made plans in Suffolk Coastal - Framingham, Great Bealings, Leiston, Melton and Rendlesham. The Martlesham and Wenhaston with Mells Neighbourhood Plans were subject to local referenda on 24th May and both received a positive 'yes' vote. They were subsequently made by SCDC on 17th July 2018. A further 13 communities are at different stages of the process from initial consultation to plans under examination.

The Peterhouse Crescent Street Party in Woodbridge was attended by around 80 residents who shared food and participated in a range of activities, and more than 140 people (including representatives from 3 schools and 5 care homes) attended an intergenerational event in Felixstowe focussed on Felixstowe Past, Present and Future.

The new FelixTimebank Coordinator is in post in Felixstowe and a soft launch of the Timebank will take place at the end of January. As the name suggests a Timebank uses time as currency and encourages people to think about their skills and strengths as well as what they need help with. More than 50 people are already signed up to the Timebank and have recorded their 'offers' and 'asks'.

Demand has been so high for funding from the SCDC Exemplar Grants Programme that a further £45,000 was been allocated by the Council for 2018/19.

Waveney District Council

Staff from WDC worked with SCC and CCG to develop and promote a £75,000 dementia grant scheme for the District. Twelve applications were received and half of these will be funded, including dementia friendly performances at the Seagull Theatre, a project with GP practices in the District to raise awareness amongst staff of the needs of people with dementia and their carers and two local care farms.

The Team is working closely with the three 'Big Lottery' funded Community Enablers (Kirkley, Harbour and Kessingland) hosted by Community Action Suffolk to support a range of activities led by local community, these include events, community fridges and work to support individuals. We attended an event hosted by Santander in November which attracted more than 60 representatives of local voluntary and community organisations, and made a number of new contacts who wanted information, advice and project support.

The Lowestoft Rising Change Director and Head of Communities delivered a presentation to Suffolk Public Sector Leaders which showed the impact that Lowestoft Rising has had over recent months and years and has led to a renewed commitment to Lowestoft Rising by all of the key partners.

The Ageing Well Fayre in Lowestoft in September, supported by the Communities Team, was a big success with a wide range of organisations and activities.

A range of intergenerational activities have been developed in response to the hidden needs mapping undertaken through the ESP. These included a Muncieon Mingle event in Beccles bringing together 3 schools and 4 care homes, a Street Party in Tedder Road in Lowestoft in April 2018, a Memory Box project with Kirkley Church and the Ashley Academy School (with the wooden boxes made by local disability charity sold) and work led by the Fisher Theatre in Bungay with local schools. More than 140 people attended an intergenerational event at the Victoria Hotel in Felixstowe in December and the Team organised events in Beccles and Bungay which will be followed up through social isolation events in January and February 2019.

Waveney Youth Council decided that the theme of Youth Take Over Day in November 2018 would be Mental Health, which is one of its priorities for this year (along with young family carers). The event was a big success with inspirational and hard hitting speakers (including the Lowestoft Mental Health Ambassador) and lots of follow up actions agreed. The focus for 2019 continues to be health related with an emphasis on wellbeing.

7. Financial Self-Sufficiency

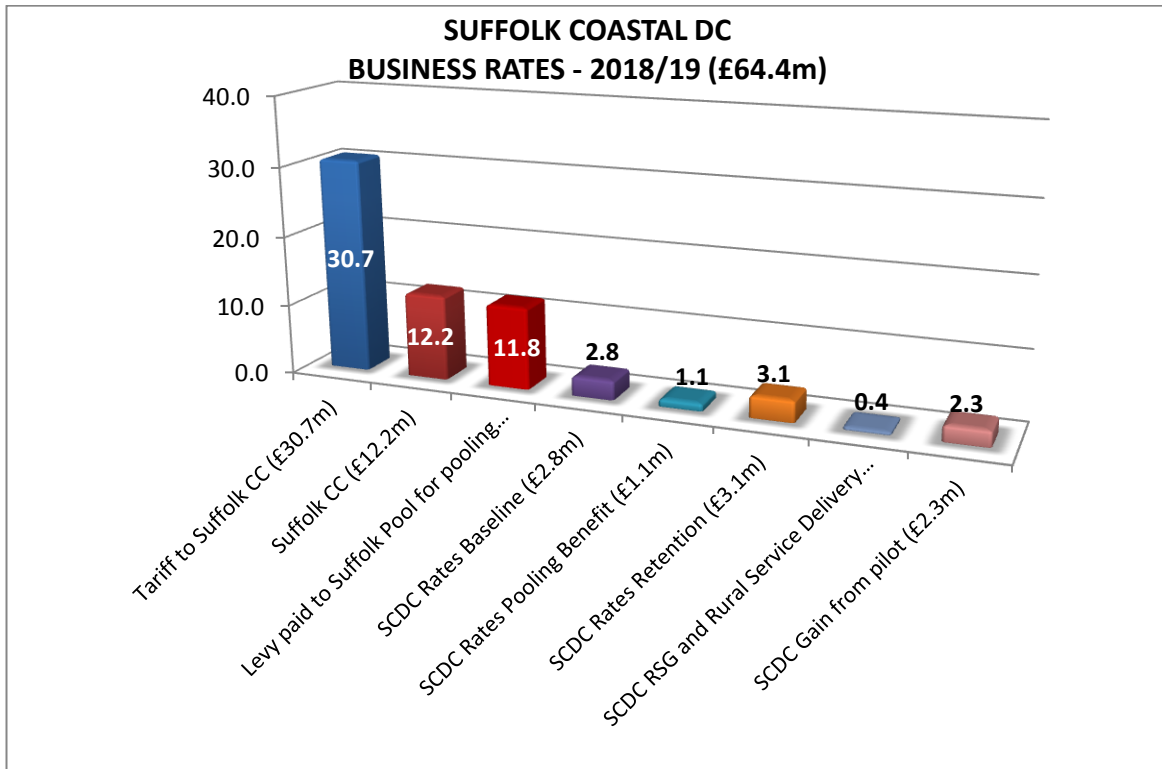
Council	No. of KPIs	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Both	22	4	1	15	2
SCDC	11	2	0	8	1
WDC	11	2	1	7	1

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

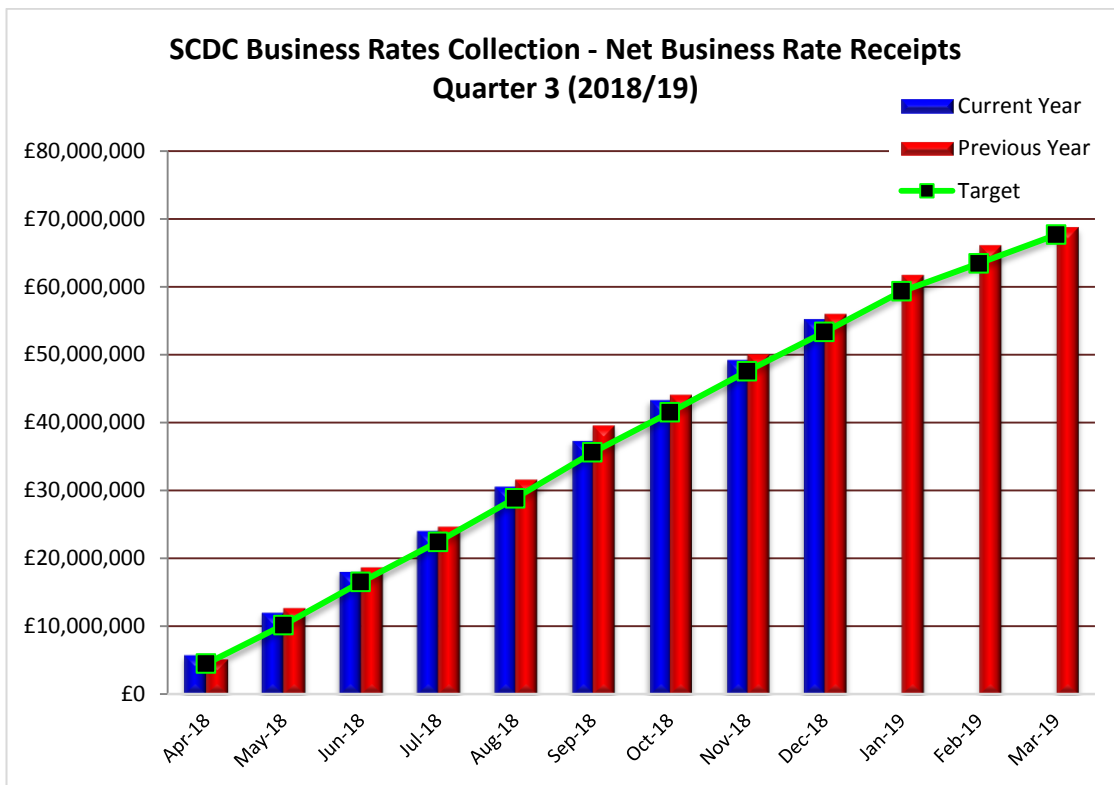
Business Rate Retention

Suffolk Coastal District Council

For illustrative purposes, the following chart shows the distribution of Non Domestic Rates. The actual accounting entries for 2018/19 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. For 2018/19, the Council is participating in the Suffolk 100% Business Rates Pilot, which incorporates the Council's Revenue Support Grant and Rural Services Delivery Grant being pay out of the business rates collected rather than directly from Central Government as grant funding. In addition, the Council will also receive additional funding through participating in the Suffolk 100% Business Rates Pilot. The extra pilot gain will be used to support Growth initiatives that have been agreed with SCC.

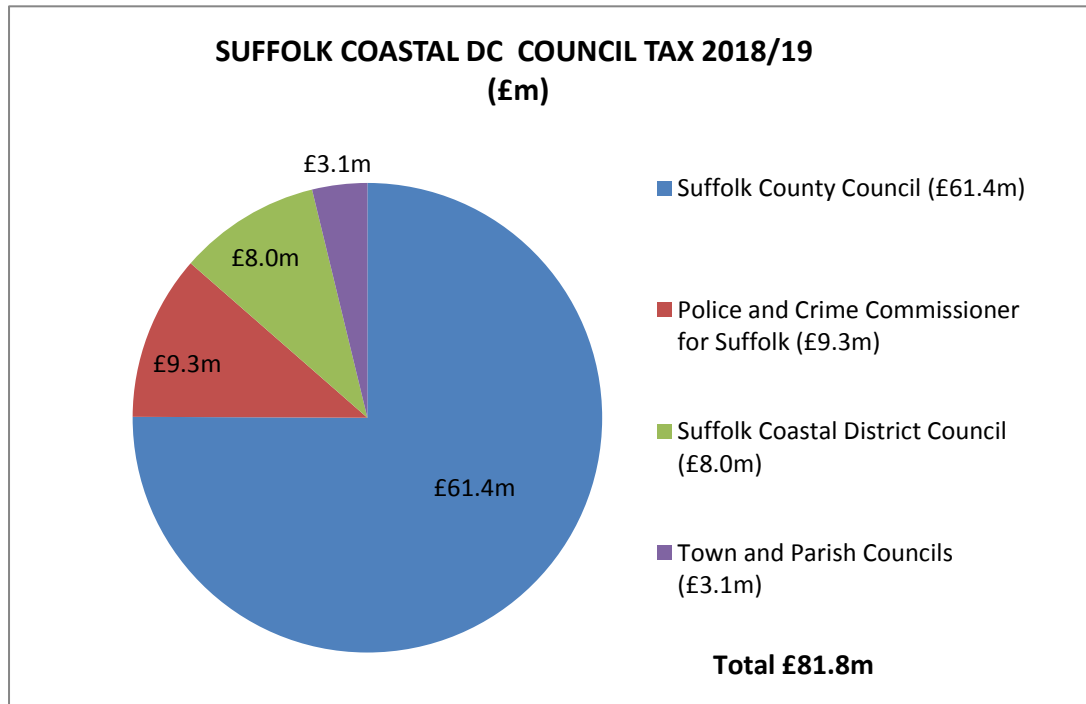


The chart below shows the performance on the collection of Non Domestic Rates receipts:

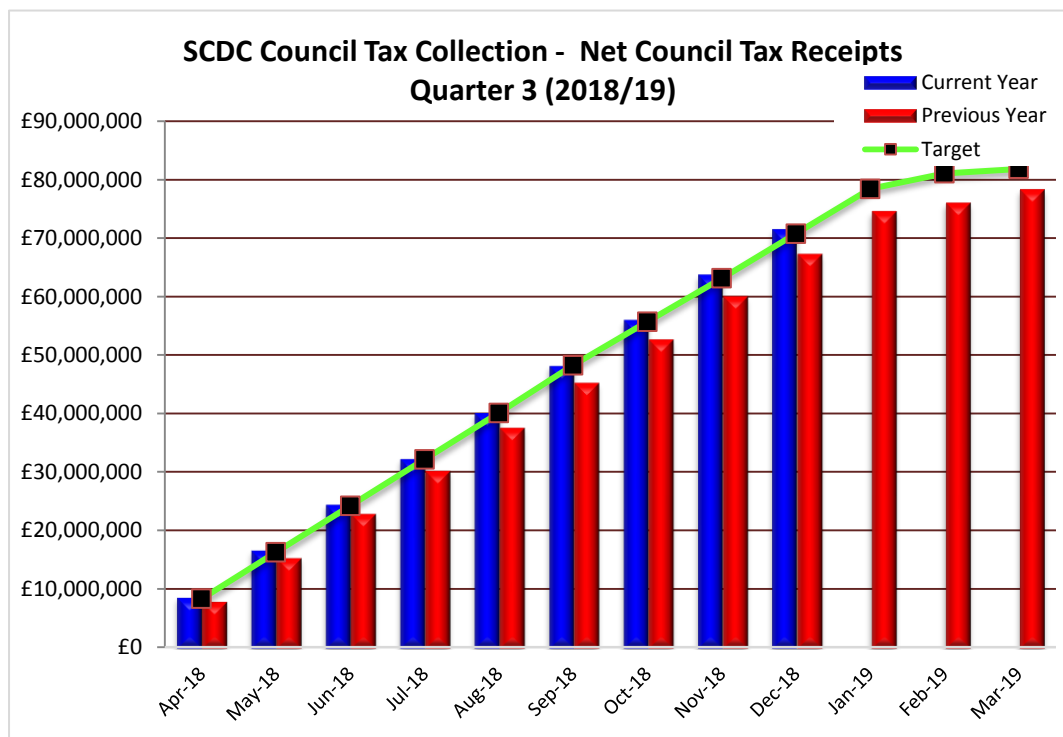


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection. Quarter 3 performance was on target.

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.



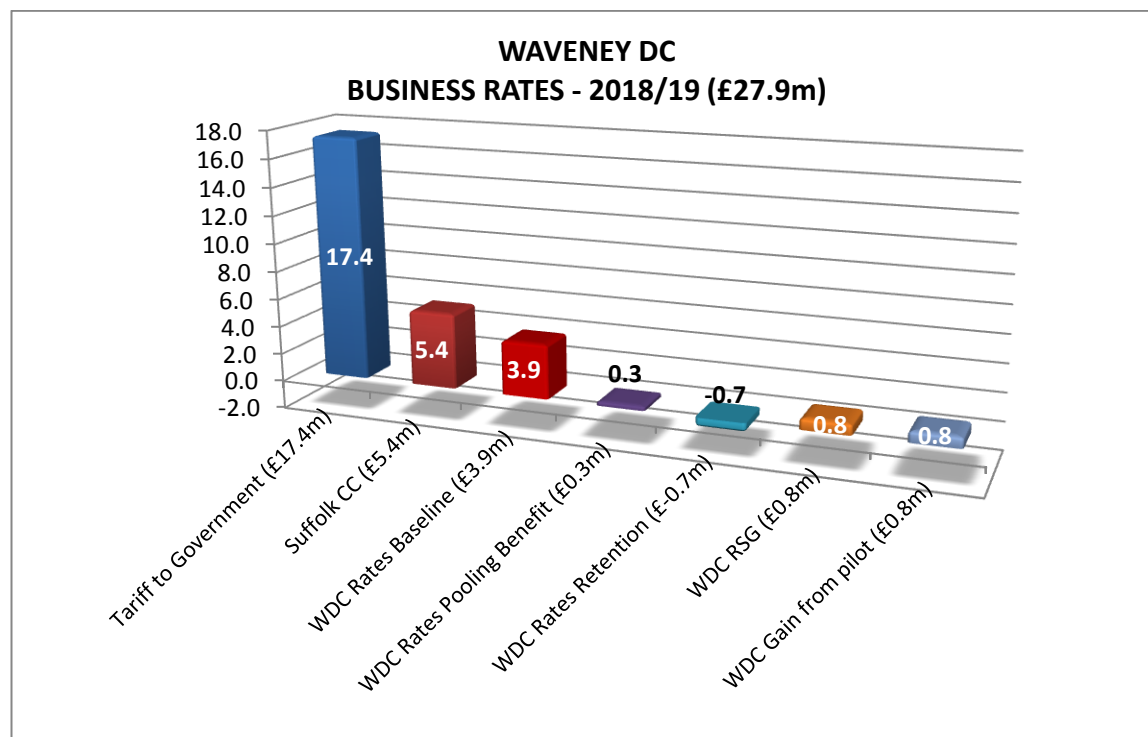
The chart below shows the performance on the collection of Council Tax:



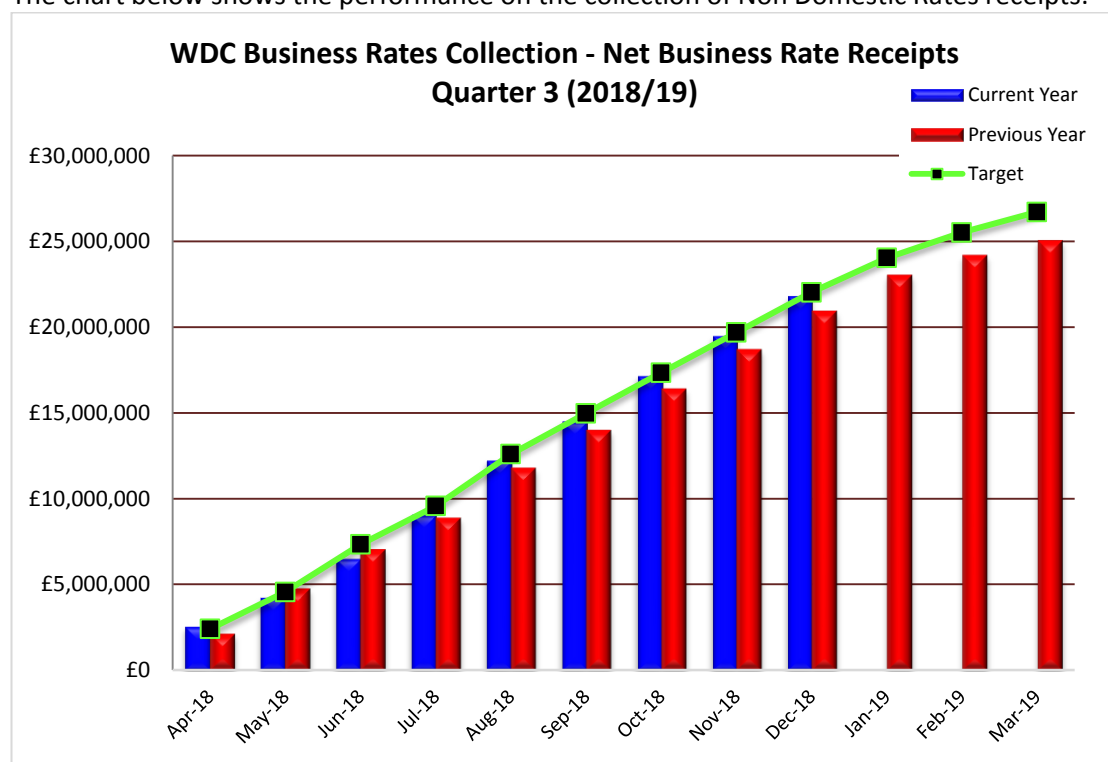
This shows the amount of Council Tax required to be collected within the financial year against actual collection. Quarter 3 performance was on target.

Waveney District Council

For illustrative purposes, the following chart shows the distribution of Non Domestic Rates. The actual accounting entries for 2018/19 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. For 2018/19, the Council is participating in the Suffolk 100% Business Rates Pilot, which incorporates the Council's Revenue Support Grant and Rural Services Delivery Grant being paid out of the business rates collected rather than directly from Central Government as grant funding. In addition, the Council will also receive additional funding through participating in the Suffolk 100% Business Rates Pilot. The extra pilot gain will be used to support growth initiatives that have been agreed with SCC.



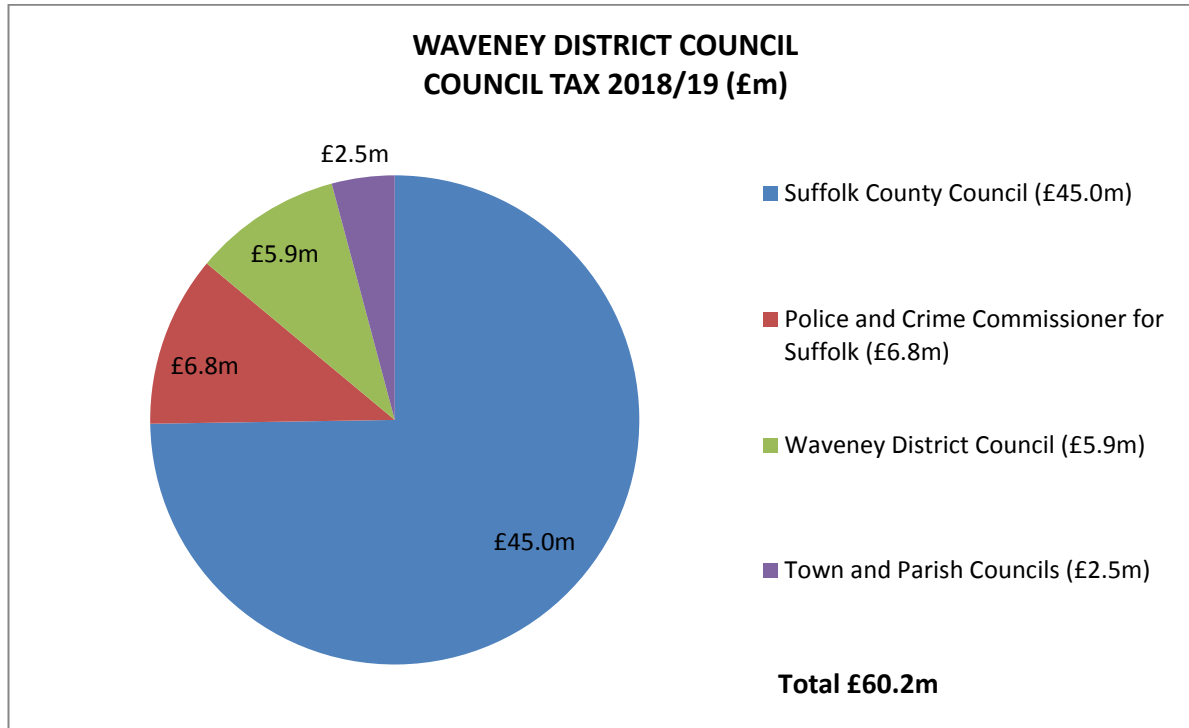
The chart below shows the performance on the collection of Non Domestic Rates receipts:



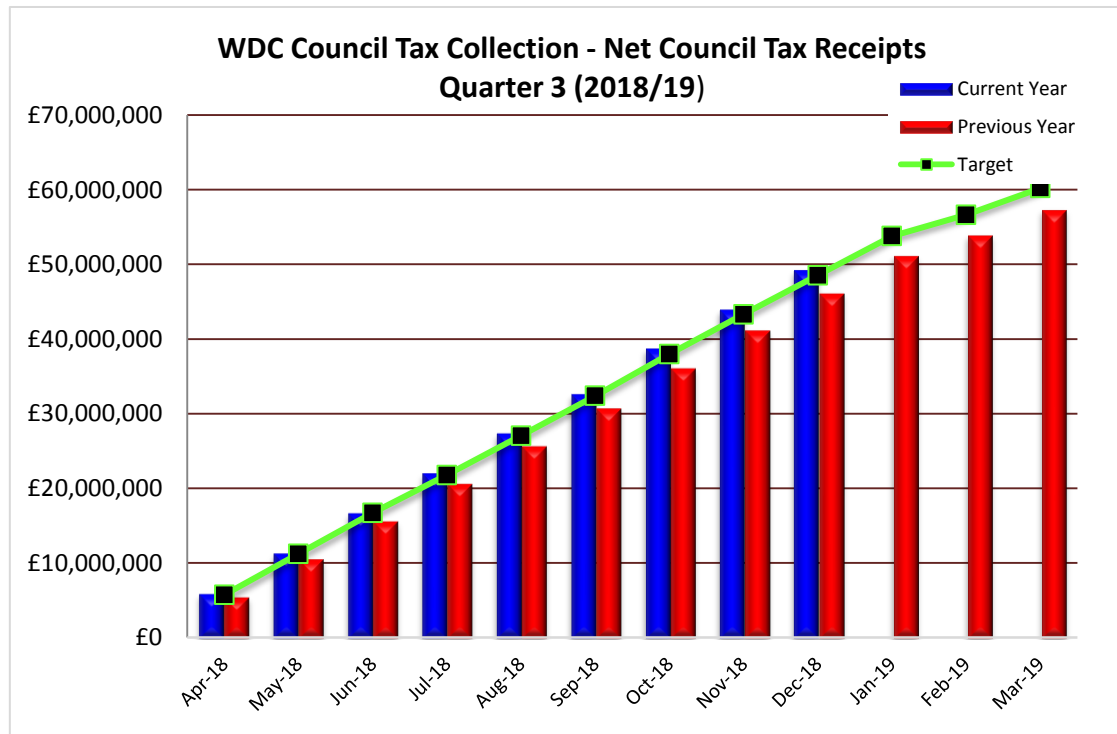
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

Collection is behind target due to a large refund of £600K in respect of backdated mandatory charitable relief.

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. Quarter 3 performance was above target.

8. Financial Update

Suffolk Coastal District Council Financial Monitoring as at Quarter 3

General Fund and Capital Investment Programme

Table 1 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 2018. 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 Net 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, 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 - Net Budget Requirement	13,771	(59)	13,712
Capital Investment Programme	12,949	(3,873)	9,076

General Fund

As at Quarter 3, the projected outturn variance against the Net Budget Requirement for the year is £59k less than the approved budget. The key variances are summarised in Table 2 below;

Table 2:

Key budget changes identified as at Quarter 3	£'000
Additional Income	(1,621)
Operational Requirements	1,642
Reduced Income	218
Reserve Movements	(298)
Net total of key budget changes	(59)

Details of some of the key variances in Table 2 above include:

Additional Income

- £600k, take up of the Green Waste scheme has been greater than originally estimated.
- £490k, S31 grant.
- £170k, interest income due to investing for longer periods and return on property investment fund.
- £214k, planning charges and CIL admin fee.

Operational Requirements

- £315k, legal costs of planning appeals.
- £253k, costs of Green Waste scheme.
- £200k, consultancy and promotional costs associated with the North Felixstowe Vision project (funded from reserves).

- £130k, miscellaneous property costs.
- £120k, Partnerships NJC pay award and invest to save.
- £106k, Revenue's & Benefits system migration for East Suffolk (funded from reserves).
- £90k, Women's Tour 2019 (funded from New Homes Bonus).
- £80k, demolition of Dellwood Pavilion (funded from reserves).

Reduced Income

- £183k, revised estimate of HB subsidy based on mid year claim.

Capital Programme

As at Quarter 3 there is a project outturn variance for the year of £3,873m less than the approved budget. The key variances are;

Table 3:

Portfolio	Scheme and reason for change	Change in Budget £'000
Environmental Services & Port Health	Port Health IT rephased from 2017/18	195
Financial Services, Corporate Performance & Risk Mgt	Commercial Investment rephased to 2019/20	(5,000)
Financial Services, Corporate Performance & Risk Mgt	Property Investment - revised budget	465
ICT Services	IT rephased from 2017/18	226
Operations	Green Waste Scheme - 240L bin rephased from 2017/18	750
Operations	Felixstowe Sports Hub - rephased from 2017/18	300
Operations	Deben Pool refurbishment rephased to 2019/20	(729)
Operations	Other minor rephasing	(150)
Planning & Coastal Mgt	Minor rephasing	70
Total		(3,873)

The financing of the projected capital programme of £8,626m (Table 1) is set out below in Table 4.

Table 4:

	Approved Budget for the Year £'000	Projected Change £'000	Projected Budget for the Year £'000
Receipts, grants and contributions	490	35	525
Revenue contributions	12,459	(3,908)	8,551
Borrowing	0	0	0
Total Capital Financing	12,949	(3,873)	9,076

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, enable additional spend or to be held in reserves.

General Fund and Capital Reserves

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

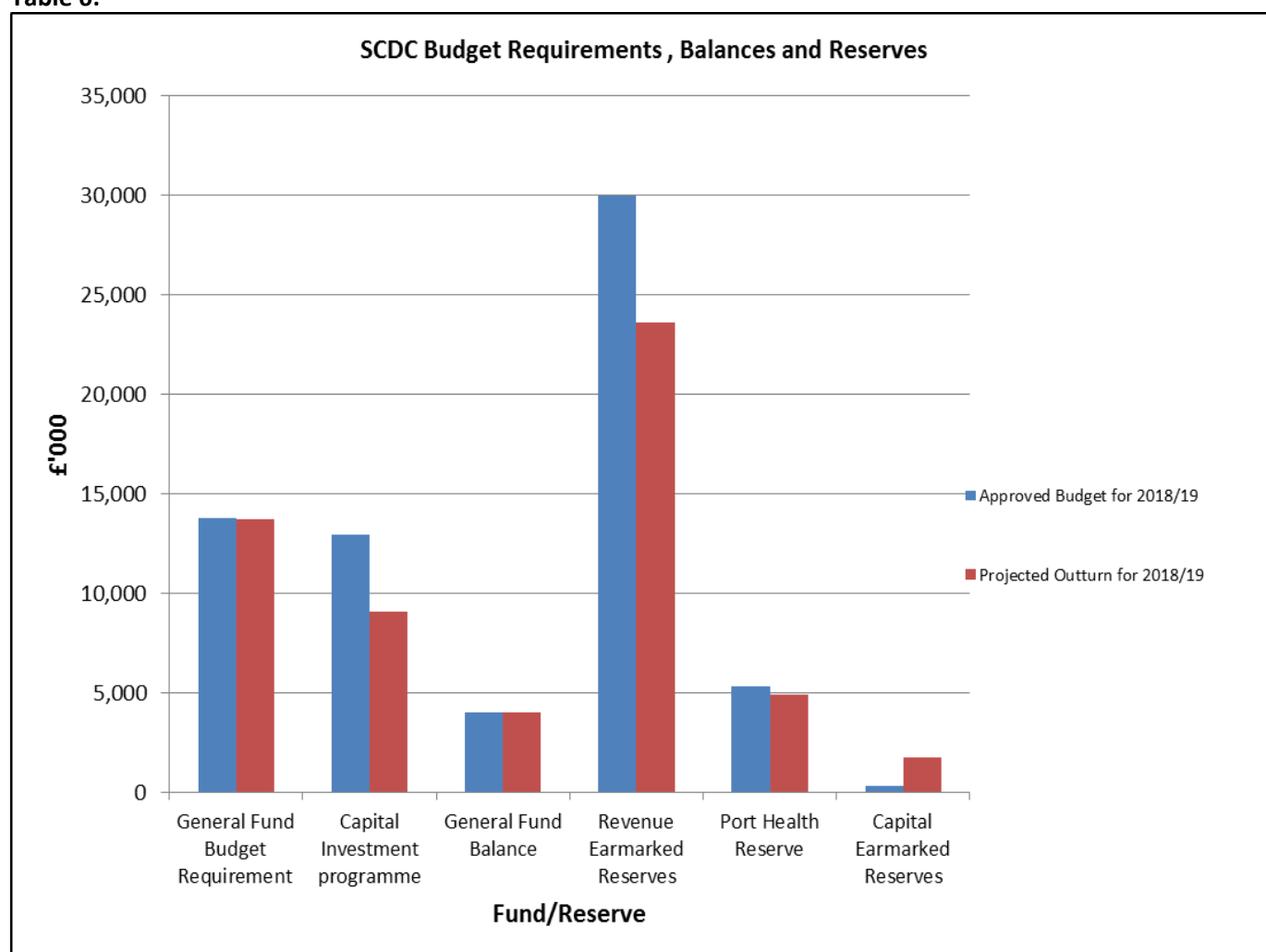
The projected balances take into consideration the outturn position for 2017/18, in-year approved use of reserves and budget variances identified to the end of Quarter 3.

Table 5:

	Balance as at 31/03/18 £'000	Projected Use of Reserves £'000	Projected Balance as at 31/03/19 £'000
General Fund Balance	4,000	0	4,000
Earmarked Reserves - Revenue	25,914	(2,275)	23,639
Earmarked Reserves - Capital	275	1,501	1,776
Earmarked Reserves - Port Health	4,482	420	4,902

The chart below provides a visual illustration of the approved (February 2018) and projected budget requirement and reserve balances.

Table 6:



Treasury Management

Prudential Indicator Monitoring

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

Borrowing

The 2018/19 capital programme is wholly financed from the Council's own resources and consequently it continues to be debt free.

Investments

Table 7:

Analysis by maturity:	Value £000	Rate range %
General Account	339	0.40
Money Market Fund (MMF)	6,000	0.40-0.63
Call accounts	4,000	0.4
Term Investments - 1 month	4,000	0.5
Term Investments - 2 months	8,000	0.51
Term Investments - 4 months	7,000	0.70-0.80
Term Investments - 6 months	20,500	0.72-0.93
Term Investments - 8 months	5,000	0.9
Term Investments - 12 months	12,000	1.01-1.10
Term Investments - 24 months	5,000	1.35
Long Term Property Investment Fund	2,391	4.58
Total	74,230	

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 £9 million.

Following advice from the Council's external treasury advisors Arlingclose, the Council has invested £2.391m into a pooled Local Authorities Property Fund (LAPF) to increase return on investment and also diversify the portfolio from just purely investing with banks and building societies. The Property fund's value is derived from a mixture of capital values and rental income. The rental income is returned on a quarterly basis, whereas the return on the capital investment is achieved when the investment is cashed in. The current projected dividend yield is 4.27% (the projected capital return when the investment is redeemed). With any investment there is risk and fluctuations in market activity or a downturn in the property market could affect the capital return on investment.

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

Table 8 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 Capital Programme and General Fund budgets which were approved in January 2018 and February 2018 respectively. 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 Net 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, specific grants from the Government and any funding from reserves. It is the main measure of performance and reflects the net budget position.

Table 8:

	Approved Budget for the Year £'000	Projected Variance as at Qtr 3 £'000	Projected Outturn for the Year £'000
General Fund - Net Budget Requirement	10,643	(225)	10,418
Capital Investment Programme	39,798	(21,730)	18,068

General Fund

As at Quarter 3, the projected outturn variance against the Net Budget Requirement for the year is £225k less than the approved budget. The key variances are summarised in Table 9 below;

Table 9:

Key Budget Changes identified as at Quarter 3	
	£'000
Additional Income	(1,170)
Operational Requirements	956
Reduced Income	141
Reserve Movements	(152)
Net Total of Key Budget Changes	(225)

Details of some of the key variances in Table 9 above include:

Additional Income

- £424k, additional S31 grant.
- £145k, additional interest income due to investing for longer periods and return on property investment fund.
- £144k, Southwold harbour and caravan site due to good weather during the summer.
- £115k, planning fees.
- £83k, additional Discretionary Housing Payment grant.
- £79k, licensing income.
- £50k use of additional grant to fund deployment of flood barrier (training purposes)

Operational Requirements

- £220k, revenue costs associated with the capital programme.
- £201k, Partnerships NJC pay award and invest to save.
- £127k, revision to the support costs to the HRA.
- £78k, Indoor Leisure management fee.
- £67k, Land drainage remedial works at Puddingmoor & Waveney Meadows Beccles.
- £55k, legal costs of planning appeals.
- £30k, East Point Pavilion investigation and preliminary design works.

Reduced Income

- £94k, Indoor Leisure, mainly due to take up of health and fitness membership.

Capital Investment Programme

As at Quarter 3 there is a projected outturn variance of £21,730m below the approved budget for the year. The key variances are;

Table 10:

Portfolio	Scheme and reason for change	Change in Budget £'000
Leader	IT rephased from 2017/18	274
Housing	Rephasing of capital programme (mainly new build programme)	(8,193)
Operational Partnerships	Beach hut wall project rephased to 2019/20	(1,500)
Operational Partnerships	East Point Pavilion project rephased to 2019/20	(1,500)
Operational Partnerships	Southwold Projects rephased to 2019/20	(850)
Operational Partnerships	Lowestoft Beach Hut - demolition/wall stabilisation	432
Operational Partnerships	Bungay Leisure Centre redevelopment	400
Operational Partnerships	Other minor changes rephased from 2017/18	(377)
Planning & Coastal Mgt	Tidal Barrier rephased to 2019/20 onwards	(8,394)
Financial Services, Corporate Performance & Risk Mgt	Rephased from 2017/18	192
Financial Services, Corporate Performance & Risk Mgt	Post Office Rephased to 2019/20	(1,276)
Financial Services, Corporate Performance & Risk Mgt	Investment Property purchase removed	(330)
Financial Services, Corporate Performance & Risk Mgt	Estates Management rephased from 2017/18	249
Financial Services, Corporate Performance & Risk Mgt	Minor budget revisions	(27)
Economic Development	Ness Point re-phasing to 2019/20	(830)
Total		(21,730)

The financing of the projected capital programme of £18,068m (Table 8) is set out below in Table 11.

Table 11:

	Approved Budget for the Year £'000	Projected Change £'000	Projected Budget for the Year £'000
Receipts, grants and contributions	16,860	(10,782)	6,078
Revenue contributions	14,952	(5,517)	9,435
Borrowing	7,986	(5,431)	2,555
Total Capital Financing	39,798	(21,730)	18,068

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 projected use of reserves for the year.

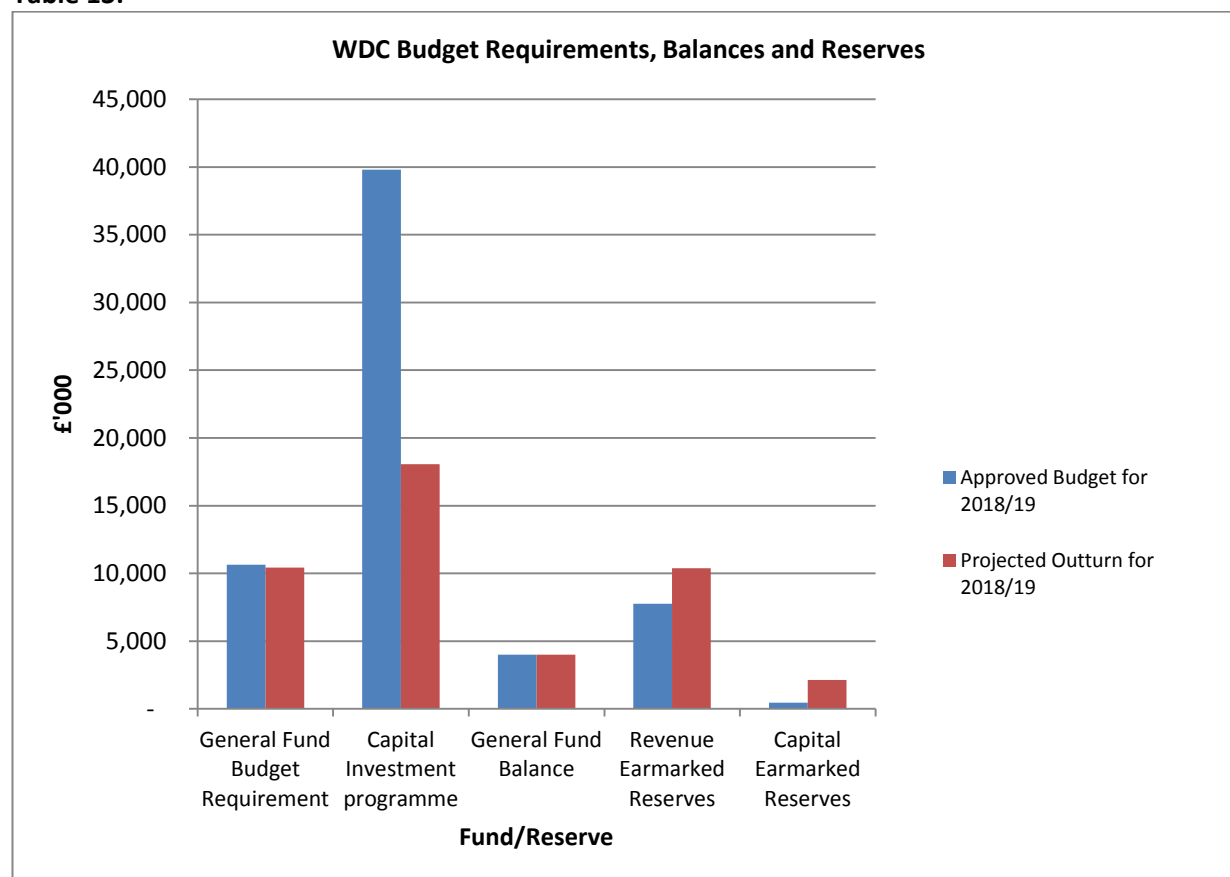
The projected balances take into consideration the outturn position for 2017/18, in-year approved use of reserves and budget variances identified to the end of Quarter 3.

Table 12:

	Balance as at 31/03/18 £'000	Projected Use of Reserves £'000	Projected Balance as at 31/03/19 £'000
General Fund Balance	4,000	0	4,000
Earmarked Reserves - Revenue	10,882	(497)	10,385
Earmarked Reserves - Capital	661	1,462	2,123

The chart below compares the approved (February 2018) 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 2017/18. This allowed for additional funds to be transferred to the In-Year Savings Reserve (£1.2m) to provide funding for future year budget shortfalls.

Table 13:



Treasury Management

Prudential Indicator Monitoring

Table 14:

Maturity Structure of Fixed Rate Borrowing:			Compliance	
	Upper Limit	Lower Limit	Quarter 3 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
				Limits for 2018/19
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 15:

Analysis by maturity: Repayable within	Annuity £'000	Fixed £'000	Variable £'000	Total £'000
2 years	0	0	0	0
2 to 5 years	0	0	0	0
5 to 10 years	0	3,000	20,206	23,206
over 10 years	10	64,439	0	64,449
Total	10	67,439	20,206	87,655

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 16:

Analysis by maturity:	Value £'000	Rate range %
General Account	4,379	0.40
Call Accounts (Liquidity Funds)	9,000	0.4
Term Investments - 2 months	5,000	0.51
Term Investments - 3 months	5,000	0.51-0.78
Term Investments - 4 months	3,000	0.70
Term Investments - 6 months	15,000	0.72-0.93
Term Investments - 8 months	5,000	0.90
Term Investments - 12 months	5,000	0.95
Long Term Property Investment Fund	2,391	4.58
Total	53,770	

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 £9 million.

Following advice from the Council's external treasury advisors Arlingclose, the Council has invested £2.391m into a pooled Local Authorities Property Fund (LAPF) to increase return on investment and also diversify the portfolio from just purely investing with banks and building societies. The Property fund's value is derived from a mixture of capital values and rental income. The rental income is returned on a quarterly basis, whereas the return on the capital investment is achieved when the investment is cashed in. The current projected dividend yield is 4.27% (the projected capital return when the investment is redeemed). With any investment there is risk and fluctuations in market activity or a downturn in the property market could affect the capital return on investment.

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 2018. 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 17 below summaries the approved budget and the projected outturn for the year.

Table 17:

	Approved Budget for the Year	Projected Variance as at Qtr 3	Projected Outturn for the Year
HRA	£'000	£'000	£'000
Income	(20,385)	2	(20,383)
Expenditure	9,191	298	9,489
Interest & Capital Charges	11,118	(397)	10,721
Reserve Transfers	1,000	0	1,000
Contribution from/(to) the HRA balance	924	(97)	827

As at Quarter 3 there is a projected outturn variance for the year of £97k less than the approved budget. The key projected variances are;

Additional Income

- £181k, rechargeable works, e.g. DFG works for the Private Sector Housing team.

Reduced Income

- £114k, current estimate of rental income for the year, based on current figures (this equates to a 0.6% adjustment on the total rental income).
- £58k, current estimate of services charges income for the year based on current figures.
- £19k, amendment to prior year charges to leaseholders.

Reduced Costs

- £394k, reduction in the Direct Revenue Financing of the capital programme, due to rephasing capital projects.
- £47k, refund of prior year Council Tax credit balances for HRA properties.

Increased Costs

- £170k, estimated increase to the bad debt provision due to increased rent arrears.
- £158k, staffing costs, e.g. changes to operatives pay scheme.
- £60k, purchase of tools for operatives (Health & Safety requirement).

HRA Reserves

The projected use of HRA reserves for the year is set out in Table 18 below.

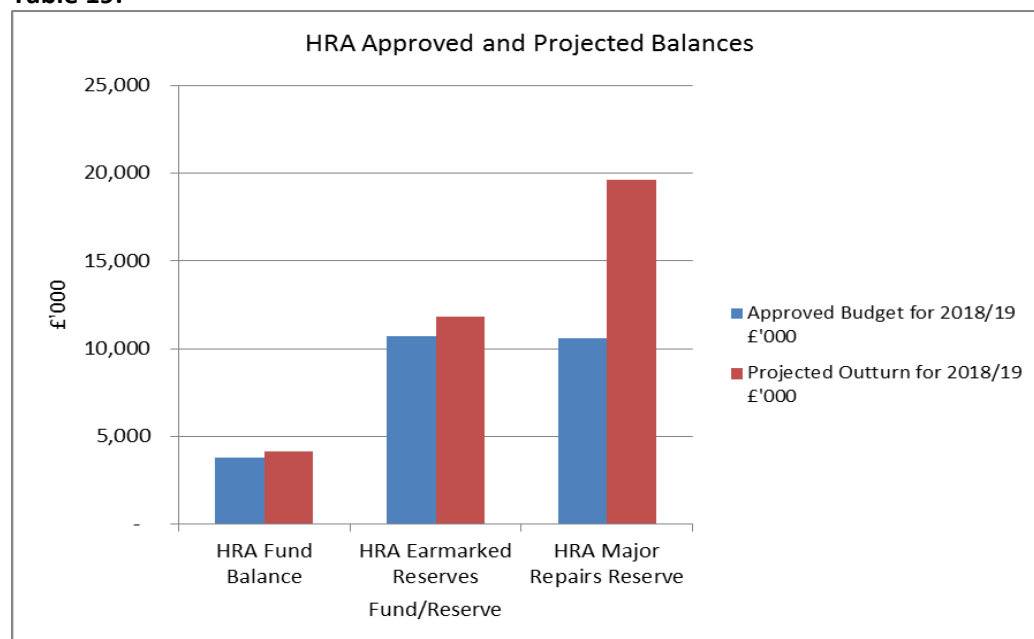
The projected balances take into consideration the outturn position for 2017/18, in-year approved use of reserves and budget variances identified to the end of Quarter 3.

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 18:

	Balance as at 31/03/18 £'000	Projected Use of Reserves £'000	Projected Balance as at 31/03/19 £'000
HRA Fund Balance	4,937	(827)	4,110
HRA Earmarked Reserves	10,822	1,000	11,822
Major Repairs Reserve	19,099	537	19,636

The chart below compares the approved (February 2018) and projected reserve balances for the HRA.

Table 19:

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 Audit and Governance Committees, high level details are:

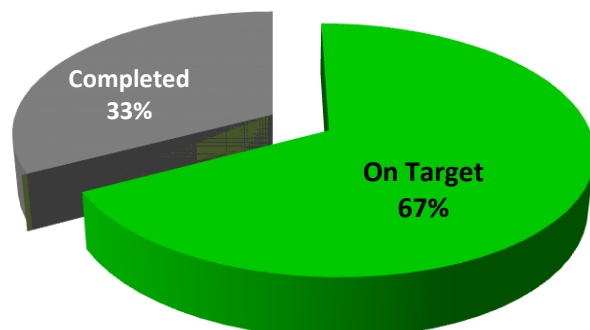
Corporate Risk	Current rating	Target rating	Projected Direction	Update
Medium Term Overview	Amber	Green	→	Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place.
Asset Management Strategy	Amber	Green	↑	Work will be complete on an East Suffolk Asset Management Strategy by March 2019. In addition, a council Commercial Investment Strategy will be completed and approved. The Uniform Database will have been implemented as the single asset management system and all East Suffolk assets and land holdings will have been uploaded onto the system.
ICT (including Disaster Recovery for ICT)	Amber	Amber	→	Action plans in place to continue to improve mitigation for cyber threats and risks. Risk is at target rating.

Corporate Risk	Current rating	Target rating	Projected Direction	Update
Capital Programme	Amber	Green	→	Capital programme in place. Asset Management Group meets 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.
Service Planning	Green	Green	↑	Service plans aligned to capture progress of specific actions within the Business Plan.
Financial Governance	Green	Green	↑	Financial Governance Framework regularly reviewed, ensuring alignment with corporate priorities and financial management best practice.
Digital Transformational Services	Amber	Green	↑	Action plan in place for delivery and adoption of Digital Services Strategy.
East Suffolk Business Plan	Green	Green	↑	East Suffolk Business Plan in place since 2016-17. Progress against actions being reported.
Service Delivery Contracts / Partnerships	Amber	Green	↑	Regular review of Contract Procedure Rules ensuring alignment with business priorities and legislation. Partnership performance included within Internal Audit programme.
Welfare Reform (Universal Credit) Impact	Amber	Green	→	Welfare Reform likely to impact upon the services of Council. Current controls/mitigating actions in place to manage impact.
Housing Development Programme	Amber	Green	↑	Policies and protocols in place and updated/reviewed regularly. Housing Programme Board held to monitor developments and manage impacts.
Annual Budget	Green	Green	→	Appropriate controls/mitigating actions remain in place to ensure this risk is managed effectively.
'One Council' East Suffolk Council	Green	Green	↑	'Programme Team' in place. Member Programme Board being held. Member Working Groups were in place to manage work packages these are now ending and closure reports will be produced. Statutory reports are now being reported to Shadow Authority. Standing item at CMT meetings & regular reports to Cabinet/Full Council. Briefings to Senior Members.
Safeguarding	Amber	Green	→	Safeguarding Policy updated. Training for councillors and staff on safeguarding adults & children, established reporting process.
General Data Protection Regulation	Amber	Green	→	Implications if legislation breached. Controls in place include compliance with Data Protection Act 1998, GDPR project, Information Champions in place, standing item at CMT, Data Protection Officer member of local & national GDPR working groups.
Ethical Standards (maintain and promote)	Green	Green	→	Protocols and Codes of Conduct kept under constant review.
Brexit	Amber	Green	→	Risk was currently a watching brief, agreed it should be included on risk register due to possible implications on Port and also impact on local economy. A countywide Brexit group has been set-up where the council is represented.



Performance of the Councils' key corporate projects

10. Corporate Projects

**East Suffolk Corporate Projects
Quarter 3 (2018/19)**



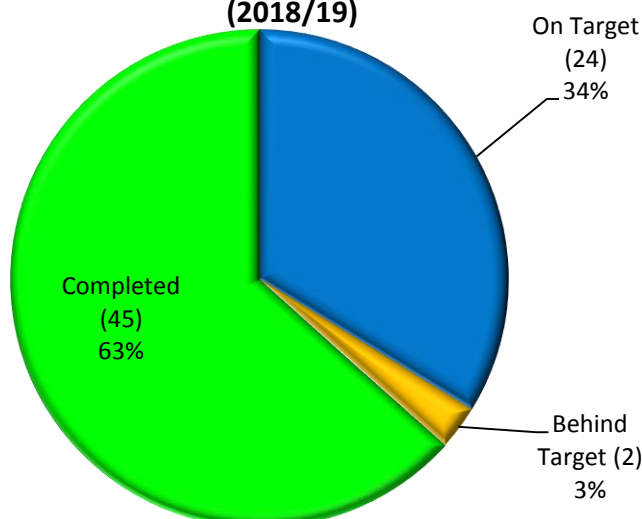
Service Plans include details relating to corporate projects which are aligned to key strategic themes and assist with the delivery of the East Suffolk Business Plan. The Corporate Project Register enables automatic reporting of the corporate programme and is under constant review. There are currently 49 East Suffolk projects 33 are on target (green) and 16 are completed. No projects are behind target or have major issues. Appendix C contains details of Corporate Projects.

Council	Number of Key Projects	On Target 	Behind Target 	Major Issues 	Completed
East Suffolk	18	12	0	0	6
SCDC	16	9	0	0	7
WDC	15	12	0	0	3
Total	49	33	0	0	16

East Suffolk Business Plan Actions




11. Progress against Business Plan Actions

**Business Plan Action progress at Quarter 3
(2018/19)**



Following a review of the Business Plan action progress, performance to deliver the actions within the East Suffolk Business Plan are shown in the tables below. There are 71 East Suffolk Business Plan actions (35 for East Suffolk, 18 for SCDC and 18 for WDC). Currently 24 actions are on target, 2 behind target (amber), 45 completed and no actions with major issues (red) or on hold.

Full details are contained within Appendix D.

Council	Number of Business Plan Actions	On Target 	Behind Target 	Major Issues 	On Hold	Completed
East Suffolk	35	9	0	0	0	26
SCDC	18	6	0	0	0	12
WDC	18	9	2	0	0	7
Total	71	24	2	0	0	45

The two Business Plan actions currently behind target (amber) are:

WDC Business Plan Actions:

- **Increase the number of new Council Houses:** In 2015 we built our own housing for the first time in a generation and have committed ourselves to an ambitious development programme going forward. We have built 20 new council homes which have been generally let to local people. This year we will triple the number of new council homes with 60 properties, with affordable rents, becoming available. These new properties range from 1 bed flats to 3 bed family homes across the Waveney district. In addition, our Housing Revenue Account Business Plan identifies and budgets for a programme of 257 new council homes to be built over the next 5 years and we are working to identify appropriate sites for new developments to ensure our 'development pipeline' is maintained, although identifying land for development is proving problematic and therefore the figure of 257 new homes in 5 years is likely to prove a challenging target.
- **Support delivery of a new playing field facility in Kessingland, through an enabling housing development (in accordance with the draft Neighbourhood Plan):** We are committed to providing a more comprehensive play offer in Kessingland, particularly for older children and youths. The Local Plan has identified the potential for around 100 new homes to be built in the area and once this housing development comes forward, it will release land on the west side for the provision of a play facility and wider green space. No planning application has yet been received, although we anticipate that a scheme will come forward in the next five years. In the meantime, options for the funding of play equipment are continuing to be explored and the Council has an excellent track record of bidding for funding to support new play equipment. Delivery of the programme will ensure that Kessingland residents have a good range of play equipment, meeting the needs of all groups and encouraging outdoor play and activity. The Council's planning team are encouraging those sites allocated in the neighbourhood plan to be developed, including proactively contacting developers in cases where there has been no activity following the allocation of the site for planning.

Completed Business Plan Actions:

Case studies for each completed Business Plan action will be available on the [Councils' website](#), with new case studies being published regularly.

Other Performance Information

12. Corporate Activities

East Suffolk Council

Apprenticeships:

14 young people completed apprenticeships in 2018, 10 have full time roles within East Suffolk and 4 had taken up exciting opportunities elsewhere. Within the last six years there have been nearly 100 apprentices to the organisation.

Free Car Parking:

Car parking was free all day at every car park across Suffolk Coastal and Waveney on the 100th Anniversary of Armistice day. Also to support local shops and community organisations two-hour blocks of free parking was available which could be used to link to specific events twice during the build up to Christmas.

Member Training and Briefing Sessions:

Waveney District Council

During Quarter 3 three members received Licensing Committee Training on 3rd October and 12 members attended a Dementia Friends Information Session on 27th November 2018.

Partners

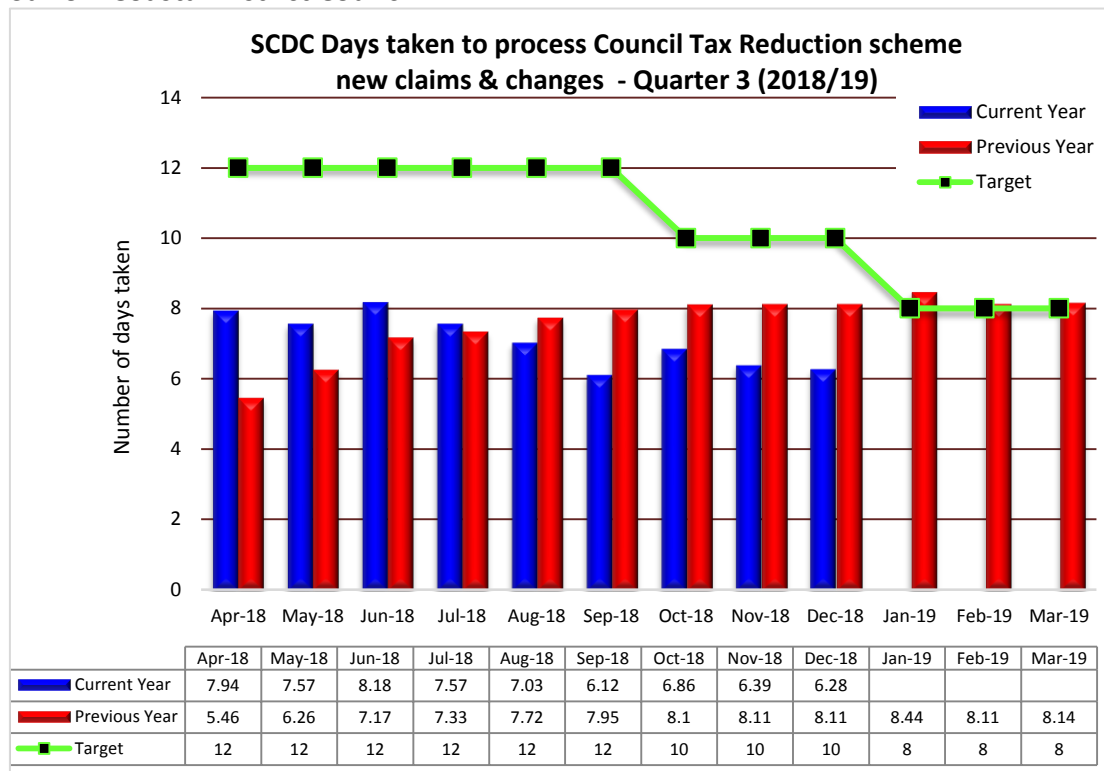
13. Outcomes

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

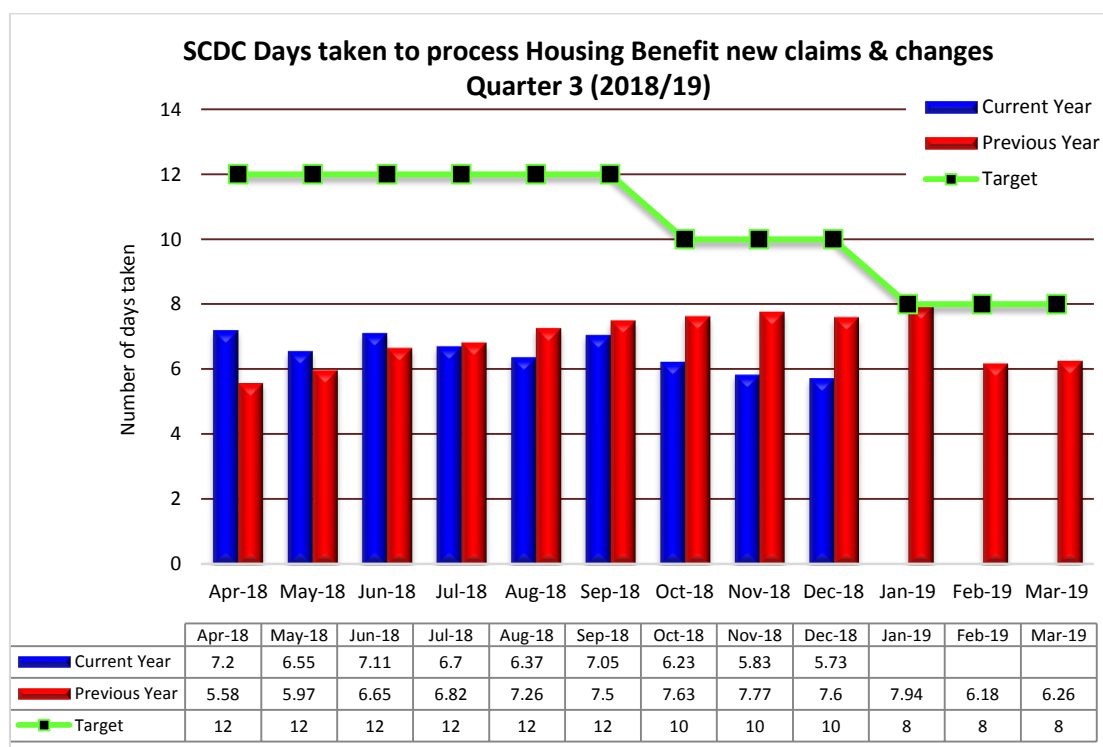
Anglia Revenues Partnership (ARP)

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:

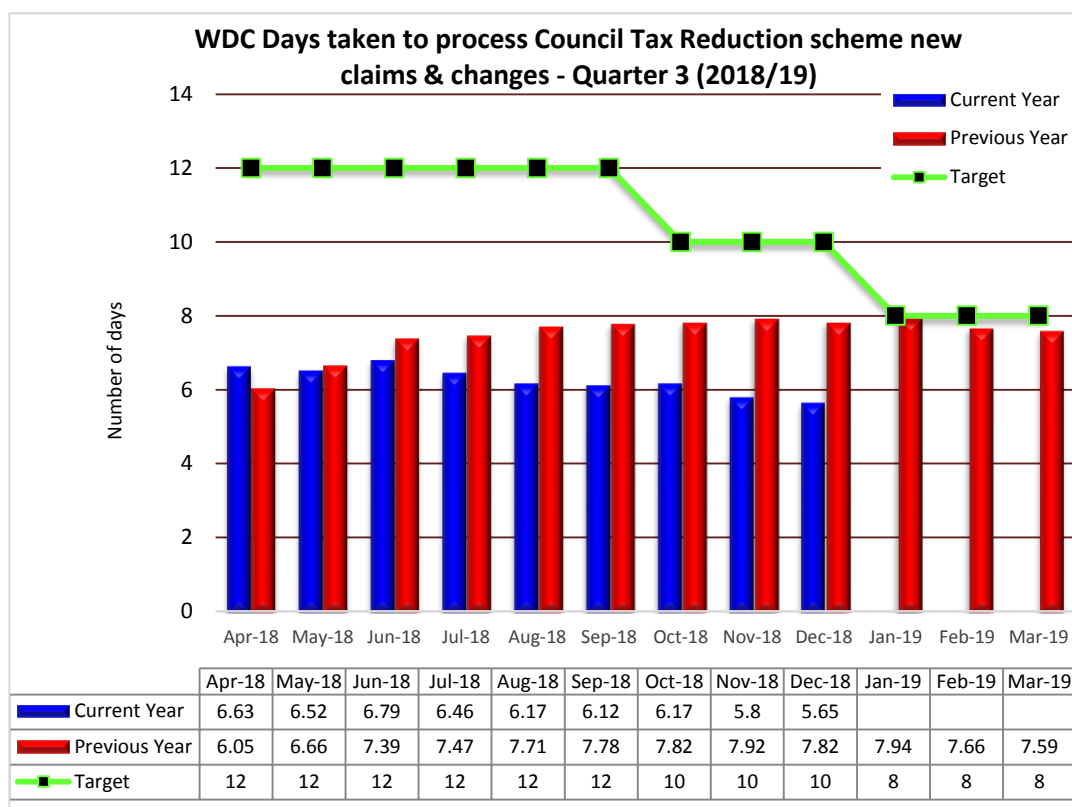


This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. On target for current year.

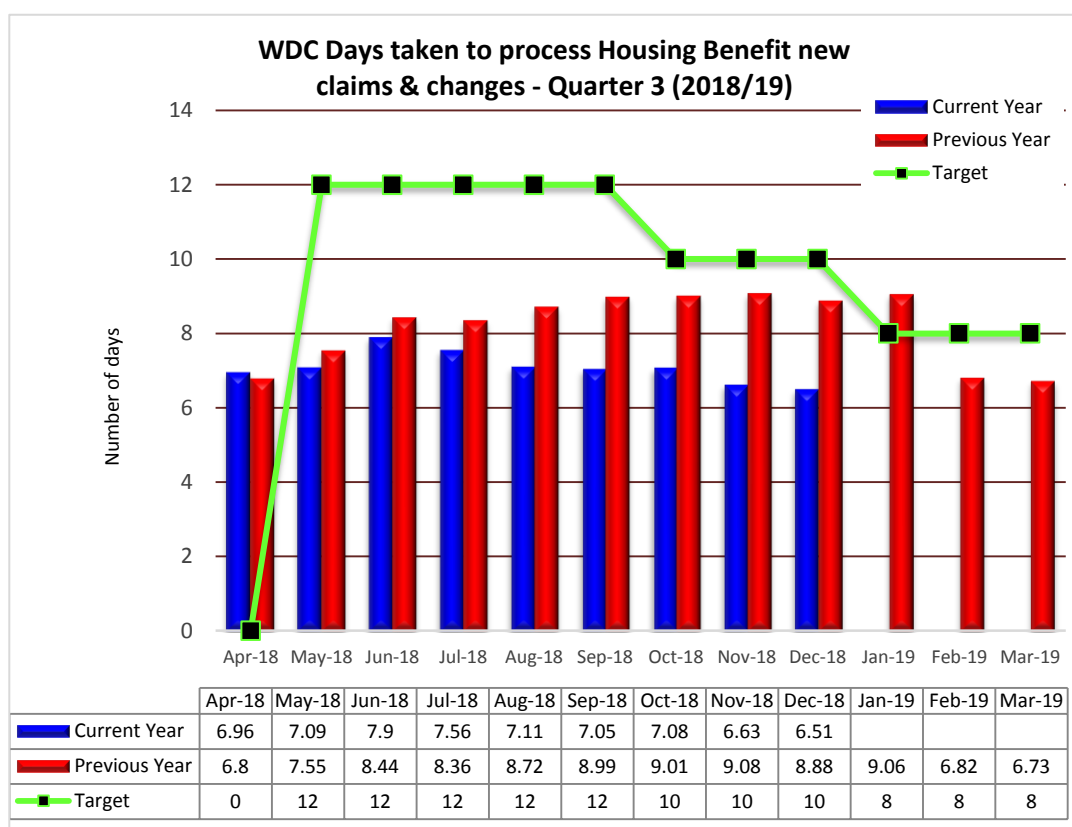


This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets. Performance on target for current year.

Waveney District Council:



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets. Quarter 3 performance is 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. Performance for Quarter 3 is on target for the current year.

Coastal Management

The Coastal Partnership East (SCDC, WDC, Gt Yarmouth BC and North Norfolk DC) was set up to manage the Norfolk and Suffolk coastline in April 2016. This enabled benefits such as improved capacity to recruit, improved staff development opportunities, greater team resilience, increased impact through greater scale and new opportunities to build new revenue streams to be delivered.

Highlights/progress for Quarter 3 (2018/19):

- Future Flood and Coastal Erosion Risk Management (FCERM) 2050 Strategy**
 There had been significant effort this Autumn to influence the development of the FCERM 2050 Strategy currently being developed by the Environment Agency on behalf of the Government. This strategically important work will shape the management of the coast for the next 6 years and also feed into new Government Policy Statements and future funding arrangements. There have been a number of different workstreams which both Councillor Smith and members of the CPE team have had significant input. The draft strategy will be consulted upon in January.
- Suffolk Coast Forum Conference 2018**
 The conference attracted around 240 delegates who benefitted from a wide range of speakers including John Curtin, Executive Director of Flood and Coastal Risk Management at the Environment Agency and Nick Crane, author, explorer, geographer and presenter of BBC 2 Coast. Sponsorship was secured to cover the cost of this important event. Feedback from conference delegates had been extremely positive with responses to evaluation of what we could change being a resounding 'more of the same please'. Planning has begun for the 2019 event scheduled for 4th October 2019.
- Success of our Apprentices**
 In the last year the Coastal Management team welcomed two apprentices. Both worked extremely hard and it is pleasing to report Alysha Stockman successfully applied for and won a permanent role within the team as a Partnerships and Engagement Support Officer and Callum Lee secured an excellent role at BAE systems.

Suffolk Coastal District Council

- Sizewell C (coastal management):** Discussions were held with EDF in the autumn to understand its proposals and the implications for the coast and adjacent communities. This is to prepare for the Stage 3 consultation from January to end March 2019. A half-day workshop with coastal groups and partnerships had been arranged for 22nd January. Alongside the town and parish event in the morning, this will support coastal groups and partnerships to respond to the Stage 3 consultation and SCDC in the preparation of its response.
- Slaughden and Bawdsey East Lane:** The next stages of the SMP policy review have been initiated working with other Risk Management Authorities and community groups in these two areas. These are important for the long term strategic management of these areas.

Waveney District Council

- Lowestoft Flood Risk Management Project:** The project team had been advised that the Large Project Review Group (EA approval body) was minded to approve the Outline Business Case for Lowestoft FRMP. This is a very significant milestone in the development of this key project and means that we have financial approval for the fluvial and pluvial works and technical approval for the tidal works. Planning applications for phase 1 of the project, which includes the construction of a flood wall and small pumping station to reduce flooding from the river and construction of the tidal flood walls, will be submitted by early Spring.
- Southwold Harbour:** Work is underway with the Asset Management Team to undertake a strategic view of the coastal processes around the harbour to help inform what works would be most effective. CPE continue to provide support to project leads the Water Management Alliance. Our involvement centres around the coast protection element of the project and as planning authority. The project satisfied the EA's Large Project Review Group in terms of its deliverability. The next step is to gain approval for RFCC funding to develop an

Outline Business Case (OBC). The project is extremely important to decrease flood risk and to provide protection to the A12.

LGA Coastal Special Interest Group:

- **Department for Transport – Ports and Planning Summit**

The SIG Chairman was invited to a “Summit” at DfT to explore issues around ports and the planning system. Major Ports Group are calling for significant policy changes towards effectively a presumption in favour of such applications. Further development of the Coastal Concordat is also being called for. Other participants included HM Treasury, MHCLG, the MMO and ports representatives. This is further recognition that the SIG under its leadership from East Suffolk is having increasing recognition and influence on advising government on issues affecting Coastal LAs.

- **House of Lords and Regeneration**

Earlier this year the LGA Coastal SIG was approached by the House of Lords Select Committee on Regeneration of Seaside Towns and Communities, to support their evidence gathering and to host a workshop. Leaders and Chief Executives from 23 coastal authorities were represented at the event with 10 committee members present, five of whom facilitated workshops, an excellent opportunity for the group to feed directly into Government. Evidence submissions can be accessed from the Committee website and SIG submissions can be found at <https://lgacoastalsig.com/regenerating-seaside-towns-and-communities/>

- **Coastal SIG support managing the coast in a changing climate**

The report, recently published by the Committee on Climate Change, investigates the long-term challenges facing authorities who manage England’s coastline with the predictions of climate change. The report concluded that the current approach to coastal management is not sustainable in the long term. This report was initiated by CoCC following direct representation from the SIG and others and it is hoped have a direct impact into government thinking and future strategy. The report can be found at <https://www.theccc.org.uk/publication/managing-the-coast-in-a-changing-climate/>

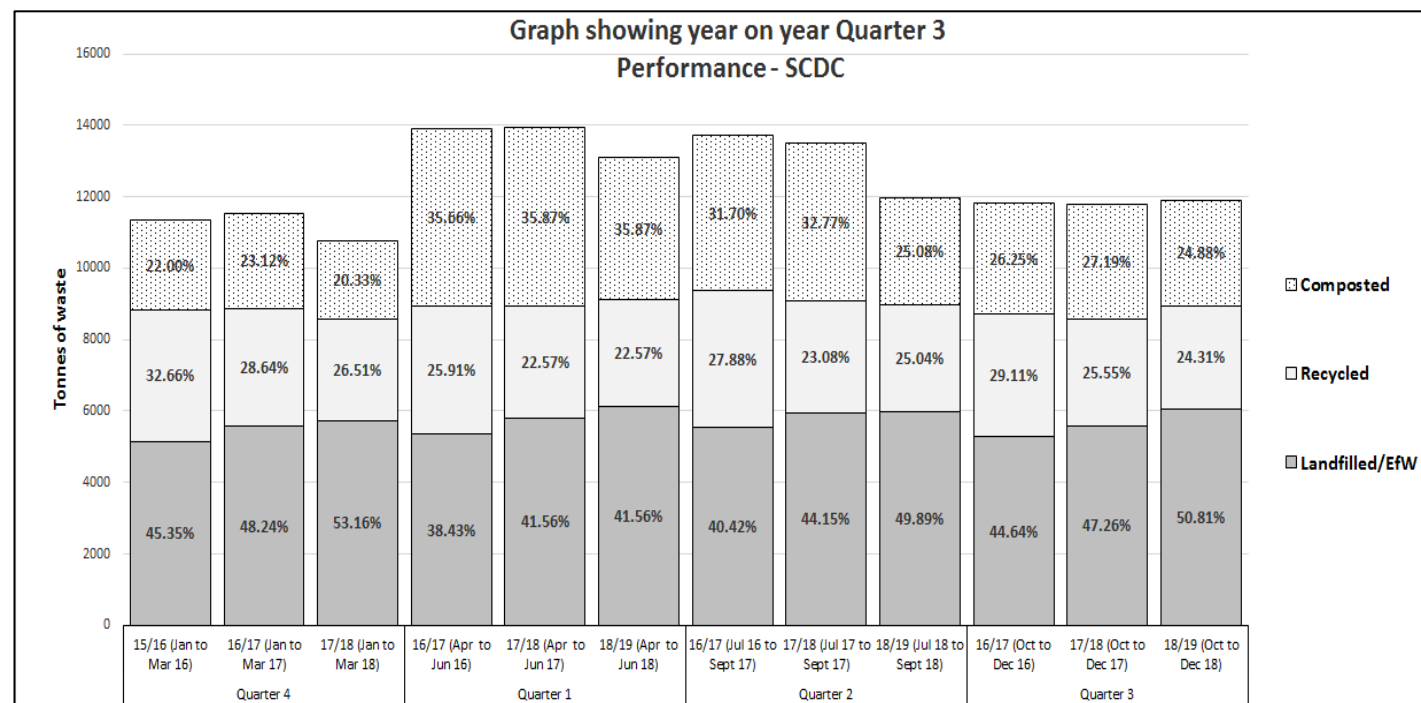
Places for People

- **Leiston Leisure Centre:** The redevelopment of the Leiston Leisure Centre continues with the swimming aspect due to re-open on 11th March 2019 followed by the remainder of the building in June.
- **Deben Leisure Centre:** Places Leisure continued to exceed membership targets for Deben Leisure Centre. Whilst there is no ‘like for like’ comparison for the redeveloped facility, the Quarter 3 comparison verse the previous facility for 2017/18 (last year of operation) had seen a 122% increase in participation (33,000 to 73,000) in Quarter 3 2018/19. Fitness had grown within the new facilities from 4,400 to 44,107 visits (900% growth). There had been a reduction swimming numbers (4,000) compared to Quarter 3 in 2017/18 due to alternative fitness solutions and the variety of activities now available.
- School Swimming take up had increased 33% (in like for like period) with approximately 1,200 additional visits from local schools in the compared period.
- **Felixstowe Leisure Centre:** (5%) vs Target. Like for like period reduced by 3,300 visits which is likely to be linked to the reopening of Deben Leisure Centre, including 700 fitness visits. Indoor bowls (1,400) visits in the quarter which is an 11% reduction compared to the same quarter in the previous year.
- Planned remedial work had taken place at Felixstowe Leisure Centre which is designed to ensure that the facility operates fully for customers until the redevelopment takes place which included new boilers, external decorating, repairs of doors and windows, and replacement of tiling in the pool hall.

Suffolk Coastal Norse (SCN) / Waveney Norse (WN)

Suffolk Coastal District Council

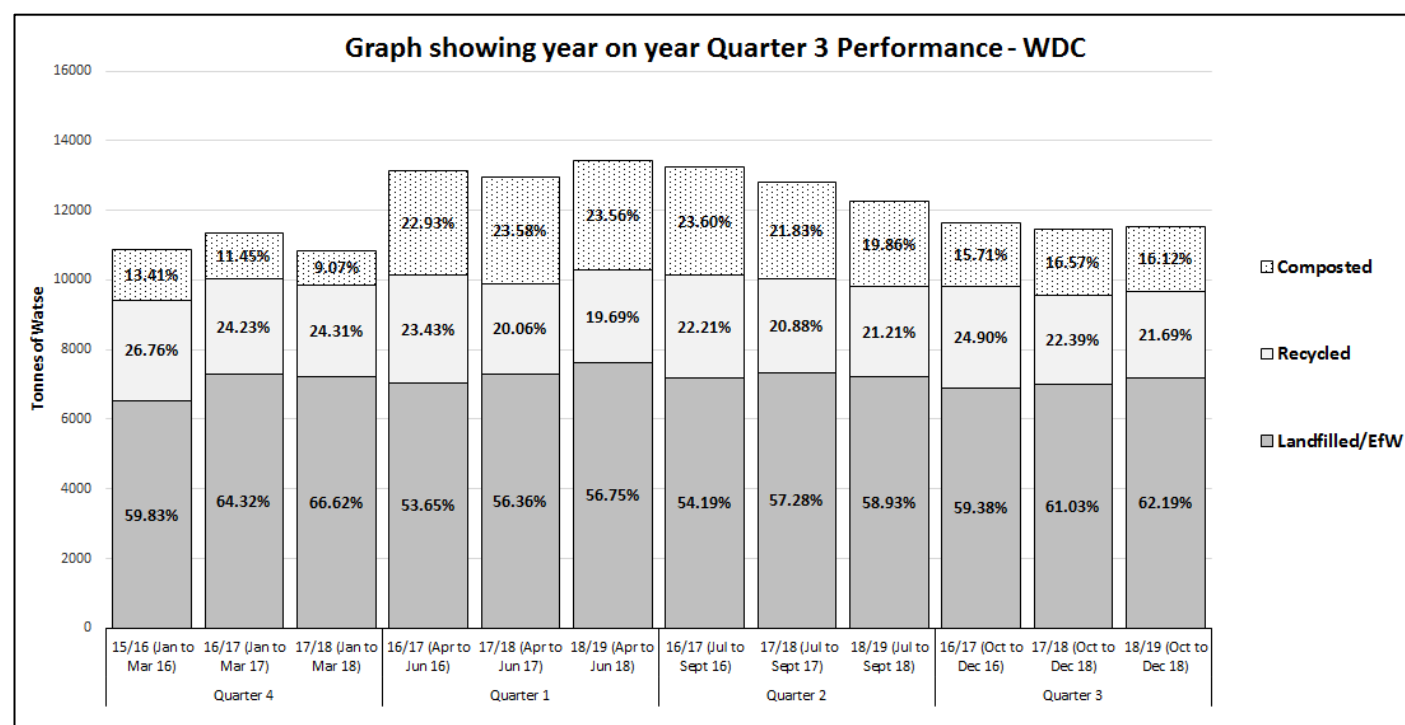
The table below shows the amount of household waste recycled and composted, and the amount of residual waste sent for treatment at the Energy from Waste (EfW) facility at Great Blakenham.



- Compostable waste collected in Quarter 3 was also lower (246.56 tonnes less) than the same quarter last year (24.88%), and is a consequence of the new chargeable Garden Waste Scheme.
- The amount of residual waste collected in Quarter 3 increased slightly compared to Quarter 2, by 71 tonnes (50.81% of waste collected). Year on year residual increased by 472 due to the garden waste take up.
- Despite the above, 'household waste sent for reuse, recycling and composting' was 49.71% in Quarter 3, which was better than the profiled quarterly target of 47.23%.
- 111 fly tipping incidents were reported in Quarter 3, which is double the 63 reported during Quarter 2 last year. 38 incidents were investigated by SCN (and 65 were cleared). SCN continues to work with Waveney and Suffolk Waste Partnership (SWP) on actions/campaigns to address flytipping.
- 3 Fixed Penalties Notices (FPNs) were served for offences of littering, 5 FPNs were served for offences of fly tipping and 1 FPN was served for the offence of dog fouling. 8 other enforcement letters were issued relating to other waste related complaints.
- 74 abandoned vehicles were reported in Suffolk Coastal during Quarter 3. All were investigated by the SWEE Team with five vehicles being removed and stored, two vehicles destroyed.
- Other initiatives supported in Quarter 3 included:
 - Operation Quartzite took place in Felixstowe in October, a high impact multiagency enforcement day organised by Suffolk Police. 9 vehicles were searched by enforcement officers in connection with waste offences.
 - In line with the Love East Suffolk community litter picking scheme, approximately 8 litter picks took place throughout the district, carried out by various different organisations, charities, parish councils and businesses, helping to keep our district free and clean of litter.
 - One prosecution was brought through Ipswich Magistrates Court and the offender was convicted of failing to clear up after his dog had fouled on 2 separate incidents. He was fined £150 and made to pay costs of £450.

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.



- Compostable waste collected in Quarter 3 was also lower (41 tonnes) than the same quarter last year (16.12%).
- The amount of residual waste collected in Quarter 3 decreased slightly, by 35.62 tonnes compared to Quarter 2 and when compared to Quarter of 2017/18 has seen an increase of 174.76 tonnes. (62.19% of waste collected).
- 'Household waste sent for reuse, recycling and composting' was 37.82% in Quarter 3, against a profiled target of 40.00%.
- 221 flytipping incidents were reported in Quarter 3, which is 71 lower than Quarter 2.
- 82 of these incidents were formerly investigated and 2 warning letters were sent as a result of having no formal witnesses to two of these incidents. Joint working continues with WDC's Environmental Health Team on two fly-tipping cases by the same perpetrator – pre Court witness statements prepared and awaiting final drafts being authorised to be submitted.
- 6 FPNs were issued during Quarter 3 (all for littering from vehicles).
- 7 Witness questionnaires were sent out for fly-tips, littering and dog fouling that have been witnessed by members of the public and two fly-tip enquiry letters to possible identifiable perpetrators.
- Other initiatives supported in Quarter 3 included:
 - Regular joint working with WDC Private Sector Housing Team regarding small accumulations of household waste in private rented properties as well as ongoing work on a fly-tip on private land in Lowestoft.
 - Meetings with Kirkley Residents Association, District/Town Councillors and Community Action Suffolk regarding fly-tipping and littering and potential community initiatives in Harbour and Kirkley Wards.
 - Regular area walkabouts in Kirkley with a local activist and town/district councillor.
 - Operation Quartzite, completed in Lowestoft with multiagency partners including Trading Standards, Suffolk Police, DVLA, DVSA.
 - Litter Innovation Fund (LIF) project completed for littering from vehicles on the highway. Lay-by monitoring completed and reported back to LIF team in Suffolk.
 - One public house written to regarding cigarette litter in the vicinity of its premises.
 - Refreshed some dog fouling signage in Lowestoft, Kessingland and Beccles in areas where members of the public had highlighted ongoing issues relating to fouling.
 - Working with Saffron Housing, Flagship and Broadland Housing Association regarding litter, flytipping and abandoned vehicle on their land.

Sentinel Leisure Trust (SLT)

- Bungay Leisure Centre pool closed for 3 weeks over Christmas period due to boiler and water heater issues. These have now been rectified and the pool has re-opened.
- SLT successfully completed Carlton Meadow Skate Plaza and delivered opening launch event / competition in partnership with WDC, Waveney Norse, Carlton Colville Town Council and Smash Skates of Beccles. Project cost £140k all externally funded.
- SLT delivered Christmas campaigns within health and fitness which resulted in good sales figures in December.
- SLT supported WDC with project to improve beach accessibility in Lowestoft and is now supporting Kessingland Council with potential improvements.
- Supporting WDC with a project to improve the play provision and general open space at Royal Green in Lowestoft.
- Supporting WDC with the East of England Park project.
- Establishing both #thecompletegym and Sentinel Swim School brands through operational, sales, customer service and marketing adaptations to meet changing customer needs.