

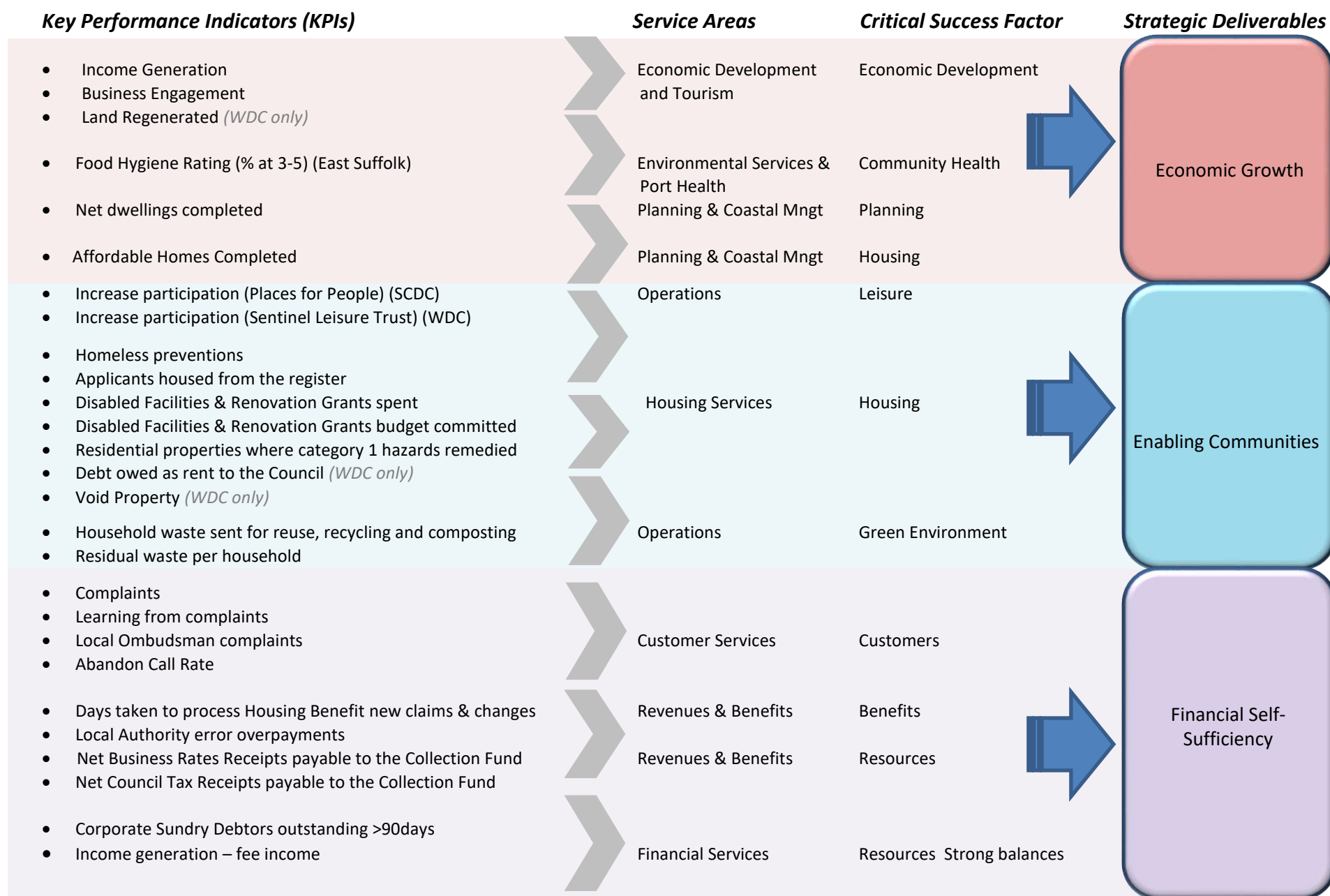
Suffolk Coastal & Waveney District Councils



in partnership
eastsoffolk.gov.uk

East Suffolk Performance Report Quarter 4 (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

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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** **Business Plan Actions**
Captures progress to deliver the specific actions identified within the East Suffolk Business Plan (*details in Appendix D*).
- Section 12** **Partners – Outcomes**
High level overview of the Councils' partners performance.

Suffolk Coastal District Council

Performance Summary – Quarter 4 (2018/19)

1st January to 31st March 2019

Enabling Communities



Key Performance Indicators (KPIs)

| Red | Amber | Green | Yearly KPI |
|-----|-------|-------|------------|
| 0 | 0 | 6 | 4 |

Highlights

- 98.47 kg residual waste collected per household in Q4 (t: 99.02kg), 400.71kg for year (t: 400.55kg).
- 46.84% household waste sent for recycling and composting in Q4 (target: 43.13%), 50.16% for year (target: 48.87%).
- 139 fly tipping incidents reported in Q4 (target 115), 506 in year (target: 352).
- 156 fly tipping enforcement actions Q4 (target 127), 460 in year (target 332).
- 187,594 leisure participation levels across all sites in Q4, 698,564 in year (target: 600,570)
- 9 applicants in temporary accommodation at end of Quarter 4 (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

- 257 businesses engaged with in Q4 (target: 190) 1,671 in year (target: 750).
- 107 businesses directly supported in Q4.
- Minor planning applications - 62.99% (80 of 127) in Q4/ 73.02% (406 of 556) in year determined in 8 weeks (target: 65%).
- Major planning applications - 61.54% (8 of 13) in Q4 82.98% (39/47) in year determined in 13 wks (target: 60%).
- Other planning applications - 66.66% (180 of 270) in Q4/ 71.32% (838 of 1175) in year (target: 80%).
- 529 net dwellings completed in year (prov) (t: 773)
- 98% food hygiene rating (t: 95%) in Q4/end of year.

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 |
|-----|-------|-------|------------|
| 3 | 0 | 7 | 1 |

Highlights

- 130,700 visitors to East Suffolk website in Q4/ 457,337 in year.
- 99.8% ICT network availability in Q4/in year.
- 4.5 days taken to process Housing Benefit new claims in Q4 and end of year (target: 8 days).
- Local Authority Overpayments – only 0.32% in Q4 (target 0.35%), 0.33% end of year (t: 0.35%)
- Nil Local Government Ombudsman complaints received in year.
- 16% of abandoned calls in Q4 and 20% for year (target: below 10%)
- 46.36% of complaints upheld/partially upheld in Quarter 4 and 47.29% end of year (target: 30%).

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 4 (2018/19)

1st January to 31st March 2019

Enabling Communities



Key Performance Indicators (KPIs)

| Red | Amber | Green | Yearly KPI |
|-----|-------|-------|------------|
| 4 | 1 | 3 | 4 |

Highlights

- 33.06% household waste sent for recycling and composting in Q4 (t:35.65%), 39.12% in year (t: 40.98%).
- 127.53kg residual waste collected per household (target: 132.85kg) in Q4, 520.81kg (target: 517kg)
- 93 fly tipping incidents reported in Q4 (target:114), 937 reported in year (target:785)
- 472 fly tipping enforcement actions in Quarter 4 (target: 77), 1169 in year (target: 263)
- 59 applicants in temporary accommodation at end of Quarter 4/end of year (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 |
|-----|-------|-------|------------|
| 2 | 0 | 3 | 1 |

Highlights

- 307 business engagements in Q4 (target: 190), 1,512 in year (target: 750).
- Minor planning applications – 70.45% (31 of 44) in Q4/ 85.58% (184/215) in yr determined in 8 weeks (target: 65%).
- Major planning applications - 60% (3/5) in Q4/ 85.18% (23/27) in year determined in 13 wks (target: 60%).
- Other planning applications – 89.04% (130 of 146) in Q4/92.09% (641 of 696) in year (target: 80%).
- 98% food hygiene rating (3-5 rating) (target: 95%) in Q4/end of year.
- £384,050 income generated through project work (e.g. EZ) and/or external funding in Q4 (t:£183,383) and £1,138,331 in year (t: £952,169)

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 |
|-----|-------|-------|------------|
| 3 | 1 | 6 | 1 |

Highlights

- 130,700 visitors to East Suffolk website in Q4/ 457,337 in year.
- 99.8% ICT network availability in Q4/in year.
- 4.25 days taken to process Housing Benefit new claims in Q4 and 4.8 days in year (t: 8 days)
- Local Authority Overpayments – only 0.19% in Q4 and at end of year (target: 0.35%).
- Nil Local Government Ombudsman complaints received in year.
- 17% of abandoned calls in Q4 and 14% for year (target: below 10%)
- 39.13% of complaints upheld/partially upheld in Quarter 4 and 40.82% for year (target: 30%)

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 4 (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 4 (1st January to 31st March 2019) 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 4 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 4 (2018/19):

Suffolk Coastal District Council

Performance in Quarter 4

| 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 | 2 | | 2 | |
| Communities | 0 | n/a | n/a | n/a | n/a |
| Community Health | 1 | | | 1 | |
| Green Environment | 2 | | | 2 | |
| Resources | 5 | 1 | | 3 | 1 |
| Total | 25 | 3 | 0 | 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 | | | 5 | 2* |
| Benefits | 2 | | | 2 | |
| Customers | 4 | 2 | | 2 | |
| Communities | 0 | n/a | n/a | n/a | n/a |
| Community Health | 1 | | | 1 | |
| Green Environment | 2 | | | 2 | |
| Resources | 5 | 1 | | 4 | |
| Total | 25 | 4 | 0 | 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 4

In total there are 25 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 16 (green), no KPIs were near target (amber), 3 KPIs (red) did not reach target and 6 KPIs are measured yearly. Full details are contained in Appendix A.

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

- **Customers: Complaints:** Performance relating to complaints which were upheld/partially upheld had not been achieved in Quarter 4 (46.36%) and for the end of year (47.29%) compared to the 30% target. Quarter 4 continued to have a high number of complaints relating to the garden waste scheme and changes occurred as the schedule for upgrading to larger green bins and removal of unwanted brown bins was rolled out. Overall the predominant reason for complaints related to quality of service. One of the contributing factors for this KPI being below target was due to continued increased awareness and training of officers which resulted in more recorded complaints. Learning from complaints is also effectively being managed and the KPI which monitors progress continued 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 in future. (*Financial Self-Sufficiency*)
- **Customers: Abandoned Call Rate:** Performance had not reached its target of below 10%, with 16% recorded for Quarter 4 and 20% for the year. A number of reasons contributed to this performance including phone lines being merged in readiness for East Suffolk Council (Revenues and Benefits calls merged on 24th January with other lines fully merged from 7th March 2019). Annual Council Tax billing in February and March also resulted in additional call volumes as expected, although an extended period of system downtime increased contacts and repeat contacts chasing progress. Customer Services also took on an additional workstream by becoming a registered Bio-metric Centre for the EU Settlement Scheme. Garden waste renewals commenced during Quarter 4, with high call volumes experienced and additional/repeated contacts from customers. Issues with the online renewal process and changes to the payments systems also added to an increase in phone contacts from customers needing assistance. (*Financial Self-Sufficiency*)
- **Resources: Corporate Sundry Debtors:** The percentage of corporate sundry debtors outstanding in Quarter 4 was 60.78% (below target of <30%). Performance continues to be affected by a few CIL invoices, recovery of which is handled outside of the normal debt management process following set CIL regulations. Adjusting for CIL invoices underlying performance is 32.09%. There is then one further high value invoice of £100k which had significantly impacted on performance. The Receivables Team is working closely with the Development Team to ensure action is underway to recover CIL debt. The team is also working closely with all service areas to ensure debt management returns ahead of target. (*Financial Self-Sufficiency*)

End of Year Variance:

- **Net dwellings completed:** There were 589 net dwellings completed within the year below its annual target of 773 which is based on the deliverable supply for 2018/19 in latest 5 year housing land supply position published June 2018. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period. Quarter 4 delivery of 174 is higher than previous quarters, however the total for the year is below the year target but is higher than the delivery figure (582) for 2017/18. 723 dwellings were under construction at the end of Quarter and this position, coupled with the Local Plan going through the final plan making stage, indicates an increase in the level of future delivery.

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

Waveney District Council

Performance in Quarter 4

| Critical Success Factors - KPI Performance: | Total | Quarterly KPI Status | | | Yearly KPI |
|---|-----------|----------------------|----------|-----------|------------|
| | | Red | Amber | Green | |
| Economic Development and Tourism | 4 | 2 | | 2 | |
| Leisure | 1 | 1 | | | |
| Planning | 1 | | | | 1 |
| Housing | 9 | 2 | 1 | 2 | 4 |
| Benefits | 2 | | | 2 | |
| Customers | 4 | 2 | | 2 | |
| 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 | 29 | 7 | 3 | 13 | 6 |

End of Year

| Critical Success Factors - KPI Performance: | Total | Quarterly KPI Status | | | Yearly KPI |
|---|-----------|----------------------|----------|-----------|------------|
| | | Red | Amber | Green | |
| Economic Development and Tourism | 4 | 2 | | 2 | |
| Leisure | 1 | 1 | | | |
| Planning | 1 | | | 1 | |
| Housing | 9 | 4 | 1 | 2 | 2* |
| Benefits | 2 | | | 2 | |
| Customers | 4 | 2 | | 2 | |
| Communities | 0 | n/a | n/a | n/a | n/a |
| Community Health | 1 | | | 1 | |
| Green Environment | 2 | | 2 | | |
| Resources | 5 | | 1 | 4 | |
| Total | 29 | 9 | 4 | 14 | 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 4:

In total there are 29 KPIs which ensure that the Council delivers and monitors performance against the CSFs. Targets were met in 13 (green), 3 were near target (amber), 7 did not reach target (red) and 6 KPIs which are measured yearly. Full details are contained within Appendix A.

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

- Housing: Disabled Facilities and Renovation Grants budget committed:** Disabled Facilities Grant approvals were below expectations for Quarter 4 and for the full year. No explanation from Orbit had been received relating to the drop in applications from Quarter 2. The figures, excluding grants done outside of the agency (from historic backlog of cases), reduces Orbit's percentage approved grants to 84.5% of the 77.11%. This is disappointing as it reduces the prospect of completing and spending next year's allocation when there are residents awaiting adaptations. The Renovation Grant fund was not utilised as alternative external funding is available to address poor housing due to inadequate heating under the Warm Homes Fund. (*Enabling Communities*)
- Green Environment: Household waste sent for reuse, recycling and composting:** Performance for Quarter 4 was 33.06% (below its 40% target) and 39.12% for the year against a target of 40.98%. This was due to compostable waste collected being lower than the same quarter in 2017/18 and the amount of residual waste increasing slightly. Work is ongoing between the Enforcement Team and Refuse Crews to identify incorrect use/waste in bins to help reduce cross contamination of household waste reaching

the Household Refuse Site at the point of tipping. Following enforcement work already undertaken 78 bins were refused on one round alone in South Lowestoft. (*Enabling Communities*)

- **Resources: Net Business Rates payable to the Collection Fund:** The Collection Fund is below target which is due to refunds in respect of appeals with the Valuation Office Agency. Refunds of £1.6 million had been paid. These are accounted for in the Appeals Provision within the Financial Statements. (*Resources*)

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

- **Economic Development & Tourism: Job Creation:** Performance for the total number of jobs created through support by the Council had not achieved its target. Nine jobs had been created in Quarter 4 with a further nine safeguarded. The yearly target of 124 had also been missed with 28 jobs created in the year. Feedback from agents confirmed the commercial market had been very cautious with the prospect of Brexit, especially in business growth. Profiling anticipated job creation would come through larger units on Enterprise Zones which had not occurred, combined with smaller units primarily purchased by businesses employing small numbers of employees. (*Economic Growth*)
- **Economic Development & Tourism: Land Regenerated:** Performance in Quarter 4 and at the end of the year was 1,500, falling short of its 3,900 target, which was due to a number of enquiries for sites in South Lowestoft Industrial Estate Enterprise Zone not materialising. The interested parties have not confirmed the reasons for not progressing with development, however, agents had suggested that market confidence in the current uncertain economic climate is a key factor. (*Economic Growth*)
- **Leisure: Increased participation (Sentinel Leisure Trust):** Performance had not been achieved in Quarter 4 and at the end of the year with 685,403 participants against a target of 763,458. In Quarter 4, Bungay Leisure Centre experienced four closures due to problems with the pool plant system and health and safety issues with legionella readings that had been higher than usual. These closures had significantly affected participation numbers, income and customer satisfaction. The site remains closed whilst further work and testing is undertaken. (*Enabling Communities*)
- **Housing: 'Debt owed as rent to the Council':** There was 3.90% of debt owed as rent to the Council in Quarter 4 and 5.14% for the year which resulted in the KPI status being 'red' (over the 3% target). The performance of rent arrear case recommendations continues to be affected by Welfare Reform and Universal Credit (UC). Introduction of new software in Quarter 4, had seen a month on month reduction in arrears. Only those accounts that require action are targeted for contact, including those that are currently in credit but at risk of going into arrears. This early intervention is critical in the prevention and reduction of rent arrears. (*Enabling Communities*)
- **Housing: 'Void Property':** Performance in Quarter 4 and at the end of year had not achieved its target (27.1 days in Quarter 4 against a target of 27.1 days, 33.6 days in the year against a target of 25 days). There had been a significant improvement in the average number of void days in the final quarter, partly due to a reduction in the total number of voids. Work continues to improve the average number of void days within both the Building Maintenance and Tenancy Services Team. (*Enabling Communities*)
- **Customers: Complaints:** Performance relating to complaints which were upheld/partially upheld had not been achieved in Quarter 4 (39.13%) and end of year (40.82%) against the 30% target. There were three main areas which received a large number of complaints: council tax, council housing and Norse. Overall, the predominant reason for complaints in Quarter 4 related to quality of service, with time taken to respond being a significant factor. The continuation to increase 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. (*Financial Self-Sufficiency*)

- **Customers: Abandoned Call Rate:** Performance had not reached its target of below 10% for Quarter 4 which was recorded at 17% and for the year at 14%. Quarter 4 performance was not within target due to a number of reasons. Phone lines were merged in readiness for the new East Suffolk Council, with Revenues and Benefits calls merged on 24th January and all other lines fully merged from 7th March 2019. These changes resulted in additional call volumes being recorded for WDC. In particular, Annual Council Tax billing in February and March resulted in additional call volumes as expected, although an extended period of system downtime increased contacts and repeat contacts chasing progress. Customer Services also took on an additional workstream by becoming a registered Bio-metric Centre for the EU Settlement Scheme. Garden waste renewals continued during Quarter 4, with high call volumes experienced and additional and repeated contacts from customers. (*Financial Self-Sufficiency*)

End of Year variances:

- **Green Environment: Residual waste per household:** The amount of residual waste collected in the year was 520.81kg slightly over its target of 517kg. Performance in Quarter 4 had successfully achieved its target but the actual for the end of year was slightly below target. Collaboration between the Enforcement Team and Refuse Crews will be extended to include residual waste to identify recycling waste to be diverted. (*Enabling Communities*)
- **Housing: Affordable Homes Completed:** There were 89 affordable homes completed at the end of the year which did not reach the 150 yearly target identified in the East Suffolk Housing Strategy. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period. In Quarter 4 the delivery of 59 affordable units showed a step change in delivery from previous quarters but a position still below the annual target. These delivery figures are not expected to increase significantly in the short term, given low number of affordable dwellings currently under construction (29) at the end of year. However, with the adoption of the Local Plan in March 2019, delivery over the longer term is anticipated to increase. (*Enabling Communities*)
- **Housing: Disabled Facilities and Renovation Grants spent:** Disabled Facilities Grant completions for the year were slightly below target at 95.52% spent against a target of 100%. The figure includes grants processed outside of the agency (from the historic backlog of cases). If Orbit activity is considered alone the percent approved grants by them is 83.2% of the 95.52%. Renovation Grants fund not utilised as alternative external funding available to address poor housing due to inadequate heating under the Warm Homes Fund. (*Enabling Communities*)

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 Council's performance against National PIs and information reported in LG Inform during Quarter 4 (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 | 9 | 2 | 0 | 5 | 2 |
| SCDC | 3 | 0 | 0 | 2 | 1 |
| WDC | 5 | 2 | 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 Council

- People and Places Partnership had been commissioned to undertake a project that will identify strategic priorities and initiatives for East Suffolk town centres, both collectively or on an individual town basis. The methodology is based on their recent report for the Local Government Association on how local authorities and partners can develop a 'Forward Framework' on the 'what' and the 'how' of town centre revitalisation tailored around local needs. A major part of this is stakeholder engagement, business and visitor surveys and capturing data on key performance indicators in order to help understand and improve the issues. A number of towns have already been completed including Lowestoft, Beccles, Framlingham and Felixstowe with the remainder to be completed during Quarter 1 with the results available Quarter 2.

Suffolk Coastal District Council

- Two projects had been awarded from Coastal Revival Fund. Deben Coastal Community Team (CCT) was awarded £30,500 for funds to support the commission of a feasibility and condition survey of the Tin Chapel at Bawdsey. This will include the production of a condition survey and architect design study and feasibility study to look at the options for future sustainable use of the building. A member of the Economic Development (ED) Team will sit on the steering group to progress the project working with the CCT and the East Suffolk Building Preservation Trust. Leiston Coastal Community Team has been granted £43,850 to create an information point for visitors and residents within the town's cinema. Work to complete the project has started with the ground floor space within the cinema's foyer extended for the new information points to be installed.
- Application submitted to Suffolk ProHelp Initiative on behalf of Deben CCT for funds to support the services of a marketing and brand agency. Yellobelly was commissioned and created a brand identity for the Deben Peninsula which can then be used to build awareness of the area and ultimately encourage visitors. Promotional postcards have been produced to signpost to The Suffolk Coast Ltd website and the Deben Peninsula page together with a new Instagram account which will complement this.
- As part of the continued quarterly business support programme at Innovation Martlesham, on 19th February, the third Knowledge Sharing event was held. This ambitious programme aims to provide expert insight for local businesses on a range of priority topics, and is hosted by the local tech cluster Innovation Martlesham. The event concentrated on branding and accreditation and focused on the Queen's Award. Guest speakers included Dr Nick Milner (CEO and Founder of Milner Marketing Ltd), Mike Ward (Marketer and ISO Auditor), Mark Pendleton (Immediate past Chair, New Anglia LEP & Deputy Lieutenant of Suffolk & Chair Suffolk Lieutenant Business & Enterprise Group) and Andy Brown (Head of Sustainability, Anglian Water).
- For the second phase of a wider development programme to transform Felixstowe's south seafront, SCDC was awarded £950k from Coastal Communities Fund. The funding will seek to deliver a modern, iconic, high quality visitor destination centre on the seafront providing a café/restaurant, improved access and

community use of the recently restored Martello P Tower (a Scheduled Monument and Grade II listed), and develop a business support package for new start-up and existing businesses in the area.

- Screen Suffolk developed a new interactive map for all their locations with each one listed by the type of building or period making it easier to see what is available in the county <https://screensuffolk.com/weve-gone-map-tastic/>. East Suffolk had seen close to 60 days of filming throughout 2018/19 on Council land and property or at private locations including Sky Arts Landscape Artist of the Year filmed at Landguard Point overlooking the Port of Felixstowe and scenes from the new Danny Boyle and Richard Curtis film.
- Ongoing support being given to Connected Towns Pilot project which brings together a number of different, but complementary, initiatives and projects seeking to improve viability and sustainability of towns across East Suffolk. The pilot is currently underway in Framlingham and includes providing enhanced broadband and wifi infrastructure and business support measures around use of cashless technology and digital marketing.
- Suffolk Coast Ltd – Current membership numbers are 227 which exceeded the forecast KPI of 220. Following financial support from the Council, the Festival and Events fund has directly supported 10 events during 2018/19. These events have contributed to an estimated 1,747 days of paid employment related specifically to the events and a further 1,223 minimum days of volunteer work. Through the various campaigns the advertising promotional activity has reached approximately 1.5 million with the number of people attending the various events being just over 53,000.

Waveney District Council

- The inaugural meeting of REAF (Renaissance of East Anglian Fisheries) Steering Group was held on 18th January attended by representatives from the Fishing Industry as well as VIVID Economics. The objectives of this group are to explore how economic and social benefits of the fishing industry can be captured and optimized locally and regionally. This follows the successful application to Marine Management Organisation and local council partners for £143,000 to support this area of research and development.
- Application submitted to the Future High Streets Fund for initial funds to support the development of a masterplan and vision for Lowestoft town centre with the aim of unlocking further investment to help realise the vision. The town centre currently faces a number of significant challenges ranging from higher than national average vacancy rates, a disjointed and elongated design, an over-reliance on retail with a lack of leisure provision, and extremely limited night-time economy. The vision will seek to address those challenges through a transformative programme of interventions including investment, assembly of land / key sites, and drawing partners into the vision. Decision expected during the summer of 2019.
- As part of National Apprenticeship Week (4th – 8th March), ED Team attended Sir John Leman High School to provide Year 10 and 11 students with an insight into local labour market information and potential future skills gaps. Sixty students were seen and, as a result of the event, a student requested to do work experience within the Team to aid further insight into economic development regeneration work.
- Following discussions with BT Outreach Educational Team at Adastral Park the ED Team supported the co-ordination and delivery of an online coding practical task with 85 primary school pupils drawn from five schools in Waveney. This has led to BT actively pursuing the delivery of a computer science workshop in Lowestoft to become a regular feature in the curriculum.
- Two projects in Waveney had been awarded Coastal Revival Fund (CRF). Lowestoft Coastal Community Team was awarded £30k towards feasibility and design options for East Point Pavilion and a seafront public realm strategy. Sole Bay Arts CIO (as part of Southwold Coastal Community Team) was awarded £35k towards activity that will strengthen and enhance Southwold Arts Centre as a visitor and community attraction.
- WDC Cabinet agreed to extend the period of rate relief on Enterprise Zones, meaning businesses who are in occupation of new premises by 31st March 2020 can now receive up to three years rate relief.

6. Enabling Communities

| Council | No. of KPIs | Quarterly KPI Status | | | Yearly KPI |
|-------------|-------------|----------------------|----------|----------|------------|
| | | Red | Amber | Green | |
| Both | 22 | 4 | 1 | 9 | 8 |
| SCDC | 10 | 0 | 0 | 6 | 4 |
| WDC | 12 | 4 | 1 | 3 | 4 |

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

East Suffolk

- The East Suffolk Communities Team 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 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. £10,000 match funding was provided by SCC. The multi-agency panel has awarded six grants to date to the following projects – Active Lives (ActivEast Project), English Touring Opera (Turtle Song project) – Leiston, Thursdays at the Fisher (Dementia screenings) – Bungay, Rose and Sweet William Club Mini Bus – Leiston area, Death Doulas @ Peninsular Practice – Alderton and Age UK Suffolk Chinwags project in Beccles, Southwold, Woodbridge and Kesgrave.
- The first projects have been supported through ESP funding to develop a business or project plan. The groups supported include Southwold Hospital Project, Involve in Lowestoft, the Bungay Honeypot Centre and the Seagull Theatre in Pakefield. The Specialist Business Support is delivered by Community Action Suffolk and open to any group needing help to develop as an organisation.
- 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 showed a reduction of 44% in GP appointments in the six months following contact with the Link Worker compared to 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). This secured £550,000 plus an additional £187,000 through the Suffolk Transformation Challenge Award. Project covers Suffolk Coastal, Babergh and Mid Suffolk Districts but will result in six new Community Connectors posts in the previous SCDC area, plus a £60,000 Community Chest for VCS organisations to bid into. The tender process for this project had been held and contracts awarded in early April and the new Connect for Health project would be launched in May. We had 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 three 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. A number of listings are 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. Three appeal hearings in the last six months had resulted in the decisions to list buildings as Assets of Community Value being upheld.

- The Council continues to support a growing number of communities with their Neighbourhood Plans. In total there are 8 made plans in the new East Suffolk area - Framingham, Great Bealings, Kessingland, Leiston, Martlesham, Melton, Rendlesham and Wenhaston with Mells hamlet. A further 26 communities are at different stages of the process.

Suffolk Coastal District Council

- Three Crucial Crew Plus events have 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 ESC officers visiting each senior school and youth group in each of the five 'patches' in the district. So far more than 20 suggestion boxes have been placed in schools and youth settings for young people to submit their views. Reports are produced each term on the issues identified through this process and the first set of results included more than 100 ideas and suggestions. These have been summarised and actions taken fed back to the schools and youth groups (e.g. improving the underpass in Kesgrave).
- The new FelixTimebank Coordinator led a soft launch of the Timebank 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 80 people are already signed up to the Timebank and have recorded their 'offers' and 'asks' and more than 20 exchanges have already taken place.
- Demand had been so high for funding from SCDC Exemplar Grants Programme that a further £45,000 was allocated by the Council for 2018/19. Across the 3 year programme amounts were allocated to: Year 1 (2016/17) – 8 projects, £70,724 funding; Year 2 (2017/18) – 18 projects, £151,212 funding; Year 3 (2018/19) – 23 projects, £165,064 funding. In terms of Enabling Communities Budgets, 1,059 projects were supported across 6 years totalling £1,375,513. In the final year, funding of £264,046 was allocated to 210 projects.

Waveney District Council

- 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 hosted an event in February aimed at families and young people, and a 5 Ways to Wellbeing event in April both at the Kirkley Centre and Live Well events in Beccles and Bungay.
- A range of intergenerational activities had been developed in response to the hidden needs mapping undertaken through the ESP. These included a Muncheon Mingle event in Beccles bringing together 3 schools and 4 care homes, a Memory Box project with Kirkley Church and the Ashley Academy School (with wooden boxes made by local disability charity sold) and work led by Fisher Theatre in Bungay with local schools.
- 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

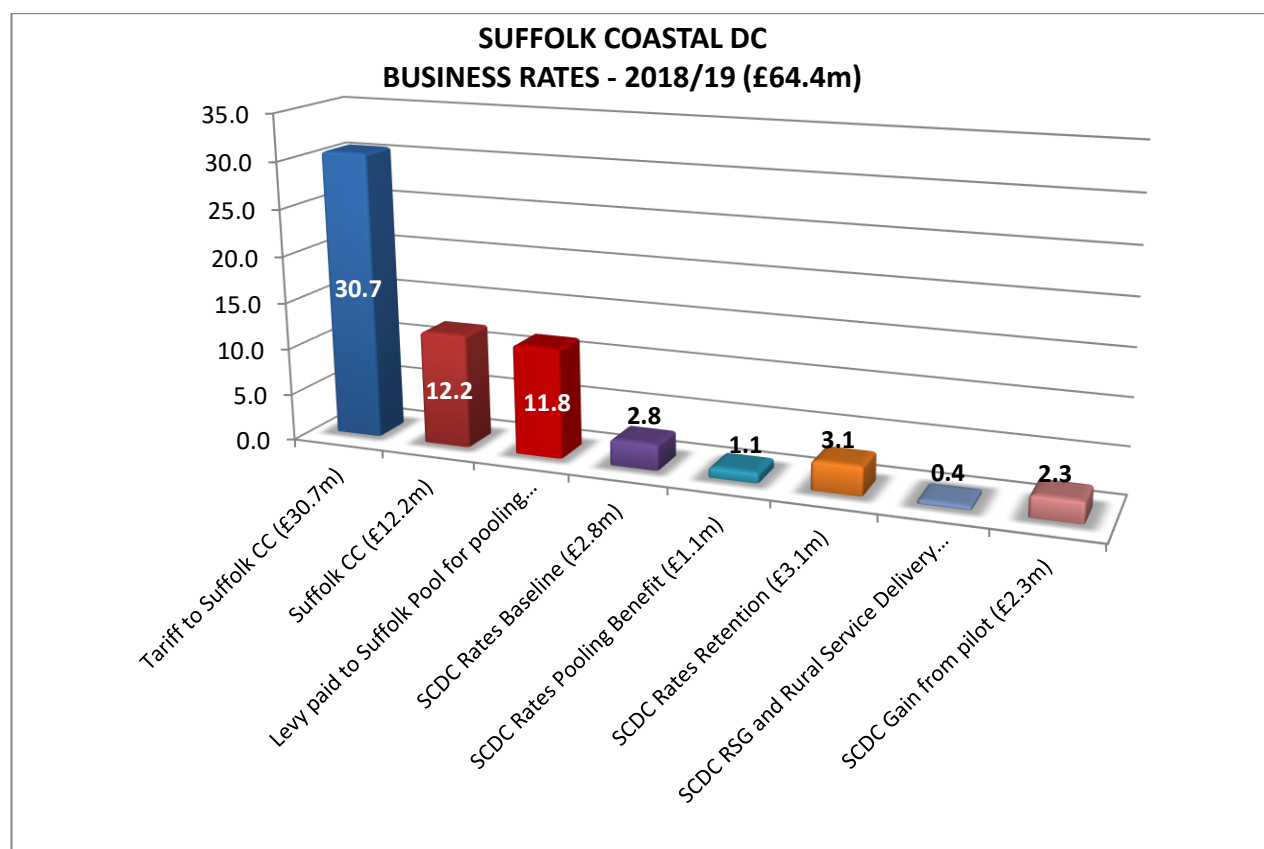
| Council | No. of KPIs | Quarterly KPI Status | | | Yearly KPI |
|-------------|-------------|----------------------|----------|-----------|------------|
| | | Red | Amber | Green | |
| Both | 22 | 4 | 1 | 15 | 2 |
| SCDC | 11 | 3 | 0 | 7 | 1 |
| WDC | 11 | 3 | 1 | 6 | 1 |

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

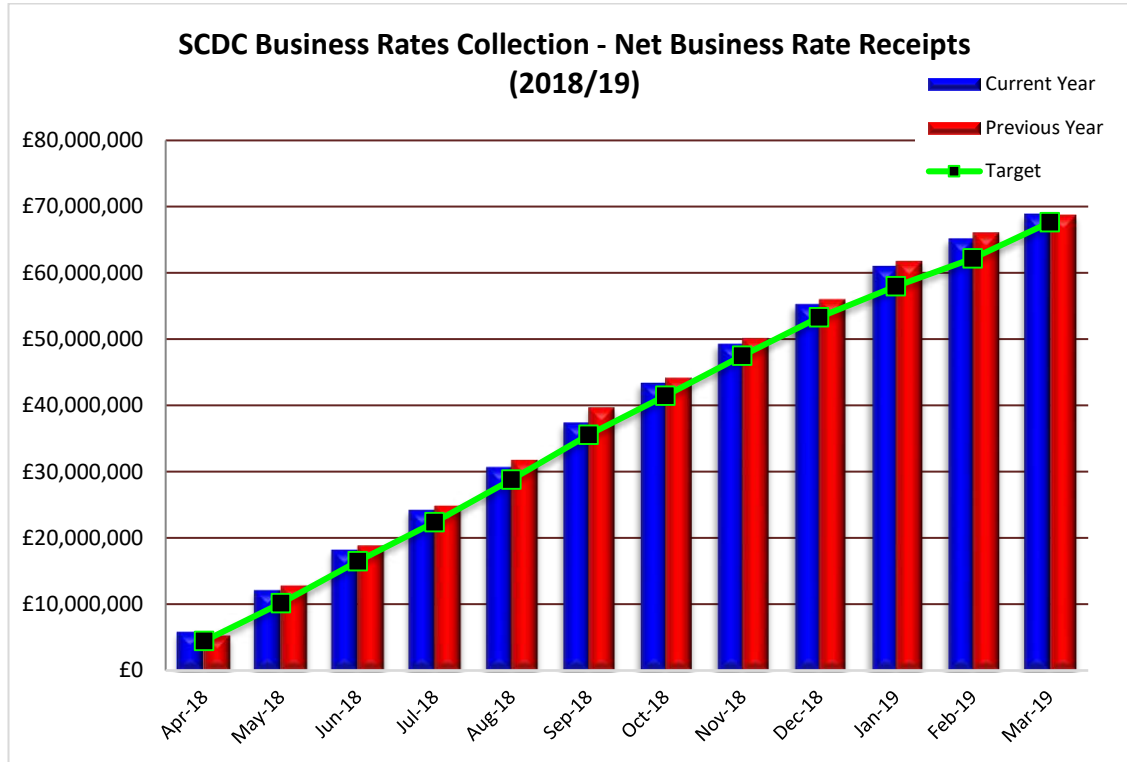
Business Rate Retention

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.

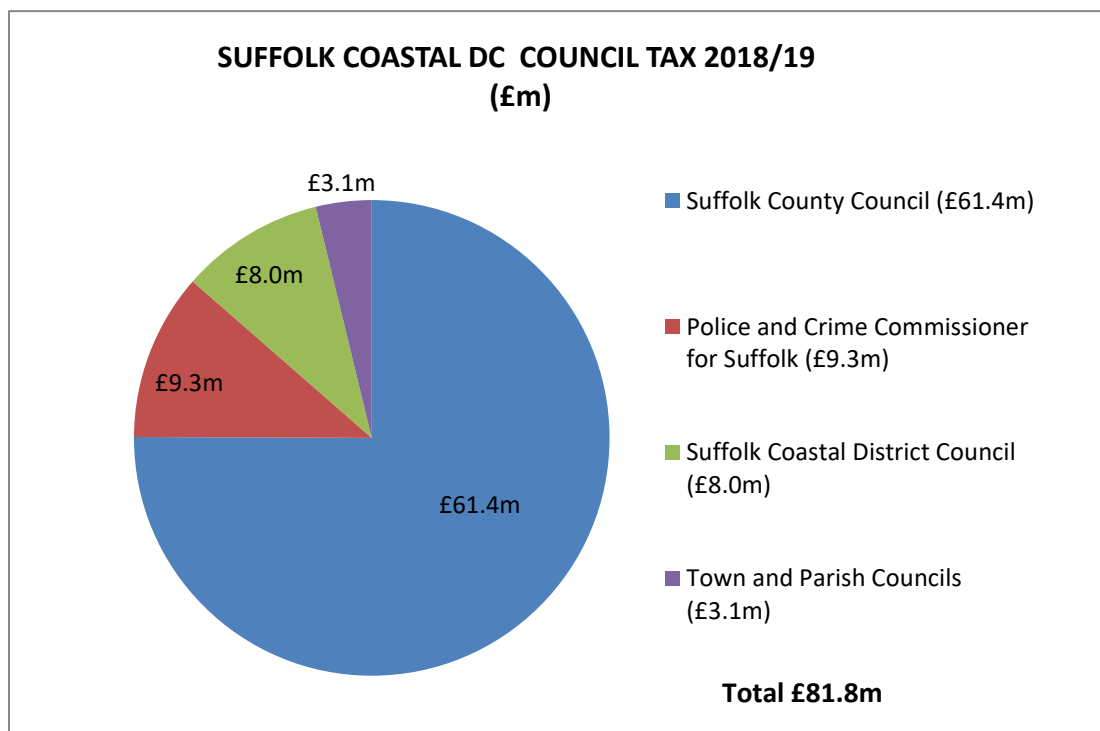


The chart below shows the performance on the collection of Non Domestic Rates receipts:

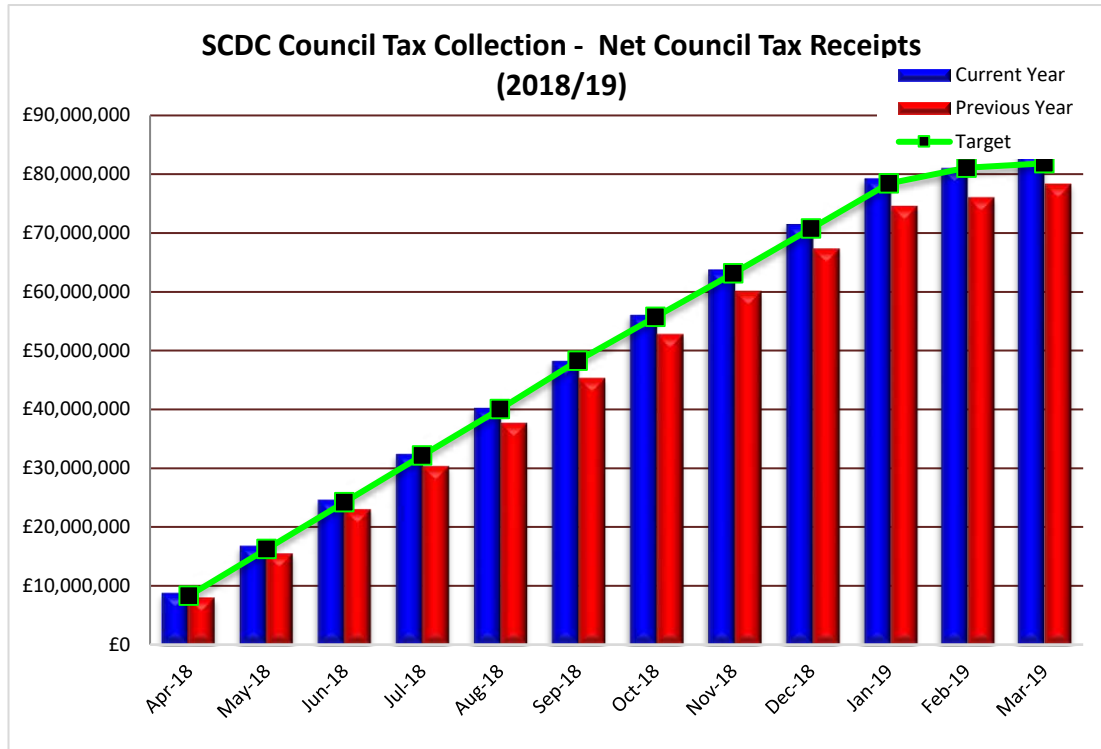


This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection. Performance target for the year was achieved.

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.



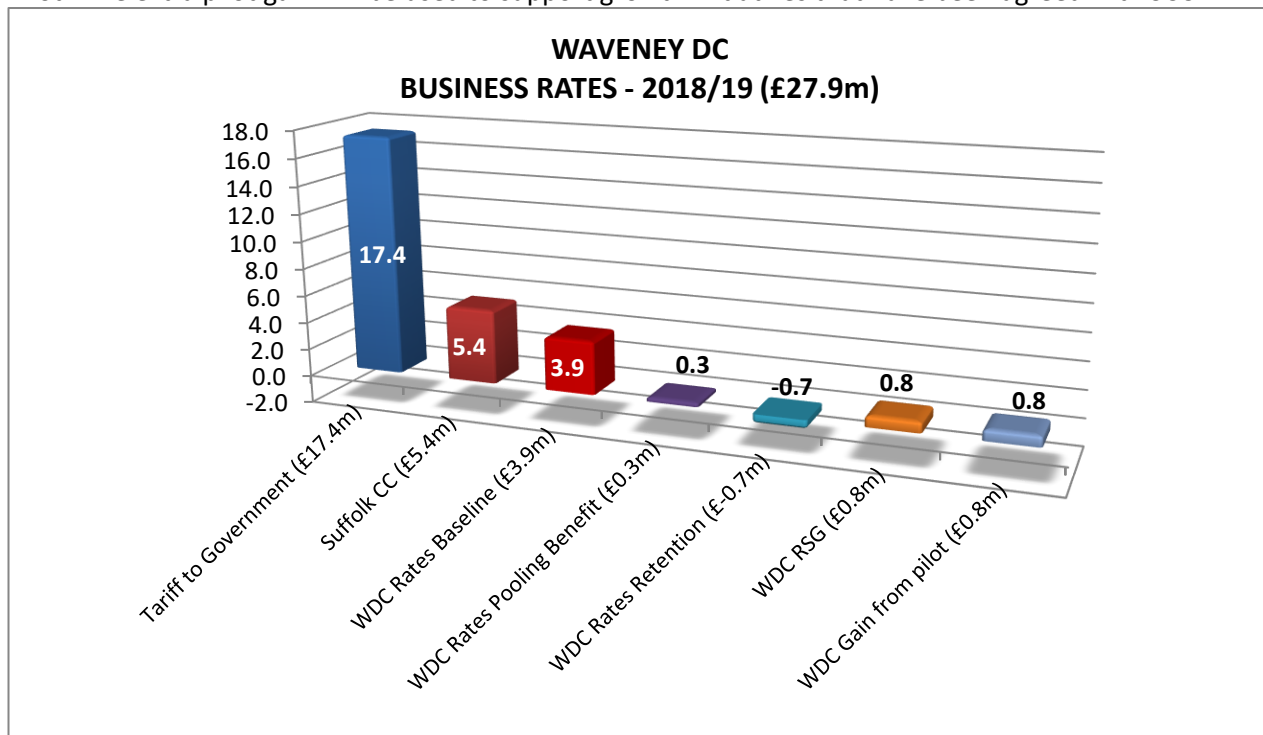
The chart below shows the performance on the collection of Council Tax:



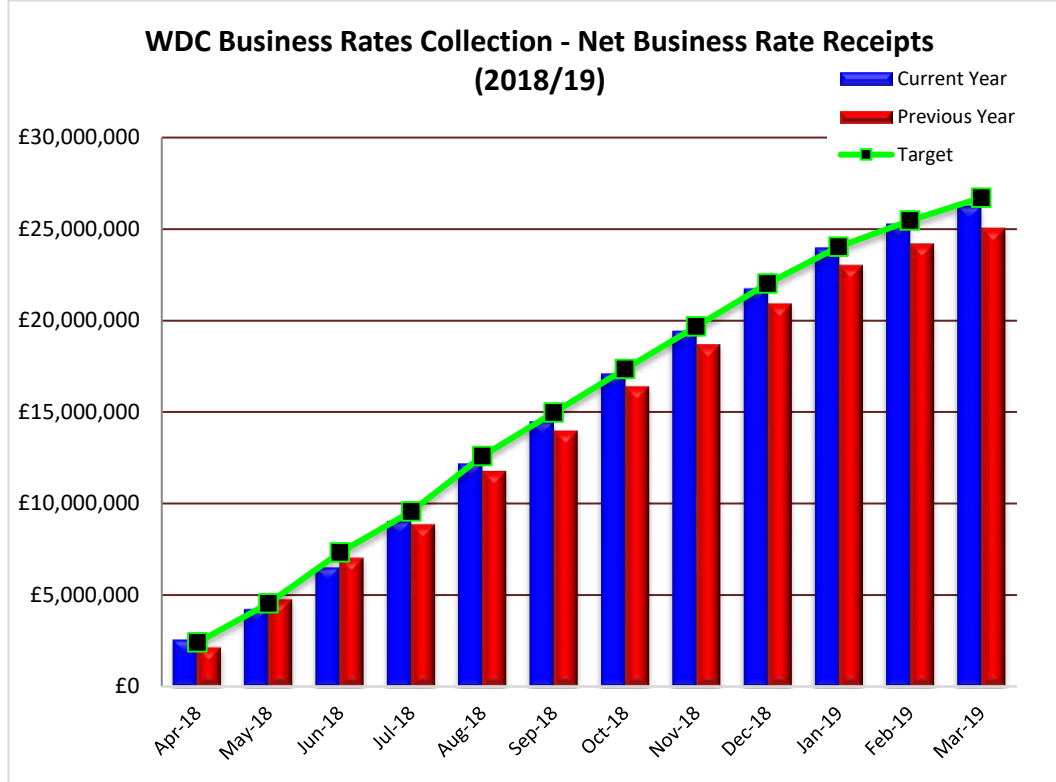
This shows the amount of Council Tax required to be collected within the financial year against actual collection. Performance target for the year was achieved.

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.

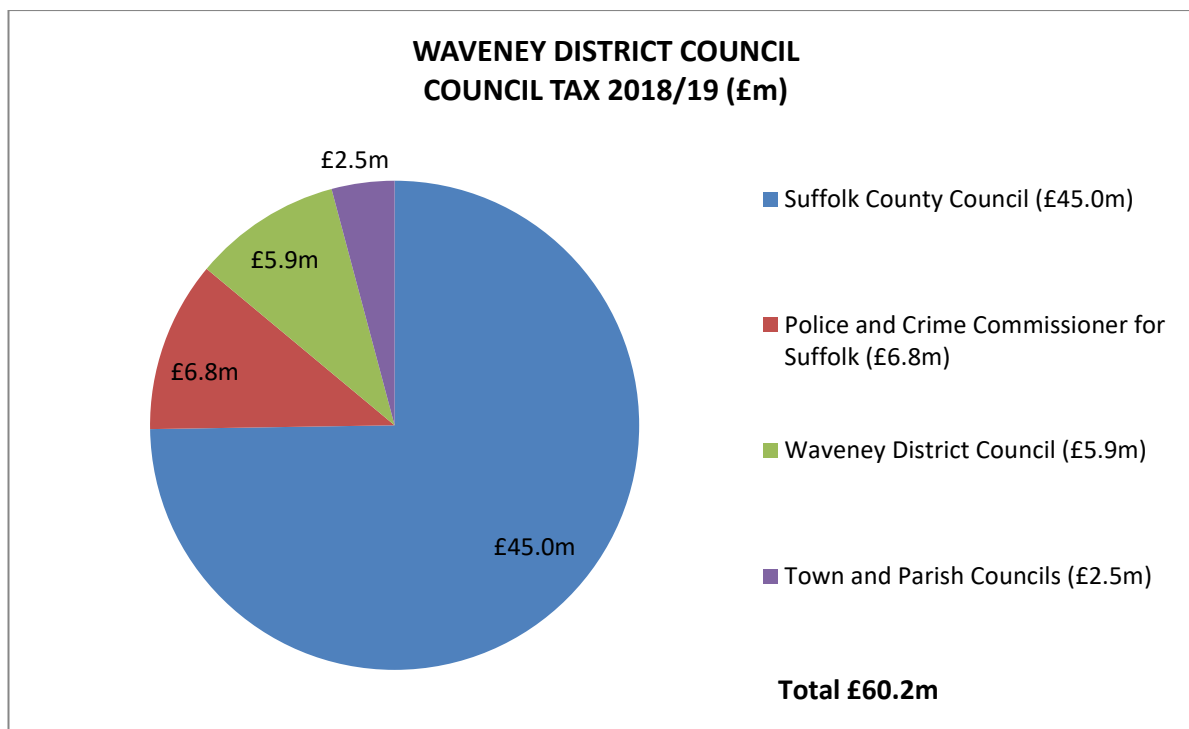


The chart below shows the performance on the collection of Non Domestic Rates receipts:

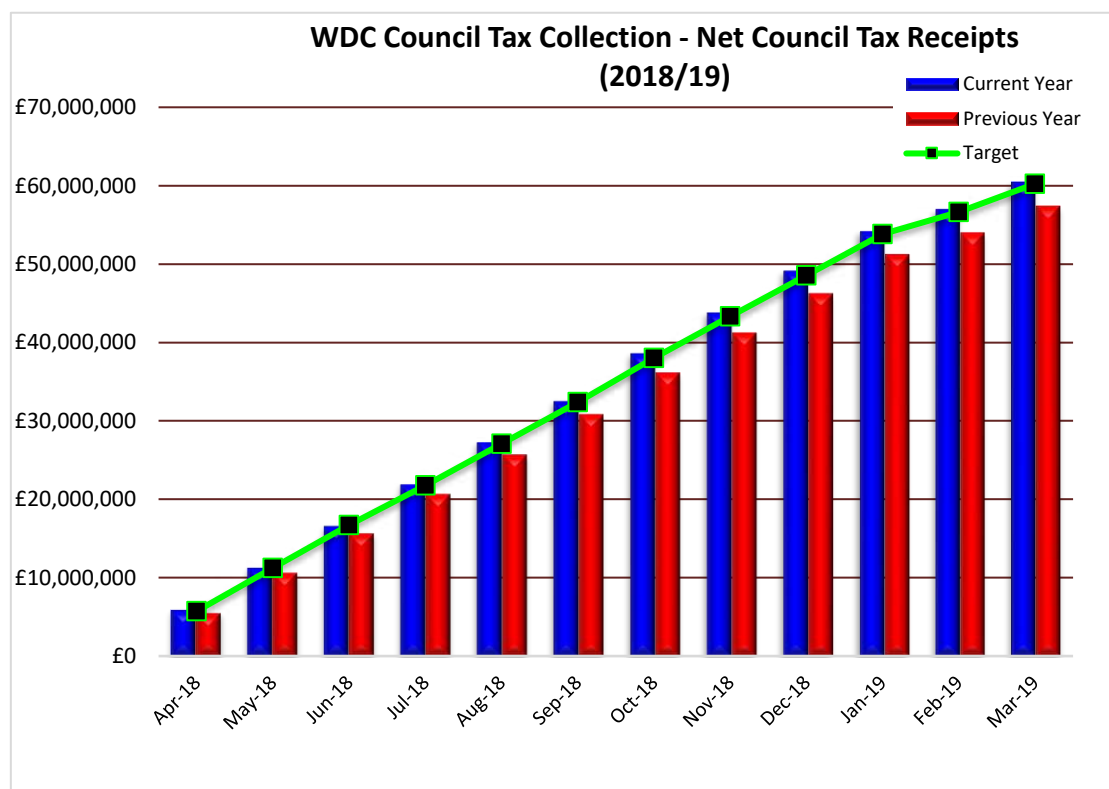


This shows amount required to be collected within financial year, payable to NNDR Collection Fund against the actual collection. Behind target for the current financial year by £42K. Earlier in the year we had to award backdated mandatory charity relief to an organisation amounting to £600K which is the main reason for the shortfall, however there had also been other backdated refunds of £400K due to successful appeals. Due to the risk that outstanding appeals have on collection, a provision is made in the accounts for the estimated refunds that may have to be made.

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. Overall performance for the year was achieved.

8. Financial Update

Suffolk Coastal District Council Financial Monitoring as at Quarter 4

General Fund and Capital Investment Programme

Work is currently in progress on the 2018/19 closure of Accounts. Due to the time of the Quarter 4 performance report, financial performance for Quarter 4 will be reported in the Financial Outturn Report for 2018/19.

The Financial Outturn Report for 2018/19 will be reported to East Suffolk Council Cabinet on 8 July 2019. The Outturn report will set out the Council's financial performance and position for 2018/19 for the General Fund and Capital Investment and will include a draft statement of Reserves as at 31st March 2019.

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 | 4,010 | 0.40 |
| Call accounts | 9,000 | 0.40 |
| Term Investments - 3 months | 13,000 | 0.77-0.90 |
| Term Investments - 4 months | 5,000 | 1.00 |
| Term Investments - 6 months | 9,500 | 0.88-0.93 |
| Term Investments - 8 months | 5,000 | 0.90 |
| Term Investments - 12 months | 18,000 | 0.98-1.10 |
| Term Investments - 24 months | 5,000 | 1.35 |
| Long Term Property Investment Fund | 2,428 | 4.58 |
| Total | 70,938 | |

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 had invested £2.5m 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 (4.58%), 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, the current valuation for 2018/19 is £2.428m.

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 4****General Fund and Capital Investment Programme**

Work is currently in progress on the 2018/19 closure of Accounts. Due to the time of the Quarter 4 performance report, financial performance for Quarter 4 will be reported in the Financial Outturn Report for 2018/19.

The Financial Outturn Report for 2018/19 will be reported to East Suffolk Council Cabinet on 8 July 2019. The Outturn report will set out the Council's financial performance and position for 2018/19 for the General Fund and and Capital Investment and will include a draft statement of Reserves as at 31st March 2019.

Treasury Management

Prudential Indicator Monitoring

Table 14:

| Maturity Structure of Fixed Rate Borrowing: | | | Quarter 4 | Compliance |
|---|-------------|-------------|-----------|--------------------|
| | Upper Limit | Lower Limit | Position | with Set Limits |
| Under 12 months | 50% | 0% | 0% | Yes |
| 12 months and within 24 months | 50% | 0% | 0% | Yes |
| 24 months and within 5 years | 75% | 0% | 6% | Yes |
| 5 years and within 10 years | 75% | 0% | 18% | Yes |
| 10 years and within 20 years | 75% | 0% | 45% | Yes |
| 20 years and above | 100% | 0% | 31% | 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:

| | Annuity | Fixed | Variable | Total |
|---|-----------|---------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 |
| Analysis by maturity: Repayable within | | | | |
| 2 years | 0 | 0 | 10,000 | 10,000 |
| 2 to 5 years | 0 | 3,000 | 10,206 | 13,206 |
| 5 to 10 years | 0 | 10,000 | 0 | 10,000 |
| over 10 years | 10 | 54,359 | 0 | 54,369 |
| Total | 10 | 67,359 | 20,206 | 87,575 |

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:**

| | Value £'000 | Rate range % |
|------------------------------------|----------------|-----------------|
| Analysis by maturity: | | |
| General Account | 685 | 0.40 |
| Call Accounts (Liquidity Funds) | 13,000 | 0.40-0.75 |
| Term Investments - 2 months | 1,000 | 0.9 |
| Term Investments - 3 months | 8,000 | 0.78-1.0 |
| Term Investments - 6 months | 12,000 | 0.88-0.95 |
| Term Investments - 8 months | 5,000 | 0.90 |
| Term Investments - 12 months | 5,000 | 0.95 |
| Long Term Property Investment Fund | 2,428 | 4.58 |
| Total | 47,113 | |

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 (4.58%), 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, the current valuation for 2018/19 is £2.428m.

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.

*Councils' Corporate Risks***9. Corporate Risk**

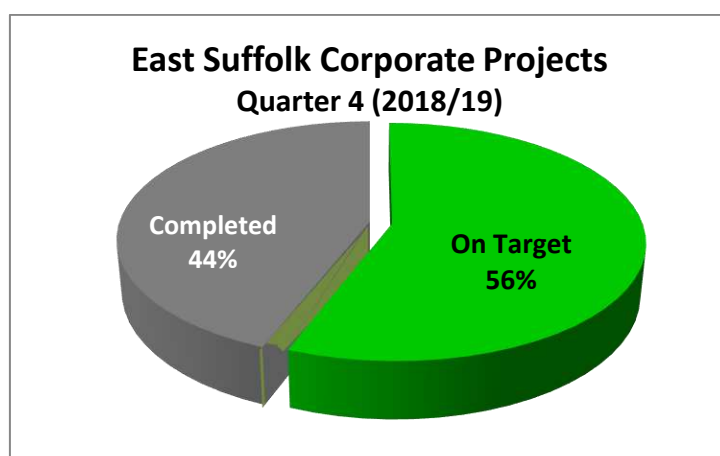
A detailed review of all corporate risks is undertaken quarterly by Corporate Management Team at Corporate Governance Days and the Corporate Risk Management Group is held every six months to manage, monitor and consider risks including the management of the risk process. All Corporate Risks, significant 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 | ↑ | Asset review had been completed. All assets inspected and electronically recorded. These are being uploaded to Uniform system in May 2019, which forms single database for Council's assets. Asset Management Strategy drafted, and due to be reported to AMG in June and Cabinet for final sign-off in July. |
| 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. |
| Programme and Project Delivery | Amber | Green | ↑ | Corporate project management framework in place. Service Plans aligned to East Suffolk Business Plan. |

| Corporate Risk | Current rating | Target rating | Projected Direction | Update |
|---|----------------|---------------|---------------------|---|
| Digital Transformational Services | Amber | Green | ↑ | Digital Services Strategy monitored. All projects reviewed to ensure compliance with Digital Strategy. |
| Welfare Reform (Universal Credit) Impact | Amber | Green | → | Welfare Reform likely to impact upon the services of the Council. Current controls and mitigating actions in place to manage impact. |
| Housing Development Programme | Amber | Green | ↑ | Policies/protocols in place, updated/reviewed regularly. Housing Programme Board held to monitor developments/manage impacts |
| Safeguarding | Amber | Green | → | Safeguarding Policy in place. Training for councillors & staff on safeguarding adults & children, established reporting process. |
| General Data Protection Regulation | Amber | Green | → | Implications if legislation breached. Controls in place include compliance with DPA 1998, GDPR project, standing item at CMT, Data Protection Officer member of local & national GDPR working groups. |
| Brexit | Amber | Green | → | A countywide Brexit group has been set-up where the council is represented. |
| Service Delivery Contracts / Partnerships (large/significant) | Amber | Green | ↑ | Regular review of Contract Procedure Rules ensuring alignment with business priorities and legislation. Partnership performance included within Internal Audit programme. |
| Service Delivery Contracts / Partnerships ('other') | Green | Green | ↑ | Contract management guidance being reviewed/updated, which will then be communicated to officers. |
| 'One Council' East Suffolk Council | Green | Green | ↑ | Programme successfully completed and ESC in place on 1 st April. Risk will be reviewed/removed at next CRMG (June 2019). |
| Ethical Standards (maintain and promote) | Green | Green | → | Protocols and Codes of Conduct kept under constant review. |
| Service Planning | Green | Green | ↑ | Service plans aligned to capture progress of specific actions within the Business Plan. |
| East Suffolk Business Plan | Green | Green | ↑ | East Suffolk Business Plan in place since 2016-17. Progress against actions being reported. |
| Capital Programme | Green | Green | ↑ | Capital programme in place. Asset Management Group meets regularly and examines use/disposal of assets. |

Performance of the Councils' key corporate projects

10. Corporate Projects



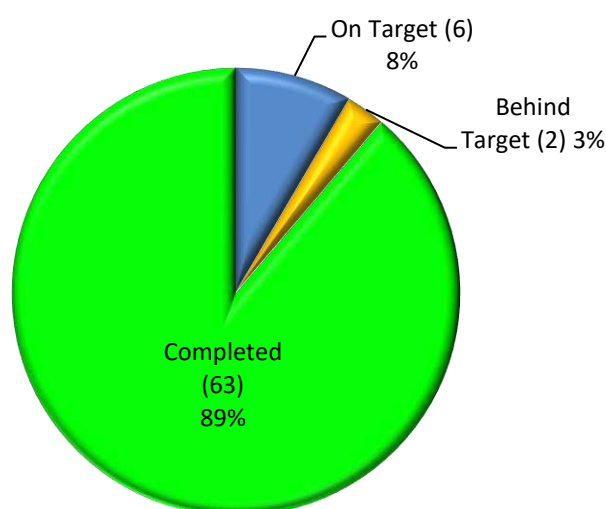
Service Plans include details relating to corporate projects which are aligned to key strategic themes and assist with the delivery of the East Suffolk Business Plan. The Corporate Project Register enables automatic reporting of the corporate programme and is under constant review. There are currently 50 East Suffolk projects 28 are on target (green) and 22 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 | 8 | 0 | 0 | 10 |
| SCDC | 16 | 9 | 0 | 0 | 7 |
| WDC | 16 | 11 | 0 | 0 | 5 |
| Total | 50 | 28 | 0 | 0 | 22 |

East Suffolk Business Plan Actions




11. Progress against Business Plan Actions

Business Plan Action progress to date:



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). Six actions are on target and will continue, 2 are behind target (amber), 63 completed/business as usual and no actions had major issues (red).

Full details are contained within Appendix D.

| Council | Number of Business Plan Actions | On Target  | Behind Target  | Major Issues  | Completed |
|--------------|---------------------------------|---|---|--|-----------|
| East Suffolk | 35 | 0 | 0 | 0 | 35 |
| SCDC | 18 | 3 | 0 | 0 | 15 |
| WDC | 18 | 3 | 2 | 0 | 13 |
| Total | 71 | 6 | 2 | 0 | 63 |

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. In 2018/19 an additional 22 units were constructed and let on affordable rents. These new properties range from 1 bed flats to 3 bed family homes across the Waveney district. We are planning for an additional 42 units in 2019/20. 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 seeking to identify appropriate sites for new developments to ensure our 'development pipeline' is maintained, although identifying land for development and the staffing resource to follow this up is proving problematic and therefore the figure of 257 new homes in 5 years is possibly unachievable.
- 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 being 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.

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.

Partners

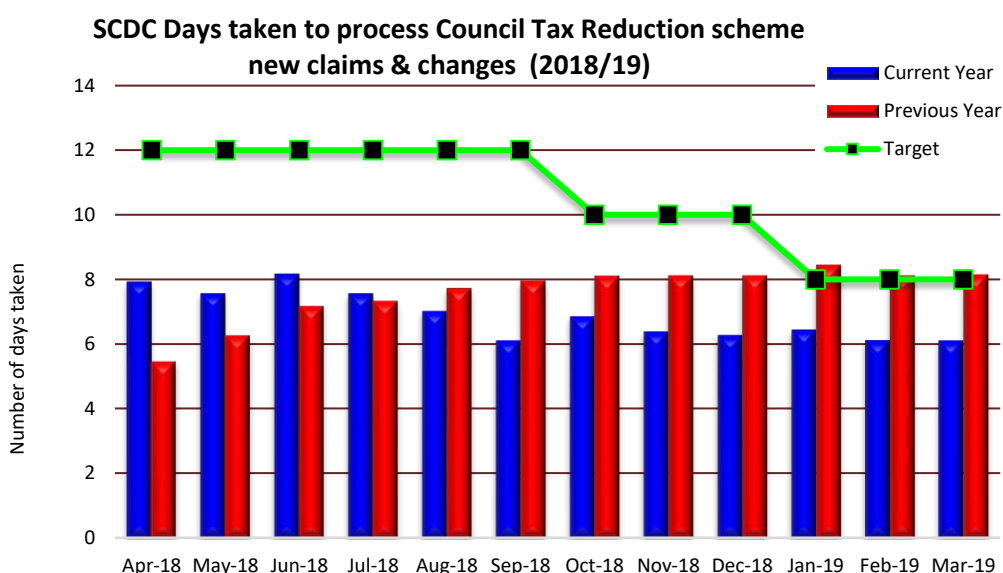
12. Outcomes

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

Anglia Revenues Partnership (ARP)

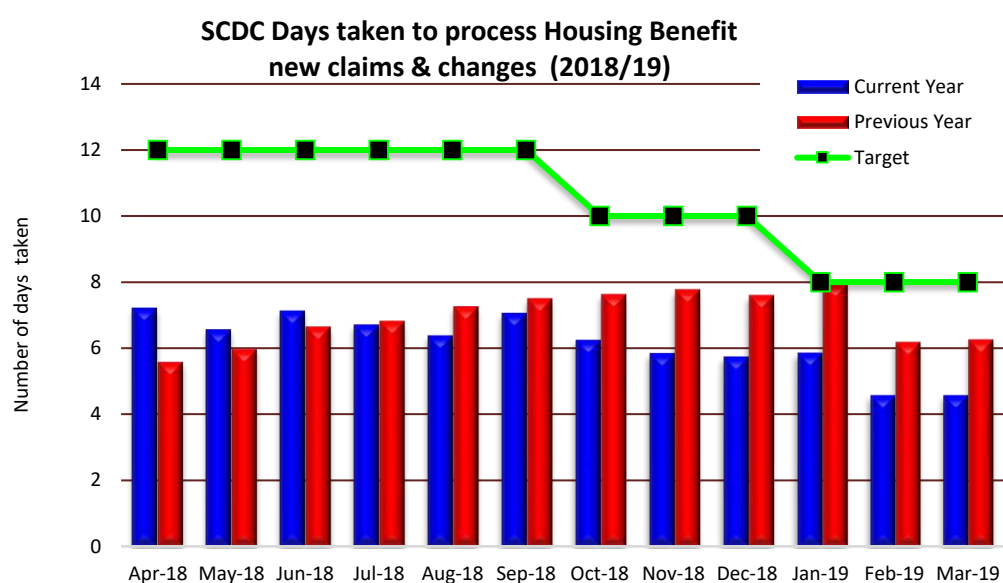
Targets had been reviewed and approved by the ARP Joint Committee. ARP strives to improve customer service by reducing the number of days taken.

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.

Performance for Quarter 4 and the year had been achieved.

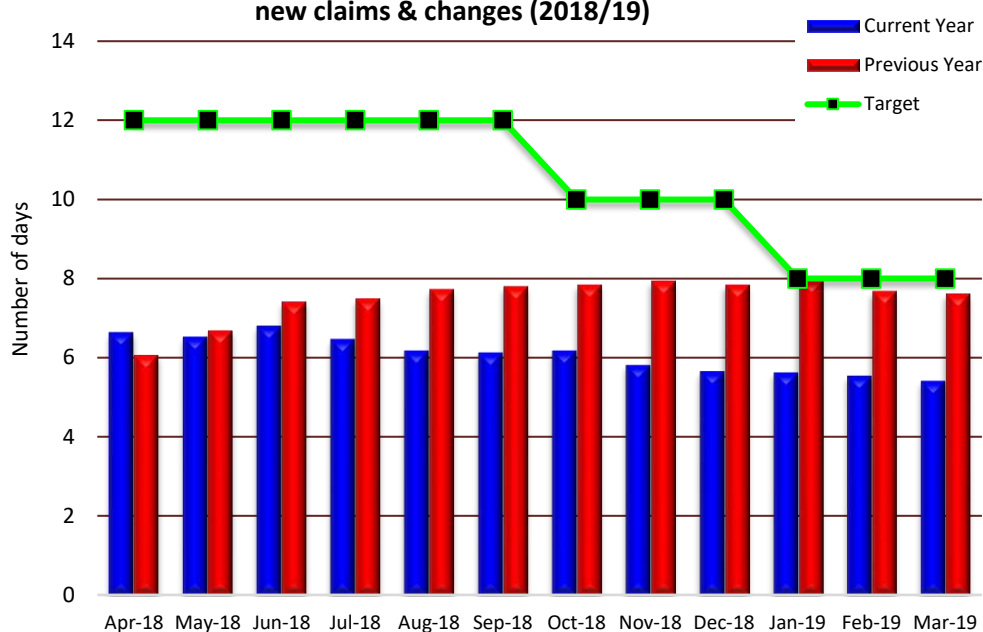


This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Performance had been achieved.

Waveney District Council:

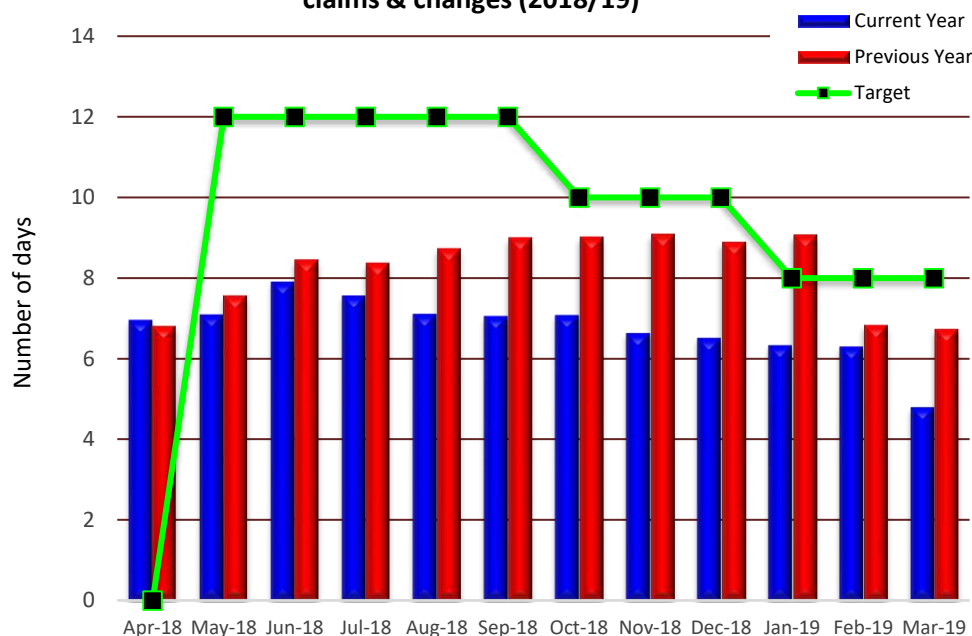
WDC Days taken to process Council Tax Reduction scheme new claims & changes (2018/19)



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

Performance achieved for Quarter 4 and year.

WDC Days taken to process Housing Benefit new claims & changes (2018/19)



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Performance had been achieved.

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 4 (2018/19):

1. Recruitment for new Head of Coastal Partnership East

Successful recruitment campaign for the new Head of CPE had been completed with the appointed candidate due to lead the team from mid-July. This post attracted nearly 20 high class applicants and reflects the recognition of the strength of our expertise across the country.

2. Asset Inspection Tool Development

CPE developed some new and innovative software to support the asset inspectors team with an Asset Inspection Tool (AIT). This enables staff working on the repairs and maintenance of coast defence assets to be able to access previous assessments, make and record new assessments and priorities and, in due course, integrate repairs and maintenance requests to contracted suppliers. This work involved significant integration of approach with the Environment Agency and other partners.

3. Procurement and Dynamic Purchasing System (DPS)

Development of DPS system (a step change to how services are procured) had been adopted by North Norfolk DC which has tendered its Construction Phase Project Manager and Site Supervision for the Bacton to Walcott Landscaping Scheme through this system. In Waveney, documents for Southwold Harbour (Lot 3) and Southwold Fender repair (Lot 1) will be uploaded onto the system. Feedback on DPS from our consultants was very positive. This is an excellent example of benefits of sharing specialist expertise across councils.

4. Investing in staff expertise

A very successful two day training course on use and management of NEC4 (construction) suite of contracts was attended by ES, CPE and Water Management Alliance staff. The costs were shared benefiting all parties.

Waveney District Council:

1. Lowestoft Flood Risk Management Project

The Outline Business Case had been approved by the Environment Agency's Large Project Review Group (LPRG). Planning application for the fluvial/pluvial elements of the project and the planning application for advanced tidal works (flood walls) will be submitted in early spring. Construction is planned to start in November, with site mobilisation in October. Alongside preparations for the planning application is the extensive work needed to secure legal agreements with multiple landowners. The next stage in preparation to lobby central Government is to bring together advocates from the business community and other key stakeholders to formally give their support.

2. Benacre and Kessingland Project

CPE continue to provide support to the project leads, Water Management Alliance, in particular in their technical discussions with Parkdean Resorts and their consultants. These discussions have been ongoing along with Environment Agency and Benacre Estate about looking at short and longer term options which will feed into the Outline Business Case as it develops. Funding had been confirmed from the Environment Agency to progress the Outline Business Case.

Suffolk Coastal District Council:

1. Sizewell C

Stage 3 consultation closed on 29th March. The team reviewed information in the consultation and identified significant issues especially regarding location of the station and its adjacency to the coast, the design of the defences and the long term impact on the coast of coastal processes. CPE is working with a range of other

stakeholders to ensure that learning is shared from the complex documents and there is a consistency of response to EDFE.

2. Thorpeness

Further work underway with community to find a suitable longer term solution to managing the erosion in Thorpeness. An approach document had been drafted and public consultation planned later in the summer.

LGA Coastal Special Interest Group (SIG)

In Quarter 4, there had been two key consultations that SIG co-ordinated responses back to Government, namely:

- a. MHCLG consultation on the 'review of local authorities relative needs, relative resources and the transition arrangements (Fair Funding Review)' which accepts that coast protection maintenance needs to be included but the methodology of allocation is either length of coastline or properties at risk. Neither of these options reflects funding needs of local authorities to maintain coast protection assets. Therefore, a response was sent by LGA Coastal SIG, supported by both local authorities and the District and Borough Finance Officer Group, with an alternative proposal based on an asset register. This is currently fragmented, however, through SIG we believe this can be resolved and made fairer to local authorities. Consultation closed February and are awaiting a response from Government.
- b. Defra, 'Improving our management of water in the environment' consultation included a section on raising local funds for coast erosion. There are a number of issues that need to be addressed and identified and the SIG co-ordinated a response.

Places for People

Quarter 4 Update:

- The contract reported a 22% increase in participation against its target, which was supported by health and fitness growth at Deben Leisure Centre.
- There had been a 39% increase in membership sales, Felixstowe had a steady increase in numbers despite strong new competition, however main reason for growth was driven by the refurbishment of the Deben site.
- In Quarter 4 there had been no Health and Safety Executive (HSE) reportable incidents recorded.
- Healthy communities participations (4%) impacted OneLife Strategy reducing facility usage and VFM membership options being available in health and fitness categories.

Felixstowe Leisure Centre:

- Participations in Quarter 4 (8%) vs last year was impacted by opening of Deben and new fitness completion.
- Fitness (3,000), Swim Casual (1,000), Wet Courses (1,700) impacted by the above factors.
- Membership Club live impacted approximately 9% in like for like periods.
- 100k Lifecycle Plant replacements funded by the Council had been completed by Places Leisure to extend the lifespan of facilities. This included two boilers at Felixstowe Leisure Centre and one at Brackenbury Leisure Centre. This work had minimal effect on opening hours and customer service.

Deben Leisure Centre:

- No like for like comparisons are available, however growth in 2016/17 was 29,491 and in 2018/19 it was 81,799 resulting in an increase in participation exceeding 277% over this two year period. In particular, fitness sales had exceeded expectations.

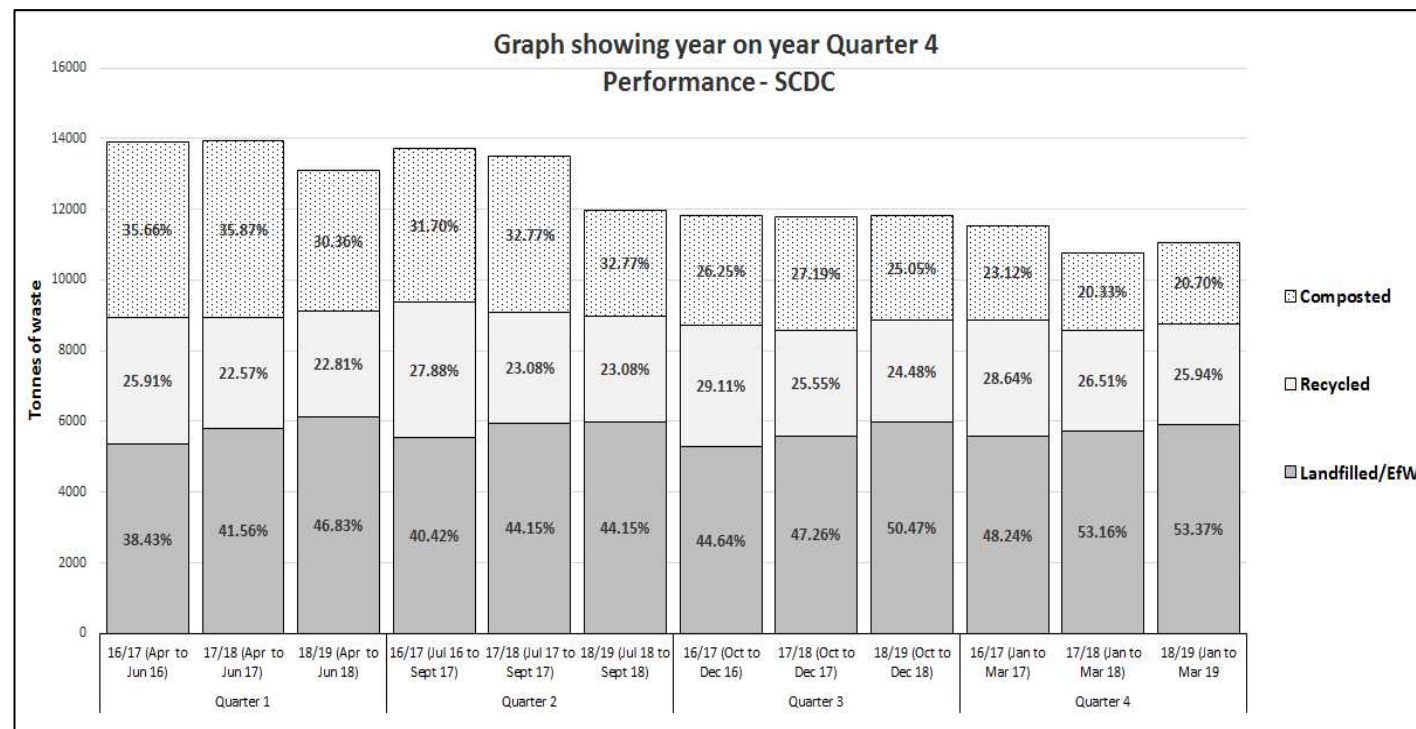
Year End Summary (Contract)

- Participation increased by 16% compared to its target.
- Membership sales increased 45% to target (mainly due to refurbishment of Deben).
- Incidents/accidents reported were in line with expectations and targets at 3.75% of participations, two HSE reportable incidents were recorded in the year:
 - FLC (May 2018) - young boy jumped into shallow water from water jet area ignoring Lifeguard instruction.
 - DLC (Oct 2018) - woman slipped in wet changing area and injured knee.
- The reopening of Leiston Leisure Centre had been delayed due to tiles surrounding the pool area 'popping'. These are being replaced and the first phase is now due to reopen in mid June.

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.

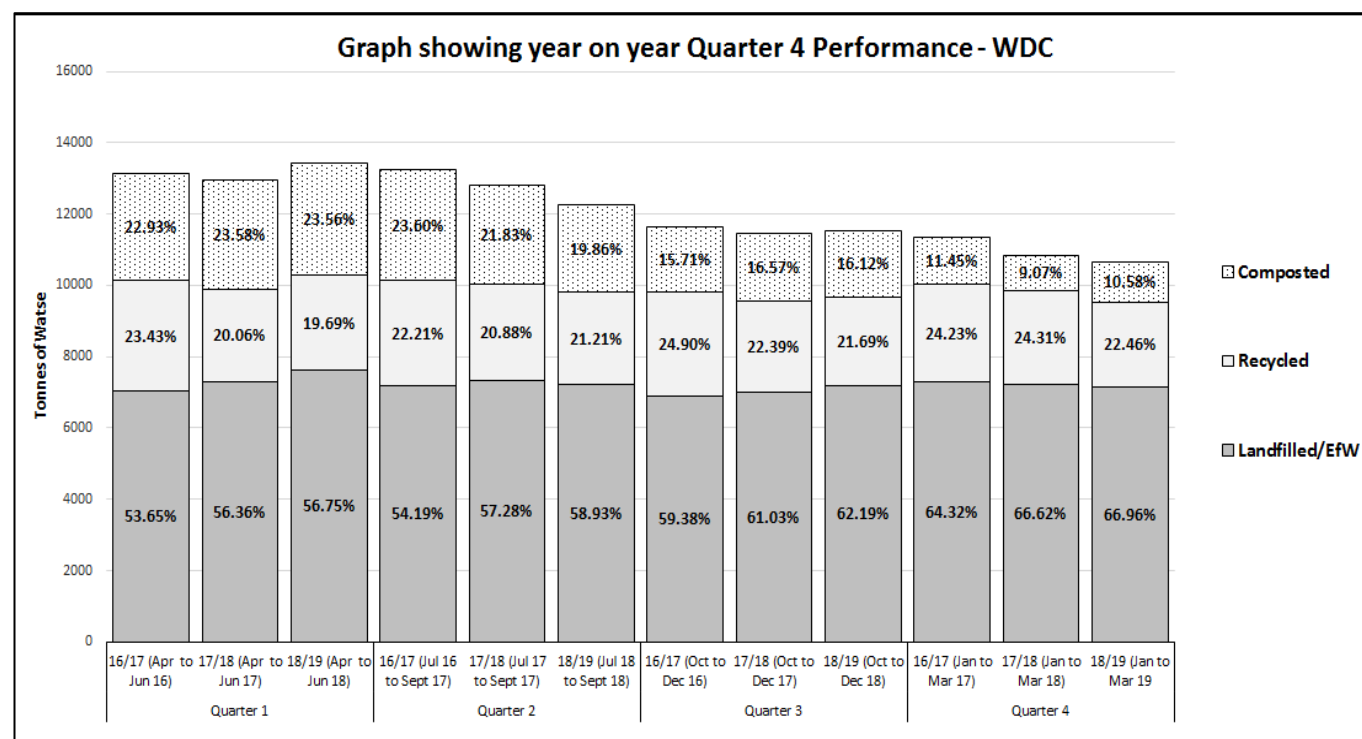


- Compostable waste collected in Quarter 4 was higher (101.42 tonnes more) than the same quarter last year, and is a consequence of the improved weather this year compared to last year. This is despite the introduction of the chargeable Garden Waste Scheme.
- The amount of residual waste collected in Quarter 4 increased slightly compared to Quarter 3, by 182.06 tonnes (53.16% of waste collected). Year on year residual increased by 1072.68 tonnes due to garden waste take-up.
- Despite the above, 'household waste sent for reuse, recycling and composting' was 46.84 % in Quarter 4, which was better than the profiled quarterly target of 43.13%. The target for the year (48.17%) was exceeded as final figure for 2018/19 was 50.16%.
- 139 flytipping incidents were reported in Quarter 4, 28 incidents were investigated by SCN (and 98 were cleared). SCN continues to work with Waveney and Suffolk Waste Partnership (SWP) on actions/campaigns to address flytipping.
- Four Fixed Penalties Notices (FPNs) were served for offences of littering, 1 FPN was served for offences of fly tipping and 1 FPN for the offence of dog fouling. 7 other enforcement letters were issued relating to other waste related complaints.
- In Quarter 4, 45 abandoned vehicles were reported in Suffolk Coastal, all were investigated by the Strategic Waste and Environmental Enforcement Team (SWEET) with four vehicles removed and stored, two vehicles destroyed.
- Other initiatives supported in Quarter 4 included:
 - Re-launch of 'Love East Suffolk community litter picking scheme';
 - 28 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.

East Suffolk Performance Report – Quarter 4 (2018/19)

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 4 was higher (145.53 tonnes) than the same quarter last year, due to the improved weather. However, the total for the year was down by 147 tonnes due to the hot weather last summer, reducing growth of grass and plants.
- The amount of residual waste collected in Quarter 4 decreased slightly, by 80.78 tonnes compared to the same quarter last year. However, dry recycling also fell. This may be in part due to contamination levels across the county. A new campaign to reduce this will be rolled out by SWP later this year.
- 'Household waste sent for reuse, recycling and composting' was 33.06% in Quarter 4, against a profiled target of 36.65%. The final figure was 39.12% compared to the target of 40.98%. The target was just missed due to a slight increase (292 tonnes) of residual for the year, combined with 483 tonnes less of recycling.
- 93 incidents of fly-tipping were investigated during Quarter 4. One warning letter was sent and four letters requested further information.
- Joint working took place with the Environmental Health Team on two fly-tipping cases by the same perpetrator. Regular joint working with Private Sector Housing Team takes place regarding accumulations of household waste in private rented properties and on private land, as well as joint working/investigation with people living in reported abandoned caravans.
- 13 FPNs were issued for Quarter 4 for littering from vehicles.
- Regular area walkabouts in Kirkley with a town/district councillor and a local resident/activist to highlight the issues around littering and fly-tipping in a deprived ward of south Lowestoft.
- Supporting businesses in Lowestoft High Street that are active in wanting to keep the High Street clean and clear for their customers through working closely to identify perpetrators of fly tipping and littering.
- Regular fortnightly seafront patrols in Lowestoft and Southwold (not in peak tourist season) as well as regular patrolling of Normanston Park and Carlton Marshes with regard the Public Space Protection Order (PSPO).
- Love East Suffolk litter picks organised and arranged for litter picking equipment to be made available for voluntary organisations, charities and parish councils – working with the community to help keep their areas clean and clear of litter.
- Operation Showdown completed in Lowestoft with multi-agency partners including Suffolk Constabulary, DVLA and VoSA – traders and waste carriers spoken to at the event.

- Working with Orwell Housing Association and Broadland Housing Association regarding littering, fly-tipping and abandoned vehicles on their land.
- Enforcement work took place with refuse crews on cross-contaminated blue household refuse bins (78 bins refused on one round alone in South Lowestoft) to help reduce cross contamination of household waste reaching the Household Refuse Site at the point of tipping the trucks. No reported increase in fly-tipping as a result but did provide an opportunity to help educate householders face-to-face on what waste is suitable to recycle.

Sentinel Leisure Trust (SLT)

Bungay Pool and Gym

- Bungay Pool and Gym had suffered four further closures since Christmas and closed due to issues with the pool plant system and health and safety issues with legionella readings that had been higher than usual. This significantly affected participation and income and impacted on health and fitness memberships.
- Utility consumption levels significantly increased due to the inefficient plant room leading to increased costs.
- Bungay Pool and Gym investment project is scheduled to commence later in the year with planned closure for works in September 2019. SLT is providing redeployment opportunities to staff facing redundancy. SLT produced a business case for the project currently being reviewed. SLT had created a full demobilisation plan for the site to support the Council with the project and continues to support as members of the project team.

Waterlane Leisure Centre

- Recent climbing wall investment by the Council is showing a good return for SLT through clubs and group bookings, birthday parties, instructor sessions and holiday club usage.
- Sales in Quarter 4 showed a good increase in membership and participation at the site due to improved marketing and joining offer.
- SLT installed and soft launched myzone virtual classes which are available to members to book online.
- SLT invested in and launched a new member app #thecompleteyou which provides a modern/state of the art tool to provide bespoke activity and nutritional plans whilst tracking body metrics and progression towards personal goals.
- SLT is an official partner of East Coast Community Health who had successfully secured a 7 year contract with the Clinical Commissioning Group (CCG) to deliver community health. SLT is lead on health improvement and prevention on the CCG area (Waveney and Gt Yarmouth), which will have a massive positive impact on the Waveney services that SLT deliver.
- Great uptake on health initiatives such as Changing Lives, Making Memories, Ogogo, Cystic Fibrosis and Wellness Prescription schemes.

Beccles Quay

- SLT supported WDC and Beccles Town Council with the transfer of ownership and operations of Beccles Quay to the Beccles Fenland Trust.

Lowestoft Beach Huts

- The process of moving the stored temporary beach huts from Cliff Road Car Park back to the promenade begun in March.

Oulton Broad Yacht Station

- SLT supported WDC and Oulton Broad PC with the transfer of ownership of land and assets in Oulton Broad.