

BABERGH DISTRICT COUNCIL

FROM: Directors of Corporate Services and Finance	REPORT NUMBER: L23
TO: OVERVIEW AND SCRUTINY (STEWARDSHIP) COMMITTEE	DATE OF MEETING: 14 JUNE 2011

FINANCE, RISK AND PERFORMANCE MANAGEMENT – QUARTERLY MONITORING REPORT – QUARTER FOUR (YEAR END) 2010/11

1. PURPOSE OF REPORT

- 1.1 This report provides the Overview and Scrutiny (Stewardship) Committee with a comprehensive and strategic assessment of the Council's achievements for the financial year ending 31 March 2011 across a number of areas including finance, risk and a range of elements of performance.

2. RECOMMENDATIONS

- 2.1 That the key points relating to performance variances against target for the 2010/11 Babergh Key Performance Indicator (KPI) basket (National Indicators, former Best Value Performance Indicators and Local Performance Indicators) be noted.
- 2.2 That the key changes in income and expenditure reflected in the 2010/11 revised budget against the original budget and further potential variations referred to in Appendix C be noted. Also included for consideration is a summary of all key Treasury Management activities to date.
- 2.3 That a report be submitted to the next round of Overview and Scrutiny Committees if any significant performance variance issues are identified for further review and analysis.

Subject to any matters referred under recommendation 2.3, the Committee is able to resolve these matters.

3. FINANCIAL IMPLICATIONS

- 3.1 Although the position for 2010/11 on the revenue budget will not be finalised completely until the end of June, the indication for the General Fund outturn position for the year is a net favourable variance against the revised budget of around £350k.
- 3.2 Most of this relates to expenditure that is now likely to arise in 2011/12 and is therefore due to timing assumptions in the revised budget, including the Babergh/Mid Suffolk integration. The report indicates that these sums should be either transferred to specific earmarked reserves or the budgets carried forward. Appropriate recommendations will be made to the Strategy Committee on the 7 July.

- 3.3 On the General Fund capital programme, the outturn position is that expenditure in 2010/11 was just over £0.6m less than the revised budget, with 77% or just over £2m spent. This was similar to last year's result of 81%. Most of this will be carried forward to 2011/12, subject to further scrutiny and approval.
- 3.4 On the Housing Revenue Account the indications are that there is likely to be a favourable variance in the region of £250k against the revised budget. Some carry forwards are required for money that is likely to be spent in 2011/12, for example on integration and the proposed new Council Housing Reform from April 2012.
- 3.5 On the Housing Revenue Account capital programme, the outturn position is that expenditure in 2010/11 of £3.3m represents a very high 94% of the revised budget. The underspend of £0.2m will be carried forward to 2011/12, subject to approval.

4. RISK MANAGEMENT

- 4.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 6 – Performance and Cost Management. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Poor targets set and/or actions/outcomes not achieved.	Significant	High	Continued rigorous challenge and action in dealing with identified variances.
Budgets and costs are not actively or systematically managed and reduced and, in the worst case, they increase.	Significant	High	Close and pro-active monitoring of budgets and key risk areas by Heads of Service and finance staff.

5. CONSULTATIONS

- 5.1 As this is a monitoring report only, no consultations are required with Unison or other outside bodies.

6. EQUALITY AND DIVERSITY IMPACT

- 6.1 There are no equality and diversity implications arising from this monitoring report.

7. SHARED SERVICE / PARTNERSHIP IMPLICATIONS

- 7.1 There are no implications for shared services or partnerships arising from this monitoring report.

8. KEY INFORMATION

Format of the report

- 8.1 In order to reduce double-handling and improve the effectiveness of the overview and scrutiny function:

- The Overview and Scrutiny (Stewardship) Committee receives quarterly exception reports setting out the key financial, risk and performance data areas where performance has deteriorated (based on a comprehensive analysis of the data), and details of mitigating action being undertaken to improve performance in these areas.
 - Any significant issues arising, for example where performance has deteriorated, are then referred to the appropriate Overview and Scrutiny Committee, with an update setting out what action has been taken to improve performance and prognosis for further improvement.
- 8.2 The Finance, Performance and Risk management reports during 2010/11 have been revised to provide Members with a more streamlined and integrated monitoring report focussing on key aspects of the council's corporate and strategic finances and performance and the outputs and outcomes that are being achieved.
- 8.3 In respect of risk management, this committee currently receives a separate quarterly report, which sets out the action and progress on managing the Council's Significant Business Risks.
- 8.4 In order to bring together the full range of complementary performance, risk and finance information in a single document it is proposed that from Quarter 1 2011/12 the key aspects of the quarterly risk management report be incorporated into this report.

Changes to Local Authority performance reporting and transparency arrangements

- 8.5 The Secretary of State for Communities and Local Government announced on 13 October 2010 that he would revoke all designations of local improvement targets under the Local Area Agreement (LAA) and would not be requiring preparation of a new agreement for April 2011. In addition there will not be any future payments under the performance reward grant against the current round of LAA targets (2008-11). Linking to the LAA announcement the Minister also indicated his intention to replace the current National Indicator Set (NIS) with a single list of data requirements.
- 8.6 On 14 April 2011 the Government published the final version of the Single Data List. This list sets out for the first time all the datasets that central government departments require local councils to collect and submit in 2011/12. Babergh and Mid Suffolk District Councils were among 206 local authorities who responded to a consultation exercise earlier this year which helped the government to reduce the size of the list and further reduce the data burdens placed on local authorities.
- 8.7 Further details regarding the Government's data requirements and proposed approach to self-regulation of performance will be provided to this Committee as it becomes available during 2011.
- 8.8 Within Suffolk, the Chief Executives' Group has agreed that a final LAA2 performance summary report is produced for 2010/11 to complete the three year cycle and acknowledge the work that has been achieved over the last three years. This will be available in June 2011 and a summary will be provided to this Committee.

8.9 In June 2010, the Secretary of State for Communities and Local Government wrote to local authorities informing them they would have to publish expenditure on items over £500 by January 2011. A draft code of practice of recommended practice for local authorities on data transparency was launched through a consultation exercise in February 2011, setting out the requirement to publish data along with minimum expectations and considerations. This code is linked to a number of practical guides relating to different areas of data produced by the Local Government Group in conjunction with the DCLG and other relevant trade organisations.

Babergh and Mid Suffolk District Councils published in 2010 a range of data on their respective websites, including payments to suppliers over £500, senior officer salary information, councillor allowances and expenses, new contracts and tenders and performance information.

Summary of performance at year end - 31 March 2011

8.10 Detailed analysis of the various elements of performance are contained in Appendices A and B. Appendix A provides a review of the strategic performance indicators and service standards including performance and trend monitoring for the key performance indicator basket (which was selected by this Committee). Appendix B provides an assessment of achievement against the key Delivery Plan actions. A summary analysis of performance against each of the Council's five *Strategic Plan 2008-18* themes follows.

8.11 The overall picture of performance and achievement against the strategic priorities at the 2010/11 year end as set out in the table at 8.13 is encouraging with a large number of strategic performance indicators and service standard measures across all strategic priority themes either meeting or exceeding target (green) or very close to target (amber). In addition a large proportion of the key delivery plan actions are on or above the target or milestone set (green) or very close to it (amber).

8.12 In total only 18 of the 184 various measures monitored by the Council (around 10%) have been flagged red – significantly below target. Full details on these including the current position and what action has been taken or is planned to improve performance are set out in paragraph 8.34.

8.13 Summary of performance and achievement against strategic priorities 2010/11

	Green	Amber	Red	No data	Contextual
Strategic PIs	39	15	4	7	7
Strategic Service Standards	8	3	1	0	0
Key delivery plan actions	74	13	13	0	0
Total	121	31	18	7	7

Theme 1 – Quality homes local people can afford

- 8.14 In total there are 25 strategic performance indicators and service standards for this theme. Of these, 19 are either meeting or very close to the target and 2 are significantly below target. Details on these 2 measures are provided in paragraph 8.34 below with further background information provided in appendix A of this report. Of the remaining 4 measures, there is no data for 2 at present and 2 are contextual so these have not been classified.
- 8.15 77% (23 of 30) of the key delivery plan actions are on target (green) or very close to target (amber) for this theme and 23% (7 of 30) are significantly below target (red). Details on these 7 actions are given in paragraph 8.34 below with further background information provided in appendix B of this report.
- 8.16 216 new homes were completed between 1 April 2010 and 31 March 2011. This outturn will deliver a better than expected New Homes Bonus. Net completions are higher than the annual target of 200 for 2010/11 and also show an improvement over the same period in 2009/10. This may suggest that some confidence is returning to the local housing market.
- 8.17 107 affordable homes were completed between 1 April 2010 and 31 March 2011. Affordable home completions are higher than the annual target of 100 for 2010/11 and also show a significant improvement over the same period in 2009/10.
- 8.18 The proportion of urgent to non urgent repairs for local authority housing is 12%, which is better than the annual target of 15%.

Theme 2 – A greener and cleaner Babergh

- 8.19 In total there are 19 strategic performance indicators and service standards for this theme. Of these, 15 are either meeting or very close to the target and only 1 is significantly below target. Details on this measure are provided in paragraph 8.34 below with further background information provided in appendix A of this report. There is no data for the remaining 3 indicators at this stage so it has not been possible to classify them.
- 8.20 85% (11 of 13) of the key delivery plan actions are on target (green) or very close to target (amber) for this theme and 15% (2 of 13) are significantly below target (red). Details on these 2 actions are given in paragraph 8.34 below with further background information provided in appendix B of this report.
- 8.21 The percentage of municipal waste landfilled is 61.4% (provisional), which is slightly worse than the target of 60.5%. Although the annual target has not been reached, the percentage municipal waste being landfilled is now 2.5% lower than last year. This positive direction of travel is equivalent to a reduction in the amount of waste going to landfill of over 3,500 tonnes across the county, which has saved £285,000 in landfill costs.
- 8.22 Performance in dealing with fly tipping has been assessed as “Very Effective” and is being reported as a positive exception this quarter. This is a significant good news story. There has been a decrease in the number of fly tipping incidents and an increase in the number of enforcement actions

Theme 3 – A safer and healthier Babergh

- 8.23 In total there are 3 strategic performance indicators and service standards for this theme. 2 of these measures are either meeting or very close to the target and 1 is significantly below target. Details on this measure are provided in paragraph 8.34 below with further background information provided in appendix A of this report.
- 8.24 80% (16 of 20) of the key delivery plan actions are on target (green) or very close to target (amber) for this theme and 20% (4 of 20) are significantly below target (red). Details on these 4 actions are given in paragraph 8.34 below with further background information provided in appendix B of this report.

Theme 4 – A strong and sustainable Babergh economy

- 8.25 There are no strategic performance indicators and service standards for this theme. However, 93% (14 of 15) of the key delivery plan actions are on target (green) and 7% (1 of 15) is significantly below target (red). Details on this action are given in paragraph 8.34 below with further background information provided in appendix B of this report

Theme 5 – Vibrant places and strong communities

- 8.26 There are 23 strategic performance indicators and service standards for this theme. Of these, 22 are either meeting or very close to the target. Only 1 measure is significantly below target. Details on this measure are provided in paragraph 8.34 below with further background information provided in appendix A of this report.
- 8.27 86% (19 of 22) of the key delivery plan actions are on target (green) or very close to target (amber) for this theme and 14% (3 of 22) are significantly below target (red). Details on these 3 actions are given in paragraph 8.33 below with further background information provided in appendix B of this report
- 8.28 The average time taken to process Housing Benefit / Council Tax Benefit new claims and change events is 6.68 days, which better than the annual target of 8 days. The current total caseload is 6637.
- 8.29 48 homes have been adapted to meet the needs of older people or disabled people during 2010/11. This indicator is being reported as a positive exception. The end of year figure exceeds the annual target of 35 and performance is also better than last year. This is very good performance and demonstrates officers' ability to respond to increased demands from Suffolk County Council following a Business Process Re-engineering exercise which has resulted in faster turnover. The work has been completed within budget for the current financial year.
- 8.30 In addition to the five Strategic Plan themes the council also manages and monitors 10 non-aligned strategic performance indicators and services standards under the heading 'How we will deliver'. Of these, 7 are either meeting or very close to the target. Of the remaining 3 measures, there is no data for 2 and 1 is contextual so these are unclassified.
- 8.31 93% (provisional) of capital expenditure has been achieved on the Housing Revenue Account (HRA) as at 31 March 2011. This is below the annual target of 97%, but the figure is likely to improve when the end of year accounts have been finalised.

- 8.32 The average number of days sick per member of staff was 6.78 days during the period 1 April 2010 to 31 March 2011. This is better than the annual target of 8 days. The improvement in performance seems to point to the successful implementation of the revised sickness management scheme.

NEXT STEPS

- 8.33 The detailed analyses of performance in Appendices A and B summarised above has highlighted the following 18 strategic indicators, service standards and key Delivery Plan actions as red (below target) at the end of the year. This section sets out by theme the current position on each and, where applicable, what activity has been undertaken or is planned by officers to improve performance.

Theme 1

- **BV212 – Average time to re-let local authority housing**

The average time taken to relet Babergh's council housing is 32 days (as at 31 March 2011), which is worse than the target of 23 days. Performance has declined over the past two years reaching its worst level at the end of June 2010 when the average void period was 42 days. Since then each quarter has shown an improvement in performance.

This exception was reported through the Q3 monitoring report. Vacant posts were carried in the Voids Team as a pilot to reduce staff costs. However this did impact on performance and posts have now been filled with internal staff transfers and performance has improved. No further action is required.

- **BV64 – Private dwellings returned to occupation**

This exception was reported through the Q3 report.

The Housing Panel is working with the appropriate officers to develop a Tackling Empty Homes Action Plan. Work is already underway with the appointment of 'Housing Action' a local charitable group specialising in supporting people to become private landlords. A review of the Action Plan will be included in the Housing Panel's 2011 annual report to Overview and Scrutiny (CS) Committee on 18 October 2011.

- **H4 and C24 – Establish the criteria by which 15 Gypsy and Traveller pitches can be achieved and identify and deliver the sites**

These actions have been flagged red. However, there was a change of target within the year following a review of the accommodation needs of the Gypsy and Traveller community. This change was reported to this Committee at Quarter2.

The Council is planning to meet the need by providing one caravan pitch in the district. A potential pitch has temporary approval for a Gypsy and Traveller caravan. No further action is required at this stage.

- **H5, H15 and H18 – Submit the Local Development Framework Core Strategy to the Secretary of State in 2011.**

These actions relate to the overall development strategy, the affordable housing element and the infrastructure delivery strategy components of the LDF Core Strategy and all have been flagged red. However there was a change of target within the year following delays caused by the change of government. This change was reported to this Committee at Quarters 1 and 2. Target date for completion of the Core Strategy is now mid 2012 and the Council is making good progress towards meeting this.

- **H23 – Undertake a pilot with Havebury Housing Partnership to integrate the Private Sector Leasing scheme into the Choice Based Lettings operation.**

This has not proved possible as Havebury announced their intention to withdraw from the Private Sector Leasing scheme from 1st June 2011. The Babergh Housing Panel are supporting an attempt to find a new partner. No further action required at this stage.

- **H30 – Develop a business continuity plan and shared service protocol for the homelessness service with Mid Suffolk District Council**

Following delays this work will now commence as part of the wider Babergh – Mid Suffolk service integration programme. Officers remain confident of creating a strong and more resilient service in the future.

- **H35 – Support the management of a night stop service providing emergency accommodation for 12 young people in Sudbury.**

The Nightstop contract within Suffolk ended in September 2009 and negotiations are continuing with 4 other partners. Officers hope to adopt a new provider during 2011.

Theme 2

- **LPI121 – % Trade waste recycled or composted**

5.2% of trade waste was recycled or composted against a target of 10% during 2010/11. Although this is a significant variation it does represent a five fold improvement on the 2009/10 outturn.

A trade waste recycling partnering arrangement with Sudbury Resource Centre commenced in December 2010. The full year effect of this arrangement, in addition to our own recycling collections would generate a trade waste recycling/composting rate of 10%. In other words, performance over the second half of the year has been in line with the target.

- **G13 – Recycle 700 tonnes of trade waste**

This is linked to LPI121 above. Target not met. 140 tonnes of trade waste have been recycled during the year. However, since the partnering arrangement with Sudbury Resource Centre to collect recyclable trade waste came into operation, in December 2010, performance has improved considerably.

- **G18 – Work with parish councils to introduce 5 new bring sites**

No new brings sites have been introduced this year. However, it should be noted that 11 new sites were established the previous year (2009/10). A county wide review of bring site provision is now being undertaken by the Suffolk Waste Partnership.

Theme 3

- **LPI115 – Number of incidents of criminal damage and serious public order offences in hotspot areas**

Performance is slightly worse than the target, but the number of crimes continues to show a downward trend (improved performance). There has been a 3% decrease in the number of incidents this year (the target was a 10% reduction) and this has been achieved in spite of reduced Police funding for night patrols in the hotspot areas.

Theme 4

- **E11 – Support the Suffolk County Council School Organisation review to enable local education opportunities and skills levels to be maximised**

This has not proved possible as the School Organisation Review did not progress as planned due to a reduction in capital funding for the national school building programme.

Theme 5

- **BV79bi – % of benefits overpayments recovered against % deemed recoverable**

Current performance is 67%, which is a significant improvement on Quarter 3, but worse than the annual target of 74%. Performance has declined over the past 2 years. This in part reflects the relative success of the fraud team as successful investigations and prosecutions add to the amount recoverable both for this year and future years.

It should also be noted that the ability of the Council to collect the money is restricted by the maximum amount we can recover (under most circumstances) of £13.20 per week for fraud and £9.90 for ordinary payments. This means that a £5,000 fraud could take over 7 years to repay.

- **C4 – Support a Free Swim Programme for the under 16s**

Unfortunately central government funding, which was used in addition to Babergh DC funding to support the scheme, was withdrawn in July 2010 and as a result the scheme ended in August 2010.

- **C7 – Hold 8 Benefit take up events / surgeries across the district**

No benefit take up events / surgeries took place this year due to resources being diverted to deliver the new shared service partnership and maintain current performance. However, the Benefits Team has explored alternative ways of improving benefit take up. For example, staff attended a meeting in Capel St Mary arranged by a Registered Social Landlord for their tenants. This was an opportunity to raise awareness of pending benefit changes. Landlord forums will be set up in conjunction with MSDC and IBC.

8.34 Financial performance for quarter four is shown at Appendix C

9. **APPENDICES**

Title	Location
A Analysis of performance at Quarter 4	Attached
B Delivery Plan Actions	Attached
C Financial Information – Quarter 4	Attached
D General Fund Carry Forward Requests	Attached
E Treasury Management Performance – Quarter 4	Attached

10. **BACKGROUND DOCUMENTS**

10.1 None.

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PERFORMANCE ANALYSIS – QUARTER 4 PERFORMANCE

1. Introduction

Babergh DC has made a commitment to meet the targets and service standards contained in the Council's:

- set of strategic performance indicators (national indicators, former BVPIs and local indicators);
- Customer Charter; and
- 2010/11 Delivery Plan.

During 2009/10 separate monitoring reports were produced for the O&S (S) Committee for each of the above. This year, to eliminate duplication of effort, monitoring information has been brought into one quarterly report with a section for each of the Council's priorities.

The Council manages and monitors a total set of 72 **strategic performance indicators**. The O&S (S) Committee agreed that a basket of 12 key performance indicators selected from the set above should be reported each quarter and that the remaining indicators be reported on an exception basis only.

The Council has 122 **service standards**. Of these, 12 have been selected as key service standards. These are being monitored by divisions and will be included in this report if there are any concerns about service delivery. An exercise will be undertaken to review the number of service standards the Council has as part of the service integration programme.

The Council's **2010/11 Delivery Plan** includes 100 key actions (excluding targets that relate to strategic PIs or service standards). These are being monitored by divisions and any key achievements or issues for concern are included in this report. Appendix B provides full details of the progress made on every key action in the plan.

Throughout this report the Council's progress has been assessed using the following classification:

Green	On or above target.
Amber	Slightly below target, but no concerns about performance
Red	Significantly below target / concerns about performance

2. Quality homes local people can afford

a) Summary of progress

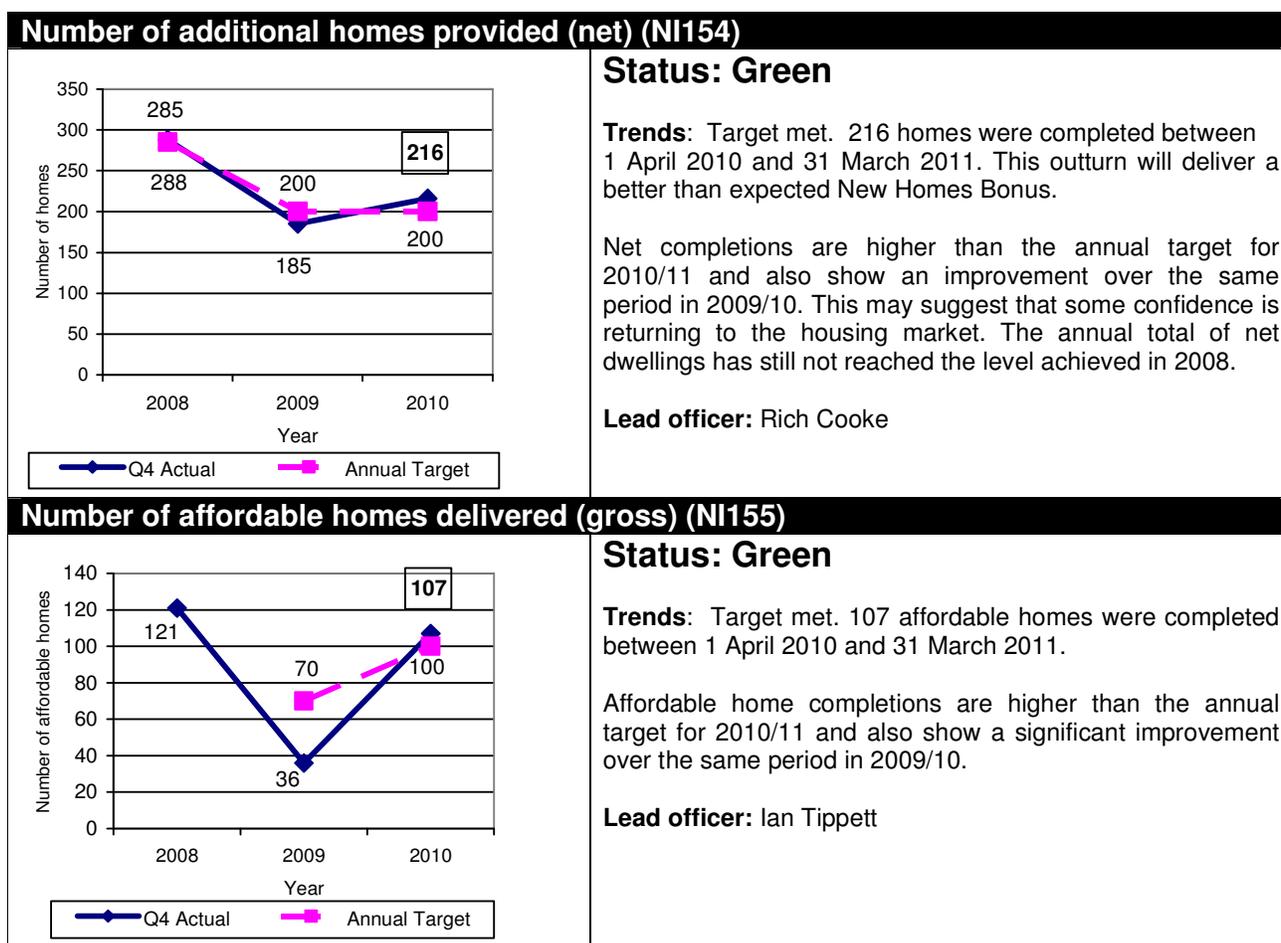
The Council monitors and manages 18 strategic performance indicators, 7 key service standards and 30 key actions to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 March 2011 is given below.

	Green	Amber	Red	No data	Contextual	Comments
Strategic PIs	9	4	1	2	2	Includes 4 KPIs. No data for NI187a & b as central government no longer requires the annual fuel poverty survey. Red = BV64
Strategic Service Standards	3	3	1	0	0	Red = BV212
Key delivery plan actions	18	5	7	0	0	Red = Actions H4, H5, H15, H18, H23, H30, H35. Details for H4, H5, H15, H18 already reported to O&S

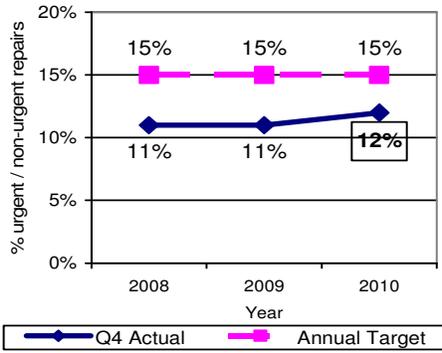
b) Delivery Plan Progress

Full details of the progress made on each action are given in Appendix B.

c) KPI basket – 3 year trends



Proportion of urgent to non-urgent repairs - local authority housing (LPI44)



Status: Green

N.B. Lower numbers represent good performance

Trends: Current performance is 12%, which is better than the annual target of 15%

Lead officer: Ryan Jones

Number of potential dwellings to be built 2010 – 2031 (LPI 125)

- a) Potential number of dwellings arising from approved planning applications = **891**
- b) Potential number of dwellings arising from remaining Local Plan allocations = **1813**

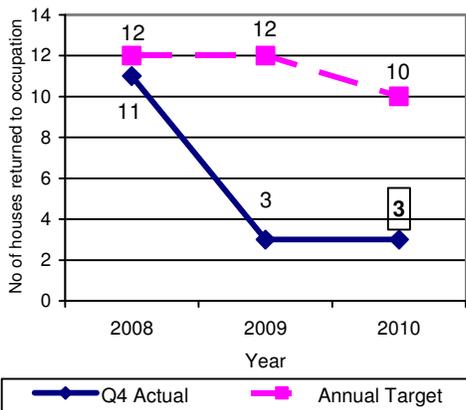
Status: Contextual information

Trends: The total number of potential dwellings that could be built between 2010 and 2031 = 2704.

Lead officer: Rich Cooke

d) Exceptions - Performance Indicators

Private dwellings returned to occupation (BV 64)



Status: Red

Trends: 3 long term empty private dwellings have been returned to occupation during the 2010/11 financial year.

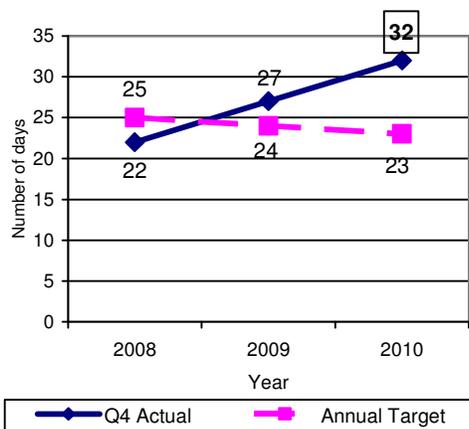
The recent survey of long term empty properties indicates that the majority are already on the market. Also the existing financial climate limits any voluntary action that can be taken by owners to improve properties so they can be returned to use.

Babergh has one of lowest rates of empty properties in the country so this is not a significant issue for the Council. The target for 2011/12 has therefore been reduced from 10 to 5. The Housing Panel is developing a Tackling Empty Homes Action Plan.

Lead officer: John Kilgannon

e) Exceptions - Service Standards

Average time to relet local authority housing (BV212)



Status: Red

NB. Lower figures represent good performance

Trends: The average time taken to relet Babergh's council housing is 32 days (as at 31 March 2011), which is worse than the target of 23 days. Performance has declined over the past two years reaching its worst level at the end of June 2010 when the average void period was 42 days. Since then each quarter has shown an improvement in performance.

Actions taken to improve performance:

This exception was reported through the Q3 monitoring report. Vacant posts were carried in the Voids Team as a pilot to reduce staff costs. However this did impact on performance and posts have now been filled with internal staff transfers and performance has improved. No further action is required.

Lead officer: David Clarke / Ryan Jones

3. A greener and cleaner Babergh

a) Summary of progress

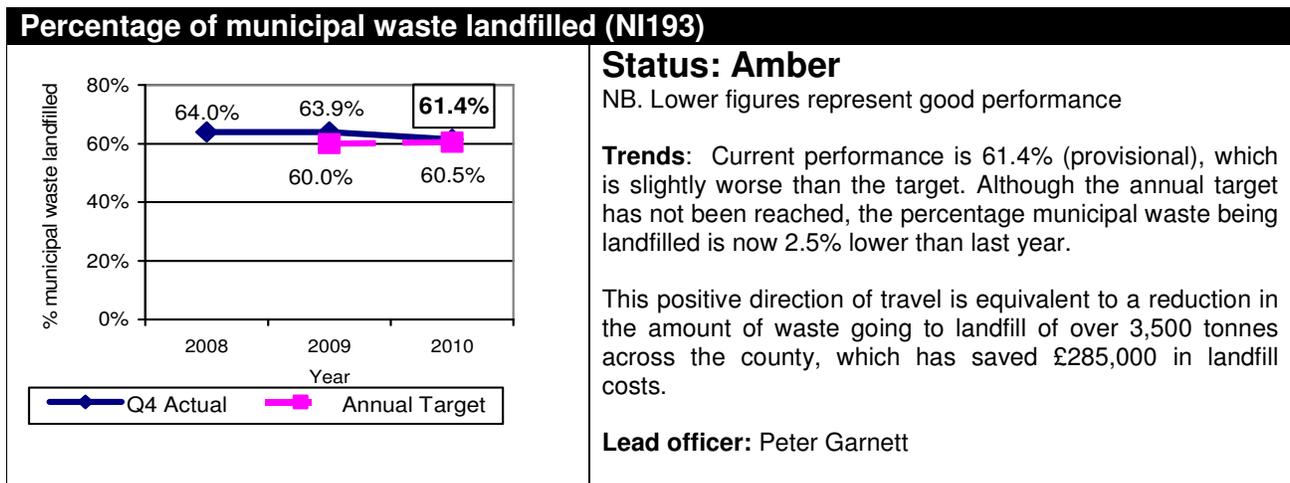
The Council monitors and manages 18 strategic performance indicators, 1 strategic service standard and 13 key actions to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 March 2011 is given below.

	Green	Amber	Red	No data	Contextual	Comments
Strategic PIs	11	3	1	3	0	Includes 1 KPI (NI193) No data for NI185, NI186 (carbon reduction) and NI194 (air quality). There is a delay before these annual figures become available. Red = LPI121.
Strategic Service Standard	1	0	0	0	0	
Key delivery plan actions	9	2	2	0	0	Red = Actions G13 and G18. These were reported to O&S in Q3

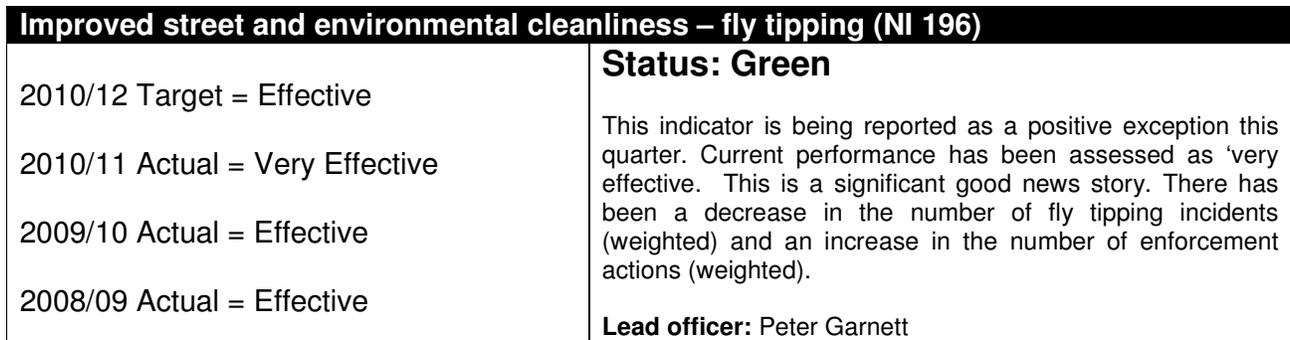
b) Delivery Plan Progress

Full details of the progress made on each action are given in Appendix B.

c) KPI Basket – 3 year trends



d) Exceptions - Performance Indicators



4. A safer and healthier Babergh

a) Summary of progress

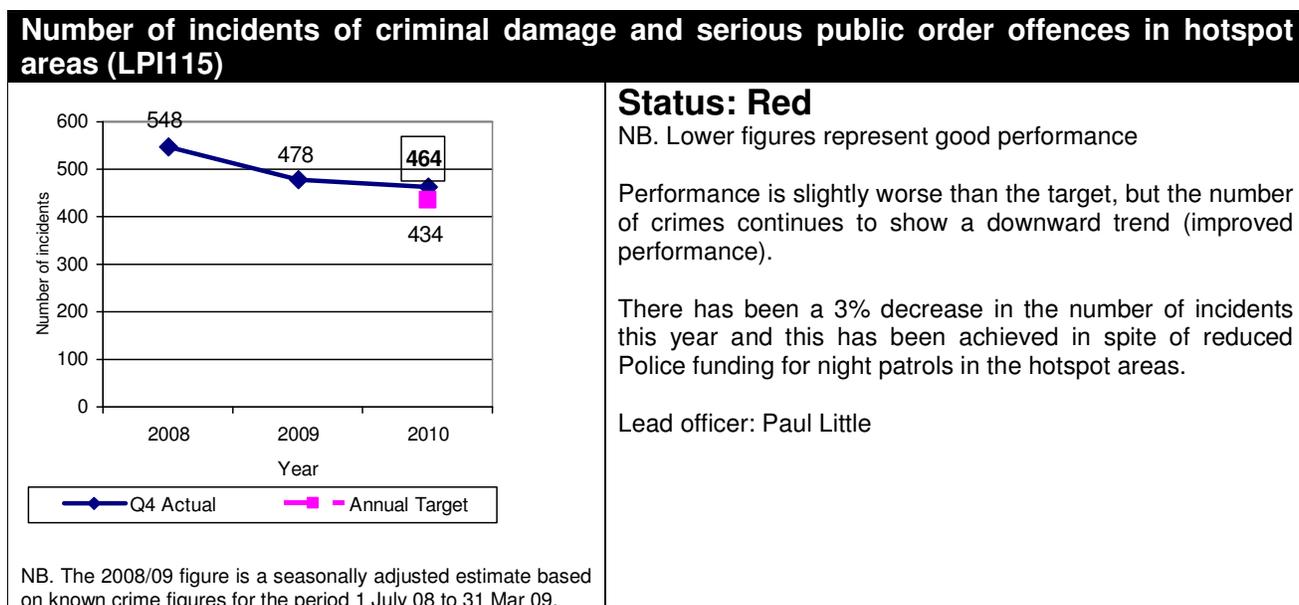
The Council monitors and manages 3 strategic performance indicators and 20 key actions to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 March 2011 is given below.

	Green	Amber	Red	No data	Contextual	Comments
Strategic PIs	2	0	1	0	0	Includes 1 KPI (NI115) Red = LPI115
Key delivery plan actions	16	4	0	0	0	

b) Delivery Plan Progress

Full details of the progress made on each action are given in Appendix B.

c) KPI Basket – 3 year trends



There are no exceptions to report this quarter for the Safer and Healthier theme.

5. A strong and sustainable Babergh economy

a) Summary of progress

The Council monitors and manages 4 strategic performance indicators and 15 key actions to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 December 2011 is given below.

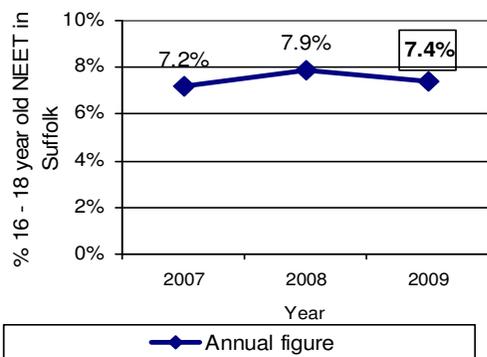
	Green	Amber	Red	No data	Contextual	Comments
Strategic PIs	0	0	0	0	4	Includes 2 KPIs (NI117, LPI126).
Key delivery plan actions	14	0	1	0	0	Red = Action E11

b) Delivery Plan Progress

Full details of the progress made on each action are given in Appendix B.

c) KPI Basket – 3 year trends

16 – 18 year olds not in education, employment or training (NI117)



Status: Contextual information

NB. Lower figures represent good performance

Comments. The figures shown are for Suffolk as a whole. There is no data available for 2010 at present.

Lead officer: Ian Tippett

Number of empty business properties in Babergh (LPI 126)

357 business properties in Babergh were empty as at 31 March 2011

NB. Lower figures represent good performance

Comments. The 357 empty business properties include those that are available for let and empty properties awaiting development. The period that these have been empty are as follows:

- Less than 12 months = 127
- Between 12 and 24 months = 64
- Between 24 and 36 months = 42
- More than 36 months = 124

The largest sites include:

- Radiator Road, Great Cornard.
- The former ICI site in Brantham.
- The former Fleetwood Caravans site in Long Melford.

The equivalent total at 31 March 2010 was 365, although the makeup of properties has changed slightly.

Contact: Andrew Wilcock

There are no exceptions to report this quarter for the strong and sustainable Babergh theme.

6. Vibrant places and strong communities

a) Summary of progress

The Council monitors and manages 21 strategic performance indicators, 2 strategic service standards and 22 key actions to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 March 2011 is given below.

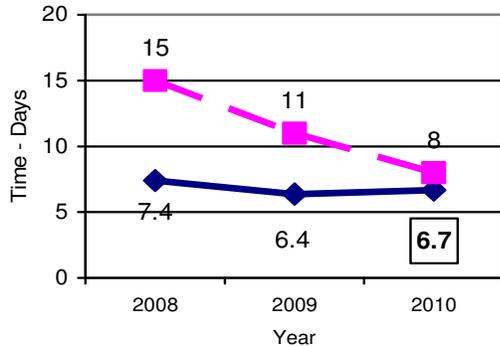
	Green	Amber	Red	No data	Contextual	Comments
Strategic PIs	15	5	1	0	0	Includes 1 KPI (NI181) Red = BV79bi
Strategic Service Standards	2	0	0	0	0	
Key delivery plan actions	17	2	3	0	0	Red = Actions C4, C7 and C24. Details for these have already been reported to O&S

b) Delivery Plan Progress

Full details of the progress made on each action are given in Appendix B.

c) KPI Basket – 3 year trends

Time taken to process Housing Benefit / Council Tax Benefit new claims and change events (NI181)



Status: Green

NB. Lower figures represent good performance

Trends: The end of year performance is 6.68 days, which is better than the target

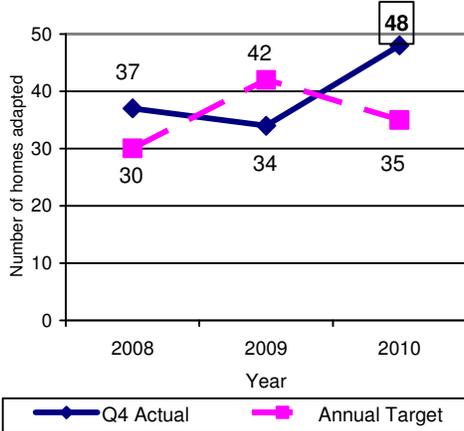
The current caseload figures are:

- Rent Rebates = 2304 (Council Tenants)
- Rent Allowances = 2312 (Private Tenants)
- Council Tax Benefit = 2021 (Owner Occupiers)
- Total = 6637

Lead officer: Andrew Wilcock

d) Exceptions - Performance Indicators

Number of homes adapted to meet the needs of older people or disabled people (LPI 9)



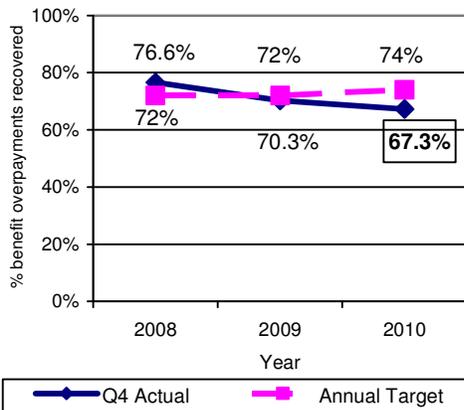
Status: Green

Trends: 48 homes have been adapted to meet the needs of older people or disabled people during 2010/11.

This indicator is being reported as a positive exception. The end of year figure exceeds the annual target by 37% and performance is also better than last year. This is very good performance and demonstrates officers' ability to respond to increased demands from Suffolk CC following a BPR exercise which has resulted in faster turnover. The work has been completed within budget for the current financial year.

Lead officer: John Kilgannon

% of benefits overpayments recovered against % deemed recoverable (BV79bi)



Status: Red

Trends: Current performance is 67.27%, which is a significant improvement on Quarter 3, but worse than the annual target. Performance has declined over the past 2 years. This in part reflects the relative success of the fraud team as successful investigations / prosecutions add to the amount recoverable both for this year and future years.

It should also be noted that the ability of the Council to collect the money is restricted by the maximum amount we can recover (under most circumstances) of £13.20 per week for fraud and £9.90 for ordinary payments. This means that a £5,000 fraud could take over 7 years to repay.

Lead officer: Andrew Wilcock

7. How we will deliver

a) Summary of progress

The Council monitors and manages 8 strategic performance indicators and 2 strategic service standards to deliver this priority. A summary of progress made during the period 1 April 2010 – 31 March 2011 is given below.

	Green	Amber	Red	No data	Contextual	Comments
Strategic Pls	2	3	0	2	1	Includes 3 KPIs (LPI12a, BV12, NI179) No data for NI179, BV30 – waiting for closure of accounts
Strategic Service Standards	2	0	0	0	0	

b) KPI Basket – 3 year trends

% capital expenditure achieved on the Housing Revenue Account (LPI12a)													
<table border="1"> <caption>% HRA capital expenditure achieved</caption> <thead> <tr> <th>Year</th> <th>Q4 Actual</th> <th>Annual Target</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>86%</td> <td>97%</td> </tr> <tr> <td>2009</td> <td>93%</td> <td>97%</td> </tr> <tr> <td>2010</td> <td>93%</td> <td>97%</td> </tr> </tbody> </table>	Year	Q4 Actual	Annual Target	2008	86%	97%	2009	93%	97%	2010	93%	97%	<p>Status: Amber</p> <p>Trends: 93% (provisional figure) of capital expenditure achieved on the HRA as at 31 March 2011.</p> <p>This is below the annual target, but the figure likely to change when the end of year accounts have been finalised.</p> <p>Lead officer: Ryan Jones</p>
Year	Q4 Actual	Annual Target											
2008	86%	97%											
2009	93%	97%											
2010	93%	97%											
The average number of days sick per member of staff (BV12)													
<table border="1"> <caption>Average number of days sick per member of staff</caption> <thead> <tr> <th>Year</th> <th>Q4 Actual</th> <th>Annual Target</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>7.15</td> <td>8</td> </tr> <tr> <td>2009</td> <td>7.17</td> <td>8</td> </tr> <tr> <td>2010</td> <td>6.78</td> <td>8</td> </tr> </tbody> </table>	Year	Q4 Actual	Annual Target	2008	7.15	8	2009	7.17	8	2010	6.78	8	<p>Status: Green</p> <p>NB. Lower numbers represent good performance</p> <p>Trends: The average number of days sick per member of staff was 6.78 days during the period 1 April 2010 to 31 March 2011. This is better than the annual target of 8 days.</p> <p>The improvement in performance seems to point to the successful implementation of the revised sickness management scheme.</p> <p>Lead officer: Jeanette Bray</p>
Year	Q4 Actual	Annual Target											
2008	7.15	8											
2009	7.17	8											
2010	6.78	8											

Total net value of ongoing cash-releasing value for money gains made since 1 April 2008 (NI 179)

£1.244m of ongoing cash-releasing value for money gains have impacted since the start of the 2008/09 financial year (as at 31 March 2010)

Status: No data

Figure for 2010/11 is not available.

Lead officer: Barry Hunter

There are no exceptions to report this quarter for the how we will deliver theme.

2010/11 Delivery Plan Key Actions (minus service standards and PIs)

Total actions = 30 + 13 + 20 + 15+ 22 = 100

Quality homes people can afford = 30 (Green 18, Amber 5, Red 7)

Ref	10/11 target or milestone	Status
H1	Maintain a 5-year minimum housing land supply (1400 dwellings as identified in the Regional Spatial Strategy)	Green Completed for 2009/10 as required and included in the 2009/10 Annual Monitoring Report
H2	Produce an Annual Monitoring Report to monitor housing delivery and identify obstacles affecting housing delivery.	Green The Annual Monitoring Report (AMR) has been completed for 2009/10 as required. The next AMR will be produced during 2011/12 for the 2010/12 financial year.
H3	Participate in the formal examination of the Regional Spatial Strategy and respond to any proposed changes	Green All done during year as required but no longer applicable as the Regional Spatial Strategy was abolished by the new government
H4	Use the adopted criteria to identify and deliver sites for 15 Gypsy and Traveller pitches by 2011/12	Red – Change of target within year. Already reported to O&S as a 'change' in Q2. The accommodation needs of the Gypsy and Traveller community have been reviewed. The Council is planning to meet the need by providing one caravan pitch in the district. A potential pitch has temporary approval for a Gypsy and Traveller caravan.
H5	Submit the Local Development Framework Core Strategy to the Secretary of State in 2011. This will set the overall Development Strategy by allocating land in Babergh for housing development.	Red – Change of target within year Already reported to O&S as a 'change' in Q1 & Q2. Target date for completion of the Core Strategy is now mid 2012.. This is due to delays caused by a change of government.
H6	Not included - Performance Indicator NI157	
H7	Not included - Building Control Service Standards.	
H8	Adopt an Affordable Housing Supplementary Planning Document by March 2011 to include information on housing need, site size thresholds, amount of affordable housing, integration and mix of affordable housing, design, site suitability, commuted sums, delivery issues, planning process and monitoring of delivery.	Green - Achieved
H9	Update the Council's affordable housing need information (i.e. the Strategic Housing Market Assessment and Housing Need research projects)	Green The SHMA house price and rents indicator information is being updated in-house each quarter. A wider SHMA update is being done annually. The first annual update was completed in late 2009 and the second in 2010. This work is being carried out in partnership with IBC, SCDC, MSDC and SCC.
H10	Not included - Performance Indicator NI155	

Ref	10/11 target or milestone	Status
H11	Work-up 4 rural exception sites and 4 Babergh sites for development	<p>Green</p> <p>Target exceeded. The Affordable Housing Team is currently working with 23 Parish Councils to bring forward rural exception site affordable housing schemes.</p> <p>10 rural exception schemes have been worked up for development during 2010/11. These are located in Leavenheath, Bentley, Cockfield, Lavenham, Assington, Holbrook, Tattingstone, Elmsett, Hintlesham and Nayland.</p> <p>8 Babergh DC sites have been worked up for development during 2010/11:</p> <ul style="list-style-type: none"> • 8 Bull Lane, Long Melford • 30/31 Brookfield, Bildeston • Cornerth Crescent, Gt. Cornard • Halifax Place, Shimpling • Boleyn Place, Erwarton • Poplar Road, Gt Cornard • Elm Estate, East Bergholt • Thorpe Morieux
H12	Negotiate the delivery of 35% affordable housing on private development sites in areas where housing research has identified a high need for affordable housing	<p>Green</p> <p>Not many planning obligation sites are coming forward at this time due to the poor market conditions. However there are signs that the market is improving with a number of discussions having commenced recently.</p> <p>Negotiations for these sites will commence at 35% and will only be reduced if housing need is met with a lower than 35% affordable housing delivery or if the achievement of other planning obligations requires a lower level of affordable housing.</p>
H13	Continue Babergh District Council support for the Rural Housing Enabler service. Ensure local needs surveys are completed for all potential Rural Exception Sites schemes.	<p>Green</p> <p>The Council continues to support the ACRE Rural Housing Enabler service by providing annual funding and working in partnership with the service.</p>
H14	Ensure that all affordable homes on the Babergh District Council land and on Rural Exception Sites sites achieve a minimum Level 3 of the Code for Sustainable Homes, with 25% of schemes (i.e. 2 sites) achieving Level 4.	<p>Amber.</p> <p>Target nearly achieved. All new affordable homes delivered on Rural Exceptions Sites and Babergh land are delivered to at least Level 3 of the Code for Sustainable Homes.</p> <p>The scheme at Boleyn Place, Erwarton has been built to Level 4 of the Code for Sustainable Homes. The Thorpe Morieux development was originally planned as a Level 4 scheme, but subsequently had to be built to a Level 3 standard to stay within the available budget for the project.</p>
H15	Submit the Local Development Framework Core Strategy to the Secretary of State in early 2011. This will set out how and where affordable housing will be delivered in Babergh.	<p>Red – Change of target within year</p> <p>Already reported to O&S in Q1 & Q2 as a change of target. The timescales for this work have altered as a result of the change of government.</p> <p>The Local Development Framework Core Strategy will now be submitted in early 2012. The Affordable Housing and Planning Policy Teams will be discussing the affordable housing element of this during April 2011.</p>

Ref	10/11 target or milestone	Status
H16	Adopt 4 new open spaces from planning gain contributions	Amber This target is developer dependent. Two open spaces have been adopted during the financial year and there are no significant concerns about progress.
H17	Implement the Open Space Sport and Recreation Strategy by ensuring new developments have adequate recreational and open space	Green The PPG17 Open Spaces, Sport and Recreation Strategy has been completed. This was approved by Strategy Committee in July 2010 (Report K66)
H18	Submit the Local Development Framework Core Strategy to the Secretary of State in early 2011. This will set out the development strategy and infrastructure delivery strategy.	Red – Change of target within year Already reported in Q1 & Q2 as a 'change'. Meeting the target of 2011 is now less likely – it may be 2012 instead. This is due to delays caused by a change of government.
H19	Work with partners, such as the Haven Gateway, to identify and lobby for infrastructure improvements through Government and other external funding	Green Ongoing. Babergh DC has worked with the Haven Gateway Partnership to identify the infrastructure requirements in the sub-region. Examples include superfast broadband provision, protection of employment sites and the redevelopment of Sudbury town centre.
H20	Maximise planning gain contributions for infrastructure from all major planning applications	Green Approximately £960K was secured in 2010/11
H21	Not included - Performance Indicator NI212	
H22	Minimise under-occupation in the Council's housing stock by developing an under-occupation strategy.	Green Target met. The under-occupation strategy has been produced. 259 tenants have responded to a survey and the results have been collated. Individual visits are now being undertaken to ascertain what actions can be taken to encourage tenants to move.
H23	Undertake a pilot with Havebury Housing Partnership to integrate the Private Sector Leasing scheme into the Choice Based Lettings operation.	Red Havebury has announced their intention to withdraw from the Private Sector Leasing scheme from 1 st June 2011. The Babergh Housing Panel are supporting an attempt to find a new partner.
H24	Not included - Performance Indicator BV64.	
H25	Modernise 250 kitchens and 30 bathrooms as part of the ongoing improvement programme to ensure all council homes continue to meet the Decent Homes Standard.	Amber <u>Kitchens</u> - 234 kitchens were renewed in 2010/11. Just below target. <u>Bathrooms</u> - 95 bathrooms were renewed in 2010/11. Target exceeded.
H26	Improve the energy efficiency of Council housing stock by installing air source heat pumps in 50 properties and improving the insulation of 200 properties.	Amber <u>Insulation</u> – improvements have been made to 474 council dwellings, well exceeding the target. <u>ASHPs</u> – 40 properties completed during the financial year, which is slightly below target. Some tenants have been reluctant to take up the offer of a new heating system until they have seen how well they work in other properties. There have also been some issues with local power suppliers / planning.

Ref	10/11 target or milestone	Status
H27	<p>Improve the energy efficiency of private sector properties by working in partnership with Warm Front to meet the following targets:</p> <ul style="list-style-type: none"> - 125 insulation measures - 50 heating measures 	<p>Green</p> <p>During 2010/11 Warm Front gave priority to heating measures, as insulation measures were being installed by alternative providers using subsidies from utility companies. Warm Front stopped taking enquiries in December 2010.</p> <p>Figures as at end of March 2011.</p> <ul style="list-style-type: none"> • 105 heating measures had been installed by Warm Front. • 42 insulation measures had been installed by Warm Front. In addition, 229 insulation measures had been installed by alternative providers as at the end of Q3. These were arranged as a result of mailouts undertaken with the Energy Saving Trust.
H28	Not included - Performance Indicator LPI6	
H29	Review the management arrangements for Warner Place and Mulberry House with Orwell Housing Association to ensure they deliver effective outcomes and reduce the likelihood of repeat homelessness.	<p>Green</p> <p>Ongoing. Regular meetings are held with Orwell Housing to ensure their services meet the Council's objective of successful tenancy sustainment. Only one unplanned eviction has occurred in Mulberry House, the chaotic housing service since it was opened.</p>
H30	Develop a business continuity plan and shared service protocol for the homelessness services with Mid Suffolk District Council	<p>Red</p> <p>This work will now commence as part of the service integration plans. The need to continue with the locality approach to each of the services has made informal connections less likely. We do know how each service is delivered and remain confident of creating a strong and more resilient service in the future.</p>
H31	Implement the Trailblazer action plan in liaison with our partners in the Greater Haven Gateway Housing sub-region as agreed by Communities and Local Government.	<p>Green</p> <p>Ongoing. The majority of actions within these plans have been delivered. Further work will be completed before the project ends.</p>
H32	Prevent 90 households from becoming homeless by providing effective advice and support.	<p>Amber</p> <p>71 households were prevented from becoming homeless during 2010/11, which below the target. This is because there have not been as many homelessness cases as expected.</p>
H33	Ensure that all vulnerable households within temporary accommodation are referred for appropriate support.	<p>Green</p> <p>Protocols have been developed with the external contractor and staff are aware of the procedure for seeking support.</p>
H34	Determine discretionary housing payments within 24 hours where the outcome may prevent a household becoming homeless.	<p>Green</p> <p>115 claims have been processed this year and on average they have been dealt with in 6.7 days. No claims have been received during the year where a homeless situation was imminent.</p>
H35	Support the management of a night stop service providing emergency accommodation for 12 young people in Sudbury.	<p>Red</p> <p>The Nightstop contract within Suffolk ended in September 2009 and negotiations are continuing with 4 other partners. We hope to adopt a new provider in 2011.</p>
H36	Undertake a review of Choice Based Lettings with key partners following the first year of implementation to ensure that it meets the housing needs of the District and is accessible to all.	<p>Green</p> <p>A full review has been undertaken and a new Equality Impact Assessment action plan is being implemented. No fundamental changes are required to the scheme.</p>

A greener and cleaner Babergh = 13 (Green 9, Amber 2, Red 2)

Ref	10/11 target or milestone	Status
G1	Through implementation of the Planning Enforcement Policy, undertake action to resolve cases having the greatest environmental impact in a prompt and proportionate manner, providing a clear written assessment of proposed action within 21 days	Green Target met. There have been 19 high priority cases since April 2010 (5 of these were in Q4). All were dealt with in full within 21 days.
G2	Undertake 25 site surveys of land identified within the Council's Contaminated Land Strategy as 'High' or 'Medium' risk of being potentially contaminated.	Amber Slightly below the target. 24 surveys have been completed during the year, 6 of these in Q4
G3	Maintain planning enforcement cases below a total of 220 at the following stages: a) under investigation; b) where a notice has been served; and where a planning application has been lodged.	Green Target met in all 4 quarters. At the end of Q4 there were 188 cases
G4	Not included - Performance Indicator BV204	
G5	Provide a robust and timely response to consultations on major developments that could affect the District such as Stanstead Airport extension, wind farms, Sizewell C and new power lines.	Green Ongoing. The following major consultations were dealt with during the year: - National Grid Powerline proposals. - Two offshore Windfarm applications. - Ipswich Chord (rail junction)
G6	Ensure that the Council's land and open spaces are maintained to a high standard, with 84% of sites achieving an inspection grading of 'satisfactory'.	Green Target exceeded. 86% of sites achieved an inspection grading of 'satisfactory'.
G7	Not included - Performance Indicator BV219b	
G8	Actively support the delivery of the action plans for: <ul style="list-style-type: none"> • Dedham Vale Management Plan • Stour Valley Management Plan • Suffolk Coast and Heaths Management Plan This will result in the protection and enhancement of the natural environment in these areas.	Green Ongoing. The action plans for the Dedham Vale and Stour Valley Management Group are being actively supported by the Tourism Service.
G9	Through work with partner organisations: <ul style="list-style-type: none"> - Install a minimum of 50 heat pump systems to rural Council owned properties, and improve the insulation of 200 properties. - Support Babergh communities with training and information attending 5 open days/community events to promote and take action to mitigate and adapt to climate change. - Ensure that the design of the Hadleigh Community Facility incorporates the BREEAM 'excellent' standard and associated housing meets Level 5 in the Code for Sustainable Homes 	Amber <u>Air Source Heat Pumps</u> – Slightly below target. 40 properties completed during the financial year, which is just below the target. <u>Open days / community events</u> – Target exceeded - 18 events have supported during 2010/11 <u>Design of Hadleigh Community Facility</u> We were not able to meet the strict requirements of the BREEAM Excellent Standard due to cost constraints. However the new building has been designed with energy efficiency in mind and to ensure that the end user, South Suffolk Leisure, has low running costs

Ref	10/11 target or milestone	Status
G10	Ensure that the construction industry complies with the revised building regulations in relation to the reduction of carbon emissions and management of water supply.	Green All construction work within the Authority is checked for compliance with the current Building Regulations which require certain standards to be met regarding the reduction of carbon emissions and management of water supply.
G11	Not included - Performance Indicator NI188	
G12	Not included - Performance Indicator NI185	
G13	Recycle 700 tonnes of trade waste	Red Target not met. 140 tonnes of trade waste have been recycled. A partnering arrangement with Sudbury Resource Centre to collect recyclable trade waste started to operate in December 2010.
G14	Not included - Performance Indicator NI192	
G15	Not included - Performance Indicator NI193	
G16	Increase participation in garden waste collection service to 22% of households	Green Target exceeded. 23% (9,030) of households now subscribe to the service.
G17	Not included - Performance Indicator LPI22	
G18	Work with parish councils to introduce 5 new bring sites	Red 11 new sites were established in 2009/10. A county wide review of bring site provision is now being undertaken by the Suffolk Waste Partnership. Activity has been put on hold as a result of unsustainable costs being levied by our glass collection contractor.
G19	Not included - Performance Indicator NI195	
G20	Not included - Performance Indicator NI196	
G21	Achieve a 75% customer satisfaction level for street cleanliness as measured by the quarterly SERCO survey.	Green Target exceeded. Overall customer satisfaction for street cleanliness is 76%.
G22	Publish the Air Quality Action Plan for Cross Street, Sudbury and commence implementation.	Green Ongoing. The draft Air Quality Action Plan has been submitted to and approved by DEFRA. Public consultation due shortly

A safer and healthier Babergh = 20 (Green 16, Amber 4, Red 0)

Ref	10/11 target or milestone	Status
S1	Not included - Performance Indicator LPI115	
S2	Support 5 responsible drinking campaigns in the District with the aim of raising awareness of the consequences of irresponsible drinking and thereby affect behaviour.	Green Target exceeded. Nine campaigns have been supported through the CSP during the year. These include school based projects (e.g. Crucial Crew, bespoke drama projects, Safer Night Out) and wider public campaigns including those targeted around the World Cup and the Christmas / New Year period. Support has also been provided for the Town Pastors.
S3	In liaison with the Police, carry out a feasibility study to determine whether a Designated Public Protection Order should be implemented in Hadleigh and Sudbury, and act on the recommendations by October 2010.	Green A feasibility study has been completed and there is evidence and local support for the introduction of DPPOs in Hadleigh and Long Melford. Sudbury and Glemsford were other areas where there was evidence and support from the Police for use of a DPPO, however there was no support from the local councils in those areas. Funding has been agreed in principle and the process for implementation is currently awaiting legal advice.

Ref	10/11 target or milestone	Status
S4	Implement the Babergh Community Safety Partnership Communication and Engagement Plan with the aim of improving public confidence measures	<p>Green</p> <p>CSP resources that were to be allocated to support the delivery of this plan have been cut. In addition the continued vacancy of the Community Safety Officer has hindered progress of the plan in full.</p> <p>Despite this several high profile media events have taken place that raise the profile of the CSP work. These include:</p> <ul style="list-style-type: none"> • launch of Operation Sabina (a campaign to tackle under-age drinking) • increasingly effective use of CCTV • Babergh Connect Weekend. This is now being replicated as an example of best practice around the county • Holly Watson's anti-knife crime campaign.
S5	Support two parenting programmes aimed at families involved in anti-social behaviour to help tackle underlying causes.	<p>Amber</p> <p>The bid for funding from Western Suffolk LSP for a Family Intervention Project in Babergh was unsuccessful. However better links have been made to existing countywide projects through the establishment of the ASB Team. Funding has been raised to support the implementation of a Caring Dads programme aimed at perpetrators of domestic violence. This programme will be implemented in 2011/12.</p>
S6	Support the Freedom Programme, which seeks to support victims of domestic violence and build the confidence victims need to work with agencies to tackle perpetrators	<p>Green</p> <p>Through the CSP and support for Compassion, the local DV Forum, these programmes have now become well established and are successfully running in Sudbury and Hadleigh.</p>
S7	Promote opportunities for free exercise and leisure e.g. support a Free Swim Programme for older people and the under 16s.	<p>Green</p> <p>Target met. This has been achieved through provision of the holiday leisure schemes, the health walks programme and the promotion of our cycle route and walking festival.</p> <p>See Action C4 for comments on the Free Swim Programme.</p>
S8	Work with 125 pupils at Great Cornard Middle School to promote food safety, home hygiene and avoidance of controlled infectious diseases.	<p>Amber</p> <p>The Food Safety Team contacted Great Cornard Middle School and offered to deliver the training.</p> <p>The school initially timetabled this event to occur in winter 2010, but then deferred it to the summer term. At this stage it is not clear whether the event will take place.</p>
S9	Not included - Performance Indicator NI184	
S10	Ensure all business premises comply with smoke free legislation. This assists the PCT to meet its own targets on smoking cessation.	<p>Green</p> <p>Ongoing as required. Babergh DC participates in the PCT's new Suffolk Tobacco Control Alliance.</p>
S11	Inform parishes of the funding available from S106 agreements for developing additional open spaces or recreational areas and support them to ensure that the funding is spent	<p>Green</p> <p>A group has been set up to be pro-active in liaising with parishes to ensure funds are spent in areas of need. Mail shots are sent to parishes every 6 months. In addition, the S106 data is now being managed on Acolaid, which means that it is now possible to respond to queries from parishes about how much funding is available.</p>

Ref	10/11 target or milestone	Status
S12	Create 2 Accessible Natural Greenspace sites in Hadleigh	Amber Ongoing. Discussions with developers are still in progress. One site is nearing adoption. The other site has still to get planning permission.
S13	Encourage greater sport activity in key demographic groups such as the elderly or the young.	Green There is a continuing focus on leisure delivery. Examples include: <ul style="list-style-type: none"> • Support for the Activate Club at Kingfisher Leisure Centre (young people) • Support for chair-based exercise for the elderly • Joint bid with South Suffolk Leisure to promote aquarobics for older people • Big Babergh Initiative project (young people)
S14	Maintain the number of people taking up fitness programmes through the GP referral programme	Green This is an area of activity where Babergh DC supports the service provider i.e. the dual use leisure centres. Our involvement is to co-ordinate development and to provide funding through our grants scheme. During the year Great Cornard has maintained the number of people attending fitness programmes. Hadleigh and East Bergholt have increased their capacity. Various attempts have been made to engage with the NHS/PCT. However these are yielding little input from them and no funding is provided.
S15	Work with businesses to participate in the 'Fit for Work' programme as part of Healthy Ambitions for Suffolk so that workforces lead more active lifestyles and eat healthily, and are fitter, healthier and happier.	Green The 'Fit for Work programme' is supported where possible. Examples include: <ul style="list-style-type: none"> • Health checks • Subsidised gym membership provided by South Suffolk Leisure • The Healthy Ambitions bus visited Babergh offices • Babergh DC was awarded a Gold Award by Healthy Ambitions Suffolk for its work in promoting Health and Wellbeing within the organisation.
S16	Promptly respond to consultations in respect of local health issues	Green Ongoing as required. Further work is anticipated once proposals for the operation of Health and Wellbeing Boards at county level become clear.
S17	Review the road accident research results and develop an action plan with the Babergh's Community Safety Partnership	Green This has been comprehensively reviewed through the CSP's strategic assessment process which found that this should not be priority area for action.
S18	Undertake a local area risk assessment for emergency planning and address all issues arising from the assessment	Green Achieved. Risk assessment has been carried out. This informed the development of the emergency planning action plan.
S19	Assess the Council's emergency planning and business continuity arrangements against the Cabinet Office guidance and identify targets for further work	Green Achieved. An independent assessment is carried out quarterly, this is used to inform the District Emergency Preparedness Forum action plan. Summary presented to Overview and Scrutiny (CS) Committee at six monthly intervals.

Ref	10/11 target or milestone	Status
S20	Update and test the council's recovery plan for use following an emergency	Green Achieved. Linked to Exercise Watermark(national flooding exercise March 2011).
S21	Work with the Joint Emergency Planning Unit to improve awareness of civic protection arrangements in the area	Green Specific programme of work with targeted Town and Parish councils completed. Presentation to SALC meeting.
S22	Implement the Flooding Action Plan to mitigate the impact of flooding and reduce flooding incidences.	Amber Partially completed. Contributed to the Suffolk Flood Risk Management Partnership, including development of Preliminary Flood Risk Assessment and Local Flood Strategy. Ongoing work in relation to the Flood and Water Management Act 2011: a. Investigating and recording significant floods b. Asset Register c. Sustainable Urban Drainage Systems d. Consenting on Ordinary Water Courses

A strong and sustainable Babergh economy = 15 (Green 14, Amber 0, Red 1)

Ref	10/11 target or milestone	Status
E1	Provide advice and support (either direct or of a signposting nature) to 80 businesses.	Green Target exceeded. Direct advice has been provided at various levels throughout the year from officers in Economic Development, Tourism and Environmental Health teams. Examples include: - 30 businesses receiving health & safety and food advice from the Environmental Health team. - 23 businesses receiving planning, relocation and funding advice from the Economic Development team - 18 tourism businesses receiving advice on planning issues, fire regulations and marketing. - 70 tourism businesses were supported through the production of marketing material and websites.
E2	Maintain the provision of 48 managed workspace units, which usually provides in the region of 80 to 90 jobs annually. Carry out a review of the overall ownership and management arrangements of the units	Green The Council continue to provide managed workspace units at the business centres during 2010/11. Take up for these is market led and, as at March 2011, 75 people were working from the two centres. A review of the ownership and management arrangements of the units is ongoing.
E3	Respond to demand led inward investment enquiries.	Green All enquiries have been responded to. Information/support for potential inward investment was provided.

Ref	10/11 target or milestone	Status
E4	Undertake a Business Evening event to actively engage with the local business community and directly address their issues of concern.	<p>Green</p> <p>The Business Evening was held on 8 February and was very successful. The 80 attendees heard about the New Anglia Local Enterprise Partnership, apprenticeship opportunities and skills development. In addition 15 exhibition stands demonstrated some of the diverse range of businesses across the district.</p>
E5	Support Suffolk County Council to carry out the Local Economic Assessment	<p>Green</p> <p>The Council fully supported Suffolk County Council to carry out the Local Economic Assessment. Babergh DC had a role on the Steering Group and actively contributed throughout the various stages of the LEA assessment, identifying priorities within the draft action plan.</p> <p>Final comments for the draft action plan were sought by 8th April 2011 and adoption is expected in May/June 2011.</p> <p>The Local Economic Assessment has now become secondary legislation and will not be monitored by the Government. The findings and actions will however feed into the New Anglia Local Enterprise Partnership.</p>
E6	Support the Suffolk Redundancy Network in their work to provide secure proactive help and advice for companies and staff affected by business closure and redundancy.	<p>Green</p> <p>Ongoing. The Council has actively supported the Suffolk Redundancy Network and ensured, where necessary, that companies affected by redundancies were aware of the network.</p> <p>A referral to the network from Babergh DC ensured employees from Guildford Europe (around 90 people) received support.</p> <p>Across Suffolk support through TCHC, the Government's response to redundancy provider, has supported 94 organisations and 50 Suffolk-based individuals.</p> <p>In total the number of beneficiaries who have accessed the project has been 1,796 who either work or live in Suffolk.</p>
E7	Support county wide measures introduced to help with the economic downturn including the establishment of a Credit Union in the District and direct support (funding and accommodation) for the CAB.	<p>Green</p> <p>Active measures are underway to establish a Credit Union in Sudbury.</p> <p>Support for the CAB has been maintained.</p>

Ref	10/11 target or milestone	Status
E8	<p>Secure protection of existing employment land and help contribute to the Haven Gateway Partnership's target of the creation of 30,000 new jobs in Suffolk. This work includes:</p> <ul style="list-style-type: none"> • Engagement and persuasion of the site owner to make the British Sugar Site, Sproughton available for employment • Engagement with private developers to steer and promote redevelopment of Sudbury Town Centre • Undertaking and completing regeneration work at Pin Mill including repairs and improvements to The Hard and provision of a service facility for traditional barge building and repairs 	<p>Green <u>Sproughton</u> – Ongoing. Babergh DC planning policy retains this site for employment. The site is currently on the market as the owner has ceased trading.</p> <p><u>Sudbury Town Centre</u> – Ongoing. Currently working with Mid Suffolk DC staff to seek a development partner and to resolve land assembly issues.</p> <p><u>Pin Mill</u> - The construction of a new barge repair facility and substantial repairs to the Hard at Pin Mill were completed recently. These facilities were formally handed over to the Pin Mill Bay Management Company on 16 September 2010. It has been possible to do some additional work as a result of a further grant from the Haven Gateway Partnership of £50,000.</p>
E9	<p>Continue to work with partners to achieve county-wide targets for educational attainment levels.</p>	<p>Green The Council worked with:</p> <ul style="list-style-type: none"> - West Suffolk College and partners to implement the second phase of the Apprenticeship Scheme. - West Suffolk LSP Project Development Partnership to upskill the west Suffolk workforce. 40 one-day workshops/training events are planned. The project aims to engage with 200 learners and 50 businesses across all sectors and business types.
E10	<p>Support the West Suffolk and Babergh East Local Strategic Partnerships pilot Apprenticeship Scheme by providing sufficient staff resources on the multi-agency working party, with the aim of providing up to 16 part-subsidised formal apprenticeship places for 19 – 24 year olds in the Babergh district for small and medium sized enterprises and voluntary organisations. In addition, Babergh District Council will seek to increase the number of apprenticeships (16 years of age upwards) provided by the authority from the current level of five.</p>	<p>Green The Council has provided active support to the West Suffolk and Babergh East LSP Apprenticeship Schemes.</p> <p>The 2010 scheme was successfully implemented with 31 placements found.</p> <p>Additional funding has been secured from the Western Suffolk LSP and the Transforming Suffolk Innovation Fund to continue the West Suffolk scheme to provide 40 placements.</p> <p>£25,000 has been secured through the Babergh East LSP for 16 posts. A new training provider to cover the Babergh East area was appointed in February 2011. Since then, 9 companies have applied offering 13 positions and 2 apprentices have been placed to date. Interview selection (matching business with apprentice) is now ongoing.</p> <p>Babergh has increased its apprenticeship intake by one.</p>
E11	<p>Seek to support, especially through the planning function, the Suffolk County Council School Organisation review to enable local education opportunities and skills levels to be maximised</p>	<p>Red – change of target within year The School Organisation Review did not progress as planned due to a reduction in capital funding for the national school building programme.</p>

Ref	10/11 target or milestone	Status
E12	<p>Provide opportunities for young people to develop life skills through sports/leisure/youth initiatives. We aim to achieve up to 1000 sport and leisure activities attendances in the 2010 Big Babergh Initiative.</p> <p>Deliver the Babergh Youth Conference.</p> <p>Provide opportunities for young people to complete an accredited sports coaching course</p>	<p>Green</p> <p>Target met. This has been achieved through the annual Babergh youth conference and other arts-related projects such as Amplifier, Lullaby project, Theatre Critics' , drama and film making projects as well as sports and arts programmes organised for the school holidays.</p>
E13	Promote the development of improved bus facilities for Sudbury area at Hamilton Road redevelopment site	<p>Green</p> <p>Targets achieved</p>
E14	Agree allocation of S106 town centre improvement funds for Sudbury town centre projects in conjunction with the Town Council	<p>Green</p> <p>Allocation of S106 Sudbury town centre improvement funding completed. Projects are now being implemented.</p>
E15	Promote investment in Hadleigh from private enterprise (including the reuse and redevelopment of East House, new residential development, employment land and retail investment in the town centre)	<p>Green</p> <p>Ongoing. The Council has received an employment application for land to the south-east of Lady Lane, Hadleigh. An application for residential development at East House, Hadleigh is scheduled for late spring. From a Development Planning perspective, achievement is mostly tied in with achieving an adopted Babergh Development Framework.</p>

Vibrant places and strong communities = 22 (Green 17, Amber 2, Red 3)

Ref	10/11 target or milestone	Status
C1	Continue to deliver the Be Active Scheme and the school holiday activity programmes; these are community engagement initiatives and outreach projects which help reduce the impact of rural isolation and engage with young people.	<p>Green</p> <p>The wider school holidays activity programme continues to have a focus on engaging young people throughout the district. In partnership with extended schools, specific activities have been organised to focus on rural areas, such as Holbrook. Support is ongoing for the SYNC project at Shotley and BeActive is developing activities in Acton, Glemsford, Hadleigh, Holbrook and Semer.</p>
C2	Provide 11,700 concessionary bus passes to people who live in rural parishes	<p>Green</p> <p>The target was exceeded by the end of Q3. The Concessionary Travel function transferred to Suffolk County Council on 31 March 2011.</p>
C3	Provide 440 travel vouchers to the elderly living in remote locations and to disabled persons.	<p>Green</p> <p>The target was exceeded by the end of Q3. The Concessionary Travel function transferred to Suffolk County Council on 31 March 2011</p>
C4	Support a Free Swim Programme for the under 16s	<p>Red – change of target within the year</p> <p>Central government funding, which was used in addition to Babergh DC funding to support the scheme, was withdrawn in July 2010 and as a result the scheme ended in August.</p>
C5	Provide leisure, arts and sports activities programmes (including holiday activity programmes for young people across the district) and maintain the current participation rate.	<p>Green</p> <p>The programme has expanded and now works more directly with the extended schools partnership. This collaboration has rapidly increased participation levels to over 8,000 this year.</p>

Ref	10/11 target or milestone	Status
C6	Review the existing Scores on the Doors scheme (which provides web-based access to food safety hygiene information for customers of Babergh's food businesses) to ensure that it is operating as effectively as possible and meets Food Standards Agency regulations.	Green Action complete. Reported to O&S (CS) Committee on 23 November 2010 when the operation of the scheme was endorsed.
C7	Hold 8 Benefit take up events / surgeries across the district	Red No benefit take up events / surgeries took place this year due to resources being needed to deliver the shared service and maintain current performance. The Benefits Team has been exploring alternative ways of improving benefit take up e.g. staff attended a meeting in Capel St Mary arranged by a Registered Social Landlord for their tenants. This was an opportunity to raise awareness of pending benefit changes. Landlord forums are still to be set up in conjunction with MSDC and IBC.
C8	Develop a web based enhanced housing options service with our partner agencies for people facing homelessness, which includes employment and training advice.	Green The Council has developed the on line Housing, Help and Work Advice service. This is a web-based toolkit which is available free to all partners within the sub-region.
C9	Introduce a shared Revenues and Benefits Service with other councils which maintains service delivery, increases efficiency and provides value for money.	Green Complete. A shared service with Ipswich BC and Mid Suffolk DC has been established with effect from 1 April 2011.
C10	Not included - Performance Indicator LPI80	
C11	Maintain up to 4 electronic points of access to Babergh services in non Council buildings. Maintain 30 Babergh Information Point binders held in libraries and village halls.	Amber A PC has been installed at No72 as part of the Housing, Help and Work Advice trailblazer project. This was launched on 24 January 2011. The CAB kiosk in Babergh HQ main reception links to the BDC website from its Home Page. Talks are ongoing with Sudbury CAB for a PC to be provided for public use. The Council has also explored the possibility of establishing an Internet Café in Chelmondiston, but suitable premises with sufficient access time could not be found. Information Point Binders – 31 binders are available to the public in non-council office locations.
C12	Same as Action H26	
C13	Not included - Performance Indicators BV78a and BV78b	
C14	Ensure that all vulnerable people in Babergh have access to a Community Alarm Service, if they require it.	Green Although Babergh DC is not delivering this service, the Council does publicise the availability of other Community Alarm Services through our website, by telephone and online to customers who require it.

Ref	10/11 target or milestone	Status
C15	Work with partners to deliver effective tenancy support for 50 vulnerable households.	Green Target exceeded. During the current financial year 74 customers within Babergh have received support to help them maintain their tenancy
C16	Negotiate a Very Sheltered Housing Scheme at Chilton Woods, Sudbury	Green - ongoing Negotiations with Suffolk CC and the partner developer are ongoing with a view to a planning application being submitted at an appropriate time.
C17	Work with Cockfield Parish Council to assess needs for older persons housing in their village	Green The local needs housing survey was completed in 2010. A three site scheme is being planned to include affordable housing for older people.
C18	Not included - Performance Indicators LPI9 and LPI6	
C19	Commence construction of the rural sheltered housing scheme at Capel St Mary	Green The rural sheltered housing scheme at Dove Close, Capel St Mary is currently under construction and will be completed in 2011.
C20	Consult local residents on planned work to upgrade 6 play areas in Sudbury and Great Cornard	Green This work is part of an 8-year improvement program of which this is the third year. To date works have been carried out in 15 of our play areas – 13 of these are in the Sudbury/Cornard area. During 2010/11 we have completed work on 6 play areas. Five of these are in Sudbury /Cornard and one is in Hadleigh.
C21	Continue to encourage volunteers in projects to protect and enhance their local environments e.g. tree warden and countryside management schemes	Green The tree warden scheme is still operating, but in a reduced capacity. Other volunteer countryside management schemes include: - Sudbury Common Lands Charity. - Green Light Trust – includes Royston Wood in Leavenheath. - Suffolk Wildlife Trust – Hadleigh Railway Walk.
C22	Undertake stakeholder / public consultation initiatives e.g. Suffolk Speaks, annual parish & town council meeting and Youth Conference, business evening and the Babergh Equality Panel.	Green A range of consultation activity took place during the year including proposals for new constitutional arrangements, locality arrangements, BMI project options, annual Town and Parish council meetings, youth conference, business evening and the development of a joint business forum with MSDC.
C23	Not included - Performance Indicators NI3 and NI4	
C24	Establish the criteria by which the delivery of 15 Gypsy and Traveller pitches can be achieved by 2011/12 as required by the East of England Regional Assembly	Red – Change of target within year. Already reported to O&S as a 'change' in Q2. The accommodation needs of the Gypsy and Traveller community have been reviewed. The Council is planning to meet the need by providing one caravan pitch in the district. A potential pitch has a temporary approval for a Gypsy and Traveller caravan.

Ref	10/11 target or milestone	Status
C25	Implement the Council's Fairness and Equal Access to Services Plan, which covers all equality groups with emphasis in 2010/11 on understanding the needs of the growing elderly population.	Amber Partially achieved. The Council's Fairness and Equal Access group merged with its Mid Suffolk equivalent in the latter part of 2010. Since its inception this new joint group has developed a single set of objectives and action plan. The group has already joined up the Councils approach to the public sector equality duties, equality impact assessments and equalities monitoring and have been sharing resources and learning and development opportunities.
C26	Implement the action plan to increase participation in Babergh democratic processes	Green. Target met. Initiatives included: <ul style="list-style-type: none"> - Extensive consultation on the proposed constitutional arrangements. - A new focus on the annual canvas targeting hard to reach members of the community. - Work with Improvement East to encourage people to stand for election as councillors. - Produced an election briefing document for the media. - Improved all aspects of the independent electoral commission assessment of the ERO and RO roles.
C27	Support the implementation of the countywide Community Cohesion and Inclusion Delivery Plan	Green. Achieved. Babergh DC has taken an active role in the community cohesion partnership by supporting the implementation of the action plan and taking a lead role in the "Wider engagement and Empowerment" and "Fairness in Employment" themes.

Quarterly Financial Performance – Q4, Year End 31/03/2011

1. Background Information

1.1 The outturn report and final position will be reported to both this Committee (with the Statement of Accounts) and the Strategy Committee in July. Subject to that and any changes that arise, this report provides details of key variations in income and expenditure compared to both:

- the revised budget, and;
- what was reported to the Committee in Q3.

2. Staff costs:

2.1 A further saving of £90k has been achieved against the revised budget. This is in addition to the £300k+ reduction reflected in the revised budget compared to the original budget for the year.

2.2 This includes savings on the shared legal service with MSDC since October, which has generated a saving of £22k (£16k for the GF) - £9k more than was budgeted (approximately £7k for the GF).

2.3 Redundancy costs of £152k were budgeted, with £131k utilised during the year. This leaves £21k that can be carried forward for use in 2011/12 to help towards redundancy costs resulting from service integration.

2.4 The total reduction in staff fte's at the year end is 20.5 representing 7.6% of the permanent staffing establishment. This reflects the robust joint vacancy management process with Mid Suffolk District Council including the deletion of vacant posts.

3. General Fund Income:

3.1 Higher income than anticipated in the revised budget has arisen in the following areas:

- Green waste scheme - £42k more due to increased tonnage from a higher number of subscribers
- Commercial rental income (Industrial/starter units & Belle Vue) - £7k

- Land charges – Income continues to be higher than expected, £11k more. (Note: A New Burdens Grant of £34k has been received from the Government to compensate for loss of income following the abolition of certain aspects of the search fees. £30k of this money will be transferred to an earmarked reserve to cover potential refunds and the remaining £4k used to compensate for income lost in 2010/11).

3.2 Lower income than anticipated in the revised budget has arisen in the following areas:

- Car Parking - As previously reported, income from the introduction of long stay charges is less than that reflected in the revised budget. This is around £81k, despite a 40% reduction in usage figures being allowed for
- Planning and Building Control - Fees are £65k (9%) less. The reduction was anticipated in Q3 as the construction industry continues to be very slow and this impacts on the Planning Fee and Submission Fee income
- Licensing - Income is £7k less due to a reduction in taxi licenses reflecting an 8% reduction in applications for licences.
- Trade waste - The revised budget was increased by £25k but the additional income was not forthcoming and the outturn is now similar to the original budget, £26k less than the revised budget.

4. General Fund Expenditure:

4.1 Higher expenditure than anticipated in the revised budget has arisen in the following areas:

- Waste Collection - Gate fees were £14k more than the revised budget due to costs incurred for treating higher tonnages. This represents only 3% of the revised budget and, as indicated earlier, net income was higher
- Grounds maintenance/street cleansing – costs were approximately £10k higher than revised budget but again this represents a very small proportion of the budget.

4.2 Expenditure on a variety of services was £395k less than the revised budget overall. Further details are provided in Appendix D. Budget carry forwards have been requested for these, which require further scrutiny and discussion with service managers. Member approval is required for individual virement requests in excess of £20k.

4.3 Members are also asked to note that £68k (£51k General Fund) less was spent against the revised budget in the following areas:

- Corporate and other training - An under spend of £63k (47%) against a total revised budget of £135k is reported. £10k is requested to be carried forward to 2011/12 to complete resilience and other practical skills training that was postponed from 2010/11 and £5k is requested for legal and other qualification training
- IT supplies and services - £8k (£6k for the GF), no carry forward is requested
- Concessionary Fares - The contribution to Suffolk County Council for concessionary fares has been reconciled and this has resulted in an outturn figure of £674k, very close to the revised budget of £680k, achieving a small saving of £6k. This is less than indicated in the Q3 report due to the final reconciliation and additional costs incurred as a result of the reallocation of costs for park and ride journeys
- Waste Contract - Members should note that the waste contract was very close to the revised budget. Discussions are still being held with the contractor regarding various requests for additional payments, but these are not anticipated to make any substantial changes.

5. Capital Programme

5.1 The General Fund capital programme is summarised below:

Expenditure Area	2010/11		
	Revised Budget £'000	Outturn £'000	Variation £'000
ICT / Information Management	238	202	-36
Contract & Asset Management	727	545	-182
Community Development	656	627	-29
Private Sector Housing	586	459	-127
Natural & Built Environment	246	11	-235
Capitalised Redundancy Costs	186	179	-7
TOTAL PROGRAMME	2,639	2,023	-616

5.2 The final percentage of capital expenditure achieved on the General Fund is 77% of the revised budget (LPI 12b). In addition to the budgeted capital programme, a further £115k was spent on open spaces and play areas which has been funded from S106 contributions.

5.3 The main variances for each expenditure area are shown below:

ICT / Information Management:

- LAMP Project – total expenditure to complete the project was £12k less than anticipated
- Finance System - Agresso upgrade expenditure of £10k is now expected to take place in 2011/12 if required
- Shared Service Working – expenditure of £14k on this project is postponed until the BMI project has defined the requirements.

Contract & Asset Management:

- Car Parks - £73k less spent due to issues around purchasing additional land adjacent to the station in Sudbury to be used for car parking
- A number of variations on other areas of asset management totalling £109k

Community Development:

- Community grants - £61k less paid out than the budget of £142k due to delays in the planning permission stage for applicants. Also some grant recipients have experienced difficulties in raising the necessary match funding. All the allocated funding will be spent during 2011/12 and allocations for this year's funding are underway
- Hadleigh Swimming Pool Enhancement Work – the expenditure on this scheme exceeded the budget in 2010/11 by £33k and a report is to be submitted to Strategy for virement of budget from other areas of the capital programme.

Private Sector Housing:

- A payment of £150k to a housing association towards the cost of an affordable housing project in Sudbury was delayed as the units were not complete by the year end. The payment has now been made.
- Private Sector Renewal grants were overspent by £27k and this requires the earlier utilisation of the 2011/12 budget.

Natural & Built Environment:

- Green Waste Enhancement, £135k – a grant from Suffolk CC to fund the purchase of the green waste vehicle was not received until the final quarter of 2010/11. The vehicle is to be purchased during 2011/12.
- Sudbury Town Centre Redevelopment - £64k not spent as so far it has not been possible to purchase the additional land needed for the scheme to progress. The scheme is being funded by the Haven Gateway Partnership.

5.3 In terms of financing sources available, net capital receipts achieved in 2010/11 totalled £268k compared with a budget of £286k. This small shortfall is due to delayed completion of a right to buy property which completed in early April 2011. This has only a marginal impact on the financing of the capital programme in 2010/11.

5.4 No new borrowing was undertaken by the Council in the latter part of the year. All revenue costs of the capital programme are closely monitored to ensure affordability within budget constraints.

6. HRA - Revenue

6.1 Housing Revenue Account rental and other income of just over £14m for 2010/11 was very close to the revised budget with only a £5k variation.

6.2 Although a net overspend arose on Planned and Responsive Repairs of £63k, this has been more than offset by a saving on General Management costs of £106k. However, this is subject to further scrutiny before the position is finalised.

6.3 An additional £53k is payable for Subsidy to the Government due to additional payments relating to the previous year.

6.4 Energy costs were approximately £20k less than anticipated.

6.5 Carry forwards totaling £69k have currently been identified and include the following:

- £55k for housing integration costs not spent in 2010/11
- £10k for redundancy payments unspent in 2010/11
- £4k insurance excess for claims in progress

7. HRA - Capital

7.1 The overall outturn position on the Housing Revenue Account capital programme compared with the revised budget for the year is summarised below:

Expenditure Area	2010/11		
	Revised Budget £'000	Outturn £'000	Variation £'000
Improvements/Major Repairs			
Heating	985	944	-41
Kitchens / Bathrooms	677	798	+121
Disabled Adaptations	358	326	-32
Doors and Windows	231	111	-120
Other Planned Maintenance	471	460	-11
Total	2,722	2,639	-83
Insulation Improvements	148	161	+13
Major Refurbishments	149	128	-21
Structural Works	100	40	-60
Other Programmes	414	362	-52
TOTAL PROGRAMME	3,533	3,330	-203

7.2 The percentage of capital expenditure achieved on the HRA is 94% of the revised budget, a substantial achievement.

7.3 Further details on variations are provided below:

- Doors and Windows - Expenditure is taking place later than originally planned resulting in £120k less expenditure last year against the revised budget of £231k. This is because a new contract was tendered but not in place until December 2011. As some of the new installations were to be carried out in sheltered accommodation, it was not considered appropriate to carry out this work during the winter months
- Bathrooms and Kitchens - Budget of £121k was brought forward from 2011/12 to enable more installations than originally planned in the revised budget

- Heating - Expenditure was £41k less, only 4% less than the budget of £985k. Fewer air source heat pumps were installed than planned due to issues around planning permission for the outside air units and with obtaining agreement from power supply companies for the installation. In some cases, tenants are reluctant to have the heat pumps installed
 - Disabled Adaptations - Expenditure was £32k less than budget due to lower demand than expected
- 7.4 It is anticipated that the majority of these HRA capital budget variations will be carried forward to 2011/12, subject to further scrutiny and approval.

2010/11 Carry Forwards Requests		APPENDIX D
Business Units	£	
Qualification Courses	5,000	Legal and other qualification courses
Corporate Training	10,000	Resilience and Practical Skills courses to be delivered in 11/12 (postponed from 10/11)
HR	1,490	There are likely to be grievances and employment law issues requiring expert employment law advice over the coming year as the restructure and harmonisation of pay, terms and conditions moves forward.
Legal Services insurance excess	2,000	Cases in progress - potential payout of excess during the coming year for Legal Services and Environmental Protection. Timing uncertain.
Housing Support	1,020	Carry forward required to help alleviate the pressure on this budget that will occur when staffing levels are restored to establishment.
Benefits/Billing & Recovery	77,750	In relation to the Shared Revenues Partnership (salary savings), to help towards transitional costs.
Audit & Fraud - now SRP	15,400	One additional cases to go to Crown Court during 2010/12, subject to continuing legal process. Currently awaiting a decision on whether proceedings continue.
Legal Services	3,870	To help meet potential liabilities with MMI and Tesco's
Building Control	400	Order placed in 2010/11 but will not be delivered until new year. No budget provision in 2011/12.
Business Units Total	116,930	
General Fund Services	£	
Contaminated Land	12,000	Carry forward required to ensure we have sufficient funds for this year's contaminated land survey (and for a subsequent survey from next year's budget). Bids for DEFRA grant funding are made where appropriate but the bidding and allocations timetable leaves insufficient time to tender and complete projects.
NI187 Survey	3,900	Government announced that a survey was not required in 10/11, however Babergh may carry out its own survey next year which may be more expensive as this will not be in conjunction with other authorities.
Other Public Health Matters	1,410	Burials are expensive and carrying forward budget will help ensure no overspend next year.
Community Grants	8,050	Carry forwards required for committed work on the "Partnership for Older People Project" (£3,050): "Sudbury and District Community Forum" (£5,000). Both projects will bring in additional funding to be managed by the Grants Team.
Young People's Activities	260	Committed expenditure - unable to spend in 10/11
Community Safety	8,290	Carry forward required to enable the continued movement of the mobile CCTV camera (no budget in 2011/12) and slippage of CCTV repairs work to 2011/12.

2010/11 Carry Forwards Requests		APPENDIX D
Community Safety	3,000	Required to cover costs of Sanctuary Scheme, not yet commissioned, but assessed as needed. Scheme has been stalling because of county-wide issues with DV assessment, which is now resolved.
Local Plan	15,800	Babergh Draft Core Strategy. Work programmed for 2010-11; delayed greatly due to new Govt planning changes & Babergh full Council deferral, housing, water cycle study, Sudbury area transport research.
Planning Control	7,000	The underspend on Consultancy Fees has occurred owing to the timetabling difficulties for significant applications. As a result, anticipated expenditure did not take place in 2010/11. It is imperative that the underspent budget is carried forward to avoid potential embarrassment in 2011/12
Economic Development	2,100	The outcome and action plan for the Local Economic Assessment is due for adoption early summer 2011. One of the key actions is to deliver faster broadband in Suffolk. M Hammond has rec'd a request for a contribution of £1k per month to support this bid. This carry forward will help to fund this requirement.
Land Charges, Hadleigh Car Parks insurance excess	11,000	Cases in progress - potential payout of excess during the coming year for Land Charges and Hadleigh Car Parks, timing uncertain.
Benefits	59,900	In relation to the Shared Revenues Partnership not used in 2010/11, to help towards transitional costs.
Publicity & Information	7,560	Carry forward requirement to provide basis for future publicity needs etc for the BMI project during 2011/12, which are likely to be as great if not greater than in the previous financial year.
Civil Protection & Emergency Planning	190	Small underspend in 2010/11, carry forward required to provide a contingency budget for 2011/12 as main budget has been removed
Corporate Consultation & Best value	11,200	Carry forward required to support consultation activity related to localities and access to services element of the BMI project.
Tourism General	1,500	Signs audit was not carried out in 2010/11 and there will be more repairs to do in 11/12 as a result. This work will be carried out over the next couple of months.
Electoral Registration	5,000	Additional resources will be required to "refresh" the personal identifiers of all registered postal voters in Babergh during 11/12
CRED	22,000	To fund 2011/12 contribution to CRED, and also to pursue Climate Change commitments
Cost of Democracy	3,990	Chairman's optional donations 11/12
Shared Services	82,960	Integration and merger costs on which timing is uncertain but likely in 2011/12.
Sudbury TIC redundancies	10,730	Various incl Sudbury TIC
General Fund Total	277,840	
Total Carry Forward Requests	394,770	

APPENDIX E

Q4 Treasury Management Performance

1. Interest rates

- 1.1 The Bank of England Monetary Policy Committee (MPC) has maintained the base rate at 0.5% since 5th March 2009. This has had an impact on the Council's investment income levels which has reduced considerably from the highs of about £650k in 2008/09 to just over £70k in 2009/10, and just over £65k in 2010/11.
- 1.2 The Council's current investment returns still achieve a year to date return of 0.70% averaging well above the Local Authority 7 day offer benchmark rate of 0.45%. The higher than benchmark return is as a result of opening new instant access accounts and enhanced rates from one of our counterparties.

2. Cash, Borrowing and Investment

- 2.1 There were no short or long term borrowing needs as funds were sufficient to cover the financial year end.
- 2.3 The Council holds as little money as possible in the current account overnight. This is monitored regularly to ensure best returns on the sums involved.
- 2.4 The table below provides a summary of year to date (end of quarter 4) balances:

		Number of Days
	DR/CR	2010/11
Cleared Bank Balance Range		31/03/2011
Greater than £250,000	DR	0
Between £100,000 and £250,000	DR	0
Between £25,000 and £99,999	DR	0
Between £5,000 and £24,999	DR	1
Between Zero and £4,999	DR	24
Between Zero and £4,999	CR	206
Between £5,000 and £24,999	CR	20
Between £25,000 and £99,999	CR	1
Between £100,000 and £250,000	CR	1
Greater than £250,000	CR	0

- 2.5 There was one breach of the 2010/11 Treasury Management Strategy during Q4 in terms of the investment of surplus funds. The Co-Op Bank PSR balance exceeded the £2m limit over night at the beginning of January.

3. Prudential indicators

3.1 There has been no breach of the prudential indicators.

4. Cash flow

4.1 The cash flow graph below represents the daily cash reserves available for investment. This is based on actual figures to date, projections based on previous years' experience for the remainder of the year and previous years' actuals for comparisons. Because majority of income and expenditure are received or paid fairly standard predefined schedules the profiles tend to follow similar trends year on year.

4.2 This shows that surplus funds have reduced since 2008/09 in accordance with the Financial Strategy and the Treasury Management Strategy.

