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There has never been a more important time to publish our Corporate Plan. It is essential for the economy that the national debt is reduced and local government must play its part in this process. We need a coherent and progressive plan to continue to deliver vital services and shape the district for the future with shrinking resources.

We have always sought to achieve twin goals of maintaining the very best standard of services, while keeping costs to our communities down. Being a District Council is no longer just about collecting the rubbish and making planning decisions. We must now be ‘Community Leaders’ in all aspects of Waveney life - delivering genuine and sustainable change and improvements for everybody growing up in, living in, working in and visiting Waveney.

This Corporate Plan describes how we will lead, and contribute to, a joint vision for Waveney.

As reported by the Audit Commission we have made significant progress and improvement against our previous Corporate Plan. Assessments of the Council during 2009 confirmed that we are tackling the issues that you say are important, that we consult with you effectively to establish and address local needs, that we are “performing well” at managing your resources, and making clear improvements to our financial management, while making efforts to drive costs down.

The Council continues to forge ahead with progressive plans to deliver services in partnership with Suffolk Coastal District Council, seeking a better, more efficient and realistic alternative to unitary councils. These plans are already delivering significant savings, and improved services. We will drive out unnecessary cost and waste by working smarter together.

As set out here, our overriding priority over the next eight years will be to build a prosperous and vibrant economy founded upon the opportunities for the development of low carbon and renewable energy industries. We plan to provide the learning and skills needed for local people to fill these new, stable, high quality and high value jobs. At the same time we will continue to drive down the costs of local government and the public sector as a whole in two ways. First, by working in partnership, in particular with Suffolk Coastal, to deliver sustainable efficiencies; and second by reducing demand for council services by creating a ‘Big Society’ of empowered citizens, with increased opportunity and responsibility, coming together to make everyone’s life better.

We hope that you will take some time to read the Corporate Plan. The Council’s vision and priorities contained here have been developed by talking and listening to you. This is an important document at an important time and we will continue to listen to your thoughts, needs and aspirations, so we can work together to make Waveney a great place for anyone to grow up, live, work and visit.
Introduction

This document sets out Waveney District Council’s Corporate Plan for the next eight years. The Corporate Plan describes in detail the approach and actions that the Council will be taking in the medium term, in leading and contributing towards an improved vision for the area.

Key to this approach is the Council’s ongoing partnership work. This joint work is channelled through, and led by, the Waveney Local Strategic Partnership, which is chaired by a representative from the business community. This Waveney Local Strategic Partnership brings together our local MPs, Waveney District Council, Suffolk County Council, NHS Waveney & Great Yarmouth, Suffolk Police, Suffolk Fire Service, Lowestoft College, Learning & Skills Council, Job Centre Plus, Town & Parish Councils, the voluntary and faith sectors and local businesses. Together we have published a long term strategic ‘plan of plans’ for the Waveney area - The Waveney Sustainable Community Strategy ‘Waveney’s Future’.

This, together with the Local Development Framework which will help build these communities, overarches and guides all partners as a ‘blueprint’ for the future of Waveney from 2010 to 2028. They have been developed within the context of national and regional strategies and plans, and using local evidence, consultation, engagement and collaboration. They set out the single, ambitious, joint vision and strategy of Waveney’s statutory, voluntary, and business partners, residents and communities.

The Council in its ‘Community Leadership’ role, will need to take account within its future plans and arrangements of the new Government’s public spending cuts to reduce the national debt. While the Government has promised to protect the quality of key frontline services, an initial £6.2 billion of savings will be made in 2010-11 to tackle the £156 billion deficit and this will undoubtedly affect the public sector.

However, against this context and backdrop, our joint vision with Partners remains that, by 2028, Waveney will be a vibrant place where modern enterprise and natural beauty come together to create a place of environmental innovation and rural quality of life. Waveney will be a vibrant and prosperous place, with a transformed economy and an international
reputation, that attracts inward investment. Waveney will promote pride in its heritage and it will welcome and encourage growing numbers of visitors. Waveney will be a healthier, safer and better united place where people live, visit, work and relax. We will ‘Make Waveney a great place for anyone to grow up, live, work and visit’.

Waveney is made up of unique and diverse people and places. There is beautiful countryside and coastline, and a mixture of urban areas, market towns, villages and rural communities. This vision focuses on those people and places to address the unique challenges that they face. These include inequality through economic and health deprivation, access to local services and climate change. Delivery of this vision will significantly improve the economic, social and environmental wellbeing of the area while safeguarding the prospects of future generations and will improve everyone’s quality of life.

This is an ambitious long-term vision and all partners recognise that it can only be successfully delivered by working together. Waveney and all our partners have therefore pledged to:

- Consult, engage and empower the people of Waveney to continue to shape its future.
- Support Waveney’s most vulnerable and hard to hear groups.
- Take collective and personal responsibility for the people and places that make up Waveney.
- Focus on the Waveney area from the perspective of each person.
- Remove the traditional boundaries and barriers associated with different services and organisational working.
- Make even more effective use of public money and provide increasing value for money through pooling resources, funding and activities.
- Develop and performance manage the delivery of specific joint actions and milestones.
- Produce an annual report of performance.
- Regularly review the vision and strategy.

In addition to this pledge, the Council has set out within this Corporate Plan how it will work towards delivery of the longer-term vision. This Corporate Plan will be reviewed annually and the Council will produce an annual report of how it has performed in the previous year. The diagram below demonstrates how the Council’s Corporate Plan fits into the wider context, how it will be delivered and how such delivery will be measured and judged.
Core Strategies & Plans
“Where Waveney fits in the Suffolk picture”
Corporate Plan 2010-2018

Waveney District Council
Integrated Planning Framework showing strategies and policies
Waveney, situated in north-east Suffolk, is the most easterly district in Britain with a mixture of urban and rural areas covering 143 square miles and an attractive coastline stretching for over 16 miles.

The total population of the District is estimated as 117,699 (mid 2008). Lowestoft, the second largest town in Suffolk, is situated in the north-eastern corner of the District and has a population of 58,800 (2007) people. The rural part of the District gains its identity from the four historic market towns of Beccles, Bungay, Halesworth and Southwold with a total population of 28,350.

The district has a beautiful natural and built environment, which draws over 405,000 staying visitors and over 3.5 million day visitors each year (2005 figures). Lowestoft, Kessingland and Southwold have some of the finest beaches in the country and in addition to the Broads and the special landscape of the Waveney and Blyth river valleys, an extensive area of the coast is highlighted for its natural beauty, landscape, geo-diversity and wildlife value with national and international designations. Waveney offers a diverse range of activities and facilities for everyone with a host of quality family attractions, sporting facilities, a food and drink offering that is second to none and a rich history and heritage. The area is also home to a year round programme of events including some of East Anglia’s and Suffolk’s largest events. The Lowestoft Seafront Air Festival attended by 425,000 over two days and Latitude Festival at Henham Park near Southwold with 35,000 attendees on each of the four days.

The District is bisected by the East Suffolk railway line, which runs through Halesworth and Beccles to Lowestoft. This is also the terminus to the Wherry line running to Norwich. The A12 and the A146 represent the principal highway network in the District. The A12 is the main link from London to Great Yarmouth running through Lowestoft.

Whilst administratively its links are with Suffolk County Council in Ipswich there are links with Suffolk Coastal District Council (SCDC) in Woodbridge who are the preferred shared services partner to Waveney District Council. It is also closely connected with Norwich, Great Yarmouth and the Waveney Valley towns to the west. The River Waveney, which provides the district with its name, forms the northern boundary. Meanwhile Lowestoft links the Broads with the sea through Mutford Lock at Oulton Broad.

Lowestoft is Britain’s most easterly point and Waveney’s proximity to the Continent positions the town as a potential gateway to Europe. Visitors and residents value the quality of life in the area and its access to the sea, the countryside and the
Broads National Park. Lowestoft, Kessingland and Southwold have some of the finest beaches in the country and much of the coastal strip is valued for its wildlife importance. Beccles, Bungay, Southwold and Halesworth are established market towns steeped in historic interest, value and beauty. The Council is supporting rural towns and parishes with Community Led Planning to identify and address local issues to improve the quality of life of local citizens.

The district has some established employers of national and international repute, but is also working to meet the challenges of industrial decline. Adnams continue to be one of Waveney’s leading successful businesses and Pontins are working to expand their holiday destination offer in Pakefield with the ambition to achieve ‘flagship centre’ status. Waveney does have its challenges which the Council and its partners are working to address. There is an increasing ageing population with 31% at pensionable age which is forecast to increase by 10% in the next 10 years. This will be challenging in terms of service design, health and care support, but will also present an opportunity for increased community voluntary support and engagement.

Although only 2.7% of Waveney’s population are non-white British, there is an increasing mix of ethnic groups across the district. The Council is working with its partners and community leaders to promote community cohesion through the provision of events to bring communities together, and through the promotion of cultural understanding and tolerance. ESOL (English for Speakers of other Languages) classes are being provided across Waveney, including the rural areas, for those citizens who do not have English as their first language.

The Council is working closely with partners, particularly through the Local Strategic Partnership, to address the areas of deprivation in Waveney (Waveney is 114th out of 354 in the 2007 Indices of Deprivation). The issues associated with deprivation including health inequalities, access to services, low employment, poor educational attainment and low aspiration are particularly evident and challenging within the Kirkley, Normanston, St Margarets, Harbour, and Whittton wards, which are some of the most deprived in Suffolk. Life expectancy is lower in these wards than other parts of the district and county.

More than one in five Waveney residents have a disability or a long-term illness and one third of households have at least one resident affected in this way. However these issues are being addressed and countered through the positive economic developments and opportunities as follows on the following two pages:
Corporate Plan 2010-2018

Energy Sector

Waveney and the Eastern Region are working to maximise the significant energy sector opportunities being promoted and developed in this area due to our ideal location and proximity to mainland Europe and the North Sea. The East of England will be at the heart of the development of UK offshore windfarms, an industry forecast to generate a £75 billion investment nationally and provide up to 70,000 jobs by 2020. A study commissioned by Renewables East suggests that by 2030 offshore wind could secure some 2,300 direct Operations and Maintenance jobs, and 1,500 supply chain jobs in this region adding more than £100 million per annum to the regional economy. Greater Gabbard offshore windfarm is now in construction 25km off the Suffolk coast and will be the largest offshore windfarm in the world, with Lowestoft selected as the Operation and Maintenance base for the development. This is soon to be exceeded by the development of the 630 mega watt London Array windfarm. Construction of Sizewell C nuclear reactor is also due to commence in the near future which will also present many opportunities for the region. Supporting the development in this exciting and emerging industry is the £12m OrbisEnergy Centre in Lowestoft, a European Centre of Excellence for renewable energy. It is already occupied by a number of key industry players and businesses. Also in development is the PowerPark in Lowestoft which will create thousands of new jobs directly and indirectly over the next decade, supported by the skills provision through the learning and educational establishments in the area to be aligned with the identified skills gaps with local training.

Business Support

The energy sector will also provide opportunities to new and existing businesses with NWES, the Enterprise Agency and the National winner of Enterprising Britain 2009 offering a fully funded professional advice and start-up business training programme. A large number of key businesses are already established in the area, for example, in the market towns, Clowes, Clays, MH Plastics, Bernard Matthews, Tobar and Adnams Brewery. In Lowestoft, key businesses include Ipsos Mori, Birds Eye, SSDM, Essex & Suffolk Water and Pontins.

Manufacturing and Industry

Whilst the growth of offshore renewable energy generation is seen to provide significant benefits to the district, the engineering and electronics sector also plays a vital role in the economy of the area with various companies involved in the manufacturing of electronic components and software. The area has also continued to uphold its reputation for excellence in all aspects of marine science, developed through a combination of offshore gas exploration and renewable energy advancements. Continued investment in Lowestoft port operations supports exciting opportunities. Lowestoft is also active in ship-repair and construction. Cefas, based in Lowestoft, is the UK’s largest and most diverse applied marine science centre and instru-
mental to the realisation of the exciting renewable energy opportunities through their provision of environmental impact study consultancy for wind farm developers. In addition, Waveney is responding to the global changes in manufacturing and employment needs by developing new sectors, including plastics and call-centres.

Area of Outstanding Natural Beauty, Culture, Tourism & Leisure

Known and marketed nationally as The Sunrise Coast, Waveney has a unique tourism offer for both visitors and the local community, with a mix of rolling countryside, award-winning blue flag beaches and attractions, market towns and the Southern Broads, Waveney attracts around 4 million visitors per year to the district, worth over £235 million to the local economy. Employment opportunities within the sector have also flourished with tourism supporting 3,904 full-time equivalent jobs and 5,385 actual jobs accounting for approximately 12.0% of all jobs in the district. The Tourist Industry in Waveney is reporting increasing numbers of visitors to the district and the industry has received Regional and National recognition through awards for excellence. Lowestoft Tourist Information Centre was ranked 20th Nationally and 1st within the East of England in 2009, with Southwold ranked 44th Nationally and 4th within the East of England. Pontins are proposing to expand their Holiday Park their Pakefield complex with potential for more than 150 jobs to be created as part of a £10 million pound investment project. To encourage safe cycling, Waveney has developed a cycle map to identify routes around the district and promote a Cycle Strategy.

Learning Establishments

In addressing previous poor educational attainment in the area, schools and local colleges, particularly Lowestoft College, and the Council are trying to raise the expectations and aspirations of young people. Reducing the skills gap, particularly in relation to the renewable energy sector, will ensure the delivery of a sustainable knowledge and skills base that meets the future needs of employers. As part of the University Campus Suffolk, Lowestoft College offers Higher Education qualifications as well as a full vocational College curriculum offering a broad range of full and part-time courses. The college is one of the UK’s leading providers of maritime training to the shipping and offshore oil industries and provides a renowned boat building course. A new dedicated 6th Form Centre to raise the standards of young people in Waveney is opening in Lowestoft in September 2011. It will offer 16 to 19 year olds more choice and a wider range of opportunities addressing the educational provision for 950 students. The College and LEAP Centres (Learning & Enterprise Access Points) provide a number of further opportunities for learning across Waveney, reaching the rural areas and enabling access to education and skills including basic literacy, numeracy and computer skills for all Waveney citizens to promote future job and career opportunities.
During 2008-2009 Waveney District Council made significant progress in addressing the issues and deteriorating performance evident in 2007-2008. The Council was supported through Regional Improvement and Efficiency Partnership funding, to drive radical improvement. The increased momentum of change and improvement was maintained through the rest of the financial year, to deliver the Corporate Business Priorities and Improvement Plan 2008/09 and will continue year on year. Significant successes included:

- Implementation of a new senior management structure, reinforced Management Board comprising the Cabinet and Strategic Management Team, and complete organisation restructure to be more ‘fit for purpose’ and removed £2 million of salary from the 09/10 and 10/11 budgets respectively.
- Councillors have had greater confidence to make difficult decisions that have resulted in changes to the top team, including the appointment of a shared Chief Executive, and joint Heads of Planning and Audit services with Suffolk Coastal District Council, and progression of the enabling agenda through the Operations and Facilities Partnership (Waveney Norse).
- Improved performance delivered through an embedded revised Performance Management Framework and reporting arrangements, including adoption and integration of the National Indicator Set (NIS), and financial reporting.
- Extensive work has been carried out to address the Budget and financial issues and weaknesses identified in May 2008 and a suite of corrective and improvement measures is ongoing.
- Improving Customer Services including the purchase of the Marina Centre to serve as the Lowestoft Customer Service Centre and creation of a customer contact centre, significantly enhancing access to information on Council services for the people of Waveney.
- The continued challenge provided through the Performance Framework and the Performance Challenge Board, providing challenge, support and capacity to address poor performance areas and issues to drive performance management and culture change.
- Extensive training and development of managers, the Top Team and members to embed the change management programme and to positively improve the organisational culture.

The Council produces an Annual Report in the summer of each year detailing how it has performed during the previous year. In addition the Audit Commission carry out an
Organisational Assessment of the Council each year, which is reported during the winter of the same year. Although these particular assessments will no longer take place as part of the Government’s programme for change, the Audit Commission identified in 2009 that Waveney District Council has significantly improved and is performing “adequately” and is positively working toward “good” status (the four categories are Poor, Adequate, Good and Excellent). Particular recognition was given to the Council’s work:

- Facilitating effective consultation with local citizens including minority groups – young people, older people, ethnic and faith groups, people with disabilities and with partners, to inform key decisions made by the Council and to inform service design.
- Improving the Council’s housing stock to ‘Decent Homes’ standard one year ahead of target, improving the quality of the accommodation for Tenants and their health and well-being.
- Improving access to services for Lowestoft citizens through the provision of the Marina Customer Service Centre located in the town centre close to public transport access and accessible to our citizens with disabilities.
- Reducing land-fill waste through the improved provision of recycling facilities supported by Waveney residents, resulting in the Council being ranked 1st in Suffolk and 8th in the Country for recycling which also attracts a taxable benefit.
- Preventing homelessness and improving the condition of private sector housing for many Waveney citizens in rented accommodation.
- Reducing crime, the perception of crime and the effects of alcohol and drug abuse in Waveney, through close partnership working with the Police and other partner organisations to make the district a safer place.
- Providing amenities for Young People including the construction of the Skate Park in North Lowestoft, informed through extensive consultation with local people and partners.
- Improving access to services and support for our Black and Ethnic Communities to promote community cohesion and equality across the Waveney district.
- Providing cleaner streets and beaches resulting in six Quality Coast awards, two Blue Flags and quality facilities for citizens and visitors to Waveney.
- Increasing participation in sport and leisure activities including the provision of free swimming sessions for children and elderly people promoting improved health for Waveney residents and promoting community cohesion through sports related events e.g. the World Cup event. This has resulted in a 2.7% increase in adult participation in sport and active recreation which is the 2nd highest increase in Suffolk.
What we will focus on...
Our Strategic Direction

“Making Waveney a great place for anyone to grow up, live, work and visit”

prosperous & vibrant economy
learning & skills for the future
safe, healthy & inclusive communities
the greenest county
The Council has worked closely with Partners to identify and agree the four key priority areas for Waveney and what needs to be done to ensure that the Waveney Sustainable Community Strategy vision to make “Waveney a great place for anyone to grow up, work and visit” is delivered.

In developing these four priorities, we have listened to what you have told us, taken into account what is happening nationally, across Suffolk and the whole of Waveney. In particular we have taken into consideration the views of local people and other partner organisations and stakeholders. We have considered the socio-demographic make-up of Waveney and how all of this information has come together to inform the Waveney Sustainable Community Strategy.

To measure our performance we use a number of targets and standards including National Indicators (N.I.s). These are a set of indicators published by the previous Government and used by all Councils across England to enable you to compare how well we are performing against other Councils. Following the change of Government the number and type of such National Indicators is under review. We will continue to set realistic but challenging targets each year to ensure continuous improvement wherever possible and to learn from other councils who perform better than us in some areas. We also share our own best practice in areas where we perform very well e.g. waste collection and recycling.

Set out below against each of these four priorities are the challenges we face, what we are going to do about them and the current National Indicators by which we will measure how well we are doing.
A Prosperous & Vibrant Economy: Challenges

- Retain and develop existing businesses operating within the Waveney district.
- Attract new businesses into Waveney with stable, high quality jobs for local people, in particular focusing on the key opportunities associated with growth industries.
- Increase average earnings, which presently are largely below national averages.
- Raise the current low levels of productivity and address the perceived lack of investment and confidence.
- Address low levels and declining business start up rates and support small and medium sized enterprises.
- Attract external funding for regeneration and development from Europe and other government and business sources.
- Mitigate the disadvantages associated with Waveney’s geographic isolation.
- Tackle the lack of sustainable and diverse employment, particularly within market towns.
- Develop rural enterprise that meets the needs of rural communities and promotes accessible employment.
- Retain sufficient levels of employment land while protecting Waveney’s cultural heritage.
- Increase the level of tourism and related employment throughout Waveney.
- Improve the poor transport infrastructure and public transport provision within and serving the district.
- Target Waveney’s areas of high multiple deprivation and inequality.

What we are going to do about these challenges

Waveney needs a prosperous and vibrant economy that inspires and encourages people and communities to succeed.

By 2028 Waveney will have developed an innovative, diverse and sustainable economy that optimises environmental, cultural and enterprise opportunities. Working closely with partners we will develop a sustainable, market-leading offshore and renewable energy sector that is recognised nationally and internationally, creating high value jobs through skills development aligned with the industry needs. This will be achieved through the delivery of specific improvement projects such as the Power Park, retention of Cefas in Lowestoft, the Beccles loop rail link, refurbishment of Ness Point and the development of Lake Lothing. This development will help to tackle rural and urban deprivation through diversification and the growth of high-tech businesses, power industries and all year round quality tourism industry.

Support for an improved and a faster effective high speed broadband internet technology to aid businesses is being supported and promoted by the Council and its partners and the business community. The Council is exploiting and promoting Waveney’s unique land and sea assets for work and leisure to create a national reputation for excellence in environmental and rural management.

With its partners the Council will plan for sustainable and economic growth to develop industry, create jobs, increase homes and affordable housing and support thriving communities. Waveney is capitalising on its locality - the most easterly point in the British Isles - the ‘sunrise coast’. The Council and it’s partners will continue to lobby Government and support the promotion of infrastructure improvements and investment across Waveney in terms of bridge, road and rail developments.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Performance indicator name</th>
<th>Baseline (Figures 2009-10 unless otherwise stated)</th>
<th>Good performance</th>
<th>Current Direction of Travel</th>
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<tr>
<td>NI154</td>
<td>Net additional homes provided</td>
<td>280 Homes</td>
<td>Increase in the number of homes provided</td>
<td>↓</td>
</tr>
<tr>
<td>NI172</td>
<td>Percentage of small businesses in an area showing employment growth</td>
<td>13.9% (2008-09)</td>
<td>Increase in percentage</td>
<td>↓</td>
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<td></td>
<td>Value of Tourism to the local economy in Waveney</td>
<td>£238,059,500</td>
<td>Increase in the value</td>
<td>↑</td>
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<tr>
<td>Socio-demographic</td>
<td>Index of Multiple deprivation</td>
<td>113th our of 354 councils</td>
<td>Higher position out of the total number of councils</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Gross weekly pay</td>
<td>£451.60 per week</td>
<td>Increase in gross weekly pay</td>
<td>↑</td>
</tr>
</tbody>
</table>
The Greenest County: Challenges

- Protect Waveney’s cultural heritage and quality of life.
- Ensure the effective achievement of environmental targets to enable coastal erosion and flood protection to be well managed.
- Ensure that Waveney has a clear strategy for climate change and peak oil developments.
- Deliver sustainable travel patterns that support Waveney’s ambitions to meet social and economic growth and support regeneration, whilst protecting its unique environment and quality of life.
- Minimise the impact of traffic and its infrastructure on market towns, villages and tourism hotspots to protect the quality of the natural/built environment.
- Deliver against the national priorities for regulatory services, which includes air quality, clean streets, anti-social behaviour and public health.
- Tackle the issues surrounding waste collections and disposal, eg achievement of Government targets which require a reduction of 75,000 tonnes going into landfill by 2012/13 (available landfill in Suffolk is predicted to run out by 2015).
- Mitigate the effects of the fluctuating market for recyclable materials.
- Involving communities in improving the quality of public open space.
- Addressing water resources in Waveney which are severely restricted, with over abstraction of the Waveney and limited ground water abstraction capacity.

What we are going to do about these challenges

Waveney wants Suffolk to be an exemplar in tackling climate change and protecting and enhancing its natural and historic environment. By 2028 Waveney will be an attractive and accessible rural, coastline and urban environment that is an international centre of environmental excellence and in delivery of low carbon and renewable energies: consistently bettering the Government targets on climate change and CO² emissions.

The Council will act in partnership to minimise the effects of climate change particularly in relation to coastal protection and flooding, including lobbying the Environment Agency and Government regarding their current position. The Council will secure extra funding for the sustainable protection of the Waveney coast from fluvial flooding and will encourage investment in rail infrastructure to increase the proportion of freight transported by rail. They will identify funding opportunities and deliver safety improvements along the A12 and for cycling and increase the use and availability of public transport and cycle networks, leading to reduced congestion and improvements in air quality. Promotion of access to and the provision of public transport, including bus and interchange facilities, will ensure improvements particularly in rural areas, by more closely integrating the transport network connections between Lowestoft, Ipswich and beyond.

Working closely with partners particularly Waveney Norse, the Council will increase value for money for the taxpayer, achieving Government waste disposal, recycling and composting targets of 60%, to achieve top quartile performance in annual local environmental quality surveys. Compliance with regulations and the requirements of the Local Better Regulation Office will be ensured through an increased range of advice, education and effective enforcement.

Furthermore, effective regulatory services (in accordance with the 2005 Hampton Review) will be secured to improve compliance levels in respect of health safety and the environment.
<table>
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<th>Good performance</th>
<th>Current Direction of Travel</th>
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<td>NI188</td>
<td>Adapting to climate change</td>
<td>508,000kg</td>
<td>Kg decrease year on year for the life of this plan</td>
<td>▼</td>
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<td>NI189</td>
<td>Flood and coastal erosion risk management</td>
<td>81%</td>
<td>% increase year on year for the life of this plan</td>
<td>▲</td>
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<td>NI191</td>
<td>Residual household waste per household</td>
<td>420kg</td>
<td>Kg decrease year on year for the life of this plan</td>
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<td>NI192</td>
<td>% of waste sent for re-use, recycling and composting</td>
<td>57%</td>
<td>% increase year on year for the life of this plan</td>
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<td>NI193</td>
<td>Municipal waste landfilled</td>
<td>48%</td>
<td>% decrease year on year for the life of this plan</td>
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<td>NI194</td>
<td>Reduction in NO₂ and primary PM10 emissions</td>
<td>4740kg</td>
<td>Kg decrease year on year for the life of this plan</td>
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<td>NI196</td>
<td>Fly tipping</td>
<td>Level 2</td>
<td>Reduction in level</td>
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</table>
Safe Healthy and Inclusive Communities: Challenges

• Effectively tackle through partnership the complex range of social care problems, including deprivation and health inequalities in Lowestoft.
• Address the issues highlighted in the Suffolk Joint Strategic Needs Assessment working with both NHS Great Yarmouth & Waveney and Suffolk County Council regarding isolation, poor public transport, a low supply of housing for locals and fuel poverty for pensioners and other vulnerable people.
• Engage more effectively with Waveney’s diverse communities both urban and rural.
• Sustain rural communities that currently have a lower proportion of younger people, and higher numbers of single pensioner households. Address the issues associated with the growth in the numbers of older people. East Suffolk has the highest percentage of people aged 65 and over in Suffolk (19 per cent), many living in scattered rural communities.
• Provide effective services that address the dramatic increase in dementia.
• Provide sufficient levels of affordable and appropriate housing.
• Regenerate the housing stock within Lowestoft and the surrounding area, and address the pressures on housing growth.
• Support and improve the condition and standard of private rented sector housing, particularly in Lowestoft and greatly reduce the number of long-term empty homes.
• Address the impacts of the large numbers of second homes and long-term empty properties in coastal areas.
• Provide appropriate support and housing to reduce the high level of homelessness among young people and the numbers of single parent families, particularly in Lowestoft.
• Mitigate the significant impact of reductions in grant funding on Supporting People budgets.
Waveney needs all people to be kept safe from harm, to be able to live healthy lifestyles and to be valued in the community in which they live, work, grow up, and grow old.

By 2028 Waveney will be a diverse mix of proud, caring and supportive communities that value their rural and coastal heritage, are aspirational for themselves and for the future, feel engaged and valued and where newcomers are welcomed. They are communities where people’s needs are met and where they feel that, as individuals they make a difference. There are many positives which need to be maintained, for example Waveney’s status as one of the safest places to live in the country with low and reducing levels of all crime and Anti Social Behavior, and Waveney’s essential culture and heritage, as a source of pride, and celebrate the history, strengths and achievements of the area.

Working closely with partners we will establish a strong locality focus in Lowestoft addressing social exclusion, with social care playing a strong role at the heart of regeneration within the town. This will help to tackle the areas of relative deprivation in the District, reducing existing inequalities in health, income, skills attainment and housing, to significantly improve health and well-being through a major cultural uplift in Lowestoft. This will be facilitated through the promotion of healthy and active lifestyles through both public and private provision, and through voluntary action to increase the provision of and participation in sports and leisure across the district. Health inequalities between different communities in Waveney and between Waveney and the rest of the UK will be tackled. In particular attention will be given to reducing teenage pregnancy, reducing smoking, addressing the mortality gap, encouraging healthier diet and lifestyles for all and through the provision of significantly improved and sustainable activities for teenagers and facilities for young children across Waveney.

We need to ensure that local people, including young people are actively involved in planning for the future of their area. This will be achieved through the creation of a network of vibrant, cohesive, sustainable and empowered communities across Waveney that strongly represent the needs of their diverse local areas, and work in partnership with other public and voluntary sector organisations. By maximising the use of participatory budgeting (communities having a say on how council budgets are invested and spent) and local charters to focus spending on local services, by local people, we will
What we are going to do... continued

directly address identified community needs.

Through the devolution of increased powers and assets to Town and Parish Councils and community groups and the facilitation of the completion of town and parish plans across Waveney, a more diverse local delivery of services can be achieved. By encouraging more accessible community transport, higher quality community facilities such as village halls, 'smarter' travel plans and the use of mobile services, greater access to services for all citizens can be achieved.

This will be enhanced through the creation of flexible approaches to the provision of local services e.g. pubs as post offices. It will help maintain vibrant market towns and rural communities, supported through the greater use and encouragement and support of local voluntary and community groups, and support of the development of social enterprise and a community delivery approach to services. Services will be enhanced by an invigorated voluntary and not for profit sector offering advice and brokerage to people across Waveney.

It is already recognised that the number of older people in Waveney is forecast to increase by 10% over the next ten years. We need to ensure the development of health services for the growing elderly population within Waveney, whilst sustaining the current areas of high quality health provision e.g. dementia.

The delivery of improved services for all vulnerable adults and the provision of dignity of independence for older people in remote and scattered rural communities, in particular through home care support for people living in their own homes is essential. This will be supported through the improved take up of “Individual Budgets”, with the significant and ongoing growth of paid carers and social enterprises in rural communities.

The Council and its partners recognise the significant need for suitable and affordable housing across the District. There needs to be a sustainable mix of housing that recognises employment needs, supporting young people and the elderly. New lifetime homes in areas of high elderly populations is required and for greater numbers of older people living in energy efficient homes that are well adapted with good amenities provided. People will be supported in their homes through the creation of fully developed ‘E-communities’.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Performance indicator name</th>
<th>Baseline (Figures 2009-10 unless otherwise stated)</th>
<th>Good performance</th>
<th>Current Direction of Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI154</td>
<td>Net additional homes provided</td>
<td>280</td>
<td>Increase the number of homes provided</td>
<td>▼</td>
</tr>
<tr>
<td>NI155</td>
<td>Number of affordable homes provided</td>
<td>92</td>
<td>Increase the number of homes delivered</td>
<td>▼</td>
</tr>
<tr>
<td>WDC0065</td>
<td>Properties brought back in to use</td>
<td>50</td>
<td>Increase in the number of properties brought back in to use</td>
<td>▲</td>
</tr>
<tr>
<td>LT7</td>
<td>Number of serious violent crimes committed in a public place where alcohol and substance misuse was a contributory factor</td>
<td>1352 offences (2007-08)</td>
<td>Reduction in the number of offences per year</td>
<td>▼</td>
</tr>
<tr>
<td>n/a</td>
<td>Number of teenage pregnancies (under 18)</td>
<td>105 (2008-09)</td>
<td>Reduction in number of pregnancies</td>
<td>▲</td>
</tr>
<tr>
<td>n/a</td>
<td>Number of early deaths from heart disease or stroke</td>
<td>99 (2008-09)</td>
<td>Reduction in number of early deaths from heart disease or stroke</td>
<td>▲</td>
</tr>
<tr>
<td>n/a</td>
<td>Number of early deaths from cancer</td>
<td>172 (2008-09)</td>
<td>Reduction in the number of early deaths due to cancer</td>
<td>▲</td>
</tr>
<tr>
<td>n/a</td>
<td>Percentage of adults who are obese</td>
<td>25.3</td>
<td>Percentage reduction year on year for the life of this plan</td>
<td>▼</td>
</tr>
<tr>
<td>n/a</td>
<td>Percentage of children who are obese (% in reception year 2)</td>
<td>9.1%</td>
<td>Percentage reduction year on year for the life of this plan</td>
<td>▼</td>
</tr>
<tr>
<td>n/a</td>
<td>Deaths from smoking (per 100,000 population aged 35 and over)</td>
<td>226</td>
<td>Percentage reduction year on year for the life of this plan</td>
<td>▲</td>
</tr>
</tbody>
</table>
Learning & Skills for the Future: Challenges

• Significantly improve the outcomes and life chances of children and young people, particularly in areas of deprivation.
• Improve educational performance and skill levels to above the level of similar authorities by increasing the participation rates and attainment of young people up to the age of 18.
• Implement the planned reorganisation of schools from a 3-tier to a 2-tier structure in order to raise standards whilst maintaining local access to local schools.
• Have no schools in special measures, where staff recruitment is difficult.
• Address the low aspiration and ambition levels.
• Address the significant skills and qualifications gap, where rates are below national levels.
• Improve the rate of progression into higher and further education, training and employment.
• Enhance the range of youth support and careers advice services for young people.
• Reverse the “brain drain” whereby Waveney’s young and economically active population are leaving the area for work

What we are going to do about these challenges

Waveney needs a high quality responsive education and training system that will enable each person to achieve their potential and will bring prosperity to them, their families and communities. By 2028 Waveney will be a place that raises aspiration and supports everyone to reach their potential.

In partnership the Council will strengthen the multi-agency Children’s Trust to produce improved outcomes for children and young people, with educational performance at all levels. Achievement will be well above the national average, leading to young adults achieving significantly higher levels of economic prosperity and personal fulfilment than at present. The partnership will ensure that the majority of young people will progress to be successful within further and higher education.

It will raise attainment levels in local schools and tackle low aspiration among young people to ensure that no schools in Waveney are in an Ofsted special measures category. Strong local role models will be provided and strategies delivered to retain young people in the area and attract new young families and skills to Waveney.

Lowestoft will establish its reputation as a university town to provide additional opportunities through skills development for Waveney citizens and it will attract new people and families to Waveney to live and work. The partnership will strengthen the vital role that Lowestoft College plays in supporting the skills development within the District and how it aligns the skills and training provision with the opportunities presented through the renewable energy developments.

A new sixth form college will be delivered as part of a high quality offer for young people in the area and will facilitate their improved aspirations, participation and attainment levels. The outreach elements to Lowestoft College and the new sixth form college will be strengthened to ensure that those who cannot easily access the provision in Lowestoft are not disadvantaged.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Performance indicator name</th>
<th>Baseline (Figures 2009-10 unless otherwise stated)</th>
<th>Good performance</th>
<th>Current Direction of Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 80</td>
<td>Achievement of a level 3 qualification by the age of 19</td>
<td>51% (2008-9)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▲</td>
</tr>
<tr>
<td>NI 91</td>
<td>Participation of 17 year olds in education and training</td>
<td>75% (2007-8)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▼</td>
</tr>
<tr>
<td>NI 151</td>
<td>Overall employment rate</td>
<td>79.9% (1-10-2008 to 30-9-2009)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▲</td>
</tr>
<tr>
<td>NI 163</td>
<td>Proportion of population aged 19-64 for males and 19/59 for females qualified to at least level 2 or higher</td>
<td>63.7% (2008)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▲</td>
</tr>
<tr>
<td>NI 164</td>
<td>Proportion of population aged 19-64 for males and 19/59 for females qualified to at least level 3 or higher</td>
<td>42.5% (2008)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▲</td>
</tr>
<tr>
<td>NI 165</td>
<td>Proportion of population aged 19-64 for males and 19/59 for females qualified to at least level 4 or higher</td>
<td>23% (2008)</td>
<td>Percentage increase year on year for the life of this plan</td>
<td>▲</td>
</tr>
</tbody>
</table>
Although the Council is making significant improvement across a number of services as evidenced by its improving Performance position (25th most improved Council in the Country out of 388 Councils in terms of improved performance indicators in the last 3 years), it recognises, in its community leadership role, that further improvement across key cross cutting areas is still required.

The Council recognises that there are four cross cutting priority themes that are essential to the improvement of the operation of all the Council’s functions and delivery of the Council’s Strategic Priorities. These cross cutting approaches to delivery will continue to form the basis of the Improvement Plan within the Council’s Corporate Plan.

This will ensure that the Council can effectively drive delivery and improvements. Service specific issues that relate to individual services have been incorporated into service and team plans and individual improvement/action plans.

Progress against Service Plan targets, actions and outcomes forms part of the Performance Management Framework, monitoring and reporting procedures, and will include progress against this Improvement Plan, and financial and risk management.
Partnership Working

- Maintain an appropriate and ambitious Sustainable Community Strategy and Local Area Agreement 2 targets.
- Engage effectively with all partners including the Third Sector.
- Remove the traditional boundaries and barriers associated with different services, partners and organisational working.
- Make even more effective use of public money and provide increasing value for money through pooling resources, funding and activities.

The Council recognises that the delivery of services, which improve yet continue to provide value for money in a challenging economic climate, can only be achieved by working closely with its key and strategic partners. Some partners include Suffolk Coastal District Council, the Waveney Local Strategic Partnership, Waveney Norse, Norfolk Property Services, the voluntary sector, minority groups and residents and communities themselves. Councillors and Officers need to work closely with partners to involve and engage with all communities, delivering improvements through effective leadership in partnerships, and empowering communities to lead themselves. The Council needs to work more closely with partners and communities to deliver the key priorities within the Waveney Sustainable Community Strategy. This will be achieved by delivering action plans to improve access to services and the quality of life for local and, especially, vulnerable people, or where inequality exists. Local people will be involved and empowered in political, social and economic decision making through, for example, Priority Setting meetings, participative budgeting, and local petitions. The Council will ensure closer collaboration and effective partnership working to address the causes of the priority issues in Waveney rather than just the symptoms.

Community Needs & Aspirations

- Provide improving customer access to information and services.
- Consult, engage and empower all Waveney’s citizens and communities, including those ‘harder to hear’, to continue to shape the future of the district.
- Understand our diverse communities (including younger and older people and ethnic minorities) and local inequalities.
- Ensure Council priorities accurately reflect community needs and aspirations.
- Focus on and support Waveney’s most vulnerable and hard to reach groups where inequality, and poverty is greatest.

Councillors and Officers will continue to embed a strong consultative and engagement culture within the Council and its partners through asking, listening and responding to local people’s needs. It will build on the extensive public and stakeholder consultation that was conducted in 2009 to inform the 2028 Vision and Waveney Sustainable Community Strategy.

It is essential that the Council and its partners pro-actively engage with its many communities to identify and understand their issues that may cause isolation and difficulties accessing services. Engagement particularly with ‘harder to hear’ groups will inform local priority setting.
Access to Services

The Council strongly believes that every person should have equal access to services and to new opportunities to bring about a sense of common purpose in addressing the challenges in Waveney, and to improve the lives of all citizens and communities in the district. We have a statutory duty to comply with the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2010.

Recent Audit Commission assessment confirms the Council is performing at an “Achieving” level in terms of the Equality Framework for Local Government (there are three levels – Developing, Achieving and Excellent). The focus of our equalities work is to improve access to the services that we provide to our customers through the following seven objectives:

• Ensure that our services are fully and equally accessible, and relevant to the needs of our communities;
• Have appropriate recruitment, employment and promotion practices and procedures;
• Award contracts to suitable / appropriate suppliers of services;
• Consult with communities and groups affected when developing policies;
• Provide training opportunities for staff and Councillors;
• Provide publicity for access to services in relevant languages and formats where necessary; and
• Ensure equal access to our complaints and other procedures.

The Council with its partners will continue to work hard to map, identify and engage with all our diverse communities in relation to all of the equality strands – Race, Gender, Disability, Age, Religion or Belief, and Sexual Orientation. Through regular engagement and consultation with the various groups and community leaders we will continue to jointly work to improve our understanding of the issues affecting access to services and to resolve them.
Our Values

The Council recently reviewed and amended its ‘Values’. The new values were developed as a result of external consultation conducted in Spring 2009 with partners and minority groups. The values are therefore designed to ensure that the Council demonstrates the values that Waveney’s communities expect of it. These values are:

• Leadership - Take collective and personal responsibility for the people and places that make up Waveney.

• Equality & Diversity – Be inclusive and promote community cohesion by focusing on the needs of individuals across the Waveney area.

• Customers First - Be in touch with what the general public thinks is important.

• Listening & Responding - Ask local people for their opinions, respect those opinions and act accordingly to determine local priorities.

• Selflessness – Always act only in the best interests of Waveney’s communities.

• Accountability - Take full personal responsibility for your own conduct and actions; including if or when mistakes are made, being answerable for them, and learning from them.
Our Ethical Standards

Furthermore, the Council recognises the importance of high ethical standards from Councillors and Officers in order to maintain the trust of its residents. Councillors and Officers are bound by Codes of Conduct. In addition the Council has formally signed up to the ‘Ten General Principles of Public Life’ and created a ‘We Pledge’ campaign encouraging other public bodies to support and be held accountable by these principles:

- **Selflessness** - Councillors should serve only the public interest and never improperly confer an advantage or disadvantage on any person.

- **Honesty and integrity** - Councillors should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.

- **Objectivity** - Councillors should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

- **Accountability** - Councillors should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

- **Openness** - Councillors should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

- **Personal judgement** - Councillors may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

- **Respect for others** - Councillors should promote equality by not discriminating against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority’s statutory officers and its other employees.

- **Duty to uphold the law** - Councillors should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

- **Stewardship** - Councillors should do whatever they are able to do to ensure that their authorities use their resources prudently, and in accordance with the law.

- **Leadership** - Councillors should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.
Your Council’s commitment to you

We have implemented a set of minimum customer service standards across the Council to ensure that customers know what to expect from us and receive a consistent and high quality standard of service. The Corporate Service standards are:

Face to Face
Start dealing with an enquiry within 5 minutes of the customer’s arrival at the reception desk. Make sure that you arrive on time for any visits or meetings and advise if you are going to be late.

Letters
Where required provide a written response within 5 working days of receiving an enquiry.

Electronic Communication
For all generic mailboxes an automatic response will acknowledge receipt of an issue and provide a full response to an enquiry or result within 5 working days of receipt.

Accessibility
All customer facing locations to be compliant with the Disability Discrimination Act. If required in another language / format, provide documents within 10 days of request.

Telephone enquiries
Minimum standards - 90% of calls answered within 20 seconds and messages responded to within 24 hours.

Complaints, Comments and Compliments
All complaints will be addressed and responded to within 15 working days of their receipt. All compliments and comments will be acknowledged within 3 working days of receipt.

Your Councillor’s role

The Council is made up of 48 democratically elected Councillors. Historically a third of all Councillors are elected each year. However in May 2011 the Council is moving to a whole council electoral cycle with all 48 Councillors up for election once every four years. The role of the Councillors is based in the political structures created by the Local Government Act 2000.

All Councillors will:
• Collectively be the ultimate policy makers and carry out a number of strategic and corporate management functions.
• Represent their communities and bring their views into the Council’s decision making process.
• Deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances.
• Balance different interests identified within their Ward and represent their Ward as a whole.
• Be involved in decision making.
• Be available to represent the Council on other bodies.
• Maintain the highest standards of conduct and ethics.
Finance & Performance Management

• Deliver sustainable improvements in the Council’s priority services and outcomes that are important to local people.
• Deliver improving use of resources, innovation, and value for money (managing finances and resources; and governing the business).
• Deliver against Local Area Agreement 2, Sustainable Community Strategy, and key national and local priorities.

The Council has made significant progress in terms of financial and performance management over recent years, supported through its elected Members, staff, systems and partnerships. It has achieved this through the effective delivery of three guiding principles as follows:

• Managing our finances effectively to deliver value for money,
• Managing our performance and governance to deliver better outcomes and support sustained improvements,
• Managing other resources including people, physical assets, partnerships and risks to meet current and future needs and deliver value for money.

The Audit Commission has concluded that the Council has improved its Use of Resources and overall is ‘performing adequately’, with some aspects judged as ‘performing well’.

In order to respond effectively to the economic downturn and the national budget deficit, the Council must generate further efficiencies, cut out all waste, deliver increasing value for money and maximise the use of its finances and resources. Over the next four years the Council will therefore consolidate its current position and continue to make further innovative improvements in its performance to ensure frontline resources are maximised.

Part of the Council’s overall strategy for its services is therefore to provide a mixed economy of service provision, working more closely with partners and maximising shared services opportunities.

How we manage our Finances

Our increasingly sound financial position has been achieved by integrating financial planning, reporting and business planning. We are moving towards a more prudent level of financial reserves and we aim to maintain this position by planning over a four year time horizon.

The Council’s historic housing benefit issues with the Department for Works and Pensions are anticipated to be fully resolved to mutual satisfaction by autumn 2010. The financing of capital programmes for both Housing Revenue Account and General Fund, which are our investment in the district are reflected in our revenue budget. A mix of grants, capital receipts and prudential borrowing has financed the programme.

Our Medium Term Financial Strategy links this Corporate Plan to our medium term financial planning, setting out the costs of the services that the council is providing through until 2013. The costs of providing those services, changing demand, loss of local income and uncertainty over future levels of local government funding from central government, will inevitably impact on future years revenue and capital budgets. Our Medium Term Financial Strategy therefore aims to maintain a balanced budget over the next four years by:

• Using the budget process to further re-direct and focus the budget on corporate priorities.
• Protecting front-line services as far as possible in response to financial constraints.
• Ensuring that the rigorous scrutiny of the financial planning process and effective consultation process with the public and stakeholders is maintained and developed.

• Actively supporting partnership opportunities, outsourcing and shared services arrangements.

• Enhancing balances and reserves in order to provide capacity for known risk and liabilities and provide resilience in managing unexpected changes in income and expenditure.

• Maintaining a risk assessment of significant items of income and expenditure, the risks will be reported to Councillors as part of the budget setting process.

• Managing and using our resources to deliver value for money and better, more sustainable, outcomes for local people.

• Avoiding a negative balance on the Council Tax Collection Fund.

• Preparing robust and realistic income, and expenditure and resource requirement plans for the next four years, for both revenue and capital.

• Assessing options to optimise the sustainable operation of the Housing Revenue Account for the benefit of tenants and taxpayers.

• Optimising technologies to provide timely and relevant financial advice to Councillors, Officers and the public.

• Continuing to support the district and its people during the current economic downturn through promoting benefits take-up, providing advice and information to businesses and residents, assistance with homelessness, and support for the CAB and Credit Union.

• Leadership - Councillors will promote and support these principles by leadership, and by example, and will act in a way that secures or preserves public confidence.
Due to the incoming Government’s introduction of new spending targets and restructuring of the economy, it will be necessary for the Council to reduce investment and expenditure in some service areas, to raise fees and charges and focus resources increasingly on its priority areas. However we are very clear that there are some important services for which satisfactory performance must be maintained even though they have not been specifically identified as priorities e.g. Planning and Benefits services.

The following charts illustrate the sources of funding and how we are allocating our resources to maintain frontline services:

**Where the Money Comes From (total £96.1m)**

- Formula Grant From the Government: £11.7m
- Fees and Charges: £24.3m
- Council tax payers: £6.3m
- Interest and investment income: £0.1m
- Government Grants: £53.7m

**How We Spend the Money £96.1m**

- Culture Services: £11.7m
- Environmental services: £7.9m
- Planning: £2.3m
- Highways and transport: £3.5m
- Housing: £57.0m
- Social Services: £0.1m
- Parish & Town Precepts: £0.4m
- Central services to the public: £12.7
- Corporate Democratic services: £2.0m
- Other Services: £1.9m
Efficiency and value for money

We have developed a Value for Money Strategy to help us operate in a very challenging financial environment in difficult economic times. Its purpose is to provide a practical framework that will help Councillors and Officers make decisions that consistently promote the more efficient use of resources, with the object of making sure we continue to be able to provide high quality services to those who need them at a reasonable cost.

We have previously committed ourselves to becoming an 'enabling' Council in recognition that where appropriate some services could be better and more effectively delivered in partnership by other preferred providers e.g. Waveney Norse and Norfolk Property Services.

The Council has also recognised Suffolk Coastal District Council as its 'preferred partner' to share services, whilst still considering all other collaborative working and partnering opportunities as appropriate with other organisations, to ensure the most effective and efficient provision of good quality and affordable services to all our customers.

Our Value for Money Strategy has eight strands:

- Reviewing and controlling the staffing establishment to maximise its productive capacity.
- Reducing waste.
- Greater use of technology.
- More effective procurement.
- More effective use of assets.
- Closer alignment of resources with priorities.
- Working in partnership with other public sector organisations.

The Council has an enviable record of achieving cashable efficiencies in excess of Government targets. Estimated savings are forecast at the end of March 2010 as £1.6 million (out-turn for 2009-10). Actual performance is captured as part of final accounts closedown, and is reported July each year. NI 179 (the Value for Money performance indicator) figures will be reported in the 2010/11 quarter 1 performance report, as part of the last budget round. We will need to deliver savings at these or greater levels over the coming years as public sector expenditure and Government closely examines its overall affordability ways of reducing its budget deficit.

Capital Expenditure

Waveney has a Capital Strategy and programme representing £28.8m of investment over the next four years. Funding opportunities are identified and reviewed to decide how much investment can be undertaken whilst adhering to the principles of affordability, prudence and sustainability.

It is particularly important that capital investment decisions integrate with revenue spending plans, thereby ensuring their on-going affordability. Capital expenditure is split into two main areas that relate to:

Housing - for major repairs, enhancement works to council dwellings and grants for disabled facilities and home improvements.

Other Services - are currently restricted to essential projects only. This covers projects that have a statutory requirement to be undertaken or are essential to the Council’s service delivery only. The type of projects included are corporate buildings, Southwold Harbour north wall replacement, vehicle and plant purchases and coast protection schemes.

Capital expenditure plans for the next four years are detailed on the following page:
The most significant items in the Council’s future capital programme are the inclusion of £2m in 2010/11 for Southwold Harbour - north wall replacement, ongoing replacement of vehicles and plant (£0.962m in 2010/11) and refurbishment of Water Lane Leisure Centre (£1.043m in 2010/11).

<table>
<thead>
<tr>
<th></th>
<th>2010-11 £000</th>
<th>2011-12 £000</th>
<th>2012-13 £000</th>
<th>2013-14 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure</td>
<td>10,443</td>
<td>6,483</td>
<td>6,515</td>
<td>5,398</td>
</tr>
</tbody>
</table>

**Financed by:**

<table>
<thead>
<tr>
<th></th>
<th>2010-11 £000</th>
<th>2011-12 £000</th>
<th>2012-13 £000</th>
<th>2013-14 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal sources of finance</td>
<td>779</td>
<td>876</td>
<td>1,025</td>
<td>689</td>
</tr>
<tr>
<td>External sources of finance</td>
<td>9,664</td>
<td>5,607</td>
<td>5,490</td>
<td>4,709</td>
</tr>
<tr>
<td>Total</td>
<td>10,443</td>
<td>6,483</td>
<td>6,515</td>
<td>5,398</td>
</tr>
</tbody>
</table>

Capital Funding £10.443m

- Internal Funding £1.834m
- External Funding £1.834m
- Direct Revenue Funding £0.778m
- UnSupported Borrowing £4.281m
- Major Repairs Allowance £3.704m
Assets

A progressive decision was taken by the Council in 2009 to partner the Asset Management Service with NPS Property Consultants Ltd. This partnership is driving the delivery of the Asset Management Strategy, providing improved value for money to the Council and the taxpayers. The Asset Management Plan will maximise the potential of our asset base.

Key areas are:

- Further integration of our Asset Management Plan with our Business Plans and Strategies to optimise the support for operations and future investment Plans.
- Simplifying reporting and control processes.
- Further development of how we monitor the performance of our assets.
- Improving value for money and efficient use of assets.

Performance Management

Our Performance Management Framework integrates performance indicators and SWOT analysis, financial performance, corporate risk, workforce planning, and customer feedback, against our corporate priorities.

The Council will continue to set and review its performance outcomes and targets by comparison with other councils nationally in order to drive continuous improvement across all its services and functions.

We have adopted a set of indicators that are most relevant for the Waveney area in order to manage how well services, including those of partner organisations, are performing. These are analysed quarterly by the Corporate Management Team and Cabinet.

All performance issues are reviewed monthly by the Council’s Performance Challenge Board and recommendations referred to Service Managers, Corporate Management Team and Cabinet.

Data Quality

Consistent, high-quality, timely and comprehensive information is vital to support good decision making and improved service outcomes.

The Council has put in place a Data Quality Strategy and Action Plan, to improve the quality of the data the Council and public rely upon from level 2 (out of four levels) to the level 3 standard.
Managing risk

As an element of the Council’s Performance Management Framework, it identifies the key risks it faces and puts in place mitigating actions to manage and minimise the likelihood and severity of such risks occurring. Corporate and operational risks are continuously managed through the Council’s service planning process. Existing and emerging risks are reviewed regularly by the Council’s Corporate Risk Management Group and by Councillors on the Audit and Risk Management Committee. The current corporate risks for 2010/11 are:

- Not providing consistent Value for Money across all Council Services.
- Not providing effective service delivery to the Community through Partnerships or Outsourcing.
- Lack of Financial Resources.
- Ineffective Management of the Council’s Asset Base.
- Non compliance with Legislation, Policies, Standards and Procedures.
- Over reliance on key individuals with particular skills & knowledge.
- Lack of fundamental skills and knowledge across service functions in critical areas.
- Organisational delivery diminishes as critical skills and knowledge not shared or retained in the Council.
- Under performance arising from a lack of understanding of corporate objectives.
- Loss of reputation due to the financial impact of Housing Benefit over-payments.
- Under performing ineffective contractual Partnerships e.g. Waveney Norse and NPS Property Consultants Ltd.
- Not providing appropriate service access to all our citizens.
- Ineffective data management.

People, Skills and Organisational Development

- Provide the leadership, capacity and capability, from Councillors and Officers, needed to deliver future improvement.
- Develop a skilled, flexible and high performing workforce, combined with an enhanced community centred culture, that reflects the diversity of local communities.

It is essential that Councillors and Officers have the capability and capacity to deliver this Corporate Plan. The Council’s employees are its most significant resource. Improvement of the Waveney area is dependent upon having a skilled, flexible and high performing workforce, combined with an enhanced community centred culture, that reflects the diversity of its local communities. Delivery of the Workforce Planning and Organisational Development Strategies will therefore be essential, particularly to enable increased shared services.
Our Improvement Action Plan

1. Partnership working

- Maintain an appropriate and ambitious Sustainable Community Strategy and Local Area Agreement 2 targets.
- Engage effectively with all partners including the third Sector.
- Remove the traditional boundaries and barriers associated with different services, partners and organisational working
- Make even more effective use of public money and provide increasing value for money through pooling resources, funding and activities.

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<tr>
<td>1.1 Improve the consistency and comprehensiveness of Local Strategic Partnership (LSP) working throughout the Council and in delivery of the Sustainable Community Strategy Action Plans.</td>
<td>Assistant Chief Executive</td>
<td>Agreed Action Plans – June 2010. Re-establish clear procedural and communication links between Waveney LSP, the Suffolk Strategic Partnership and Suffolk Coastal LSP – Sept 2010. Develop proposals in partnership for phase 2 of ‘Lowestoft Together’, and in conjunction with Suffolk Coastal LSP for a joint rural locality focus – March 2011.</td>
<td>All LSP partners understand and are contributing to addressing the community needs and aspirations for the area together. Council priorities clearly express community needs and aspirations, especially those of vulnerable and ‘hard to hear’ groups. Local priorities are embedded within the strategic direction of the Council and the LSP.</td>
</tr>
<tr>
<td>1.2 Review and develop more stretching, robust and localised outcomes and targets in conjunction with local stakeholders to drive positive delivery of the SCS Action Plans and Council’s Strategic Direction.</td>
<td>Assistant Chief Executive</td>
<td>Delivered Action Plan and Service Plan milestones / targets for the year – March 2011.</td>
<td>All LSP partners understand and are contributing to addressing the community needs and aspirations for the area together. Council priorities clearly express community needs and aspirations, especially those of vulnerable and ‘hard to hear’ groups. Local priorities are embedded within the strategic direction of the Council and the LSP.</td>
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<tr>
<td>1.3 Work in partnership with Suffolk Coastal District Council to deliver the Councils’ enabling agenda, and greater sustainable efficiencies across all Council services.</td>
<td>Assistant Chief Executive</td>
<td>Delivered Joint Partnership Board Programme for the year to include all directly delivered internal services (e.g. Revenues &amp; Benefits), externally provided services (e.g. Leisure) and partnerships (e.g. Community Safety Partnerships and LSPs) – March 2011. See also 2.2 below.</td>
<td>Improved value for money, efficiency, capacity, minimisation of risk and improved sustainable service delivery to customers.</td>
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<tr>
<td>1.4 Reduce demand for Council services by working in partnership to create a ‘Big Society’ of ‘big citizens’ across Waveney.</td>
<td>Assistant Chief Executive</td>
<td>Expand the breadth of the voluntary sector within Waveney, introducing organisations with the track record of successfully and innovatively redressing the types of issues within Waveney (e.g. Tomorrow’s People) – Dec 2010. Working with Parish and Town Council and Suffolk Association of Local Councils to reinvigorate and re-establish their role in advocating for and developing each of their local communities (e.g. through the development of Parish Plans, Quality Council status and greater support for Clerks) – March 2011. Working with the broader voluntary and business sectors to maximise opportunities for social enterprise, and through budget setting, service planning and grant processes to develop a more mixed economy of service delivery – March 2011. Develop and deliver action plan in conjunction with Suffolk County Council to further strengthen local communities, pride and volunteering – March 2011. Pro-actively engage with ‘NEETs’ - work with partners to promote employment and education opportunities, scoping out existing work currently being carried out across the District and identify any gaps; and Promote existing opportunities and sign post support mechanisms - Sept 2010.</td>
<td>Empowered local citizens and communities, with increased individual opportunity and responsibility. Communities coming together to maximise delivery of local priorities, the pace of change and improvement in the quality of life for local people, and value for money.</td>
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<tr>
<td>1.5 Maximise and promote the regeneration opportunities across Waveney, and responding in partnership to the public sector recession.</td>
<td>Strategic Director</td>
<td>Progress the Area Action Plan: Appoint consultants Submit documents to Secretary of State for examination Produce, agree and adopt sub-regional Integrated Development Programme (IDP) (Completed and submitted to EERA and Central Government 22 October 2007) Develop the Physical Infrastructure and Community Enhancement plan. Refresh and expand the Council’s action plan to address the impacts of the recession following the change in Government and to co-ordinate effectively with key strategic partners when setting budgets and planning public services with anticipated reduced finances.</td>
<td>A prosperous and vibrant economy underpinned by the provision of the learning and skills needed for local people to fill new, stable, high quality and high value jobs. A robust policy framework for the delivery of regeneration in the heart of Lowestoft beyond 1st East. Agreed prioritisation of key physical infrastructure interventions in the sub-region. Prioritised and focused approach to delivering sustainable communities in Waveney. Building resilience to the Waveney economy and communities to alleviate or reduce impact of national deficient and anticipated reductions in public sector funding.</td>
</tr>
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</table>
2. Community needs and aspirations

- Provide improving customer access to information and services.
- Consult, engage and empower all Waveney’s citizens and communities, including those ‘harder to hear’, to continue to shape the future of the district.
- Understand our diverse communities (including younger and older people and ethnic minorities) and local inequalities.
- Ensure Council priorities accurately reflect community needs and aspirations.
- Focus on and support Waveney’s most vulnerable and hard to reach groups where inequality, and poverty is greatest.

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<td>2.1 Further enhance delivery of the Council’s community leadership role</td>
<td>Assistant Chief Executive</td>
<td>Embed the Council’s new Values – in particular Leadership and Accountability – March 2011. Review and develop the revised role of Councils, Councillors and Officers to deliver a ‘Big Society’ in Waveney – Sept 2011.</td>
<td>Empowered local citizens and communities, with increased individual opportunity and responsibility. Communities coming together to maximise delivery of local priorities, the pace of change and improvement in the quality of life for local people, and value for money. Increased civic participation by all sectors of the community providing local communities with a voice, finance and power to directly resolve local issues and inform service delivery.</td>
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<tr>
<td>2.2 Improve the consistency and comprehensiveness of the Council’s customer feedback, standards and diversity focus groups to ensure all service areas and partners are responding to local priorities.</td>
<td>Assistant Chief Executive</td>
<td>Review and develop more challenging, measurable and localised Customer Service Standards based upon customer/stakeholder priorities – Sep 2010. Implement a more robust system for listening and responding to all customer feedback – Sept 2010. Complete an options appraisal for the introduction of a comprehensive CRM system - December 2010. Expand the remit and number of focus groups through the Waveney Community Cohesion Partnership – Sept 2010. Maximise opportunities for partnership working between organisations sharing customers – March 2011 Deliver a programme of actions informed by the Access to Services inspection recommendations - Mar 2011 Launch the Council’s refreshed website – October 2010.</td>
<td>A stronger culture within the Council and its partners of asking, listening and responding to local people. Issues are resolved quickly and holistically at the first point of contact by all partners so that no other customers have to face the same issue in future. An improved and more consistent overall customer experience and satisfaction, across rural and urban communities.</td>
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<td>2.4 Further improve Community Engagement and embed the Council’s duty to ‘involve’ and ‘promote democracy’ responsibilities embedded as part of its culture.</td>
<td>Assistant Chief Executive</td>
<td>Develop and implement an action plan to further increase the Council’s pace along the Community Engagement Continuum towards empowerment and devolution supported through the WCCP – Sept 2010.</td>
<td>Informed Councillors and Officers, able to engage effectively in partnership with local communities.</td>
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<td>Embed the Council’s new Values – in particular customers first, listening and responding and equality &amp; diversity – March 2011.</td>
<td>Routine and regular communication, discussion and debate of local issues and priorities with partners and communities.</td>
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<td>Embed a culture of participation of communities in decision making and work towards increased levels of delegation to communities e.g. increased public call-ins and petitions and building upon the learning from Lowestoft Together – March 2011.</td>
<td>Increased transparency of decision-making, local involvement in political decisions and accountability for the value for money and the impact of local services.</td>
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<td>Enhanced and regularly updated community mapping environmental and economic context of areas made regularly available to Councillors and Officers, including information knowledge and learning in terms of Waveney’s communities on a quarterly basis – from April 2010.</td>
<td>Increased civic participation by all sectors of the community providing local communities with a voice, finance and power to directly resolve local issues and inform service delivery.</td>
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<td>Increased awareness and understanding of customers needs and issues including minority groups through increased inclusiveness, engagement and participation in community events.</td>
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3. Finance and Performance Management

- Deliver sustainable improvements in the Council’s priority services and outcomes that are important to local people.
- Deliver improving use of resources, innovation, and value for money (managing finances and resources; and governing the business).
- Deliver against Local Area Agreement 2, Sustainable Community Strategy, and key national and local priorities.

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<td>3.1 Minimise and reach a conclusion to the Council’s historic housing benefit issues with the Department for Works and Pensions.</td>
<td>Director of Resources</td>
<td>Submit any final evidence, submissions and complete negotiations with the Department for Works and Pensions - Autumn 2010</td>
<td>Reduced financial risk and uncertainty for the Council contributing to an overall improving financial management position.</td>
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<tr>
<td>3.2 Implement new ‘fit for purpose’ financial system with appropriate functionality.</td>
<td>Director of Resources</td>
<td>Implementation of revised financial system following testing and reconciliation to old system – March 2011</td>
<td>Financial system will be fit for purpose enabling a more accurate financial position, and greater public transparency.</td>
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<tr>
<td>3.3 Effective utilisation of Regional Improvement Efficiency Panel (RIEP) funding to support the improvement of financial management.</td>
<td>Director of Resources</td>
<td>Identify and address remaining weaknesses including Value for Money, Data Quality and fully embedding all aspects of financial management.</td>
<td>Embedded and improved financial management systems and processes by March 2011. Zero based budget approach is used to set 2011/12 budget. A balanced budget achieved by January 2011. Unqualified audit opinion on 2009/10 accounts.</td>
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<tr>
<td>3.4 Review of Performance Management information to ensure that standards are improved and to allow the appropriate level of internal challenge to performance related issues.</td>
<td>Assistant Chief Executive</td>
<td>Performance Indicator set reviewed - July 2010. Local definitions for all indicators used by the Council created by service teams - August 2010. SMART targets set and nationally benchmarked - September 2010.</td>
<td>Improved services measured and driven through use of appropriate indicators demonstrating higher quartile performance and improved customer satisfaction.</td>
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<td>3.5 High level review of Performance Management Framework following demise of the Comprehensive Area Assessment.</td>
<td>Assistant Chief Executive</td>
<td>Develop with Suffolk Coastal District Council an appropriate Performance Framework of internal and peer challenge that reflects the reduction in external auditing but ensures increased self awareness, embeds the culture of risk management, sustainability, value for money and data quality across both Councils and increases transparency of the Councils' performance – Sept 2010.</td>
<td>Improved performance management and effective partnership delivery based upon minimisation of risks and complete confidence in data quality which enables decision making that ensures sustainability for the Waveney area and ensures value for money in all public spending by partners.</td>
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<tr>
<td>3.6 Develop a continuous programme of mapping and consultation with partners and other stakeholders.</td>
<td>Assistant Chief Executive</td>
<td>Regularly updated community mapping and socio-demographic changes with customer and community information knowledge and learning cascaded to stakeholders including partner organisations and members to inform service design and key decisions – see 2.4 above</td>
<td>Informed decision making and provision of services based on up to date and accurate socio-demographic data.</td>
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4. People, skills and Organisational development

- Provide the leadership, capacity and capability, from Councillors and Officers, needed to deliver future improvement.
- Develop a skilled, flexible and high performing workforce, combined with an enhanced community centred culture, that reflects the diversity of local communities.

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<tr>
<td>4.1 Build capacity, confidence and responsibility for Community Leadership and partnership working both for Councillors and Officers.</td>
<td>Assistant Chief Executive</td>
<td>Maintain the Council’s excellence as a Charter Plus organisation for Member Development in preparation for whole Council elections in May 2011 – March 2011. Implement a new shared Corporate Management Team structure across Waveney and Suffolk Coastal District Councils - October 2011. Procure and implement a revised Top Team Leadership Development Programme for the two Cabinets and new Corporate Management Team that extends beyond May 2011 – procure by December 2010. Review and deliver revised programme of Leadership and Management Development in conjunction with Suffolk Coastal District Council based upon the priorities contained in the Corporate Plan and building on current leadership programmes developing managers below Head of Service level – March 2011.</td>
<td>The Council’s leaders will have the capabilities and capacity to address the key challenges facing East Suffolk now and in the long term as a cohesive team. Enhanced capability across the Council and partner organisations to ensure delivery across the Waveney area.</td>
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<tr>
<td>4.2 Review the Waveney and Suffolk Coastal District Councils’ OD Strategy to be replaced with a shared Workforce Strategy and action plan.</td>
<td>Assistant Chief Executive</td>
<td>Complete a cultural audit of Waveney and Suffolk Coastal District Councils to develop a joint cultural vision for the delivery of shared services – Sept 2010 Develop relevant measures within a shared Workforce Strategy to support the delivery of the partnership – March 2011. Review and implement a shared internal communication and engagement strategy and action plan - Sept 2010. Achieve Investors in People status for Waveney District Council - March 2011.</td>
<td>Embedded cultural change that enhances delivery of the Council’s joint priorities. Staff are equipped to deliver business priorities and understand their individual contribution to the Councils’ strategic priorities. Capacity built to deliver the improvements required and drive continuous change and improvement. All staff are qualified to a minimum of NVQ level 2.</td>
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<td>4.3 Expand negotiations with Unions regarding the single status agreement and immediately remove areas of inequality.</td>
<td>Assistant Chief Executive</td>
<td>Consider implementation of single status, if appropriate, in conjunction with the development of shared Services with Suffolk Coastal District Council and work jointly with both branch secretaries and regional UNISON – March 2011.</td>
<td>Risk of equal pay claims minimised, motivation improved and terms and conditions of employment harmonised.</td>
</tr>
<tr>
<td>4.4 Implement and embed the Equality Framework for Local Government Action Plan relating to employment matters.</td>
<td>Assistant Chief Executive</td>
<td>Enhance the quarterly reporting process to the new shared Corporate Management Team, including regional benchmarking information where available.</td>
<td>The Council meets its equality obligations with regard to employment, has a modern and diverse workforce and is an employer of choice, able to retain and recruit staff.</td>
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### Get in touch with us

**For all general enquiries:**  
telephone: (01502) 562111  
email: customerservices@waveney.gov.uk

**Postal Address:**  
Waveney District Council  
Town Hall  
High Street  
Lowestoft NR32 1HS

**Lowestoft Customer Centre:**  
The Marina Customer Service Centre  
Marina  
Lowestoft NR32 1HH

**Opening Times**  
Mon, Tues, Wed, Fri: 9.00am to 4.30pm  
Thursday: 9.30am to 6.00pm

**Waveney local offices:**  
Market Street, Beccles  
Broad Street, Bungay  
London Road, Halesworth  
69-69A High Street, Southwold (Tourist Information Centre)

**Opening Times**  
Monday to Thursday: 9.00am to 1.00pm and 2.00pm to 4.30pm  
Friday: 9.00am to 1.00pm and 2.00pm to 4.00pm.

**For detailed information on services, latest news and much more go to the Council’s official website:**  
[www.waveney.gov.uk](http://www.waveney.gov.uk)
If you would like a copy or a summary of this document in an alternative language or format please ask an English speaking friend to contact us on 01502 523601 or at the address below.

Translation services
Town Hall
Lowestoft
Suffolk
NR32 1HS
email: customerservices@waveney.gov.uk

HUNGARIAN
Ha a jelen dokumentum más nyelvű vagy formátumú változatára vagy kivonatára van szüksége, kérje meg egy angolul tudó barátját, hogy vegye fel velünk a kapcsolatot a fenti címen.

TURKISH
Bu dokümanın bir kopyasını ya da özetini alternatif bir dilde veya formatta istersemiz, lütfen İngilizce konuşan bir arkadaşınızı aza konuşturunuz. 

KURDISH (SORANI)
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PORTUGUESE
Se pretender uma cópia ou um sumário deste documento num idioma ou formato alternativo, peça por favor a um(a) amigo(a) que fale inglês para nos contactar na morada acima indicada.

Plan Korporacyjnych
Plano Corporativo
Podnikového Plánu
Vállalati Terv
Kurumsal Plan
Firmos planas
Корпоративный план