







Business Plan Actions - Progress as at Quarter 3 (2017/18)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES01	Create more apprenticeships.	Both	Economic Growth	Resources	HOS Economic Development and Regeneration	Paul Wood	● On Target	Ongoing	Quarter 3: Working with local travel firm ATPi and East Coast College to develop a Level 3 Apprenticeship in business travel. Whilst the standard exists it is not currently delivered at East Coast College and this will lead to a rolling programme of 5/6 apprenticeships per year, a first for the College and the area.	
ES02	Provide more effective business support to facilitate the growth of Small & Medium-sized Enterprises.	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	● On Target	Ongoing	<p>Quarter 3: Supported Small Business Saturday (SBS) national bus visit to Lowestoft on 15 Nov 2017. Lowestoft one of 27 stops made by the bus around UK and only stop in Norfolk &amp; Suffolk. Free mentoring sessions were offered with Nwes and members of Econ Dev Team supported to promote bus and its activity with town centre traders (approx. 24 businesses engaged).</p> <p>Attended Lowestoft and Waveney Chamber of Commerce Business Awards, WDC sponsored Local Tourism/Hospitality/Leisure Award. Suffolk Wildlife Trust was chosen as winner, finalist Hotel Victoria.</p> <p>Following a successful bid to East Suffolk Business Network fund, Waveney Business Forum held a business support event in partnership with East Suffolk Partnership on 5 Oct 2017 at Waveney House Hotel, Beccles. Event attended by over 40 attendees (34 businesses) with talks on cyber crime, data protection law changes, funding &amp; grant opportunities. Remainder of fund used to organise two training sessions on Data Protection Regulations, attended by 25 businesses from range of sectors. Follow-up work being explored to create a toolkit.</p> <p>Seven drop-in sessions organised across East Suffolk, 60 businesses received free support &amp; advice from Council's Econ Dev Team alongside Nwes, Menta, LEADER facilitators, New Anglia Growth Hub and BEE Anglia. A number of businesses recommended to apply for grants which be followed up via Growth Hub and ED Team.</p> <p>Sessions were held in the following locations:                      16/11 Saxmundham - 6 businesses      21/11 Leiston - 7 businesses                      22/11 OrbisEnergy – 9                      24/11 Bentwaters - 8 businesses                      28/11 East Suffolk House - 3 businesses    30/11 Halesworth – 10 businesses                      06/12 Southwold – 10 businesses</p> <p>Commissioned work to explore barriers to employment faced by job seekers and recruitment/retention issues experienced by micro businesses in East Suffolk. Will include a desktop study review, labour market analysis and a survey of key employers</p>	
ES03	Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors.	Both	Economic Growth	Communities; Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	● On Target	Ongoing	<p>Quarter 3:                      People and Places commissioned on behalf of Southwold CCT to create a Town Centre Strategy to help strengthen success of the town's High Street and identify ways to encourage partnership working across all businesses/sectors. Consultant has now started phase 1 of the study with the surveying of town centre users taking place over a 4 day period from 23-26 Nov. Online version of the surveys made available for both businesses and visitors which are being circulated via the CCT and other partners. Follow up meeting with businesses and CCT due Q4.</p> <p>Vibrant Economy Task Group meeting held where a total of £4,150 was awarded for a number of projects including new websites and marketing packs all helping to support the capacity of town based business groups.</p> <p>Several meetings held throughout Q3 with Deben CCT to explore how to progress their economic plan and extend the membership to help drive forward their priorities.</p> <p>Initial meeting held with Bungay Castle Trust and Town Council to discuss a heritage and tourism project for the town. This includes regeneration of former Kings Head Hotel back into a hotel and the Oddfellows Hall into a visitor centre, museum and events space. Also plans to restore Castle with new interpretation, signage and seek additional opportunities to maximise history of the site with events, re-enactments etc. Exploring potential funding options.</p> <p>Collated information on all Christmas events being organised across East Suffolk to showcase on the website and via social media.</p> <p>Met with Beccles Town Council to discuss Beccles Quay. Agreed to commission a tourism volume and value study for Beccles and provided a number of reports to the town council to assist them with shaping the quay project.</p>	







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ES04	Empower local town and parish councils by continuing to transfer amenity and community assets to them with their agreement.	Both	Enabling Communities	Communities	HOS Communities	Nicole Rickard	● On Target	Ongoing	Work ongoing to simplify the Right to Bid process in line with good practice being delivered across both Norfolk and Suffolk and nationally. Learning positively informed response to recent Right to Bid applications, including Halesworth Local Office and Southwold Hospital. First listings are now coming to the end of their five year listing period and process being developed to respond to this.  2 successful neighbourhood planning roadshow events held, including cascade of Right to Bid information and process. Discussions underway with various other community groups about SCDC and WDC assets.	
ES05	Increase the opportunities and number of affordable homes (freehold, self-build, shared and rental) for our local young people and those in their senior years, through a revised exceptions sites policy and substantially improved support package for our local communities	Both	Enabling Communities	Housing; , 309; , Planning	HOS Housing Services	Justin Hunt	● On Target	Ongoing	There has been a period of recruitment and the department now have two Enabling Housing Officers and a Development Manager in post. They will be pro-actively identifying opportunities to achieve new development and progressing to completion. The Homes and Communities Agency is making grant available to expand the Local Authority programmes which we have been successful in accessing. Funding for £2.2m provided for locations with a high number of second homes by establishing Community Land Trusts. A number of sites are in more advance discussions for providing housing as exceptions sites or as community land trusts.	
ES06	Develop even closer working relationships with other Suffolk councils on strategic planning and in reviewing the Councils Local Plans.	Both	Economic Growth	Planning	HOS Planning and Coastal Management	Philip Ridley	● On Target	2016/17 onwards	Suffolk's Strategic Planning and Infrastructure Framework Commission undertaken by AECOM presented to Leaders in June 2017 and completed as a commission . Suffolk Growth Programme Board developing options for how joint working can be taken forward and Leaders allocated £1m to take forward the programme. Ipswich Policy Area council's and Waveney DC undertaking joint evidence to take forward their local plans.	
ES07	Support communities to develop innovative approaches, including 'enabling developments' to help fund major estuary and coast protection works.	Both	Enabling Communities	Communities; Green Environment	HOS SMCMT	Bill Parker	● On Target	Ongoing Managers post leading work funded till May 2017	2017/18 - Q3 - We are providing ongoing advice to a number of community groups (The Alde and Ore Estuary Partnership and Deben Estuary Partnership). The level of input varies depending on local need. Actively working at a national level to influence the development of new funding streams that will support local groups.	
ES08	Continue to reduce the number of long term empty properties in the private sector.	Both	Economic Growth	Housing	HOS Housing Services	Justin Hunt	● On Target	Ongoing	This years annual review of empty properties was launched in July with letters going out to all owners of properties that had been empty for more than 6 months. The system has been refined from learning in previous years and for the first time enables residents to respond electronically using a webform 520 letters were sent out in WDC in June with 302 reminders and 649 were sent out in SCDC with 332 reminders during June. Responses will be processed to identify the current level of empty homes in October.	
ES09	Ensure all those entitled to welfare support and benefits receive them promptly.	Both	Enabling Communities	Resources	HOS Financial Services	Homira Javadi	● On Target		Benefits processing targets continue to be met and the Benefits part of the EDMS project is complete. The project involves moving to a single solution from two EDMS providers and has (in addition to cost savings/maintaining a single IT base) enabled and delivered a review of processes and procedures to be standardised, and provided greater control of work allocation for all seven partners where staff are located across multiple sites.	
ES10	Financially support Suffolk County Council to identify and develop suitable short stay stopping sites in Suffolk for Gypsies & Travellers.	Both	Enabling Communities	Housing	HOS Housing Services	Justin Hunt	● On Target	Ongoing but intention to identify viability of site within 2017/18.	Ongoing discussions with Suffolk County Council, the Norfolk and Suffolk Gypsies and Travellers Team and other districts to identify suitable short stay stopping sites. Site inspections have taken place with the N&S GTT and a recommended site has been identified for further investigation	
ES11	Expand the diversity of social housing providers operating in East Suffolk	Both	Enabling Communities	Housing	HOS Housing Services	Justin Hunt	● On Target	Ongoing	There are two new Registered Providers operating in the area and there has been an increase in activity of the existing Registered Providers helping to provide reassurance that section 106 properties will be purchased. Waveney are able to act as a default section 106 purchaser to reassure the developers using HRA funds	
ES12	Deliver the adopted Housing and Health Charter in East Suffolk.	Both	Enabling Communities	Housing; Communities	HOS Housing Services	Justin Hunt	● On Target	Ongoing.	The following programs are delivering towards the vision of the Housing and Health Charter ".....for Suffolk people to live in a suitable, affordable home that is in good condition where they feel safe and supported by the local community." Q1 saw the launch of Energy Company Obligation - flexible eligibility; Central Government's new initiative targeting households in fuel poverty or on low income and vulnerable to the effects of a cold home. SCDC & WDC have signed a Suffolk protocol to work with installers to deliver heating and insulation improvements. The first installations are likely to happen in Q2 but the rules are complex and not all our vulnerable residents will receive help. Warm Homes Healthy People Scheme (WHHP) will manage administration and, working with existing partners including health practitioners and local hospitals, will identify and refer those who could benefit. WHHP continues to bid for additional resources from external sources. WDC launched a pilot renovation grant policy covering Denmark Road with planned inspections of all residential properties. This new proactive approach recognises that those living in the worst housing will, often, not complain. Grant aid is available to meet the decent homes standard and any grant is conditional upon rents remaining affordable. Early indications are that poor heating and insulation are widespread and a high proportion of homes in the area are privately rented. SCDC has a similar, existing policy. The inspection programme will roll out in North Lowestoft street by street. Both Councils are also working with Orbit East Home Improvement Agency to deliver Disabled Facilities Grants. Last year's performance was poor and an improvement plan has been devised and will be closely monitored to ensure residents requiring adaptations to support independent living receive them in a timely manner.	







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ES13	Increase physical activity, participation in sport & recreation across all age groups, and implement additional local health initiatives.	Both	Enabling Communities	Community Health; Leisure	HOS Communities	Nicole Rickard	 On Target	Ongoing	<p>Ongoing work to enhance the leisure offer in Suffolk Coastal, including Leisure Centres.</p> <p>Number of Lowestoft Rising projects underway to encourage physical activity e.g. the Golden Mile and work with young single mothers and older women through the Lowestoft O-GoGo project.</p> <p>Supporting number of local communities to increase leisure participation and provision, including skate park development at Saxmundham, Hatcheston and Framlingham and improved play provision and facilities improvements at Felixstowe and Snape. Positive outcomes through activities delivered in Leiston.</p> <p>Operation Camouflage held in Aug 2017 with 74 attendees, including Suffolk Family Focus Young People.</p> <p>Summer activities held on Lowestoft South Beach in July and Aug 2017 - aim of these is to provide interesting and challenging activities for young people during summer holidays, supporting them to try new activities and learning new skills such as team work and keeping active outside. Record 590 attendees.</p>	
ES15	Deliver greater financial self sufficiency for leisure services.	Both	Financial Self Sufficiency	Resources; Leisure	HOS Operations	Kerry Blair	 On Target		<ul style="list-style-type: none"> <li>Redevelopment programme for Suffolk Coastal Leisure commenced.</li> <li>Growth planning for Leisure partners has commenced.</li> <li>Redevelopment / strategy for seafront assets being completed.</li> </ul>	
ES17	Increase visitor numbers to East Suffolk outside of the main tourist seasons.	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	 On Target	Agreed Suffolk Coast DMO business plan for 2017/18	<p>Quarter 3:</p> <p>EOI submitted for Southwold Town Centre Coordinator Project submitted to Heritage Coast LEADER fund on behalf of Southwold CCT. Early advice from SCC LEADER team indicated proposed match funding was eligible, RPA have disagreed and we are currently trying to resolve this to move onto the full application stage. Project will seek to create capacity to develop the Southwold visitor economy all year around but with an emphasis on out of season activity.</p> <p>Working with Waveney Valley LTAG, an EOI was submitted for a project to put a development resource into the WVLTAG. EOI was approved to go to the full application stage. Project application now in development.</p> <p>Part of Steering Group for Suffolk Walking Festival which takes place between 12 May to 3 June 2018. Following a suggestion from ED team, Group decided on St Peters Brewery near Bungay as the events official launch venue which is good news for East Suffolk and will allow us to showcase the local area and local tourism stakeholders.</p> <p>Suffolk Coast will run a campaign during March, April and May 2018 targeted at established empty nesters 50+, for short stay breaks out of season.</p>	
ES18	Continue to support the Suffolk Coast Destination Management Organisation to develop and sustain local tourism.	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	 On Target	Agreed business plan for 2017/18	<p>Quarter 3:</p> <p>Suffolk Coast DMO working with Ipswich DMO, Bury St Edmunds DMO &amp; Visit Suffolk to deliver a campaign in early 2018 to engage with under 35s following a report by National Coastal Tourism Academy stating they are the potential 'lost generation' of visitors to the coast.</p> <p>Research being carried out on how to promote the Suffolk Coast as a wedding destination through DMO website which is seen as a growing market that is relatively untapped.</p> <p>Supported Suffolk Coast at their networking event in Lowestoft, 19 businesses attend from a range of local establishments to hear about their plans for 2018 season as well as statistics on their 2017 activity.</p>	
ES19	Deliver and support further high profile cultural and sporting events as a catalyst for greater tourism opportunities.	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	 On Target	Ongoing	<p>Quarter 3: The ED team providing significant support for the preparations for the 2018 Women's Tour of Britain which for the first time will have a start and finish stage in east Suffolk</p> <p>Met with Flipside for a pre-First Light meeting to look at practicalities and requirements for using the seafront.</p>	
ES20	Continue to promote and encourage recycling across East Suffolk through a financially sustainable service.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS Operations	Kerry Blair	 On Target	Phase 1 2017. Major Review delivered on via SWP 2019/20.	<p>Council working in partnership with the other Suffolk Waste Authorities in Suffolk Waste Partnership (SWP). A review is currently underway of existing waste management services to identify the optimum service design ahead of a procurement of new services to replace those for which contracts are due to end in May 2019. An initial Members workshop was held in July 2016 to identify high level priorities for the service going forward. Results of this workshop and an appraisal of options is being put to members in November 2019. One of the principles of the new service is that it will not cost significantly more than the current provision, but will offer the opportunity to increase recycling rates.</p> <p>Head of Operations is part of the working group designing the recommissioning of the service from 2019. One of the objectives is to find ways to increase recycling and the efficiency of recycling. This work is to be concluded by July 2017. A WEEE recycling project is due to start in June 2017.</p>	

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ES24	Develop, with academic institutions, the Local Enterprise Partnership, and other centres of excellence across Suffolk & Norfolk, an integrated and progressive approach to coastal management.	Both	Economic Growth; , Financial Self Sufficiency	Green Environment; Economic Development & Tourism; Resources	HOS SMTCTM	Bill Parker	 On Target	Ongoing, conference planned for 2017 - date tbc	Working with University of Cambridge and UEA on the second phase of a NERC bid for £4m to deliver / demonstrate impact of research in the delivery of coastal management. The Norfolk and Suffolk Coastal Network will be reactivated in Spring 2018.	
ES25	Maintain a long term and adaptive approach to managing the coast – adopting innovative approaches in areas vulnerable to erosion and climate change.	Both	Enabling Communities; Economic Growth; Financial Self Sufficiency	Planning; Communities; Green Environment; Economic Development & Tourism	HOS SMTCTM	Bill Parker	 On Target	Ongoing	Ongoing discussions with Defra via LGA Coastal SIG slow but progress is being made recognising the issue and the need to address it. A review of the adaptation needs for Suffolk has been drafted and will be discussed at Coastal Partnership East Board in the near future.	
ES26	Launch a Suffolk wide commercial Building Control Service.	Both	Financial Self Sufficiency; , Economic Growth	Resources; Planning; Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	 On Target	2016/17	Formal Agreement for an East Suffolk/Ipswich BC Building Control service being signed April 2017. Developing the business plan/programme (including logos etc) for business launch in the Autumn. Recruitment into the new structure underway. Slight delays as a result of significant work across the partnership as a result of Grenfell Tower disaster.	
ES29	Encourage Suffolk County Council to devolve enforcement of On-street Car Parking to the District Councils.	Both	Financial Self Sufficiency; , Enabling Communities	Economic Development & Tourism	HOS Operations	Kerry Blair	 On Target	All councils aim to seek formal political agreement to the proposed arrangements and business case sign-off by the summer of 2017. All councils aim to introduce CPE by the spring 2019.	It was agreed at PSL meeting Nov 2016 that Suffolk Civil Parking Enforcement Working Group (SCPEWG) take forward the development of individual business cases for the advancement of CPE. Officers are working on their business cases with the aim of demonstrating how CPE could be operated on a cost-neutral basis, using the potential of increased off street and on street parking charges.  Both papers have been to Cabinet Briefing, positive signs that the measure will be adopted by both Councils. SDC Cabinet is in February and WDC Cabinet is in March. Following approval, we will enter the implementation phase from April.  Both Councils approved adoption of CPE. A Project Officer is in post (12 Dec 2017) to lead the project.	
ES30	Encourage and support more communities to develop local Community Emergency Plans.	Both	Enabling Communities	Communities; Green Environment	HOS Environmental Services and Port Health	Phil Gore	 On Target		Work continues to develop and produce Community Emergency Plans (CEPs) with the 10 new parishes. These CEPs are at varying stages, some are completed and published whilst others still at the early stages and seeking advice.  A bespoke flood plan for use by the Emergency Services when supporting Snape CEPG had been produced. This is not a CEPG plan and will sit within the suite of plans as part of the SRF Flood Plan. It is designed to assist any responder understand that the CEPG might be available to assist them and also where the village focal point will be in a flood incident. It does contain the flood warning zone and some evacuation details, but not the EA postcode data. We plan to produce additional plans for: Southwold, Kessingland, Aldeburgh, Felixstowe Ferry, Alderton and Bawdsey.	
ES31	Continue to work, with partners, to ensure East Suffolk remains a safe place for our communities.	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	 On Target	Ongoing	End of Year Community Safety Reports delivered to respective Scrutiny Committees. Ongoing work with Police on implementation of their new Strategy, particularly in terms of addressing low level community ASB and crime. New Community Safety Action Plan agreed by the Community Safety Partnership for East Suffolk. DHR Lowestoft - Report completed and submitted to Home Office. DHR Felixstowe (1) - Initial meetings held. Home Office notified and agreed DHR to take place. Due back in court in January. Felixstowe DHR (2) - Awaiting lab results before proceeding with DHR although partners have been asked to gather information and facts in readiness.  Waveney ASB - Working on a number of medium/high cases of ASB, particularly in partnership to support Lowestoft's' most vulnerable individuals. PSPO delivered at Latitude festival in both 2016 and 2017. Multi-agency approach on site during the four day festival period. Locality ASB meetings continue in Leiston, Woodbridge and Felixstowe providing a vast amount of local intelligence from partners agencies and Ward Members. Community Safety Impact Day held in Felixstowe on 13th September 2016 involving circa 50 people from different partners agencies including Trading Standards, Police, local authority, Town Council, Fire Service.	

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ES32	Support and protect, through partnership working, families and individuals identified as being vulnerable, by encouraging them to seek help earlier and helping them to help themselves.	Both	Enabling Communities; Financial Self Sufficiency	Community Health; Communities; Resources	HOS Communities	Nicole Rickard	 On Target	Ongoing	<p>Two Local Area Coordinators appointed to work in Leiston &amp; Saxmundham and Beccles &amp; Worlingham - initial results really positive in terms of reach and impact. Countywide review of the six LACs in Suffolk underway.</p> <p>Suffolk Family Focus: DVD on website to raise awareness of the SFF work. 5 families currently supported to varying intensity. Poverty Strategy approved by Full Council at Suffolk Coastal and is being referenced in terms of delivering outcomes across other work e.g. the social value policy. Briefings on Hidden Needs to various partnerships and meetings including Felixstowe Forward Annual event, East Suffolk Partnership and Leiston Community Conference.</p> <p>Digital Inclusion Plan drafted and various projects underway including digital inclusion workshops held in in Lowestoft and Felixstowe in December 2016 and work with partners including UK Power Networks and Lloyds Bank.</p> <p>Crucial Crew events held in both Districts to deliver personal safety messages to year 6 pupils across East Suffolk, including safe use of internet, consequences of ASB and home safety.</p> <p>Crucial Crew Plus delivered in conjunction with Alde Valley Academy aimed at 13-15 year olds in response to specific ASB issues identified in Leiston.</p>	
ES33	Support the development of a single footpaths service across Suffolk.	Both	Enabling Communities; Financial Self Sufficiency	Communities; Resources	HOS Communities	Nicole Rickard	 On Hold	April 2017	This will not progress for the foreseeable future unless West Suffolk change their policy and agree to support a county-wide rights of way service.	
ES34	Develop more Dementia Friendly Communities across East Suffolk.	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	 On Target	Ongoing	<p>Dementia workshops held in both Districts as part of the Community Health Workshops programme. Dementia one of five themes for the Health and Wellbeing Community Call to Action.</p> <p>Ongoing work with the Alzheimer's Society re setting up Dementia Action Alliances for Lowestoft (launch held Oct 2016, linked to Lowestoft Rising Health and Wellbeing Sub Group), East Suffolk and ongoing work to relaunch the Felixstowe DAA; Member briefing held for Waveney Councillors July 2016 and SCDC Councillors July 2017; Dementia Friendly presentations as part of the roadshow events held in each district in July.</p>	
ES35	Fund and support community-led initiatives to improve health and wellbeing, including Men's Sheds, Carer support projects and Mental Health First Aid.	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	 On Target	Ongoing	<p>Seven community workshops held around Mental Health, Dementia, Carers, Social Isolation and Loneliness and Fit/Action (5 for WDC &amp; 2 for SCDC);</p> <p>Health and Wellbeing Community Call to Action launched Oct 2016, community groups &amp; voluntary sector organisations asked to get creative and come up with ideas that would work in their local area. £125,000 of funding was provided by SCC and a panel, led by Cabinet Member in each District (inc. reps from District and County Councils and Community Action Suffolk), met to consider applications.</p> <p>28 projects were funded – 16 in Suffolk Coastal and 12 in Waveney – out of more than 50 applications.</p> <p>Ageing Well pilot - work continues to support and signpost older people to improve access to services and improved quality of life;</p> <p>Social Prescribing pilot 'Solutions' model - developed in conjunction with CCG, ECCH, Lowestoft Rising and Police, the CAB and 5 specialist service providers in collaboration with Kirkley Mill Surgery. CAB triage referrals to provide additional and alternative support for those patients with long term conditions to improve the quality of their lives and reduce the cost of health support. Referrals now increasing monthly and funding secured to extend the pilot. Potential SCDC social prescribing pilot in Leiston being scoped.</p> <p>Timebanking pilot being progressed in Felixstowe through Felixstowe Forward.</p> <p>Men's Shed projects supported/promoted in Lowestoft, Halesworth, Saxmundham &amp; Leiston.</p> <p>Communities Embracing Mental Health Initiative which emerged from Collaboration Academy supported.</p>	
S01	Increase investment to £1m in local Community Enabling projects from New Homes Bonus.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	 On Target	March 2019	<p>£1 million pounds funding confirmed, plus additional resources for staffing for SCDC for 2017/18.</p> <p>Enabling Communities Budgets increased to £6,500 in 17/18.</p> <p>New 'exemplar/flagship' project programme launched October 2016.</p> <p>Funding made available for new Leiston First Change Manager who commenced in post in Jan 2017. Leiston Together partnership established and independent chair appointed.</p>	
S02	Deliver an increasing number of affordable homes, particularly on exception sites, to support and sustain local communities.	SCDC	Enabling Communities; Economic Growth	Planning; Housing; Communities	HOS Housing Services	Justin Hunt	On Target 	This is a long term investment with schemes projected to take 3-5 years to complete.	Strategy in place and potential opportunities being explored. (Funded through commuted sums - £1.6m). Five schemes providing 100 affordable homes progressing to pre-app with other schemes in the pipeline.	

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S04	Devolve any additional New Homes Bonus funding for affordable homes on exception sites directly to the relevant local Town or Parish Councils and invite Suffolk County Council to do the same.	SCDC	Enabling Communities	Communities; Housing	HOS Communities	Nicole Rickard	● On Target	Ongoing	1.5 FTE Housing Enabling Officers in post and working with housing providers and Town and Parish Councils, including specific pieces of work in individual parishes and additional Housing Needs Surveys. Housing conference held November 2016 for Town and Parish Councils in conjunction with Hastoe.	
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	● On Target	Ongoing	Additional NHB receipts to be invested in an additional Communities Support Officer for SCDC for 12 months starting from October 2017.  New joint East Suffolk Communities Team established in conjunction with Suffolk County Council - 6 SCC/WDC Communities Officers, 2 SCC Officers, 2 Communities Support Officers and 2 Apprentices	
S06	Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.	SCDC	Financial Self Sufficiency	Leisure	HOS Operations	Kerry Blair	● On Target	Deben 2018 Leiston 2019 Felixstowe 2020+	<ul style="list-style-type: none"> <li>Deben business case approved, with work to commence in September 2017.</li> <li>Leiston and Felixstowe business cases in development.</li> <li>£300k investment in improving facilities and accessibility at Waterlane underway.</li> <li>Review of gym provision in Bungay and Halesworth underway</li> </ul>	
S07	Hold the Better Broadband Suffolk Partnership to account to deliver their commitment of 100% rollout of superfast Broadband in Suffolk by 2020; and provide further financial support from the Council to ensure that connection is affordable, particularly in more remote and rural areas.	Both	Enabling Communities; Economic Growth	Economic Development & Tourism; Communities	HOS ICT Services	Ann Carey	● On Target	Sept 2016 Works commence, SBB programme on target to achieve 98% by 2020.	Suffolk Better Broadband Programme progressing well and ahead of schedule to deliver over 96% coverage of all Suffolk premises by end 2019; 98% by mid 2020. Currently there is just over 90% coverage (9 out of 10 Suffolk premises can sign up to superfast broadband). At start of programme this was only around 50% of Suffolk. (Full details captured in service plan). In July 2017 SCC reiterated its commitment to 100% coverage. SCDC have established an Enabling Broadband Programme and dedicated funding to assist those communities who currently don't have access to high speed broadband and this Programme is working closely with SBB Programme.	
S09	Advocate on behalf of communities & local stakeholders to maximise the local economic, community and environmental benefits & opportunities from the Sizewell C development.	SCDC	Enabling Communities; Economic Growth	Communities; Green Environment; Planning; Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	● On Target	2016 onwards	Ongoing discussions with communities as EDF develop its plans for Sizewell C. Stage 2 consultation undertaken by EDF.	
S10	Expand and enhance the visitor experience at Landguard, Felixstowe.	SCDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	▲ Behind Target	Governance review completed, recommendations considered and agreed by March 2019. Implementation plan ready for phased introduction 2019/20 of long term sustainable model.	<p>Governance review planned with aim of recommending options for better management by, and integration of Landguard stakeholders, and to determine the feasibility of meeting third party capital funders ownership requirements. Part of review will look at forming a business plan and future income streams including introduction of car parking charges, and expenditure including staffing. We are looking to apply for an HLF Resilience grant to fund the review. A positive meeting was had between SCDC, HLF and EHT last month. Three volunteer groups had been asked to carry out a 'Strength Checker' exercise to determine base level as of now.</p> <p>Landguard car parks are included in SCDC CPE consultation with aim to introduce car park charges at Landguard in 2018. The Landguard Car Park feasibility study is progressing and this will inform how the introduction of car parking charges will take place.</p> <p>Agreement regarding installation of a new kiosk by cafe operator at Landguard still ongoing, although has been delayed but is</p>	
S11	Increase the number of beach huts provided in the District by at least 10%.	SCDC	Financial Self Sufficiency	Resources; Economic Development & Tourism	HOS Operations	Kerry Blair	● On Target	25 a year for the next 4 years.	<p>Review of current beach hut service including a study of the potential to provide an additional 100 huts on existing and new sites was undertaken in May/June 2016 and is being considered.</p> <p>A review of beach hut provision with a three year growth plan had been drafted and is being presented to SCDC. This will match the growth trajectory for income outlined in business plan.</p> <p>In Waveney, a number of key development projects in the South Lowestoft beach area are being modelled, which will add capacity, increase revenue and support the objectives set out in the Coastal Community Plan.</p> <p>Installation of 61 new huts in Pakefield had been completed. A further 50 temporary beach huts are being placed at Jubilee Terrace. Further sites are being explored as part of the seafront masterplan.</p> <p>Undergoing consultation for future sites in Suffolk Coastal, reported to Cabinet in June 2017.</p>	
S12	Support the Redevelopment of Felixstowe Pierhead.	SCDC	Enabling Communities; Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	● On Target	Sept 2016 Works commence August 2017 building opened.	<p>Q2: PierHead building will open 29 July 2 weeks ahead of scheduled date. There is anticipation building in the town to see the new building open.</p> <p>Q3: PierHead building fully open and exceeded all expectations by the client as to its success. A completion certificate is outstanding subject to snagging issues being resolved.</p> <p>Q4: Minor issues being monitored by Senior Coastal Engineer with no causes for concern. Lighting being reinstated to the Pier Plaza area.</p>	
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	● On Target	March 2017	Youth Conference held in November 2016 to scope the appetite for development of a Youth Council. Positive response and further meeting to be held in the February half term based around a core of two high schools in the District.	

Business Plan Actions - Progress as at Quarter 3 (2017/18)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
S17	Further improve the efficiency, effectiveness & marketing of the Council- owned Port Health Service software.	SCDC	Financial Self Sufficiency	Resources	HOS Environmental Services and Port Health	Phil Gore	On Target		Produced promotional video, launched in September 2017 to Full Council and since then it has been circulated to key agencies, been using in presentations and when getting delegation having been showing Felixstowe to promote it. Shortlisted for APSE Award and the LGC Award for which the final decision is due in March 2018. System has gone live at Heathrow Animal Reception Centre and had a further expression of interest. Continued discussions with DEFRA and FSA regarding wider user of DHHS.	
S18	Complete a pilot project to inform HMRC's One Government at the Border programme for the control of the movement of goods.	SCDC	Financial Self Sufficiency	Resources	HOS Environmental Services and Port Health	Phil Gore	On Target		HMRC are leading the One Government at the Border project and further meetings have been held with the relevant enforcement agencies to look at how information can be shared to avoid duplication and target effort where required. We are trialling the impact of access from HRC Codes to help better target our activities at Port Health.	
W01	Accelerate delivery of a third River Crossing and a separate Pedestrian & Cycle bridge linking to the Sustainable Urban Neighbourhood across Lake Lothing.	WDC	Economic Growth	Economic Development & Tourism; Planning; Green Environment	HOS Economic Development and Regeneration	Paul Wood	On Target	2021	Winter 2017 community newsletter issued. Design work on the bridge continues. Planning and regeneration teams have been involved with design quality and this is much improved. Site surveys are underway (Geotech on southern side planned for Jan- March). Positive feedback from consultation (4 Sept - 23 ct) regarding design and layout. Consultation results will be available when planning (DCO) submitted in Spring 2018. Procurement process started in Oct. Contractors' day held on 7 Nov, 10 interested parties and 6 likely to bid.	
W02	Deliver the first 5 year proposals contained within the Lowestoft Transport & Infrastructure Prospectus (LTIP) which will address the infrastructure constraints that are acting as a brake on economic and housing growth.	WDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target	LTIP timeframe 2013-2025. However proposals specified in short term (1 to 5 years), medium (5-10 years) and long term 10+ years	<p>Sustainable Transport Measures</p> <ul style="list-style-type: none"> <li>Provision of new Bus/Rail Interchange at Lowestoft station (Completed)</li> <li>Pedestrian/Cycle Crossing linking Normanston Park to Harbour Road – Please see W03</li> <li>Encourage commercial operators to introduce water taxis within Lake Lothing (Completed)</li> <li>Project that deals with transport improvements linked to the town centre will be influenced by outcomes of proposed Third Crossing. Delivery element of this scheme will likely fall within LTIP's 5-10 year plans; however, project planning is underway.</li> </ul> <p>Road Improvements</p> <ul style="list-style-type: none"> <li>Third Crossing Over Lake Lothing – Please See W01</li> <li>Commercial Road Junction Improvements (Completed)</li> <li>Phase 5, Northern Spine Road Linking A47 with Millennium Way (Completed)</li> <li>Improving access into Enterprise Zones – Please see W08</li> </ul> <p>Rail Improvements</p> <ul style="list-style-type: none"> <li>Changes to Oulton Broad North Station to reduce traffic delays through barrier down time (Completed)</li> <li>Retention hourly service between Lowestoft and Ipswich (Completed)</li> </ul> <p>Port Related Improvements: Improvements to quay headings (Completed)</p> <p>Flood Defence: Lowestoft Flood Defences – Option Appraisal (Completed). Delivery of the wider scheme expected in LTIPs 5-10yr timeframe.</p> <p>Infrastructure: Newly added theme with no project identified within the 1-5yr period.</p>	
W03	Deliver a Pedestrian & Cycle Bridge over the railway line at Normanston Park.	WDC	Economic Growth	Economic Development & Tourism; Planning; Green Environment	HOS Economic Development and Regeneration	Paul Wood	On Target	Part of the medium term proposals (5-10 years) contained within the LTIP	WDC given permission, in principle, to undertake site investigations to south/west of railway, with legal agreements pending. It is anticipated these investigations will commence in the New Year. Key stakeholders in close proximity to the project are being engaged. Procurement Team engaged to advance the specification for the project management tender to take the project to detailed design.	
W04	Improve access to Broadway Farm industrial estate, Halesworth.	WDC	Economic Growth	Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	On Target		WDC will publish the Local Plan Preferred Options consultation in July - this identifies a policy proposal for this site to hopefully enable its delivery.	
W05	Increase the number of new Council Houses.	WDC	Enabling Communities	Housing; Planning	HOS Housing Services	Justin Hunt	On Target	Ongoing but with a target of 100 homes being built between 2016-18.	Nine properties let in 2016-17 and progress to a further 10 in 17-18, with a pipeline of another 80 homes being progressed. There is capacity for 500 homes in 5 years so this programme is being increased with further opportunities being explored. The programme is also seeking to diversify its provision to cater for specific client groups. Recruitment of Development Team completed & once established should significantly help Council meet its targets.	
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Economic Growth	Green Environment; Planning	HOS SMT/CMT	Bill Parker	On Target	Full scheme 2019 / 2020 Temporary due Oct 2016, full test of system planned with JEPU & other on 2 Nov 2016.	The Transport Works Act process has been activated and the consultation on the EIA Scoping Report is underway and scheduled to close in January. Discussions are underway with ABP about the detail of construction delivery. Temporary barrier installation training tested and WDC/CPE flood incident management response training also undertaken.	

Business Plan Actions - Progress as at Quarter 3 (2017/18)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
W07	Transfer Southwold Harbour to new local Trust.	WDC	Financial Self Sufficiency; , Enabling Communities	Communities	HOS Operations	Kerry Blair	● On Target	Southwold Town Council meeting in March. Public engagement from April.	<ul style="list-style-type: none"> <li>Trust model reviewed.</li> <li>Discussions with Winkworth Sherwood around alternative governance arrangements.</li> <li>Dialogue ongoing with Southwold Town Council and stakeholders.</li> <li>Public engagement intended for August 2017.</li> </ul>	
W08	Improve the infrastructure, access & extend the Enterprise Zone (subject to Department for Communities & Local Government approval).	WDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	● On Target	EZ Delivery Plan sign off - End of Q1 (17/18) Implementation Plans Agreed - End of Q2 (17/18)	16 new units are under construction at Phoenix Enterprise Park and expected to be available for occupation by early March 18. Additional road infrastructure has been installed to access the site. Latest draft delivery plan for POT B spend has identified potential funds for further infrastructure investment. Viability assessments are pending to determine where to best target this expenditure. Proposed EZ extensions at Mobbs Way and Riverside Road have been successfully approved by DCLG.	
W09	Restore the historical features and landscape to improve accessibility & leisure facilities at Ness Point and the East of England Park (subject to a successful Heritage Lottery Fund bid).	WDC	Economic Growth	Leisure; Green Environment; Communities	HOS Economic Development and Regeneration	Paul Wood	● On Target	July 2014 - March 2020	£1m CCF funding secured and procurement of project manager and design underway. The Park will open in 2019. Further funding for community engagement projects being sought. This scheme also forms a key part of the new Heritage Action Zone (announced in December 2017). This was one of only eight schemes chosen nationally, and the only one in the region. The scheme will last for five years from 2018 and will support conservation-led regeneration in North Lowestoft.	
W11	Establish a non-political Leader's Community Enabling fund of £25k per annum and consider developing Community Enabling Grants for each Councillor.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	● On Target	Annual Fund	Approach agreed by Cabinet in September 2016. WDC Small Grants and Community Enabling Funding combined to create a pot of £27,500 for community projects. Launched on 1 Oct 2016 with a closing date of 30 Nov 2016. Panel has now met and projects supported.	
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Enabling Communities	Leisure	HOS Operations	Kerry Blair	● On Target	Initial feasibility study to be completed by November.	Planning meeting in December 2016, moved project from planning to implementation phase. Project being led by Head of Operations. Project kick off meeting scheduled for 7 February. Initial scoping meeting held with Sentinel in early February to discuss their role as a development partner. Initial Project Meeting, led by Sentinel, to take place in July 2017.	
W14	Support the delivery of the Halesworth Campus providing new leisure & care facilities.	WDC	Enabling Communities	Communities; Community Health; Leisure	HOS Communities	Nicole Rickard	● On Target	Ongoing	Piece of work commissioned from Community Action Suffolk to understand how the Campus fits alongside various other community 'hubs' and facilities. Various meetings held with Halesworth Town Council about different sites in the Town.	
W15	Encourage re-development of the former Blundeston Prison site for uses that meet local community and Council aspirations.	WDC	Economic Growth	Economic Development & Tourism; Planning; Housing	HOS Planning and Coastal Management	Philip Ridley	● On Target	2016 onwards	Planning application received and to be reported at August Planning Committee meeting.	
W16	Support delivery of a new playing field facility in Kessingland, through an enabling housing development (in accordance with the draft Neighbourhood Plan).	WDC	Enabling Communities	Leisure; Housing; Communities	HOS Operations	Kerry Blair	● On Target		WDC continuing to liaise with developers and parish councils to provide open space and play areas through Section 106 and CIL funding. As developments in Kessingland are built out we will be moving from the planning stage to the implantation stage for new play areas.	
W17	Support the development of a new Community Centre, Old Grammar Lane, Bungay.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	● On Target	Date to be set	Supporting the trustees to develop business case for new facility and work to develop the capacity of the group.	
W18	Deliver, in conjunction with Beccles Town Council, Sentinel & the Broads Authority a redevelopment scheme for Beccles Quay.	WDC	Enabling Communities; Economic Growth	Communities; Leisure	HOS Operations	Kerry Blair	● On Target	Date to be set once land ownership issues resolved.	Proposals for redevelopment form part of a paper for Cabinet in June 2017. Options being explored for additional revenue generation to support restoration of the quay heading. Interim remedial work being scoped and carried out.	
<b>COMPLETED BUSINESS PLAN ACTIONS:</b>										
ES14	Completed: Develop and launch 'Eat Out Eat Well', a healthy food award scheme to encourage food businesses in Suffolk to offer healthy food choices.	Both	Enabling Communities	Community Health; Economic Development & Tourism	HOS Environmental Services and Port Health	Phil Gore	Completed	Eat Out Eat Well launched January 2016.	Not applicable	29/01/2016
ES16	Build on the 2014 & 2015 Women's Cycling tour to encourage greater leisure, activity and health opportunities for East Suffolk, including cycle friendly district policies and initiatives.	Both	Enabling Communities	Leisure; Community Health	HOS Communities	Nicole Rickard	Completed		Not applicable	15/06/2016
ES21	Provide an innovative, more customer friendly, transactional and intuitive Council website.	Both	Financial Self Sufficiency; , Enabling Communities	Resources; Customers	HOS ICT Services	Ann Carey	Completed	Digital Strategy runs to 2019 Channel Shift Programme 2016 - 2019	Not applicable	31/12/2016
ES22	Expand use of Social Media to enable development, improvement and growth of stakeholder and customer relationships.	Both	Enabling Communities; Financial Self Sufficiency	Customers	HOS Customer Services	Darren Knight	Completed	Completion due 31.03.2017	Not applicable	01/07/2017



Business Plan Actions - Progress as at Quarter 3 (2017/18)

Appendix C

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES23	Completed: Integrate coastal management expertise with other local authorities to ensure most effective local delivery.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS SMTTCMT	Bill Parker	Completed	Delivered on time	Not applicable	01/04/2016
ES27	Create a shared Legal Service within Suffolk.	Both	Financial Self Sufficiency	Resources	HOS Legal and Democratic Services	Hilary Slater	Completed		Not applicable	01/09/2017
ES28	Explore the options for further integration between the partner authorities for more streamlined and resilient district services, and evaluate the potential for greater East Suffolk autonomy.	Both	Financial Self Sufficiency	Resources	HOS SMTTCMT	Stephen Baker	Completed	Completed	Public Consultation Oct - Dec 2016, Council decisions whether to merge - Jan 2017, Council decisions on new council size - June 2017 Order made by Secretary of State - Sept 2017, Boundary Commission warding process Oct 2017, Elections to new Council May 2019	31/03/2017
S03	Develop criteria for identifying non-designated Heritage Assets whose heritage value merits consideration in planning decisions.	SCDC	Economic Growth; , Enabling Communities	Planning	HOS Planning and Coastal Management	Philip Ridley	Completed	Completed	Not applicable	01/04/2016
S08	Work alongside Suffolk County Council in the development of a business case for, and delivery of, the A12 four villages bypass (aka SEGWay).	SCDC	Economic Growth	Economic Development & Tourism; Housing; Planning	HOS Planning and Coastal Management	Philip Ridley	Completed	SOBC completed. SCC now working on the Detailed Business Case.	Not applicable	01/04/2016
S14	Regenerate & revitalise the Felixstowe Boating lake area to include a dedicated 'Events' area.	SCDC	Financial Self Sufficiency; Enabling Communities	Leisure; Economic Development & Tourism	HOS Operations	Kerry Blair	Completed	Completed July 2015. Ahead of time and on budget.	Not applicable	01/01/2016
S15	Complete the construction and occupy the Council's modern and more efficiency Civic Headquarters	SCDC	Financial Self Sufficiency	Resources	HOS SMTTCMT	Andrew Jarvis	Completed	Completed	Not applicable	31/12/2016
S16	Deliver an improved customer service hub and 'one stop shop' at Woodbridge Library, in partnership with Suffolk Libraries.	SCDC	Financial Self Sufficiency	Customers; Resources	HOS Customer Services	Darren Knight	Completed	End of project review completed.	Not applicable	30/05/2016
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Enabling Communities	Communities; Resources	HOS SMTTCMT	Stephen Baker	Completed		Council decision Nov 16, Council decision - making Order Jan 17 New parishes come into being Apr 2017, Elections to new parish councils May 17	31/03/2017
W12	Complete the refurbishment of the Marina, Lowestoft as a 'one-stop' customer service centre with Suffolk County Council.	WDC	Financial Self Sufficiency; , Enabling Communities	Customers; Resources	HOS Customer Services	Darren Knight	Completed	Completed	Not applicable	29/04/2016