
















Business Plan Actions - Progress as at Quarter 1 (2017/18)

Action Reference	Business Plan Action Description	Council	Strategy	Critical Success Factors	Service Area	Responsible Officer	RAG Status	Timeframes	Latest progress
ES01	Create more apprenticeships.	Both	Economic Growth	Resources	HOS Economic Development and Regeneration	Paul Wood	On Target 	Ongoing	<p>Apprentice appointed to provide visitor information on Lowestoft seafront, worked first week for May half term. Initial feedback positive and will continue to work closely with Access Community Trust to monitor progress. Commencing again in July for main peak visitor period until September.</p> <p>Construction project run with local builders and East Coast College ended, 20 students from construction disciplines (mainly brickwork and carpentry) completed 2 days work experience and 2 apprenticeships were offered. Persimmon Homes expressed interest in WDC developing a Persimmon Homes Academy and are currently exploring what this could look like with Lowestoft Rising.</p>
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>Currently developing the business support programme for 2017 that links to Lowestoft and Southwold CCT's and Waveney Business Forums objectives. Exploring idea around focusing on tourism sector and independent retail businesses in partnership with Nwes and NALEP Growth Hub.</p> <p>Business support drop in event held on 14 June in premises on South Lowestoft Industrial Estate, the main aim was to promote services of the Economic Development Team, NALEP Growth Hub and BEE Energy audits. 16 businesses attended from a range of sectors and initial feedback is one being approved for a grant and further discussions being held with five others. Looking to develop this model in other locations across East Suffolk.</p> <p>Spring newsletters distributed (SCDC 115 and WDC 156 subscribers). Received training on FAME, a new business database, to be able to use it as a tool to support businesses. Attended Suffolk Coast Business event to promote ways in which East Suffolk support businesses.</p> <p>Agreed a set series of masterclasses with MENTA for July to December to businesses in Suffolk Coastal area. Attended various business events to connect with businesses and partners - 'Beef up your business' Growth Hub event, Anglia Business Exhibition and Suffolk Coast Business Business Breakfast. Additional funds secured and revised guidance/criteria agreed for next stage of the East Suffolk Business Development Fund and circulated to business association contacts.</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>Official launch of Southwold CCT on 10 June included visits to two projects within the economic plan. Event was well attended by members of the CCT and currently supporting them with developing two funding applications associated with sustainable tourism and creating havens for wildlife.</p> <p>Developing a programme of activity for Waveney Valley Local Tourism Action Group (WVLTAG) around understanding and enhancing its visitor offer and linking its key assets including markets towns and rivers.</p> <p>Currently developing business support programme for 2017 that links to Lowestoft and Southwold CCT's and Waveney Business Forums objectives with a particular focus on the tourism sector and independent retail businesses.</p> <p>Meeting held with Woodbridge TC to discuss plans to support weekly street market and possibility of introducing additional Saturday food markets.</p> <p>Love Your Local Market promotional material purchased for campaign which ran from 17-31 May to support the markets in Kesgrave, Saxmundham, Woodbridge, Wickham Market and Framlingham.</p>
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	<p>Work underway to simplify the Right to Bid process - on par with the good practice being delivered across both Norfolk and Suffolk, and nationally. However, we will simplify the feedback from Planners to inform about application outcome as an improvement to our process. Learning is positively informing our work in relation to Southwold Hospital and Halesworth Local Office Right to Bid applications.</p> <p>2 successful neighbourhood planning roadshow events held, including cascade of Right to Bid information and process. Discussions underway with other community groups about SCDC and WDC assets.</p>
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; Planning	HOS Housing Services	Justin Hunt	On Target 	Apr-17	<p>1.5 Enabling Housing Officers in post, responsible for identifying opportunities to achieve new development. Homes and Communities Agency is making grant available to expand the Local Authority programmes. 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.</p>
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	<p>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 on 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.</p>






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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 SMTMCT	Bill Parker	On Target 	Ongoing Managers post leading work funded till May 2017	Support for the formation of Alde and Ore community funding group, leading to a finance package to initiate works on the estuary. The promotion of the Saltmarsh funding model and new approaches to financing has contributed to the establishment of the Defra Pioneer project on the Suffolk coast.
ES08	Continue to reduce the number of long term empty properties.	Both	Economic Growth	Housing	HOS Housing Services	Justin Hunt	On Target 	Ongoing	Work continues to reduce the number of empty properties across the Councils.
ES09	Ensure all those entitled to welfare support and benefits receive them promptly.	Both	Enabling Communities			Homira Javadi	On Target 	Ongoing	Benefits processing targets continue to be met and the Benefits part of the EDMS project is complete.
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	Major Issues 	Ongoing	Ongoing discussions with SCC, the Norfolk and Suffolk Gypsies and Travellers Team and other districts to identify suitable short stay stopping sites. This is proving challenging, but all parties remain committed to identifying a solution.
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.
ES12	Deliver the adopted Housing and Health Charter in East Suffolk.	Both	Enabling Communities	Housing; Communities	HOS Housing Services	Justin Hunt	Major Issues 	Ongoing	Suffolk Transformation Academy and Suffolk Strategic Partnership 'Think Big' workshops are producing positive solutions which will need to be developed further. Resourcing with health is a challenge to ensure implementation. RPs providing positive support to the initiatives.
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	Ongoing work to enhance the leisure offer in Suffolk Coastal, including Leisure Centres. A 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. Supporting a number of local communities to increase leisure participation and provision, including skate park development at Saxmundham, Hacheston and Framlingham and improved play provision and facilities improvements at Felixstowe and Snape. Positive outcomes through activities delivered in Leiston. Operation Camouflage to be held in August 2017. Summer activities will be held on Lowestoft South Beach in July and August 2017 - the aim of these is to provide interesting and challenging activities for young people during the summer holidays, supporting them to try new activities and learning new skills such as team work and keeping active outside.
ES15	Deliver greater financial self sufficiency for leisure services.	Both	Financial Self Sufficiency	Resources; Leisure	HOS Operations	Kerry Blair	On Target 	Agreed Suffolk Coast DMO business plan for 2016/17.	<ul style="list-style-type: none"> • Redevelopment programme for Suffolk Coastal Leisure commenced. • Growth planning for Leisure partners has commenced. • Redevelopment / strategy for seafront assets being completed.
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 	Ongoing	One project from Southwold CCT Economic Plan is to increase its out of season offer with new events and additional marketing and this forms part of a potential funding application to be submitted in Q2. Venues agreed for the BFI Cambridgeshire Film Trust Screen-On-Sea in Felixstowe, Southwold, Lowestoft and Aldeburgh. Walking Festival: SCDC and WDC are members of Steering Group and both contributed £500 to the whole event. SCDC sponsored the launch event at Sutton Hoo with £500. An Economic Dev Officer volunteered and supported one of the Challenge Walks: Long Melford to Kedington on 27/5/17. Communication Plan put in place to support festival and showcase all walks in East Suffolk which is an annual event to promote and celebrate walking. It aims to attract and inspire people from all communities and backgrounds by providing an exciting range of sociable, enjoyable and high quality walk experiences across the county. A partnership project supported by all of the Suffolk' local authorities. Economic drivers include attracting more tourism visits, promotion of local assets, indirect effect of repeat visits to other local areas, increase local spend: shops, accommodation, food and drink, creates jobs and volunteering opportunities. Forward plan is to support the festival in 2018.









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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	Phase 1 2017. Major Review delivered on via SWP 2019/20.	Continuing to develop East Suffolk Tourism Strategy. Consultation with internal and some external partners almost complete with a delivery plan currently being developed to look at existing commitments and future projects. Looking at options for a East Suffolk tourism steering group to ensure a co-ordinated approach to tourism is delivered by the council's and the objectives of the strategy are achieved. Positive engagement with Broads Tourism with links being made with their Forum and also through the work of the Waveney Valley. Three new Visitor Information Points now added to the network at Coffee Heart and Kirkley Centre, Lowestoft and St Peters Hall, near Bungay. Number now stands at 20 across Waveney. Supported a feature on the Suffolk Coast website during May around East Suffolk markets as part of the Love Your Local Market campaign.
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	Completion due 31.03.2017	Providing support to the organisation of the Tour of Britain Mens Cycle in the preparatory stage leading up to the event.
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	Ongoing, conference planned for 2017 - date tbc	Council working in partnership with the other Suffolk Waste Authorities in Suffolk Waste Partnership (SWP). A review is currently underway of the 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 workshop and an appraisal of options is being put to members in November 2019. 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.
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	On Target	2016/17	<ul style="list-style-type: none"> • Social media channels now in place; Facebook, Twitter, LinkedIn, YouTube and Instagram. • Increased in the number of followers. • High social media Gov rankings being achieved for engagement. • Social media strategy almost completed.
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 SMTMCT	Bill Parker	On Target	To be in place by June 2017	Following the launch of Norfolk and Suffolk Coastal Network in February there have been ongoing discussions with a range of academic institutions. A major programme of engagement is planned for the autumn.
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 SMTMCT	Bill Parker	On Target	Public Consultation Oct - Dec 16 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	The completion of the Gorleston to Lowestoft Coastal Strategy allows for the progression of managed re-alignment project at Corton. £1.5m of private investment agreed in principle. Part time staff post to work on coastal adaptation in Coastal Partnership East funded by Regional Flood and Coast Committee.
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	All councils aim to seek formal political agreement to proposed arrangements & business case sign-off by Summer 2017 and aim to introduce CPE by Spring 2019.	Formal Agreement for an East Suffolk/Ipswich BC Building Control service being signed April 2017. Developing the business plan/programme (including logo's 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	Ongoing	Agreed at PSL meeting Nov 2016 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. SCDC Cabinet in February and WDC Cabinet in March. Following approval, we enter the implementation phase from April. Both Councils approved the adoption of CPE. A Project Officer is also to be recruited.












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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 	April 2017	Autumn edition of Suffolk Prepared newsletter circulated to all communities including those who are yet to engage with community emergency planning. Workshops being prepared for delivery. The Workshop on Developing Plans will be run at Riverside on 20 October and Melton Hill on 28 October. A Winter Preparedness workshop will be run on the 9th November at Kelsale cum Carlton.
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	<p>Worked with Police on implementation of their new Strategy, particularly in addressing low level community ASB and crime and dovetailing with the Council's enabling communities agenda. Root and branch review of community safety partnership arrangements underway and engagement through ESP annual event on 11 Nov 2016.</p> <p>DHR Lowestoft - Report completed and submitted to Home Office. DHR Felixstowe - Initial meetings held. Home Office notified and agreed DHR to take place. Awaiting outcome of criminal investigation 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.</p> <p>PSPO delivered at Latitude festival mid-July, working closely with Police and site security. One arrest relating to a legal high substance and a number of items discarded in amnesty bins - evaluation on-going.</p> <p>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 13 September involving circa 50 people from different partners agencies including Trading Standards, Police, local authority, Town Council, Fire Service. End of Year Community Safety Reports delivered to respective Scrutiny Committees.</p>
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 & Saxmundham and Beccles & Worlingham - both commenced in post from January 2017.</p> <p>Suffolk Family Focus - DVD on website to raise awareness of the SFF work. 5 families currently supported to varying intensity, 5 SFF young people attended Operation Camouflage.</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>
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 	March 2019	On hold due to lack of engagement from West Suffolk in a countywide proposal.
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 October 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 on 26th July 2016; Dementia Friendly presentations as part of the roadshow events held in each district in July. Dementia Friends Champions Training planned for Members and officers at SCDC early in March 2017.</p>

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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	Seven community workshops held around Mental Health, Dementia, Carers, Social Isolation and Loneliness and Fit/Action (five for WDC and two for SCDC); Health and Wellbeing Community Call to Action launched October 2016 and 41 applications across both Districts. Multi Agency grant panels meet early January 2017 and all grant offers now made. Ageing Well pilot - work continues to support and signpost older people to improve access to services and improved quality of life; 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. Timebanking pilot being explored in Felixstowe through Felixstowe Forward. Men's Shed projects supported/promoted in Lowestoft, Halesworth, Saxmundham and Leiston.
S01	Increase investment to £1m in local Community Enabling projects from New Homes Bonus.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	New Enabling Communities Exemplar Scheme launched and first three projects supported.
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 	Deben 2018 Leiston 2019 Felixstowe 2020+	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.
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 	2016 onwards	Funding used to create 1.5 FTE Housing Enabler Posts (1 FTE SCDC, 0.5 FTE WDC). Postholders are working on a range of projects to increase the amount of affordable housing across both Districts.
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	Governance review completed, recommendations considered and implementation plan ready by March 2018.	Additional NHB receipts to be invested in an additional Community Development Officer for SCDC for 12 months starting from early 2017.
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 	25 a year for the next 4 years.	<ul style="list-style-type: none"> • Deben business case approved, with work to commence in September 2017. • Leiston and Felixstowe business cases in development. • £300k investment in improving facilities and accessibility at Waterlane underway. • Review of gym provision in Bungay and Halesworth underway
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	Behind Target 	Sept 2016 Works commence August 2017 work is expected to complete	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 		Ongoing discussions with communities as EDF develop its plans for Sizewell C. Stage 2 consultation undertaken by EDF. The council, jointly with Suffolk County Council responded in January 2017. Now awaiting dialogue with EDF post their assessment of responses.

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S10	Expand and enhance the visitor experience at Landguard, Felixstowe and support a Heritage Lottery Fund bid.	SCDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	Behind Target 		<ul style="list-style-type: none"> Governance review to be held in 2017 to recommend options for better management and integration of Landguard stakeholders and determine feasibility of meeting HLF ownership requirements. Part of review will look at future income streams including introduction of car parking charges, and expenditure including staffing. Fort Volunteers are working on new Audio interpretation project and are seeking consent to upgrade telephone and Wi Fi coverage to enhance communication and further projects. Museum working on a oral and visual history project that can be accessed by personal devices. Nature Reserve installed another section of boardwalk to protect the rare vegetated shingle environment and assist visitors exploring the site. <p>With move of websites from One Suffolk both the Discover Landguard and Landguard Fort websites are being updated.</p> <p>Armed Forces Weekend event held 24 - 25 June 2017 to mark the 350th anniversary of the Dutch Invasion and attack on Landguard Fort in 1667 and Armed Forces Day. More information can be found at: www.discoverlandguard.co.uk</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 	2021	New sites being explored in Suffolk Coastal as part of the beach hut review.
S12	Support the Redevelopment of Felixstowe Pierhead.	SCDC	Enabling Communities; 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 5years), medium (5-10years) and long term 10+ years	Work continues to progress with no major issues. Completion expected Aug 2017. Current progress - Structure in place, interior divides underway, roofing near completion and work is commencing on raising the Promenade. Good working relationship with construction manager and SCDC.
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	Part of the medium term proposals (5-10 years) contained within the LTIP	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.
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 	Southwold Town Council meeting in March. Public engagement from April.	Officers visited Southampton to provide further training on PHILIS and discuss any future development needs. Work to adapt PHILIS for use at the Heathrow Animal Reception Centre is going well with positive feedback from staff at Heathrow during a recent "show and tell" session with managers. Work is still on track for a go live date of 1 April 2017. Food Standards Agency recently asked us to submit a bid for funding to modify PHILIS to enable a more risk based approach to the selection of consignments for sampling. Recruitment is underway for a new Port Health ICT Team Leader to ensure that we have the capacity and skill sets to take advantage of any future opportunities.
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 	EZ Delivery Plan sign off - End of Q1 (17/18) Implementation Plans Agreed - End of Q2 (17/18)	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.
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 	July 2014 - March 2020	WDC officers are members of the LLTC Project Board & ensuring the correct links are made with internal teams so that the scheme stays on programme. Current focus is on ensuring a high quality design for the bridge and landing points. Hemmingway Design are supporting this work to ensure complementarity with the Seafront Vision work.
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 	Annual Fund	Successfully reduced the 'barrier down time' at Oulton Broad North to an average of 1m30s by lobbying Network Rail to introduce upgrades ahead of schedule. Works underway at Phoenix Enterprise Park to introduce road infrastructure to service the development of 16 industrial units. All 1-5 yr projects either complete or underway, all of which are on schedule.
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 	Initial feasibility study to be completed by November.	Project Board established and project scope agreed. Decision made on preferred bridge location - eastern option. Business case document developed which puts project in a position to approach potential funders.
W04	Improve access to Broadway Farm industrial estate, Halesworth.	WDC	Economic Growth	Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	On Target 	Ongoing	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 	2016 onwards	100 new properties added by 2018.

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Action Reference	Business Plan Action Description	Council	Strategy	Critical Success Factors	Service Area	Responsible Officer	RAG Status	Timeframes	Latest progress
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Economic Growth	Green Environment; Planning	HOS SMTcMT	Bill Parker	On Target		The Statement of Case (SoC) had been approved by the large Project Review Group and WDC Cabinet also approved the appointment of Parliamentary Agents to progress a transport Works Act Order (TWAo). £10m funding secured from NALeP for the scheme.
W07	Transfer Southwold Harbour to new local Trust.	WDC	Financial Self Sufficiency; Enabling Communities	Communities	HOS Operations	Kerry Blair	On Target	Date to be set	<ul style="list-style-type: none"> Trust model reviewed. Discussions with Winkworth Sherwood around alternative governance arrangements. Dialogue ongoing with Southwold Town Council and stakeholders. Public engagement intended for August 2017.
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	Date to be set once land ownership issues resolved.	Applications for extensions to Enterprise Zones at Mobbs Way and Riverside Road approved by DCLG from April 2017 and will benefit from 100% business rate discount for a 5 year period for businesses that move into the new zones before April 2022. 17 businesses benefitted from EZ rate relief in 2016/17. Works underway at Phoenix Enterprise Park EZ site to introduce road infrastructure to service the development of 16 industrial units.
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		Project bid resubmitted to the Coastal Community Fund (DCLG) resulting in £970,901 grant awarded in March 2017. Anticipated completion date Oct 2019.
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	Ongoing	Fund of £27,500 launched and fully allocated in January 2017 - 8 projects supported. Projects supported a range of outcomes including improved health and wellbeing, improved green environment, support for older people, increased resilience of carers and activities for children and young people.
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Enabling Communities	Leisure	HOS Operations	Kerry Blair	On Target	Delivered on time	Planning meeting in December 2016, moved the project from the 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. A 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		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		Planning Permission to be issued with a S106 shortly granting consent for the redevelopment of the prison.
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	Completed July 2015. Ahead of time and on budget.	<ul style="list-style-type: none"> Waveney District Council is 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		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	End of project review completed.	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.
COMPLETED									
ES14	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		<i>Not applicable</i>
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	Agreed business plan for 2016/17	<i>Not applicable</i>
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	Ongoing	<i>Not applicable</i>

Business Plan Actions - Progress as at Quarter 1 (2017/18)

Action Reference	Business Plan Action Description	Council	Strategy	Critical Success Factors	Service Area	Responsible Officer	RAG Status	Timeframes	Latest progress
ES23	Integrate coastal management expertise with other local authorities to ensure most effective delivery.	Both	Financial Self-Sufficiency	Green Environment; Resources	HOS SMTTCMT	Bill Parker	Completed	Completed 31.12.16	<i>Not applicable</i>
ES27	Create a shared Legal Service within East Suffolk.	Both	Financial Self-Sufficiency	Resources	HOS Legal and Democratic Services	Hilary Slater	Completed		<i>Not applicable</i>
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	Ongoing	<i>Not applicable</i>
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	New targets (as at April 2017) 96% by end 2019; 98% by mid 2020.	<i>Not applicable</i>
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	March 2017	Not applicable
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		<i>Not applicable</i>
S15	Complete the construction and occupy the Council's modern and more efficient Civic Headquarters	SCDC	Financial Self-Sufficiency	Resources	HOS SMTTCMT	Andrew Jarvis	Completed	Ongoing	<i>Not applicable</i>
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	Full scheme 2019 / 2020 Temporary due in Oct 2016, with a full test of the system planned with JEPUs and other on 2 Nov 2016.	<i>Not applicable</i>
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Enabling Communities	Communities; Resources	HOS SMTTCMT	Stephen Baker	Completed	Eat Out Eat Well launched January 2016.	<i>Not applicable</i>
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	Digital Strategy runs to 2019 Channel Shift Programme 2016 - 2019	<i>Not applicable</i>