












Business Plan Actions (Progress as Quarter 2 2016/17)

Action Reference	Business Plan Action	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES01	<b>Create more apprenticeships.</b>	Both	Economic Growth	Resources	HOS Economic Development and Regeneration	Paul Wood	On Target	Ongoing	<p>Quarter 2: Working with Kingsley Healthcare to progress the creation of a “Kingsley Lowestoft Healthcare Academy”. Kingsley Healthcare own 27 Residential homes of which 16 are in East Anglia. The aspiration is to develop a progression pathway and robust marketing strategy aligned to activities to encourage young people into an apprenticeship/employment as well as work with JCP to attract and upskill more mature people. The apprenticeship training model has now been agreed which will see 12 students from Lowestoft College chosen to take this bespoke course sponsored by Kingsley Healthcare.</p> <p>Supported Belle Coaches with the recruitment of four apprentices in mechanical and electrical engineering. Part of an ongoing package of support which has included working with the Growth Hub Advisor to secure a Growing Business Fund grant.</p> <p>Supported the Rising High event at Felixstowe Academy Careers Fair with the aim of raising the profile of apprenticeships in local government.</p>	
ES02	<b>Provide more effective business support to facilitate the growth of Small &amp; Medium-sized Enterprises.</b>	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target	Ongoing	<p>Quarter 2: Attended The Future50 class of 2016 launch event at Orbis Energy which supports innovative and ambitious businesses in the region. WDC part of the selection panel in partnership with NWES, the UEA, Lovewell Blake, Birketts, Barclays and Archant.</p> <p>SCDC Summer Business Bulletin and Waveney Means Business summer team newsletter sent to all contacts and subscribers. Will be revising the business pages on the East Suffolk website in line with the Better Business For All initiative which will be developing a delivery plan to join up council services to business. Continued membership of the Better Business For All steering group.</p> <p>Secured a further six month programme of business support activities including 1:1 advice, training, seminars and events through Menta for the Suffolk Coastal area.</p> <p>Quarterly meeting of the East Suffolk Business Association Network held on 11/07 at Halesworth. Presentations from the facilitators of the two LAGS; Heritage Coast and Waveney Valley. Businesses were provided with an overview of LEADER, its priorities, how to apply and support with completing applications. The event also provided local groups the opportunity to hear from representatives from projects that have already received funding to give an idea of the sorts of projects/activity it will fund.</p>	
ES03	<b>Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors.</b>	Both	Economic Growth	Communities; Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target	Ongoing	<p>Quarter 2: Joint projects meeting held with Mid Suffolk, South Norfolk and Suffolk Coastal to look at developing a potential programme of activity around market towns. Looking at common themes and priorities which could form the basis for joint projects. The first of which is around food and drink and visitor economy.</p> <p>Continuing to support My Waveney with targeted promotion underway within Halesworth in partnership with the local tourism group and the Community News publication.</p> <p>Supported the creation of the New Waveney Business Forum (WBF) website</p> <p>Successful funding application submitted to the ESP Vibrant Economy Task Group from the WBF for social media training sessions. Being promoted by all WBF representatives to their members to encourage take up.</p> <p>Circulated details for the Great British High Street competition to all East Suffolk Business Associations. Press release produced for Cllr Smith and article in the EADT. Currently aware of four towns who submitted entries including Halesworth, Kirkley, Wickham Market and Woodbridge.</p> <p>Launched Suffolk Coastal’s Creating ‘Sustainable Towns and Villages Economies’ work programme. Prospectuses distributed to councillors and partners, links on the East Suffolk website. To date activity has taken place with Aldeburgh Business Association, Framlingham Town Council, Wickham Market and Saxmundham.</p> <p>Continued work on the Market Towns Awareness &amp; Development Project. First meeting with Kesgrave Town Council regarding a parcel of land to the west of the local Tesco store for potential enhancement and expansion of the local market.</p> <p>Working on creating a place based initiative for Leiston with the Communities team. Funding for this initiative agreed at August Cabinet. Aligned to this is a submission for Coastal Community Team status which will add momentum to community economic priorities e.g.town centre development, young adult provision and supporting enterprise.</p>	
ES04	<b>Empower local town and parish councils by continuing to transfer amenity and community assets to them with their agreement.</b>	Both	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Ongoing	<p>Piece of work continuing to review and simplify Right to Bid process and to compare to 'best practice'.</p> <p>Sharing best practice at a Norfolk/Suffolk Locality workshop - we are on a 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 community neighbourhood planning roadshow events held, including cascade of Right to Bid information and process.</p>	

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ES05	<b>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</b>	Both	Enabling Communities	Housing; Planning	HOS Housing Operations and Landlord Services	Justin Hunt	On Target 	Ongoing	1.5 Enabling Housing Officers in post, responsible for identifying opportunities to achieve new development. Relationship building with two new investors who have access to private investment funds to introduce a new model of development in the district to compliment the existing private developers and registered providers. New strategic approach supported by Housing Programme Board including a review of the approach to investment and development utilising the Housing stock balance sheet to facilitate development. Review of the section 106 policy is underway to provide more flexibility under challenging market conditions. The Housing and Planning Act 2016 is currently being introduced with a range of requirements affecting this objective including Starter Homes. More information is needed. The Homes and Communities Agency has introduced a new programme for grant for affordable homes which is heavily focussed on shared ownership.	
ES06	<b>Develop even closer working relationships with other Suffolk councils on strategic planning and in reviewing the Councils Local Plans.</b>	Both	Economic Growth	Planning	HOS Planning and Coastal Management	Philip Ridley	On Target 	2016/17 onwards	PSLB agreed to fund the development of a Suffolk Strategic Planning and Infrastructure Framework (SPIF). Project manager appointed and tenders now received to undertake the delivery of a draft SPIF by autumn 2016.	
ES07	<b>Support communities to develop innovative approaches, including 'enabling developments' to help fund major estuary and coast protection works.</b>	Both	Enabling Communities	Communities; Green Environment	HOS SMTCMT	Bill Parker	On Target 	Ongoing Managers post leading work funded till May 2017	Research work continued. Good progress being made, telecom meetings with Action Chair of EA and direct meetings with leading DEFRA economist. Invited to join 'pioneers group'. Draft funding plan for 'Lowestoft' and 'Gorleston to Lowestoft' strategies. Ongoing work directly with Alde and Ore partnership on funding for estuary plan.	
ES08	<b>Continue to reduce the number of long term empty properties.</b>	Both	Economic Growth	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	On Target 	Ongoing	Reviewing the use of CPO in worst case scenarios to improve standards and occupancy overall. Part of a strategy to invest in the private sector through the Building Maintenance section to generate an additional income for the general fund and improve the housing stock overall.	
ES09	<b>Ensure all those entitled to welfare support and benefits receive them promptly.</b>	Both	Enabling Communities	Customers; Benefits	HOS SMTCMT	Arthur Charvonja	On Target 	Ongoing	Benefits processing targets continue to be met and the EDMS project is on track to deliver by the end of December 2016.	
ES10	<b>Financially support Suffolk County Council to identify and develop suitable short stay stopping sites in Suffolk for Gypsies &amp; Travellers.</b>	Both	Enabling Communities	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	Major Issues 	Ongoing	Ongoing discussions with Suffolk County Council, 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	<b>Expand the diversity of social housing providers operating in East Suffolk</b>	Both	Enabling Communities	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	Behind Target 	Ongoing	Existing RPs have retrenched further following the rent cut announced in July 2015 making it less likely they will be able to fulfil this objective. However, the market for institutional investors is expanding and progress is being made to develop partnerships to fill the void left by RPs and create additional supply. Conversations with existing Registered Providers remain positive and they are keen to work in East Suffolk, subject to their capacity.	
ES12	<b>Deliver the adopted Housing and Health Charter in East Suffolk.</b>	Both	Enabling Communities	Housing; Communities	HOS Housing Operations and Landlord Services	Justin Hunt	Major Issues 	Ongoing.	Suffolk Transformation Academy and the 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	<b>Increase physical activity, participation in sport &amp; recreation across all age groups, and implement additional local health initiatives.</b>	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. with young single mothers and older women.  AC Team are supporting a number of local communities, towns and parishes with increased leisure participation and provision activity including skate park development at Saxmundham, Hatcheston, Framlingham and improved play provision and facilities improvements at Felixstowe and Snape. Positive outcomes through activities delivered in Leiston.  Operation Camouflage successfully delivered with 63 young people taking part, including a percentage of excluded and vulnerable young people. Summer beach activities delivered in Lowestoft. 10 sessions throughout July and August, 25 hours of activity including dodgeball, boxing, Brazilian dancing, football, wall climbing and Olympic themed activities. 209 young people attended, 10 of whom had a registered disability, with some participants from deprived wards enjoying the access to leisure programme.  124 nominations received and a successful Business & Community awards evening held on 15th September to celebrate successful people, organisations and communities and recognise their contribution to Suffolk Coastal communities.	
ES15	<b>Deliver greater financial self sufficiency for leisure services.</b>	Both	Financial Self Sufficiency	Resources; Leisure	HOS Operations	Kerry Blair	On Target 	Ongoing	Investment in SCDC leisure services approved. This will ensure that facilities are able to support increased visitor numbers and participation to drive revenues. All leisure partners will have developed a business growth plan covering the period of the MTFs, to be approved by March 2017.	

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

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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 2016/17.	<p>Qtr 2: Working with Deben &amp; Felixstowe CCTs on new CCF bid for 2017-2019. Submission of a CCT bid for Southwold and Leiston/ Sizewell.</p> <p>Campaign activity to take place in Oct/Nov and Feb/March with the budget to be focused on activity which will deliver the most/best results i.e. which channels/media delivered the best ROI on our investment in 2015/16. The campaign will look at raising brand awareness to reach new audiences and ensuring engagement with potential customers who are already considering Suffolk as a destination.</p> <p>13 events supported with £10,500 of funding by the Festival and Events Fund which is targeted towards events out of season.</p> <p>Supported the production of the Aldeburgh High Tide festival brochure. Worked with the local business association and provided funds to showcase the town's businesses. The Festival achieved significant coverage in national newspaper arts pages and is recognised as one of the best festivals in East Anglia.</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 2016/17	<p>Quarter 2: Membership currently stands at 184 with area ratio at 44% SCDC/33% WDC/11% Other/12% multiple locations. Website, social media and consumer enews subscribers performance statistics continue to improve.</p> <p>Summer campaign activity has been delivered which included partnership working with Abellio and Archant, video production, Google Adwords, Facebook and YouTube advertising, Mummy Bloggers. SCDC and WDC contributed to run this campaign to boost attractions and family offer throughout the high season.</p> <p>Working with Visit Suffolk to increase the referral rate to <a href="http://www.thesuffolkcoast.co.uk">http://www.thesuffolkcoast.co.uk</a> by sharing content plan and inputting to the VS Marketing Panel.</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>Qtr 2: Hosted the stage 1 start of the Aviva Womens Cycle Tour in Southwold with the race travelling through of Waveney's towns. Economic impact assessment to be released next quarter but TV, radio, newspaper and social media coverage all provided a positive image of community and business engagement mainly organised through the members of the Waveney Business Forum.</p> <p>SCDC Cabinet approved funding to underwrite Felixstowe Armed Forces Day which will take place in July 2017. Lowestoft Coastal Community Team looking at the current events programme for the town to explore options for attracting large scale events. More broadly the ED&amp;R team exploring options for hosting high profile events within East Suffolk during 2017 and beyond.</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.	The Council is working in partnership with the other Suffolk Waste Authorities in the 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 the high level priorities for the service going forward. The 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.	
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 	Completion due 31.03.2017	<p>Business Case completed.</p> <p>Staff training commenced. Member training booked.</p> <p>Project is progressing as expected.</p>	
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 SMTTCMT	Bill Parker	On Target 	Ongoing, conference planned for 2017 - date tbc	Norfolk and Suffolk Coastal Knowledge Network Management team has been meeting and is awaiting the outcome of a major £5m NERC bid - results due end October, if successful then this will be the platform for this group to progress. The launch is now being planned for in March 2017 at ENV Expo at UEA. A major Partner meeting is planned for 28th November to progress this work.	
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 SMTTCMT	Bill Parker	On Target 	Ongoing	The Gorleston to Lowestoft Strategy is being finalised and will be submitted for sign-off in Spring 2017 following a very positive public consultation. Work through the LGA Coastal SIG with Defra and EA is underway which hopes to unblock some of the issues on coastal adaptation. The results of this work is anticipated in the Summer 2017	
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	Ipswich BC has agreed to establish a partnership with the East Suffolk Councils. Recruitment for a new manager to commence as soon as possible. Other Suffolk councils currently not wanting to participate.	

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Appendix D

Action Reference	Business Plan Action	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES27	<b>Create a shared Legal Service within Suffolk.</b>	Both	Financial Self Sufficiency	Resources	HOS Legal and Democratic Services	Hilary Slater	On Target 	Autumn 2016	This was originally intended to be a shared legal service across the 7 Suffolk districts. When the business case for this was presented at SCEG, the initial investment required 4 years before there was any financial return-this was considered unacceptable and East Suffolk decided not to proceed. Since, we have launched a consultation to create a shared legal service within East Suffolk by merging the two teams. This was approved by SMT, and a formal staff consultation was launched on 6 June. The formal staff consultation on the proposed structure for the shared legal service closed on 13 July 2016. It was confirmed as the final structure immediately after the close of the consultation. The shared Legal Services Manager post and two others have been advertised nationally, and other staff slotted in to the 5 remaining posts, out of the 8 in total. A recruitment campaign was carried out, during July-August, and all three remaining posts have been appointed to, with one of the appointees having started work, and the two other successful candidates starting at the beginning of December 2016. The restructure will then be complete.	
ES28	<b>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.</b>	Both	Financial Self Sufficiency	Resources	HOS SMT/CMT	Arthur Charvonia	On Target 	Public Consultation Oct - December 2016 Council decisions whether to merge - January 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	Simultaneous Cabinet met in March 2016 to consider the options for 'Further Transformation in East Suffolk'. From this initial meeting a more detailed proposal for merging SCDC and WDC was developed and considered at a further Simultaneous Cabinet meeting in July. Both Cabinets approved recommendations to proceed with merger. Summary of the Business Case was published in October and polling of 1000 residents began 3 October 2016. Further public engagement and consultation will follow in Nov / Dec 2016.	
ES29	<b>Encourage Suffolk County Council to devolve enforcement of On-street Car Parking to the District Councils.</b>	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 Jan 2016 that a Suffolk Civil Parking Enforcement Working Group (SCPEWG) would be established of representatives from the police and local authorities across the County to take forward the development of a business case for the advancement of CPE. Officers are working on a business case that will be presented to members in December 2017. The remit of the officer group is to demonstrate how CPE would be operated on a cost-neutral basis, and the potential upside through off street and on street parking.	
ES30	<b>Encourage and support more communities to develop local Community Emergency Plans.</b>	Both	Enabling Communities	Communities; Green Environment	HOS Environmental Services and Port Health	Phil Gore	On Target 	Autumn 2016	The Autumn edition of the Suffolk Prepared newsletter has been circulated to all communities including those who are yet to engage with community emergency planning. Workshops are being prepared for delivery during the third quarter. The Workshop on Developing Plans will be run at Riverside on 20th October and Melton Hill on the 28th October. A Winter Preparedness workshop will be run on the 9th November at Kelsale cum Carlton.	
ES31	<b>Continue to work, with partners, to ensure East Suffolk remains a safe place for our communities.</b>	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	End of Year Community Safety Reports delivered to respective Scrutiny Committees. Worked with Police to assist implementation of their new Strategy, particularly in terms of 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 will culminate in a launch of the revamped CSP Action Plan at the ESP annual event on 11th November 2016.  DHR Lowestoft - Report completed and submitted to Home Office who have confirmed it will be read by their Q&A Panel on 27th September 2016. DHR Felixstowe - Initial meeting convened. 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.  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.  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 involving circa 50 people from different partners agencies including Trading Standards, Police, local authority, Town Council, Fire Service.	

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ES32	<b>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.</b>	Both	Enabling Communities; Financial Self Sufficiency	Community Health; Communities; Resources	HOS Communities	Nicole Rickard	On Target 	Ongoing	Two Local Area Coordinators currently being appointed to work in Leiston & Saxmundham and Beccles & Worlingham. Suffolk Family Focus: DVD completed and placed on website to raise awareness of the SFF work. 5 families currently supported to varying intensity, 5 SFF young people attended Operation Camouflage.  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. Digital Inclusion Plan drafted and various projects at the planning stage, including digital inclusion workshops in Lowestoft and Felixstowe. Planning Crucial Crew events to deliver personal safety messages to year 6 pupils across East Suffolk, including safe use of internet, consequences of ASB and home safety.  Work with SCC to review Early Help and MASH services and promote new thresholds and approach.	
ES33	<b>Support the development of a single footpaths service across Suffolk.</b>	Both	Enabling Communities; Financial Self Sufficiency	Communities; Resources	HOS Communities	Nicole Rickard	Behind Target 	April 2017	This will not progress for the foreseeable future until West Suffolk change their policy to support a county-wide rights of way service	
ES34	<b>Develop more Dementia Friendly Communities across East Suffolk.</b>	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	Dementia workshops held in both Districts as part of the Community Health Workshops programme. Dementia is one of five themes for the new Health and Wellbeing Community Call to Action.  Ongoing liaison with Alzheimer's Society re setting up Dementia Action Alliances for Lowestoft (launch meeting 17th October) and East Suffolk (and continuing to support 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.	
ES35	<b>Fund and support community-led initiatives to improve health and wellbeing, including Men's Sheds, Carer support projects and Mental Health First Aid.</b>	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 to be launched 1st October 2016 Ageing Well pilot - work continues to support and signpost older people to improve access to services and improved quality of life.  Social Prescribing pilot model - Solutions - working with CCG, ECCH, Lowestoft Rising and Police, the CAB and 5 specialist service providers are now working in collaboration with Kirkley Mill Surgery to receive 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. At an embryonic stage but specialists are working together and referrals are now occurring and increasing monthly. Timebanking pilot being explored in Felixstowe.	
S01	<b>Increase investment to £1m in local Community Enabling projects from New Homes Bonus.</b>	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	March 2019	£1 million pounds funding confirmed, plus additional resources for 2016/17 and first part of 2017/18. Enabling Communities Budgets to be increased to £6,000 per Councillor in 2016/17 and £6,500 per Councillor in 2017/18. New 'exemplar/flagship' project programme to be launched on October 1st to be accessed through Councillors (ward or Cabinet Councillors depending on scale of project).	
S02	<b>Deliver an increasing number of affordable homes, particularly on exception sites, to support and sustain local communities.</b>	SCDC	Enabling Communities; Economic Growth	Planning; Housing; Communities	HOS Housing Operations and Landlord Services	Justin Hunt	On Target 	Ongoing	Enabling Housing Officer recruited. Strategy in place and potential opportunities being explored. (Funded through commuted sums - £1.6m)	
S04	<b>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.</b>	SCDC	Enabling Communities	Communities; Housing	HOS Communities	Nicole Rickard	On Target 	Ongoing	1.5 FTE Housing Enabling Officers now in post. Work underway to explore opportunities to work more closely with Town and Parish Councils, including specific pieces of work in individual parishes and additional Housing Needs Surveys.	
S05	<b>Reinvest New Homes Bonus receipts for the benefit of our local communities.</b>	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	Additional NHB receipts to be invested in an additional Community Development Officer for SCDC for 12 months.	
S06	<b>Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.</b>	SCDC	Financial Self Sufficiency	Leisure	HOS Operations	Kerry Blair	On Target 	Deben 2018 Leiston 2019 Felixstowe 2020+	A programme to plan the redevelopment/refurbishment of the districts four leisure centres has recently been reviewed and re-resourced. A Leisure Contracts Manager has been recruited to programme manage the initiative, supported by a newly formed multi-disciplinary programme team. Funding for the capital programme has been approved by SCDC. The project has now moved into the next phase, with a detailed business case being put together for the Deben project. This will be presented to SCDC cabinet in December.	



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S07	<b>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.</b>	SCDC	Enabling Communities; Economic Growth	Economic Development & Tourism; Communities	HOS Economic Development and Regeneration	Paul Wood	Major Issues 	By 2020 (see progress note)	Commercially funded broadband coverage reached around 50% of Suffolk. Beyond this, no commercial case existed for operators to extend superfast broadband beyond 50% into rural areas. Through 2012-2015, the Better Broadband Suffolk Partnership used public funding to extend this 50% to 85%. Conscious that stopping at 85% would still leave a digital divide in Suffolk, further funding was committed in late 2014, and Suffolk was the first county nationally to commit to at least 97% coverage by 2019. An interim satellite scheme will be in place for those waiting longer for fibre. The 100% commitment by 2020 is reportedly no longer the aim. Govt have committed to 100% coverage of Superfast. However individuals may have to pay a contribution for the infrastructure. This would seem to be a good use of funding if we have any businesses that want Superfast but are told that they must pay for the connecting infrastructure. REVIEW OF THE PROVISION OF AFFORDABLE BROADBAND – UPDATE (CAB 29/16) reports that a member working group of Scrutiny Committee is working to address provision of affordable broadband in rural & hard-to-reach areas, recognising that, alone, the Suffolk Better Broadband Programme will not be able to provide full coverage for the area.	
S09	<b>Advocate on behalf of communities &amp; local stakeholders to maximise the local economic, community and environmental benefits &amp; opportunities from the Sizewell C development.</b>	SCDC	Enabling Communities; Economic Growth	Communities; Green Environment; Planning; Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	On Target 	2016 onwards	Awaiting EDF to commence their stage 2 consultation to enable all parties to understand the potential impacts of their emerging proposals.	
S10	<b>Q2 Expand and enhance the visitor experience at Landguard, Felixstowe and support a Heritage Lottery Fund bid. Need to conduct governance review and implement new governance structure first. Business case for that linked to out- come of latest PoF S106 (FSR) variation request and delivery of enhancements to Landguard.</b>	SCDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	Behind Target 	Ongoing	Further discussions between partners over governance and ownership are required before the application can be made. Talks with EH and stakeholders ongoing.  With regard to the S106 agreement with the Port of Felixstowe the decision not to complete phase 2 of their proposed work has raised requirement for renegotiation regarding the Port's original obligations for improvement works at Landguard. Port may want to extend current S106 which might extend obligation delivery. SCDC Planning will taking the lead on this. A set of alternate draft proposals have been produced. Meetings with Port, Planning and English heritage ongoing.  Planning has started on an event to be held in June 2017 to mark the 350th anniversary of the Dutch Invasion and attack on Landguard Fort in 1667 and Armed Forces Day. SCDC have agreed to underwrite the event up to £25K. More information can be found at: "http://www.discoverlandguard.co.uk"	
S11	<b>Increase the number of beach huts provided in the District by at least 10%.</b>	SCDC	Financial Self Sufficiency	Resources; Economic Development & Tourism	HOS Operations	Kerry Blair	On Target 	25 a year for the next 4 years.	A review of the 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 currently being considered.  A review of beach hut provision with a three year growth plan has been drafted and is being presented to SCDC. This will match the growth trajectory for income outlined in the business plan.  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.  The installation of new huts in Pakefield is underway with an additional 61 huts expected to be in place by end of 2016	
S12	<b>Support the Redevelopment of Felixstowe Pierhead.</b>	SCDC	Enabling Communities; Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target 	Sept 2016 Works commence		
S13	<b>Develop a Suffolk Coastal Youth Council and related youth opportunities.</b>	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	Behind Target 	March 2017	A review of beach hut provision with a three year growth plan has been drafted and is being presented to SCDC. This will match the growth trajectory for income outlined in the business plan.	
S15	<b>Complete the construction and occupy the Council's modern and more efficient Civic Headquarters.</b>	SCDC	Financial Self Sufficiency	Resources	HOS SMTCMT	Andrew Jarvis	On Target 			
S17	<b>Further improve the efficiency, effectiveness &amp; marketing of the Council- owned Port Health Service software.</b>	SCDC	Financial Self Sufficiency	Resources	HOS Environmental Services and Port Health	Phil Gore	On Target 		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.	
S18	<b>Complete a pilot project to inform HMRC's One Government at the Border programme for the control of the movement of goods.</b>	SCDC	Financial Self Sufficiency	Resources	HOS Environmental Services and Port Health	Phil Gore	On Target 			

Business Plan Actions (Progress as Quarter 2 2016/17)

Action Reference	Business Plan Action	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
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	The installation of new huts in Pakefield is underway with an additional 61 huts expected to be in place by the end of 2016	
W02	Deliver the first 5 year proposals contained within the Lowestoft Transport & Infrastructure Prospectus 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 5years), medium (5-10years) and long term 10+ years	Bus/rail interchange opened in September 2013. Commercial Road junction opened May 2014. Phase 5 northern spine road opened February 2015. Water taxi operational June 2015. See projects tab for latest progress on the 'live projects. Of the 30, some will be delivered, some are on hold and others will not be pursued.	
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	Not yet started	Part of the medium term proposals (5-10years) contained within the LTIP	Part of the medium term proposals (5-10years) contained within the LTIP.	
W04	Improve access to Broadway Farm industrial estate, Halesworth.	WDC	Economic Growth	Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	Not yet started	n/a	Planning Policy have looked at this. SCC estimate the work needed to cost around £500k but there is no evidence of demand for the site for employment land. Until there is proven demand it will not be progressed.	
W05	Increase the number of new Council Houses.	WDC	Enabling Communities	Housing; Planning	HOS Housing Operations and Landlord Services	Justin Hunt	On Target	Ongoing	First properties being let in August with a pipeline of 90 homes being progressed. There is capacity for a minimum of 160 homes 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.	
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Economic Growth	Green Environment; Planning	HOS SMTcMT	Bill Parker	On Target	Full scheme 2019 / 2020 Temporary due in October 2016, with a full test of the system planned with JEPu and other on 2 Nov 2016	Public consultation on proposals have been successfully completed. PGround investigation works, key to reducing cost risks are well underway by Balfour Beatty. Outline Business Case to go to LPRG (EA sign off committee) now scheduled for January due to some delays but this will not impact on delivery date.  Temporary defence barriers have been purchased and a operating protocol is being developed. A trial installation and publicity event is scheduled for 2nd November working with the Suffolk Resilience teams and JEPu.	
W07	Transfer Southwold Harbour to new local Trust.	WDC	Financial Self Sufficiency; Enabling Communities	Communities	HOS Operations	Kerry Blair	Behind Target	Ongoing	New Project Manager in post July 2016. Work now progressing alongside various other initiatives in Southwold. Meeting between WDC and STC in October to discuss the TC's vision for Southwold.  Work to be undertaken to ensure that the vision as set out by STC and the financial requirements of WDC can both be accommodated within the plans for the Harbour Trust.	
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	Major Issues	Decision due 1st April 2017 on extensions.	Final maps submitted to be to DCLG in Q3 for extensions at Riverside Road and Mobbs - decision due Q4 or Q1 (2017). Suffolk County Council completed the purchase of the former Wessex Foods site and have instructed Concertus to oversee site development. High demand for the new units therefore discussions around fast tracking further infrastructure has commenced. UKPN offered to undertake a feasibility study to ascertain costed options for providing power to the Ellough site.	
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	The project continues to seek alternative funding streams following the unsuccessful HLF bid. This has included the submission of a Coastal Communities Fund (CCF) application. Stage 1 decision due in Q3. If successful then Stage 2 application process to be completed by November. If successful project due to start in Q4.	
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Enabling Communities	Communities; Resources	HOS SMTcMT	Arthur Charvonia	On Target	Council decision November 2016 Council decision - making the Order January 2017 New parishes come into being April 2017 Elections to new parish councils May 2017	Stage 1 & Stage 2 consultation have been completed (finishing 22 August). Final consultation on the 'Final Proposal' takes place during October. Progress remains on track for final decision at Council in November 2016.	
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. Agreed to roll together the WDC Small Grants and Community Enabling Funding to create a pot of £27,500 for community projects to be launched October 1st 2016	
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Enabling Communities	Leisure	HOS Operations	Kerry Blair	Not yet started	n/a	n/a	
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. Due to report September 2016. Work on the Campus project progressing.	

**Business Plan Actions (Progress as Quarter 2 2016/17)**

Action Reference	Business Plan Action	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
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	Not yet started	n/a	n/a	
W17	Support the development of a new Community Centre, Old Grammar Lane, Bungay.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	Behind Target 	Date to be set	Limited progress to date. This will be a priority in the second half of the year. Meetings held with Bungay Town Council re Health and Wellbeing.	
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 Economic Development and Regeneration	Paul Wood	Not yet started	Date to be set once land ownership issues resolved.	Working groups established in 2015 to identify immediate quay repair issues and develop broader redevelopment schemes to generate revenue to fund quay repair. Conclusions of these working groups: - more detailed investigations required to determine scale of repairs required and costs - business case development required for potential redevelopment schemes There are some land ownership issues associated with quay which need to be addressed before above actions can move forward.	
<b>COMPLETED: Actions within Business Plan</b>										
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	On Target	Eat Out Eat Well launched January 2016.	Eat Out Eat Well launched January 2016. As at July 2016 three businesses in East Suffolk have received awards. The scheme is being promoted amongst other businesses as part of the existing food safety inspection programme and by other means e.g. <a href="http://www.eastsuffolk.gov.uk/business/food-safety/eat-out-eat-well/">http://www.eastsuffolk.gov.uk/business/food-safety/eat-out-eat-well/</a> and the initiatives county funded Project Officer Healthier Eating Award.	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	On Target	Ongoing	Womens Cycle Tour 2016 successfully delivered.	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	On Target	Digital Strategy runs to 2019 Channel Shift Programme 2016 - 2019	Launch of new joint web platform scheduled for end May Channel Shift Programme due to begin June 2016	31/05/2016
ES23	Integrate coastal management expertise with other local authorities to ensure most effective local delivery.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS SMTCMT	Bill Parker	On Target	Delivered on time	Coastal Partnership East started on 1st April and officially launched on 10th June. Work as one team between GYBC / NNDC and East Suffolk. Other local authorities may also join.	01/04/2016
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	On Target	Completed	Criteria published on website following approval from Cabinet last October (2015) and are being used regularly. There is an added layer on the GGP GIS system.	01/04/2016
S08	Invest £50,000 alongside Suffolk County Council in the development of a business case for, and delivery of, the A12 four villages bypass.	SCDC	Economic Growth	Economic Development & Tourism; Housing; Planning	HOS Planning and Coastal Management	Philip Ridley	On Target	Completed	Economic Development update: Strategic Outline Business case completed. Working with SCC to secure funding for detailed business case ahead of seeking investment for construction through the Local Majors Fund	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	Andrew Jarvis	On Target	Completed	Completed July 2015. Ahead of time and on budget.	
S16	Deliver an improved customer service hub & 'one stop shop' at Woodbridge Library, in partnership with Suffolk Libraries.	SCDC	Financial Self Sufficiency	Customers; Resources	HOS Customer Services	Darren Knight	On Target	End of project review completed.	Building works completed End of project review completed Snagging issues due for completion by the end of May	30/05/2016
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	On Target	Completed		29/04/2016