











Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES01	Create more apprenticeships.	Both	Economic Growth	Resources	HOS Economic Development and Regeneration	Paul Wood	On Target	Ongoing	<ul style="list-style-type: none"> During 2016, the East Suffolk Councils have recruited 12 apprentices into a variety of roles including Planning, Building Maintenance and Revenue and Benefits. SCDC PDTG were presented with a paper in March providing information and incite into the national changes planned for apprenticeship governance, frameworks and funding. Supported the 10th National Apprenticeship week with a social media campaign aimed at local businesses. WDC – as part business support & engagement programme ED team promoted benefits of apprenticeships to all companies that are visited and linked up apprenticeship providers where appropriate (team engaged with over 500 businesses through partnerships and direct support this year). WDC – focused on sector apprenticeship development in Construction, Energy and Health by working with our partners. All projects ongoing, rough estimate of apprenticeship created =20+. WDC – Worked in partnership with ACT to create a Visitor Support apprenticeships that will compliment the council’s Visitor Service offer. WDC – Directly Supported Lowestoft College to develop their Transitions projects that created an apprenticeship post. 	
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	<ul style="list-style-type: none"> Economic Development Teams from East Suffolk Councils maintained close working relationships with their respective business advisors from the New Anglia Growth Hub; occasionally doubling up and meeting businesses face to face. In March, Economic Development met with the new Growth Hub Manager to discuss how ED teams can strengthen their relationship and provide more effective business support. Economic Development team are members of both LEADER programmes in East Suffolk; providing grant funding to rural businesses wishing to start up or grow. Economic Development working with BEIS, NALEP and the regulatory services teams from across Norfolk & Suffolk to improve business access to the services that will help them thrive and grow. Delivery will commence during the 2017-18 financial year. WDC team have engaged and/or supported over 500 businesses this year through partnership working, direct enquiries, company visits and sector development. Outcome are varied from project development, skills and apprenticeship development, land and property searches and relocations, grants, general guidance, signposting, brokering, inward investment enquiry handling business advisor referrals, business development, and development of partnership opportunities. WDC - Engagement with local businesses resulted in over 20 referrals to the growth hub for funding. Direct Support given to Southwold regarding Business Rates. Development of the 4C Offshore web platform promoting the opportunities within the port area of Lowestoft and the Enterprise Zones. WDC – Business Support Voucher Scheme results: Total Number of advice vouchers used 53 / Second vouchers issued 10 Number of pre-start or trading businesses supported 43 / Number of businesses sustained 10 Number of jobs created 18 	
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;#39	On Target	Ongoing	<ul style="list-style-type: none"> SCDC, WDC and the ESP have allocated £35k to the East Suffolk Business Association Development Fund. In 2016, the fund supported seven East Suffolk projects that supported the visitor economy in our market towns; enabled a survey of businesses to understand their needs and improved communications infrastructure that supported the accessibility of a information relevant to business. Working with market organisers, East Suffolk markets are able to access promotional materials and have been offered market health checks allowing them to develop their offer and raise the visibility of their markets to consumers. Awarded funding to create a Coastal Community Team for Southwold. CCT set up and the Economic Plan produced . Waveney Valley partnership reinvigorated and steering group re-established. Projects currently in development stage. Awarded £22k from Defra to develop Food and drink trails across East Suffolk supporting local produces and the movement of visitors across the area. 18 Visitor Information points have signed up for this years provision across the Waveney District. VIP leaflet exchange held and over 60 businesses attended. 	
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 - 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 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>	








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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	HOS Housing Operations and Landlord Services	Housing; Planning	Justin Hunt	On Target	Apr-17	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 has been introduced, but is being reviewed by the Housing White Paper. The 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.	
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	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	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 SMTCTM	Bill Parker	On Target	Ongoing Managers post leading work funded till May 2017	We are providing ongoing advice to a number of community groups (The Alde and Ore Estuary Partnership and Deben Estuary Partnership). The level of input in the last quarter has been limited to responding to community requests for support, this will continue in future.	
ES08	Continue to reduce the number of long term empty properties	Both	Economic Growth	Housing	HOS Housing Services	Justin Hunt	On Target	Ongoing	Number of empty homes across the two districts continues to fall.	
ES09	Ensure all those entitled to welfare support and benefits receive them promptly	Both	Enabling Communities	Customers; Benefits	HOS Finance	Homira Javadi	On Target	Ongoing	Benefits processing targets continue to be met.	
ES10	Financially support Suffolk County Council to identify and develop suitable short stay stopping sites in Suffolk for Gypsies and Travellers.	Both	Enabling Communities	Housing	HOS Housing 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	Expand the diversity of social housing providers operating in East Suffolk	Both	Enabling Communities	Housing	HOS Housing 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	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 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	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, Hatcheston and 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 in 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, plus some participants from deprived wards enjoying the access to leisure programme. Successful Business & Community awards evening held on 15th September to celebrate successful people, organisations and communities and recognise their contribution to Suffolk Coastal communities - 124 nominations in total.	
ES15	Deliver greater financial self sufficiency for leisure services.	Both	Financial Self Sufficiency	Resources; Leisure	HOS Operations	Kerry Blair	On Target		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 Planning approval for first phase of redevelopment programme achieved in February 2017.	
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.	Successful completion of the DCLG funded £0.5m Coast Communities Fund programme delivering key out of season product development. This included relaunched and refurbished outstanding landscape walks, volunteer greeters, the Autumn Aldeburgh Food & Drink Festival, Children's film festivals and events during winter half term and Easter holidays. Completed the migration of tourism visitor services by agreeing a new two year partnership with Aldeburgh Cinema Trust to provide visitor information services all year round both face to face and via online/social media channels.	

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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 	Agreed business plan for 2016/17	<p>Successful delivery of Food & Drink project partly funded by DEFRA. Project ran from December 2016 to March 2017 and has significantly enhanced the previous food trails platform and also enables greater visitor interaction boosting business sign ups to the database. The platform is available all year round to visitors (potential and actual) and also boosts visitor traffic to the DMO website.</p> <p>Provided financial support to the DMO annual conference and a number of out of season networking events designed to boost the visitor offer.</p> <p>The DMO website has had 835,000 page views, over 350,000 visits, from over 260,000 users during 2017/18. This represents a 150% increase in both visits and users of the website. There were 205 members of the DMO at the end of February 2017 (55% SDC, 37% WDC, 8% other). A high member renewal rate and new members are anticipated following successful annual conference in March.</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>Walkers are Welcome initiative is progressing and more volunteers have joined the group. Financial commitment and officer support has been agreed and walks/walk leaders are to be submitted to SCC before end of December. Woodbridge Walkers are Welcome: EDO attended meeting on 24 Nov. Guest speakers from Cromer to encourage and support the group and to demonstrate how successful their group has been since accreditation. Also, members of the Shotley group who are currently working towards accreditation for early Spring 2017.</p> <p>Met with production team of the High Tide festival taking place in in Sep '17. Agreement to supply contact details for Aldeburgh Clrs, Town Clerk, Clare Baker and Alistair Bissett and links to be made with The Suffolk Coast Ltd, Aldeburgh Living and Jane Jarvis from Cambs Film Trust.</p> <p>Lowestoft Coastal Community Team looking at the current events programme for the town to explore options for attracting large scale events.</p> <p>Felixstowe Armed Forces Day is planned for the 24 and 25 June. An event committee has been formed with the aims of bringing together the local and military communities in Suffolk, and celebrating the 350th anniversary of the battle of Landguard Fort.'</p>	
ES20	Continue to promote and encourage recycling across East Suffolk through a financially sustainable service.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS Operations	Kerry Blair	On Target 	Phase 1 2017. Major Review delivered on via SWP 2019/20.	<p>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.</p> <p>Head of Operations is part of the working group designing the recommissioning of the service from 2019. One of the objectives is to find ways to increase recycling and the efficiency of recycling. This work is to be concluded by July 2017.</p> <p>A WEEE recycling project is due to start in June 2017.</p>	
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	<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 SMTCTM	Bill Parker	On Target 	Ongoing, conference planned for 2017 - date tbc	The Norfolk and Suffolk Coastal Network was launched at ENV Expo at UEA in Cambridge at the end of February. Work is underway with a number of academic and research institutions to develop a programme of work to support decision making along the Suffolk coast.	
ES25	Maintain a long term and adaptive approach to managing the coast – adopting innovative approaches in areas vulnerable to erosion and climate change.	Both	Enabling Communities; Economic Growth; Financial Self Sufficiency	Planning; Communities; Green Environment; Economic Development & Tourism	HOS SMTCTM	Bill Parker	On Target 	Ongoing	Significant effort and progress has been made to raise this issue with Defra. Regular broad ranging discussions have been held with Defra, Environment Agency, Natural England and others over Quarter 4 which has culminated in the development of a major workshop being planned for late April 2017. This workshop will bring together the leading organisations involved with the issue of coastal change and adaptation and a programme of work is under development. Presentations on coastal adaptation issues have been presented at the major annual national Flood and Coast 2017 conference, highlighting the work of the LGA Coastal SIG with particular reference to Coastal Partnership East. This was well received and has helped generate support and energy to address this significant issue.	

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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.	
ES27	Create a shared Legal Service within Suffolk.	Both	Financial Self Sufficiency	Resources	HOS Legal and Democratic Services	Hilary Slater	On Target	Completed 31.12.16	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 2017. The restructure will then be complete.	
	On Target						To be in place by June 2017	Service specified, shared information manager appointed, capital budget in place. Two systems off a framework have been evaluated, and recommendations to be put to the project board for selection of the successful product. Inter-authority agreement for governance drafted. Project manager appointed.		
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 SMT/CMT	Stephen Baker	On Target	Public Consultation Oct - Dec 2016 Council decisions whether to merge - Jan 2017 Council decisions on new council size - June 2017 Order made by Secretary of State - Sept 2017 Boundary Commission warding process Oct 2017 Elections to new Council May 2019	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 2016. 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. END OF YEAR SUMMARY (2016/17): •Options have been explored and considered by both East Suffolk Councils, leading to a decision to explore a single council model. •Consultation has been undertaken, along with further analysis. •Both councils agreed, in January 2017, to make the appropriate submission to the Secretary of State to combine the two existing councils and create a new, single council for East Suffolk. •Work on the model is proceeding, in conjunction with the DCLG and Local Government Boundary Commission for England. •Elections to the new single council will be held in May 2019.	
ES29	Encourage Suffolk County Council to devolve enforcement of On-street Car Parking to the District Councils.	Both	Financial Self Sufficiency; Enabling Communities	Economic Development & Tourism	HOS Operations	Kerry Blair	On Target	All councils aim to seek formal political agreement to the proposed arrangements and business case sign-off by the summer of 2017. All councils aim to introduce CPE by the spring 2019.	It was agreed at PSL meeting November 2016 that the 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. Suffolk Coastal Cabinet is in February and Waveney Cabinet is in March. Following approval, we will enter the implementation phase from April.	
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		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 Oct. A Winter Preparedness workshop will be run on the 9th November at Kelsale cum Carlton	

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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>End of Year Community Safety Reports delivered to respective Scrutiny Committees.</p> <p>Worked with the Police on 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 underway and engagement through ESP annual event on 11th November 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.</p> <p>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.</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;#691	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>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. Briefing on Deprivation, Disadvantage and Hidden Needs to Waveney Scrutiny Commission in November 2016.</p> <p>Digital Inclusion Plan drafted and various projects underway including digital inclusion workshops held in in Lowestoft and Felixstowe in December 2016 and work with partners including UK Power Networks and Lloyds Bank.</p> <p>Crucial Crew events held in both Districts to deliver personal safety messages to year 6 pupils across East Suffolk, including safe use of internet, consequences of ASB and home safety.</p>	
ES33	Support the development of a single footpaths service across Suffolk.	Both	Enabling Communities; Financial Self Sufficiency	Communities; Resources	HOS Communities	Nicole Rickard	Behind Target 	April 2017	This will not progress for the foreseeable future unless West Suffolk change their policy and agree to support a county-wide rights of way service	
ES34	Develop more Dementia Friendly Communities across East Suffolk.	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	<p>Dementia workshops held in both Districts as part of the Community Health Workshops programme. Dementia one of five themes for the Health and Wellbeing Community Call to Action.</p> <p>Ongoing work with the Alzheimer's Society re setting up Dementia Action Alliances for Lowestoft (launch held 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	<p>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.</p> <p>Ageing Well pilot - work continues to support and signpost older people to improve access to services and improved quality of life;</p> <p>Social Prescribing pilot 'Solutions' model - developed in conjunction with CCG, ECCH, Lowestoft Rising and Police, the CAB and 5 specialist service providers in collaboration with Kirkley Mill Surgery. CAB triage referrals to provide additional and alternative support for those patients with long term conditions to improve the quality of their lives and reduce the cost of health support. Referrals now increasing monthly and funding secured to extend the pilot. Potential SCDC social prescribing pilot in Leiston being scoped.</p> <p>Timebanking pilot being explored in Felixstowe through Felixstowe Forward. Men's Shed projects supported/promoted in Lowestoft, Halesworth, Saxmundham and Leiston.</p>	
S01	Increase investment to £1m in local Community Enabling projects from New Homes Bonus.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	March 2019	<p>£1 million pounds funding confirmed, plus additional resources for staffing for SCDC for 2017/18. Enabling Communities Budgets increased to £6,000 per Councillor in 2016/17 and will be further increased to £6,500 per Councillor in 2017/18.</p> <p>New 'exemplar/flagship' project programme launched on October 1st to be accessed through Councillors (ward or Cabinet Councillors depending on scale of project). Applications now being submitted.</p> <p>Funding made available for the new Leiston First Change Manager who commenced in post in January 2017.</p>	
S02	Deliver an increasing number of affordable homes, particularly on exception sites, to support and sustain local communities	SCDC	Enabling Communities	Planning; Housing; Communities	HOS Housing Services	Justin Hunt	On Target	Ongoing	<p>Enabling Housing Officer recruited. Strategy in place and potential opportunities being explored. (Funded through commuted sums - £1.6m). Two schemes providing 24 affordable homes progressing to pre-app with other schemes in the pipeline.</p>	
S04	Devolve any additional New Homes Bonus funding for affordable homes on exception sites directly to the relevant local Town or Parish Councils and invite Suffolk County Council to do the same.	SCDC	Enabling Communities	Communities; Housing	HOS Communities	Nicole Rickard	On Target	Ongoing	<p>1.5 FTE Housing Enabling Officers in post and working with housing providers and Town and Parish Councils, including specific pieces of work in individual parishes and additional Housing Needs Surveys. Housing conference held November 2016 for Town and Parish Councils in conjunction with Hastoe.</p>	
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Ongoing	<p>Additional NHB receipts to be invested in an additional Community Development Officer for SCDC for 12 months starting from early 2017.</p>	
S06	Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.	SCDC	Financial Self Sufficiency	Leisure	HOS Operations	Kerry Blair	On Target	Deben 2018 Leiston 2019 Felixstowe 2020+	<p>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.</p> <p>Final business case for Deben Deal is to be presented to Council in March.</p>	
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.	SCDC	Enabling Communities; Economic Growth	Economic Development & Tourism; Communities	HOS Economic Development and Regeneration	Paul Wood	Major Issues	New targets (as at April 2017) 96% by end 2019; 98% by mid 2020.	<p>SCC's revised targets are 96% by end 2019; 98% by mid 2020. The government commitment was for 100% by 2020 but this now is looking unlikely as the focus has shifted to 5G and other tech areas. SCC are following this up with Matthew Hancock. There are initiatives like self-dig schemes which are reaching more rural hamlets (one example near Claydon cost £2k for a 2km extension to reach 20 premises).</p>	
S09	Advocate on behalf of communities & local stakeholders to maximise the local economic, community and environmental benefits & opportunities from the Sizewell C development.	SCDC	Enabling Communities; Economic Growth	Communities; Green Environment; Planning; Economic Development & Tourism	HOS Planning and Coastal Management	Philip Ridley	On Target	2016 onwards	<p>Awaiting EDF to commence their stage 2 consultation to enable all parties to understand the potential impacts of their emerging proposals.</p>	

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
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 	Governance review completed, recommendations considered and implementation plan ready by March 2018.	<ul style="list-style-type: none"> A governance review will be undertaken in 2017 to recommend options for the better management and integration of Landguard stakeholders and determine the feasibility of meeting HLF ownership requirements. Part of this review will look at future income streams including the introduction of car parking charges, and expenditure including staffing. Port 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. The Museum is working on a Oral and visual history project that can be accessed by personal devices. The Nature Reserve has installed another section of boardwalk to protect the rare vegetated shingle environment and assist visitors exploring the site. <p>With the move of websites from One Suffolk both the Discover Landguard and Landguard Fort websites are being updated.</p> <p>The Armed Forces Weekend event will be 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 	25 a year for the next 4 years.	<p>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.</p> <p>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.</p> <p>In Waveney, a number of key development projects in the South Lowestoft beach area are being modelled, which will add capacity, increase revenue and support the objectives set out in the Coastal Community Plan.</p> <p>The installation of 61 new huts in Pakefield has been completed. A further 50 temporary beach huts are being placed at Jubilee Terrace. Further sites are being explored as part of the seafront masterplan.</p>	
S12	Support the Redevelopment of Felixstowe Pierhead.	SCDC	Enabling Communities; Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target 	Sept 2016 Works commence August 2017 work is expected to complete	<p>Q2 - Licence agreed with PAFL and construction on the new pier head began late Sept 2016 with an anticipated construction date of July 2017.</p> <p>Q3 - Work is progressing well with no major issues. Small delay in schedule with completion date anticipated August 2017. Weather may affect progress in Q4.</p> <p>Q4 - 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.</p>	
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	March 2017	Youth Conference held in November 2016 to scope the appetite for development of a Youth Council. Positive response and further meeting to be held in the February half term based around a core of two high schools in the District.	
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 		Officers will be visiting 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. The Food Standards Agency has 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 		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 	2021	<p>Q4: Spring 2017 community newsletter issued. Q3: Design work on the bridge continues and site surveys are underway. Only one stage of consultation is planned for May/June 2017 so WDC and SCC colleagues are having regular meetings to review design and other requirements, feeding back comments to the 'proposer team' at this early stage of the project's development. It is important to make clear that the project is part of the AAP regeneration scheme and needs to be of sufficient design quality to meet the wider development aspirations.</p> <p>Pedestrian & cycle bridge linked to Brooke Park development, once this scheme is underway funding for this bridge will be unlocked. Currently exploring options with SCC and others on a Phase 1 of the ped/cycle bridge delivery - see separate action W03 - Normanston Rail Crossing Project (project manager Justin Segrave-Daly).</p>	

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
W02	Deliver the first 5 year proposals contained within the Lowestoft Transport & Infrastructure Prospectus (LTIP) which will address the infrastructure constraints that are acting as a brake on economic and housing growth.	WDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target	LTIP timeframe 2013-2025. However proposals specified in short term (1 to 5years), medium (5-10years) and long term 10+ years	Q4: LTIP review of all projects carried out and updates provided. Q3: LTIP review of 1-5 year projects completed and presented to the LTIP steering group. A number of rail projects have been pushed back into the 5-10 year list as these will be delivered in 2019 in line with the rail franchise agreement. Progress on other key projects are picked up in the projects tab. It has been agreed that the LTIP group produce a document to celebrate successes to date and include a revised list of priorities. It was also agreed to include a general 'infrastructure' heading to include broadband and utilities. LTIP meeting 10/2/17 reviewed the medium and longer term projects.	
W03	Deliver a Pedestrian & Cycle Bridge over the railway line at Normanston Park.	WDC	Economic Growth	Economic Development & Tourism; Planning; Green Environment	HOS Economic Development and Regeneration	Paul Wood	On Target	Part of the medium term proposals (5-10 years) contained within the LTIP	Q3: Wider steering group to include Sustrans and SCC being set up and first meeting planned for Q4. Review of previous studies is being undertaken ahead of that meeting and site visits with interested parties were undertaken in December.	
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		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.	Both	Enabling Communities	Housing; Planning	HOS Housing Services	Justin Hunt	On Target	Ongoing	Nine properties let in 2016-17 with a pipeline of 90 homes being progressed. There is capacity for 500 homes in 5 years so this programme is being increased with further opportunities being explored. The programme is also seeking to diversify its provision to cater for specific client groups.	
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Economic Growth	Green Environment; Planning	HOS SMTCTM	Bill Parker	On Target	Full scheme 2019 / 2020 Temporary due in October 2016, with a full test of the system planned with JEU and other on 2nd November 2016.	Temporary flood defences that have been procured through Regional Flood and Coast Committee for Lowestoft were deployed for the first time in January in anticipation of a tidal surge. In the event they were not needed but this deployment fully tested the process, utilising the Internal Drainage Board and Norse to deliver the installation and recovery. Whilst some detailed lessons have been learnt it was overall felt to have been very efficient and demonstrated excellent partnership working that included great and essential support from a number of private businesses. Good progress is being made on the approval process for the £28m scheme for a permanent flood defence solution with all the preparatory steps in place for the 'Strategic Outline Case' approval via the Environment Agency 'Large Project Review Group' (LPRG) in May 2017. On approval this will then be presented to WDC Cabinet subsequently with a recommendation to start work on the Transport Works Act Order (TWA0), required for the installation of the tidal gates. The 'Outline Business Case' approval is scheduled for December 2017 with the completion of all the works on schedule for 2020/21.	
W07	Transfer Southwold Harbour to new local Trust.	WDC	Financial Self Sufficiency; Enabling Communities	Communities	HOS Operations	Kerry Blair	On Target	Southwold Town Council meeting in March. Public engagement from April.	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. Meeting held with Southwold Town Council in December 2016 to propose a new approach. Follow-up session being held with STC on 24th January and late February 2017. Anticipated new model to be developed for circulation in March.	
W08	Improve the infrastructure, access & extend the Enterprise Zone (subject to Department for Communities & Local Government approval).	WDC	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target	EZ Delivery Plan sign off - End of Q1 (17/18) Implementation Plans Agreed - End of Q2 (17/18)	Q4: Planning approval granted on 'Phoenix Park', the former Wessex Food site to developed 16 units by Suffolk County Council and Concertus. Site investigations are under way with the first units are expected to be delivered by the Q3 2017. Discussions are underway to include a new service road within the EZ Delivery Plan to open up new sections of the site for development. The proposed EZ extensions at Mobbs Way and Riverside Road have been successfully approved by DCLG.	
W09	Restore the historical features and landscape to improve accessibility & leisure facilities at Ness Point and the East of England Park (subject to a successful Heritage Lottery Fund bid).	WDC	Economic Growth	Leisure; Green Environment; Communities	HOS Economic Development and Regeneration	Paul Wood	On Target	July 2014 - March 2020	CCF Stage 2 application submitted to the BIG Lottery Fund on 6th December. Design team support has been commissioned to assist with project development and budget. The project will be appraised and then passed to ministers in February with a decision expected in the 'Spring'. ☒	
W11	Establish a non-political Leader's Community Enabling fund of £25k per annum and consider developing Community Enabling Grants for each Councillor.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Annual Fund	Approach agreed by Cabinet in September 2016. WDC Small Grants and Community Enabling Funding combined to create a pot of £27,500 for community projects. This was launched on 1 October 2016 with a closing date of 30 November 2016.	
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Enabling Communities	Leisure	HOS Operations	Kerry Blair	On Target	Initial feasibility study to be completed by November.	Planning meeting in December 2016, moved 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.	

Business Plan Actions (Progress as Quarter 4 2016/17)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
W14	Support the delivery of the Halesworth Campus providing new leisure & care facilities.	WDC	Enabling Communities	Communities; Community Health; Leisure	HOS Communities	Nicole Rickard	On Target	Ongoing	Piece of work commissioned from Community Action Suffolk to understand how the Campus fits alongside various other community 'hubs' and facilities. Various meetings held with Halesworth Town Council about different sites in the Town.	
W15	Encourage re-development of the former Blundeston Prison site for uses that meet local community and Council aspirations.	WDC	Economic Growth	Economic Development & Tourism; Planning; Housing	HOS Planning and Coastal Management	Philip Ridley	On Target	2016 onwards	Planning application received and to be reported at August Planning Committee meeting.	
W16	Support delivery of a new playing field facility in Kessingland, through an enabling housing development (in accordance with the draft Neighbourhood Plan).	WDC	Enabling Communities	Leisure; Housing; Communities	HOS Operations	Kerry Blair	On Target		<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 CL funding As developments in Kessingland are built out we will be moving from the planning stage to the implantation stage for new play areas 	
W17	Support the development of a new Community Centre, Old Grammar Lane, Bungay.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Date to be set	Supporting the trustees to develop business case for new facility and work to develop the capacity of the group.	
W18	Deliver, in conjunction with Beccles Town Council, Sentinel & the Broads Authority a redevelopment scheme for Beccles Quay.	WDC	Enabling Communities; Economic Growth	Communities; Leisure	HOS Operations	Kerry Blair	On Target	Date to be set once land ownership issues resolved.	Proposals for redevelopment form part of a paper for Cabinet in June. Options being explored for additional revenue generation to support restoration of the quay heading. Interim remedial work being scoped and carried out.	
COMPLETED BUSINESS PLAN ACTIONS										
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. http://www.eastsuffolk.gov.uk/business/food-safety/eat-out-eat-well/ 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 in Waveney District, including associated schools and community activities. Plans underway to maximise the legacy from the Tour over the last three years.	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;#56	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	31/12/2016
ES23	Integrate coastal management expertise with other local authorities to ensure most effective local delivery.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS SMTGMT	Bill Parker	On Target	Delivered on time	Coastal Partnership East (SCDC, WDC, Great Yarmouth and North Norfolk Councils) was formed on 1 April 2016 and officially launched on 10 June 2016 in Lowestoft. <ul style="list-style-type: none"> Governance arrangements are actively in place comprising a Board with Committee Chair, Portfolio Holders and Senior Officers Group (OOG) from each authority which meets regularly to direct and monitor progress. A business plan and its action plan for 2016/17 were approved by the Board on 10 June 2016. 	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	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	On Target	Completed	Strategic Outline Business case completed with £50k contribution from SCDC. Have been working with SCC to secure funding for detailed business case ahead of seeking investment for construction through the Local Majors Fund. 2016 autumn statement included £1m to develop the SEWay Business Case.	01/04/2016
S14	Regenerate & revitalise the Felixstowe Boating lake area to include a dedicated 'Events' area.	SCDC	Financial Self Sufficiency; Enabling Communities	Leisure; Economic Development & Tourism	HOS Operations	Kerry Blair	Completed	Completed July 2015. Ahead of time and on budget.	<ul style="list-style-type: none"> This project was completed on time and on budget in 2016 The facility now provides a flexible space for a range of events that will support tourism along the seafront Additional work has recently been completed to upgrade the electrical system to support a wider range of commercial uses The facility will be managed locally by Felixstowe Forward 	01/01/2016

Business Plan Actions (Progress as Quarter 4 2016/17)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
S15	Complete the construction and occupy the Council's modern and more efficiency Civic Headquarters	SCDC	Financial Self Sufficiency	Resources	HOS SMTCTM	Andrew Jarvis	On Target	Completed	<ul style="list-style-type: none"> The new accommodation at East Suffolk House is now occupied and operational (Nov 2016), complementing the move already made to the Riverside premises in Lowestoft. The move to the new premises was achieved very smoothly with a minimal loss of operational capacity. Staff have responded admirably well, and have adopted 'new ways of working', in all its forms. 	31/12/2016
S16	Deliver an improved customer service hub and 'one stop shop' at Woodbridge Library, in partnership with Suffolk Libraries.	SCDC	Financial Self Sufficiency	Customers; Resources	HOS Customer Services	Darren Knight	On Target	End of project review completed.	<ul style="list-style-type: none"> Accommodation completed on time and under budget. Next phase starts with centralising of services; revenues and benefit services is now also being provided and will be 'bedded in' from April 2017. One more service needs to be transferred into customer services in 2017. 	30/05/2016
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Enabling Communities	Communities; Resources	HOS SMTCTM	Stephen Baker	On Target	<p>Council decision Nov 2016 Council decision - making the Order Jan 2017 New parishes come into being April 2017 Elections to new parish councils May 2017</p>	<p>Stage 1 & Stage 2 consultation completed (finishing 22 August) and final consultation on the 'Final Proposal' took place October 2016. Progress remained on track for final decision at Council in November 2016.</p> <p>END OF YEAR UPDATE:</p> <ul style="list-style-type: none"> The Community Governance review has been completed. Waveney DC has now decided to establish a parish council for Lowestoft, and another for Oulton Broad. These new parish councils take effect from 1st April 2017, with elections on May 4th 2017. 	31/03/2017
W12	Complete the refurbishment of the Marina, Lowestoft as a 'one-stop' customer service centre with Suffolk County Council.	WDC	Financial Self Sufficiency; Enabling Communities	Customers; Resources	HOS Customer Services	Darren Knight	On Target	Completed	New services have been transferred into customer services during 2016/2017.	29/04/2016