







Business Plan Actions

(Progress as at Quarter 4 2017/18)

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes (2017/18) and Quarter 4 Updates (and outcomes from previous years if 'completed')	RAG Status
ES01	Create more apprenticeships.	Both	Paul Wood	Economic Growth	<p>Quarter 4: Continued work with local travel firm ATPI and East Coast College to develop a Level 3 Apprenticeship in business travel. Issues identified with the end point assessments that are being monitored.</p> <p>Supporting a large employer in Bungay who identified a gap in their apprenticeship provision and a lack of knowledge on the levy monies. They have agreed to carry out a skills gap analysis of all their departments which could potentially support the introduction of an apprentice.</p> <p>Support for Kerrys who spoke of their need for a young person or an apprentice. Following a discussion with My Go Lowestoft a young person who was NEET was identified, interviewed and supported to the stage of going for an interview. They have now been appointed by Kerrys as Apprentice.</p>	On Target 
ES02	Provide more effective business support to facilitate the growth of Small & Medium-sized Enterprises.	Both	Paul Wood	Economic Growth	<p>Quarter 4: Final report produced on 9 drop in events held across East Suffolk. Highlights include 67 businesses attended, average of 10.1 referrals made per event, £52,799 total grant monies awarded (several applications in pipeline). Largest proportion of businesses that attended were from service sector followed by retail and manufacturing. Largest percentage of referrals were to the growth hub at 63.7% followed by LEADER and BEE Anglia.</p> <p>Steering Group established to progress East Suffolk Business Festival. Beginning to populate a calendar of events during a 10 day period starting from 29 Oct until 9 Nov. Aim of festival is to celebrate and raise profile of East Suffolk business community and connect all business support and training agents together through an events programme to help drive growth.</p> <p>Support given during planning and organising of Suffolk Coast Business 'Meet the Buyer' event on 27 February. Levi Roots, entrepreneur and dragon slayer, opened event and gave an insight into his journey of building his own brand becoming a household name. Despite bad weather there were 36 attendees, 32 exhibitors and 7 buyers. It also reached 1,500 people through Facebook & 2,900 through twitter.</p> <p>Supporting WBF, Suffolk Coast Business and Felixstowe Chamber in putting together a business support toolkit and associated training sessions on the new GDPR law that comes into effect in May. A successful application was submitted to ESP vibrant economy task group for funds to then match fund core support budget. Six training sessions arranged in Beccles, Framlingham & Felixstowe to capture as many East Suffolk businesses as possible. Toolkit will be made available and then shared amongst the 3 groups and their members plus be made available on Council's website. This will form a mini PR campaign to highlight new GDPR law coming into force.</p> <p>Supported Nwes with an expression of interest to Government's Parent Returners fund for £50k to undertake a programme of works to support those that have been out of workforce due to family responsibilities or are under-employed and have lost confidence, direction & skills, to become work ready, find employment or start their own business. A number of key employers have signed up to the scheme to explore potential for flexible & family-friendly working arrangements, openness to job-sharing and offer training, mentoring and shadowing opportunities. Total budget £56k with £50k being sought with £6k match from WDC.</p>	On Target 
ES03	Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors.	Both	Paul Wood	Economic Growth	<p>Waveney Business Forum acquired funding from ESP business association development fund and core ED budget to carry out a survey amongst WBF member groups to understand their views on what a business association should provide and ascertain their current and future needs.</p> <p>Deben CCT consultation event held on 23 Feb to garner more volunteers and showcase all that has been achieved by team to date. Workshops held to identify potential projects and activity, results and outcomes will be worked up by CCT but they included how to develop the area as a destination for cycling tourism, how to develop joint marketing opportunities and trails around the area.</p> <p>ESP vibrant economy task group meeting held where six applications were assessed and approved totalling £17,625. The funds were for a town guide, town maps, feasibility study for business space and GDPR training and toolkit.</p> <p>Following the announcement of Coastal Communities Fund Round Five now open for expressions of interest, discussions now being held with all the Coastal Community Teams in East. Deadline for EOIs is 30th April.</p> <p>Attended Framlingham, Aldeburgh, Leiston and Saxmundham Business Association meetings to make introductions and talk about the objectives of the ED team. All are at different stages of development and will require different levels of support going forward.</p>	On Target 
ES04	Empower local town and parish councils by continuing to transfer amenity and community assets to them with their agreement.	Both	Nicole Rickard	Enabling Communities	<p>Work undertaken to simplify the Right to Bid process in line with good practice being delivered nationally. Learning positively informed response to recent community asset based Right to Bid applications, including Halesworth Local Office and Southwold Hospital. Economic Development and Communities Teams supported purchase of SOS group of Southwold Hospital.</p> <p>First listings now come to the end of their five year listing period and process developed to respond to this, including new guidance note.</p> <p>2 successful neighbourhood planning roadshow events held, including cascade of Right to Bid information and process. Discussions underway with a range of community groups about various SCDC and WDC assets.</p>	On Target 
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	Andrew Jarvis	Enabling Communities	<p>There has been a period of recruitment and the department now have two Enabling Housing Officers and a Development Manager in post. They will be pro-actively identifying opportunities to achieve new development and progressing to completion. The Homes and Communities Agency is making grant available to expand the Local Authority programmes which we have been successful in accessing. Funding for £2.2m provided for locations with a high number of second homes by establishing Community Land Trusts in Southwold, Bawdsey and Thorpeness. A number of sites are in more advance discussions for providing housing as exceptions sites or as community land trusts.</p>	On Target 
ES06	Develop even closer working relationships with other Suffolk councils on strategic planning and in reviewing the Councils Local Plans.	Both	Philip Ridley	Economic Growth	<p>The programme of the Suffolk Growth Programme Board supporting the Leaders and the Growth Portfolio Holders, as well as the Ipswich Policy Area Board has enabled the strengthening of relationships between councils on strategic planning matters.</p>	On Target 









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ES07	Support communities to develop innovative approaches, including 'enabling developments' to help fund major estuary and coast protection works.	Both	Bill Parker	Enabling Communities	2017/18 - Q4 Further discussions at a national level with EA and others in addition to LGA Coastal SIG members is developing a new approach to funding post 2021. Learning from local groups is being included into this. Q3 - We are providing ongoing advice to a number of community groups (The Alde and Ore Estuary Partnership and Deben Estuary Partnership). The level of input varies depending on local need. Actively working at a national level to influence the development of new funding streams that will support local groups. Quarter 4: No progress to report this quarter.	On Target
ES08	Continue to reduce the number of long term empty properties.	Both	Andrew Jarvis	Economic Growth	The number of long term empty properties in Coastal fell from 750 in 2012 to 603 in 2016 and to 559 in 2017. The number of empty properties in Waveney fell from 883 in 2012 to 527 in 2016 and 501 in 2017.	On Target
ES09	Ensure all those entitled to welfare support and benefits receive them promptly.	Both	Homira Javadi	Enabling Communities	The processing targets for Housing Benefits and Council Tax Support have been met for 2017/18 and the online services for customers including online notifications are available to customers to sign up to. All customers can make new claims and report changes in their circumstances 24/7 using the new online forms.	On Target
ES10	Financially support Suffolk County Council to identify and develop suitable short stay stopping sites in Suffolk for Gypsies & Travellers.	Both	Andrew Jarvis	Enabling Communities	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.	On Target
ES11	Expand the diversity of social housing providers operating in East Suffolk	Both	Andrew Jarvis	Enabling Communities	There are two new Registered Providers operating in the area and there has been an increase in activity of the existing Registered Providers helping to provide reassurance that section 106 properties will be purchased. Waveney are able to act as a default section 106 purchaser to reassure the developers.	On Target
ES12	Deliver the adopted Housing and Health Charter in East Suffolk.	Both	Andrew Jarvis	Enabling Communities	The following programs are delivering towards vision of the Housing and Health Charter ".....for Suffolk people to live in a suitable, affordable home that is in good condition where they feel safe and supported by the local community." Q1 saw launch of Energy Company Obligation - flexible eligibility; Central Government's new initiative targeting households in fuel poverty or on low income and vulnerable to the effects of a cold home. SCDC & WDC have signed a Suffolk protocol to work with installers to deliver heating and insulation improvements. First installations likely to happen in Q2 but rules are complex and not all vulnerable residents will receive help. Warm Homes Healthy People Scheme (WHHP) will manage administration and, working with existing partners including health practitioners and local hospitals, will identify and refer those who could benefit. WHHP continues to bid for additional resources from external sources. WDC launched a pilot renovation grant policy covering Denmark Road with planned inspections of all residential properties. This new proactive approach recognises that those living in worst housing will, often, not complain. Grant aid is available to meet decent homes standard and any grant is conditional upon rents remaining affordable. Early indications are that poor heating and insulation are widespread and a high proportion of homes in the area are privately rented. SCDC has a similar, existing policy. Inspection programme will roll out in North Lowestoft street by street. Both Councils are also working with Orbit East Home Improvement Agency to deliver Disabled Facilities Grants. Last year's performance was poor and an improvement plan has been devised and will be closely monitored to ensure residents requiring adaptations to support independent living receive them in a timely manner.	On Target
ES13	Increase physical activity, participation in sport & recreation across all age groups, and implement additional local health initiatives.	Both	Nicole Rickard	Enabling Communities	Ongoing work to enhance leisure offer in Suffolk Coastal, Deben Pool on target and due to open Summer 2017. Planning permission submitted for Leiston and consultation for leisure offer in Felixstowe has started and first phase due to complete April 2018. Number of Lowestoft Rising projects underway to encourage physical activity e.g. the Golden Mile and work with young single mothers & older women through Lowestoft O-GoGo project. Supporting local communities to increase leisure participation and provision, Saxmundham Skatepark completed and opened Feb 2017. Woodbridge Skatepark improvements due 2018 after consultation with the users. A review of all SCDC play areas commencing in 2018, with a report due in Sept 2018. Improved play provision in Martlesham & Felixstowe expected in 2018 following community consultation. Positive outcomes through activities delivered in Leiston. New Park Run established in Felixstowe, with over 400 runners on first week. New Park Runs in development for Beccles/Bungay, and Leiston. Women on Wheels events planned in Rendlesham and Southwold. An opportunity for females to take part in friendly rides in the local community. Operation Camouflage held in August 2017 with 74 attendees, including Suffolk Family Focus Young People. Planning underway for 2018 Operation Camouflage, with continued partnership working with the MOD and RAF. Summer activities held on Lowestoft South Beach in July and August 2017 - aim being to provide interesting/challenging activities for young people during the summer holidays, supporting them to try new activities and learning new skills such as team work and keeping active outside. Record 590 attendees in 2017. 2018 Summer Activities start on 31 July and will include water based activities. Links made to Fit and Fed programme in order to target disadvantaged young people. Schools Out in Whitsun Week will target ASB hot spot (criminal damage) areas in Waveney	On Target
ES15	Deliver greater financial self sufficiency for leisure services.	Both	Kerry Blair	Financial Self Sufficiency	• Redevelopment programme for Suffolk Coastal Leisure commenced. Deben Pool development on track. • Growth planning for Leisure partners has commenced. • Redevelopment / strategy for seafront assets being completed.	On Target
ES17	Increase visitor numbers to East Suffolk outside of the main tourist seasons.	Both	Paul Wood	Economic Growth	The final Suffolk Walking Steering Group meeting took place on 26 February. An outstanding number of walks have been submitted this year as well as fringe events for the first time. Calendar of East Suffolk walks has been created and sent to Comms team to produce a press release and schedule tweets for the duration of the festival. VIP invitations will be produced by SCC and issued shortly. Supporting St Peters Hall with their plans for the launch and the local market aspect. The Suffolk Coast are running their Perfectly Seasoned Offer Campaign in April, May and June 2018 targeted at established empty nesters 50+, for short stay breaks out of season. Website functionality being set up for DMO members to add offers up to 20% off, which will be given a unique code so that we can track ROI/demonstrate bookable product results. £4850 allocated to date through Suffolk Coast festivals and events fund which specifically supports out of season events.	On Target

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ES18	Continue to support the Suffolk Coast Destination Management Organisation to develop and sustain local tourism.	Both	Paul Wood	Economic Growth	<p>Quarter 4: Funding commitment for 3 years confirmed by Suffolk Coastal and Waveney District Councils. Current membership stands at 220. 'Fans' and 'followers' rising steadily and organically on social media. Unique website users up +12.81% on 2017 for February 2018.</p> <p>Phase 1 of the Raw Suffolk campaign ran from January to end of February 2018 which saw a collaborative campaign with Bury & Ipswich DMOs and Mid Suffolk & Babergh targeting the under 35 market.</p> <p>Research campaign planned for delivery mid-April working with Immediate Media on 'You and Your Wedding' and 'hitched.co.uk' to promote newly developed weddings section on the website.</p>	On Target 
ES19	Deliver and support further high profile cultural and sporting events as a catalyst for greater tourism opportunities.	Both	Paul Wood	Economic Growth	<p>Quarter 4: Plans for a new festival in Lowestoft were given a boost by the Arts Council and partners who granted the First Light Festival £35k to support the coordination and development of the event.</p> <p>Continued working with organisations in Framlingham and Southwold on projects to support stage 1 of the OVO Womens Tour and showcase the towns. This includes a promotional leaflet showcasing the two areas natural environments and options for cycling/walking that can be used a legacy of the womens tour. Also developing a business toolkit for the tour on how businesses and local communities can get involved to maximise the benefits of the tour.</p>	On Target 
ES20	Continue to promote and encourage recycling across East Suffolk through a financially sustainable service.	Both	Kerry Blair	Financial Self Sufficiency	<p>Council working in partnership with 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. 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> <p>We are in discussions about a local plastic recycling campaign for east Suffolk which will focus on the impact of disregarded plastics on the marine environment.</p>	On Target 
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	Bill Parker	Economic Growth; Financial Self Sufficiency	<p>Q4 2017/18 - Working with University of Cambridge and UEA and 2nd stage NERC bid (Aspire) for £4m has been submitted - results expected in May. Further work with a range of institutions is being developed for the Bacton project engaging them in wider coastal management issues.</p>	On Target 
ES25	Maintain a long term and adaptive approach to managing the coast – adopting innovative approaches in areas vulnerable to erosion and climate change.	Both	Bill Parker	Enabling Communities; Economic Growth; Financial Self Sufficiency	<p>Q4 2017/18 - Significant progress has been made with Defra and the EA. Adaptation will be incorporated into the new national FCERM strategy which is being developed. The government announced the 25 year Environment Plan in Feb which provides important hooks for future work.</p>	On Target 
ES26	Launch a Suffolk wide commercial Building Control Service.	Both	Philip Ridley	Financial Self Sufficiency; Economic Growth	<p>The BC partnership between the East Suffolk councils and Ipswich BC continues to grow. Other councils are not able/willing at this time to want to work directly with us in establishing a wider partnership.</p>	On Target 
ES29	Encourage Suffolk County Council to devolve enforcement of On-street Car Parking to the District Councils.	Both	Kerry Blair	Financial Self Sufficiency; Enabling Communities	<p>Agreed at PSL meeting November 2016 that Suffolk Civil Parking Enforcement Working Group (SCPEWG) take forward the development of individual business cases for the advancement of CPE. Officers are working on their business cases with the aim of demonstrating how CPE could be operated on a cost-neutral basis, using the potential of increased off street and on street parking charges.</p> <p>Both papers have been to Cabinet Briefing, positive signs that the measure will be adopted by both Councils. SCDC Cabinet is in February and WDC Cabinet is in March. Following approval, we will enter implementation phase from April. Both Councils approved the adoption of CPE. A Project Officer is in post (12 Dec 17) to lead the project.</p> <p>We are in discussion with the DfT on the go live date for this project. A local parking strategy is being drafted and will be completed by June.</p>	On Target 
ES30	Encourage and support more communities to develop local Community Emergency Plans.	Both	Phil Gore	Enabling Communities	<p>Support and encouragement for local Community Emergency Planning groups (CEPs) is ongoing. The recent disruption from severe weather has provided a further opportunity to promote community resilience and preparedness. On 28 March JEPU ran a presentation and workshop for CEPs at East Suffolk House on emergency preparedness and JEPU will be supporting a British Red Cross workshop in Lowestoft on community response to flooding in May.</p>	On Target 











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ES31	Continue to work, with partners, to ensure East Suffolk remains a safe place for our communities.	Both	Nicole Rickard	Enabling Communities	<p>End of Year Community Safety Reports delivered to respective Scrutiny Committees.</p> <p>Recent announcement by Police about further reduction in community safety capacity through their Project 2025. which is likely to further impact on levels of ASB and crime and impact on District Council resources.</p> <p>New Community Safety Action Plan agreed by the Community Safety Partnership for East Suffolk - priorities are Safer Homes and Personal Safety (including Rogue Traders, Neighbourhood Watch, Crime Reduction and Fire Safety) and Safe and Healthy Communities and Their Environments (including Drink/Drugs, ASB, Road Safety and Community Issues - including youth/gang violence, Modern Day Slavery, Domestic Abuse).</p> <p>DHR Lowestoft - Report completed and submitted to Home Office. Waiting for CCG to update the Action Plan which will then be completed. Partners invoiced.</p> <p>DHR Felixstowe (1) - Home Office notified and agreed DHR to take place. Complex case; has been to court three times but failed to reach a conclusion. Next due in Court in June 2018.</p> <p>Felixstowe DHR (2) - Awaiting lab results before proceeding with DHR although partners have been asked to gather information and facts in readiness. No criminal case therefore no criminal conviction and although the panel are in agreement to proceed as a DHR, we are awaiting Home Office guidance on how to proceed.</p> <p>Waveney ASB - Working on a number of medium/high cases of ASB, particularly in partnership through the multi-agency meetings to support Lowestoft's' most vulnerable individuals.</p> <p>PSPO delivered at Latitude festival in both 2016 and 2017. Multi-agency approach on site during the four day festival period. 2018 is final year of initial three year period.</p> <p>Locality ASB meetings continue in Leiston, Woodbridge and Felixstowe providing a vast amount of local intelligence from partners agencies and Ward Members. Community Safety Impact Day involving a range of partners planned in Lowestoft in April 2018.</p>	On Target
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	Nicole Rickard	Enabling Communities; Financial Self Sufficiency	<p>Local Area Coordinators work in Leiston/Saxmundham and Beccles/Worlingham - initial results really positive in terms of reach and impact (100+ people supported). Key issues include mental health, access to benefits and social isolation Countywide review of the six LACs in Suffolk underway and due to report in July.</p> <p>Suffolk Family Focus DVD on website to raise awareness of the SFF work. 5 families currently supported to varying intensity. 34 families supported in total across the Suffolk Coastal District. SCC funding confirmed to March 2010.</p> <p>Briefings on Hidden Needs to various partnerships and meetings including Felixstowe Forward Annual event, East Suffolk Partnership and Leiston and Saxmundham Community Conferences. Hidden Needs funding launched March 2018 - £110,000 available to community groups and voluntary sector organisations for projects to tackle social isolation amongst older people and families in the 'hot spot' areas.</p> <p>Worked in partnership through Lowestoft Rising to safeguard the Waveney Foodbank - with ACT, SCC, Trussell Trust and local churches.</p> <p>Digital Inclusion Plan developed and projects underway including workshops in Lowestoft and Felixstowe.</p>	On Target
ES33	Support the development of a single footpaths service across Suffolk.	Both	Nicole Rickard	Enabling Communities; Financial Self Sufficiency	<p>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.</p>	On Hold
ES34	Develop more Dementia Friendly Communities across East Suffolk.	Both	Nicole Rickard	Enabling Communities	<p>Dementia workshops held in both Districts as part of the Community Health Workshops programme.</p> <p>Ongoing work with the Alzheimer's Society to set up Dementia Action Alliance for Lowestoft (launch held October 2016, linked to Lowestoft Rising Health and Wellbeing Sub Group and the Communities Embracing Mental Health Initiative). Felixstowe DAA relaunched and secured project funding; Two Communities Support Officers trained as Dementia Friend Champions and Dementia Friends Training sessions planned for both Councils.</p>	On Target
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	Nicole Rickard	Enabling Communities	<p>Health and Wellbeing Community Call to Action held between October 2016 and March 2018. Community groups and voluntary sector organisations asked to come up with ideas that would work in their local area. £125,000 of funding provided by SCC and a multi agency panel (including the District and County Councils and Community Action Suffolk), considered the applications. 28 projects funded – 16 in Suffolk Coastal and 12 in Waveney – out of more than 50 applications.</p> <p>Ageing Well pilot now rolled into the Solutions Social Prescribing project in Lowestoft;</p> <p>Social Prescribing (SP) 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 has now worked with over 150 patients and will be rolled out to all 7 Lowestoft GP surgeries. £35k funding secured from DCLG for Leiston Links SP project which is now being led by Access Community Trust. Bid in development for EU Interreg funding for a Community Connector project in north SCDC & south WDC areas - initially focussing on area north of Framlingham.</p> <p>Almost £30k funding secured for Timebanking pilot in Felixstowe led by CAS & SCDC on behalf of Felixstowe Forward working with Essex Timebank representatives and TBUK. Showcase event at Kirkley Centre in Feb 2018 was attended by more than 50 organisations and 130 members of the public.</p> <p>Men's Shed projects supported/promoted in Lowestoft, Halesworth, Saxmundham, Felixstowe, Beccles and Leiston. Communities Embracing Mental Health Initiative which emerged from the Collaboration Academy supported and Mental Health Ambassador now appointed for Lowestoft.</p> <p>Funding secured for a new 'Everyone is Unique' training package aimed at community groups, businesses & schools which will include awards for projects that people lead within their communities</p>	On Target












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S01	Increase investment to £1m in local Community Enabling projects from New Homes Bonus.	SCDC	Nicole Rickard	Enabling Communities	£1 million pounds funding confirmed over 4 years, plus additional resources for staffing for SCDC for 2017/18. Enabling Communities Budgets increased to £6,500 in 17/18 and 196 ECB projects supported. New 'exemplar/flagship' project programme launched October 2016 - 28 projects supported to date. Funding made available for the Leiston First Change Manager, Elspeth Gibson, who commenced in post in January 2017. Leiston Together partnership established and independent chair, Barry Norman, appointed. £10k CCF funding secured for delivery of the Leiston Economic Plan, funding for Dementia project and from Power to Change for the Community Land Trust.	On Target 
S02	Deliver an increasing number of affordable homes, particularly on exception sites, to support and sustain local communities.	SCDC	Andrew Jarvis	Enabling Communities; Economic Growth	Enabling Housing Officer and Development Manager 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.	On Target 
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	Nicole Rickard	Enabling Communities	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.	On Target 
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Nicole Rickard	Enabling Communities	Additional NHB receipts invested in an additional Communities Support Officer for SCDC for 12 months starting from October 2017. New joint East Suffolk Communities Team established in conjunction with Suffolk County Council - 6 SCC/WDC Communities Officers, 2 SCC Officers, 2 Communities Support Officers and 1 Apprentice. Funding secured through the 2018/19 arrangements with the two CCGs to enable the CSOs to be retained for a further 18 months.	On Target 
S06	Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.	SCDC	Kerry Blair	Financial Self Sufficiency	<ul style="list-style-type: none"> • Deben Pool development on track. • Business case for Leiston is being presented to Cabinet in April. • Felixstowe business case in development. • £300k investment in improving facilities and accessibility at Waterlane underway. • Review of gym provision in Bungay and Halesworth underway 	On Target 
S07	Hold the Better Broadband Suffolk Partnership to account to deliver their commitment of 100% rollout of superfast Broadband in Suffolk by 2020; and provide further financial support from the Council to ensure that connection is affordable, particularly in more remote and rural areas.	Both	Ann Carey	Enabling Communities; Economic Growth	<ul style="list-style-type: none"> • Suffolk Better Broadband Programme progressing well and ahead of schedule to deliver over 96% coverage of all Suffolk premises by end 2019; 98% by mid 2020. Currently (as at March 2017), there is just over 90% coverage (9 out of 10 Suffolk premises can sign up to superfast broadband). At start of programme was only around 50% of Suffolk. <i>(Full details captured in service plan).</i> <i>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).</i> 	On Target 
S09	Advocate on behalf of communities & local stakeholders to maximise the local economic, community and environmental benefits & opportunities from the Sizewell C development.	SCDC	Philip Ridley	Enabling Communities; Economic Growth	The Sizewell C project for the council is currently between two stages of consultation. The Council will proactively continue to advocate the benefits of the project whilst seeking to minimise and impacts where possible and/or look for appropriate compensation to ensure communities have the best dividend arising from the possible development.	On Target 
S10	Expand and enhance the visitor experience at Landguard, Felixstowe and support a Heritage Lottery Fund bid.	SCDC	Paul Wood	Economic Growth	Q4 Governance review planned with aim of recommending options for better management by, and integration of Landguard stakeholders, and to determine the feasibility of meeting third party capital funders ownership requirements. Part of review will look at forming a business plan and future income streams including introduction of car parking charges, and expenditure including staffing. We are looking to apply for an HLF Resilience grant to fund the review. An EOI has been submitted to HLF. Three volunteer groups had been asked to carry out a 'Strength Checker' exercise to determine base level as of now. Landguard car parks are included in SCDC CPE consultation with aim to introduce car park charges at Landguard in 2018. Landguard Car Park feasibility study is progressing and will inform how the introduction of car parking charges will take place. Agreement regarding installation of a new kiosk by cafe operator at Landguard still ongoing, although has been delayed but is hoped to be open by June 2018.	Behind Target 
S11	Increase the number of beach huts provided in the District by at least 10%.	SCDC	Kerry Blair	Financial Self Sufficiency	The Beach Hut review of 2016/17 set out a recommendation that new hut sites can be created in the district. Initial explorations of sites in Aldeburgh, Sizewell and Felixstowe have been taking place over the past few months and two planning submissions for approx. 25 new sites in Felixstowe were submitted but have had to be deferred due to the affects of Storm Emma on the beach levels near the spa, which has meant the potential movement of 63 huts.	Below Target 
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Nicole Rickard	Enabling Communities	Youth Conference held in November 2016 to scope the appetite for development of a Youth Council. Youth Forum Event to be held at ESH on April 11th aimed at youth groups and schools. ESP funding for Level 3 Youth Work Diploma to build capacity and skills in VCS organisations working with young people.	On Target 






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S17	Further improve the efficiency, effectiveness & marketing of the Council- owned Port Health Service software.	SCDC	Phil Gore	Financial Self Sufficiency	The PHILUS system was the winner of an LGC award for innovation at the 2018 LGC award ceremony in London in March. This recent success has been widely communicated through social media, the Council and Port Health's website and in a press release. Discussions with Defra / FSA regarding the use of PHILUS Online as a temporary solution to a national electronic declaration system post Brexit are ongoing and we await a decision from the Defra project board.	On Target 
W01	Accelerate delivery of a third River Crossing and a separate Pedestrian & Cycle bridge linking to the Sustainable Urban Neighbourhood across Lake Lothing.	WDC	Paul Wood	Economic Growth	Winter 2017 community newsletter issued. Design work on the bridge continues. Planning and regeneration teams have been involved with design quality and this is much improved. Site surveys are underway (Geotech on southern side planned for Jan- March). Positive feedback from consultation (4 Sept - 23 October) regarding design and layout. Consultation results will be available when planning (DCO) submitted in Spring 2018. Procurement process started in October. Contractors' day held on 7 November, 10 interested parties and 6 likely to bid.	On Target 
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	Paul Wood	Economic Growth	Sustainable Transport Measures: Provision of new Bus/Rail Interchange at Lowestoft station (Completed) Pedestrian/Cycle Crossing linking Normanston Park to Harbour Road – Please see W03 Encourage commercial operators to introduce water taxis within Lake Lothing (Completed) The project that deals with transport improvements linked to the town centre will be influenced by the outcomes of the proposed 3rd Crossing. The delivery element of this scheme will likely fall within LTIP's 5-10year plans; however, project planning is underway. Road Improvements: Third Crossing Over Lake Lothing – Please See W01 Commercial Road Junction Improvements (Completed) Phase 5, Northern Spine Road Linking A47 with Millennium Way (Completed) Improving access into Enterprise Zones – Please see W08 Rail Improvements: Changes to Oulton Broad North Station to reduce traffic delays through barrier down time (Completed) and retention of the hourly service between Lowestoft and Ipswich (Completed). Port Related Improvements: Improvements to quay headings (Completed) Flood Defence: Lowestoft Flood Defences – Option Appraisal (Completed). Delivery of the wider scheme expected in LTIPs 5-10yr timeframe. Infrastructure: Newly added theme with no project identified within the 1-5yr period	On Target 
W03	Deliver a Pedestrian & Cycle Bridge over the railway line at Normanston Park.	WDC	Paul Wood	Economic Growth	WDC have been given permission, in principle, to undertake site investigations to the South/West of the railway, with legal agreements pending. It is anticipated these investigations will commence in the New Year. Key stakeholders in close proximity to the project are being engaged. Procurement Team engaged to advance the specification for the project management tender to take the project to detailed design.	On Target 
W04	Improve access to Broadway Farm industrial estate, Halesworth.	WDC	Philip Ridley	Economic Growth	Broadway Farm remains undeveloped due to the cost of providing road access. That said we have decided to allocate the site for industrial development in the Final Draft Local Plan (policy WLP4.6). However the amount of land allocated has been reduced from 12.25 hectares to 2.64 hectares due to the reduced need for employment land identified during the life of the new Local Plan.	On Target 
W05	Increase the number of new Council Houses.	WDC	Andrew Jarvis	Enabling Communities	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.	On Target 
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Bill Parker	Economic Growth	Q4 2017/18 EIA Scoping consultation has now been completed. A detailed delivery plan has been developed between Balfour Beatty (Contractor) and ABP. Issues of cost increases are being addressed and the project is on track. Q3 2017/18 The Transport Works Act process has been activated and the consultation on the EIA Scoping Report is underway and scheduled to close in January. Discussions are underway with ABP about the detail of construction delivery. Temporary barrier installation training tested and WDC/CPE flood incident management response training also undertaken.	On Target 
W07	Transfer Southwold Harbour to new local Trust.	WDC	Kerry Blair	Financial Self Sufficiency; Enabling Communities	<ul style="list-style-type: none"> Trust model reviewed. Discussions with Winkworth Sherwood around alternative governance arrangements. Dialogue ongoing with Southwold Town Council and stakeholders. Public engagement completed. New Governance model to be adopted by both Councils by June.	On Target 
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	Paul Wood	Economic Growth	£1m CCF funding secured and procurement of project manager and design underway. The Park will open in 2019. Further funding for community engagement projects being sought. This scheme also forms a key part of the new Heritage Action Zone (announced in December 2017). This was one of only eight schemes chosen nationally, and the only one in the region. The scheme will last for five years from 2018 and will support conservation-led regeneration in North Lowestoft.	On Target 
W11	Establish a non-political Leader's Community Enabling fund of £25k per annum and consider developing Community Enabling Grants for each Councillor.	WDC	Nicole Rickard	Enabling Communities	Approach agreed by Cabinet in September 2016. WDC Small Grants and Community Enabling Funding combined to create a pot for community projects. 12 projects supported in 2017/18 totalling £24,751.	On Target 
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Kerry Blair	Enabling Communities	In discussions with the land owner and Planning, on how to finance this project. We will not be able to progress this until the local area plan is published in December.	On Target 

Business Plan Actions

(Progress as at Quarter 4 2017/18)

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes (2017/18) and Quarter 4 Updates (and outcomes from previous years if 'completed')	RAG Status
W14	Support the delivery of the Halesworth Campus providing new leisure & care facilities.	WDC	Nicole Rickard	Enabling Communities	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. Patrick Stead hospital site now declared surplus to requirements by NHS Property Services.	On Target 
W15	Encourage re-development of the former Blundeston Prison site for uses that meet local community and Council aspirations.	WDC	Philip Ridley	Economic Growth	Planning Permission issued and development underway with WDC purchasing 16 housing units to be provided as council housing.	On Target 
W16	Support delivery of a new playing field facility in Kessingland, through an enabling housing development (in accordance with the draft Neighbourhood Plan).	WDC	Kerry Blair	Enabling Communities	Waveney will develop new facilities in Kessingland, as new housing developments are completed. We will coordinate this with the planning team. Currently no housing developments of sufficient scale are being completed.	Behind Target 
W17	Support the development of a new Community Centre, Old Grammar Lane, Bungay.	WDC	Nicole Rickard	Enabling Communities	Supporting the trustees to develop business case for new facility and work to develop the capacity of the group.	On Target 
W18	Deliver, in conjunction with Beccles Town Council, Sentinel & the Broads Authority a redevelopment scheme for Beccles Quay.	WDC	Kerry Blair	Enabling Communities; Economic Growth	Proposals for redevelopment form part of a paper for Cabinet in June 2017. Options being explored for additional revenue generation to support restoration of the quay heading. Interim remedial work being scoped and carried out. Beccles Quay to be transferred to the Town Council in May 2018.	On Target 
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	Phil Gore	Enabling Communities	Outcomes (2016/17): The EOEW award encourages local businesses to commit to providing healthier choices on their menus. With professional advice and guidance from our Environmental Health Officers, local businesses have been able to reduce the fat, sugar and salt content of their menu, making fruit and vegetables widely available and using starchy carbohydrates as the basis for main meals. They have also been encouraged to follow healthier cooking methods and to promote the healthier choices to their customers. On average every sixth meal is eaten away from home and coupled with the fact that obesity in Suffolk has trebled in the last 25 years, having healthy options on the menu is a significant step forward. In addition, the EOEW award gives local businesses public recognition, and perhaps a competitive edge, by putting their customers' health first, whilst making a contribution to combatting the significant issue of obesity faced by the county. Currently 5 Gold, 7 Silver and 8 Bronze awards have been given out to local businesses in East Suffolk. Businesses who have received the EOEW award are listed on our website and include both Felixstowe and Water Lane Leisure Centres, therefore promoting importance of fitness & healthy eating.	Completed
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	Nicole Rickard	Enabling Communities	Following a combined investment of £125k by both councils towards hosting the Women's Tour between 2014 and 2016, the East Suffolk economy has directly benefited by around £4m. Building on the experience of hosting the event in both 2014 and 2015, the 2016 Women's Tour was the most successful yet, watched by around 185,000 along the route, from its start point in Southwold, passing through Halesworth, Lowestoft and Beccles on its way to Norwich. It is estimated that over 72,000 attended either the start or finish area alone, giving people the chance to see an elite sport on their doorstep, completely free of charge. Promoting the health benefits of cycling and participation in sport generally is a key outcome of hosting the event, particularly amongst women and girls, and the spectator profile statistics from 2016 confirm that this objective has been successful with 44% of spectators being female and 69% being inspired to cycle more often. International coverage of the race continues to provide a positive platform from which to showcase East Suffolk and promote it as a tourist destination. Building on the success of the Women's Tour, a Felixstowe Cycle Safety Event was held giving young people an opportunity to understand the mental and physical benefits of cycling, helping them to feel confident and safe to cycle on the road.	Completed
ES21	Provide an innovative, more customer friendly, transactional and intuitive Council website.	Both	Ann Carey	Financial Self Sufficiency; Enabling Communities	Outcome (2016/17): Following the successful launch of the new, joint website in June 2016, customer feedback has been positive. This was further endorsed during the recent customer led mystery shopping exercise with customers finding the new website clear and user-friendly. The new website has greatly improved the customer's online experience, with less 'clicks' to navigate to vital services - the aim being three clicks or less wherever possible. Underpinned by a modern platform, customers now have the confidence to use our online services and find the information they are looking for quickly and easily. As a result, online transactions have increased by 46% from the previous year with over 2.7 million page views since launch. Encouraging customers to access services online has helped us to become more efficient by allowing us to phase out paper processes and significantly reduce costly, face to face interaction. Having a single, more resilient, website is also much easier to manage which requires much less support and maintenance compared to managing the previous two disparate sites.	Completed
ES22	Expand use of Social Media to enable development, improvement and growth of stakeholder and customer relationships.	Both	Darren Knight	Enabling Communities; Financial Self Sufficiency	Outcome 2016/17: The Councils expanded use of social media now makes it even easier for customers to access new, information and report issues 24/7 and 365 days a week from their mobile phone, tablet or computer. The Council has seen more customers and stakeholders now following and interacting with the Councils through social media, which has seen a number of positive benefits such as more job applications from local people are being received, finding stray dogs and customers can now more easily report issues such as fly tipping. Nationally, SCDC & WDC are in the top 20 and top 10 for GovRank out of 400 LA's. These are the highest scores in Suffolk and demonstrate the effective way the Councils are engaging with its customers and communities.	Completed
ES23	Integrate coastal management expertise with other local authorities to ensure most effective delivery.	Both	Bill Parker	Financial Self-Sufficiency	Completed: In June 2016 Coastal Partnership East was launched. This is a new and innovative approach to managing a coastline of 220km between North Norfolk and Landguard Point in Felixstowe. Partnership brings together coastal management resources and expertise from Gt Yarmouth BC, North Norfolk DC and Suffolk Coastal and Waveney District Councils. This ensures that local intelligence is retained and the knowledge and experience of existing staff close to retirement is passed on within the Partnership creating greater resilience for the future. The staffing structure transcends traditional geopolitical boundaries so that resources are focussed on resolving the issues affecting our coast rather than being limited to geographical areas. Expertise can therefore be applied to the problem wherever it is needed along the coast instead of being confined by local authority boundaries. For instance, work in connection with the Gorleston to Lowestoft Coastal Strategy which saw officers from within the partnership utilising their knowledge and expertise, in terms of engineering, funding and community engagement, which (pre partnership) would have been brought in from external consultants.	Completed

Business Plan Actions

(Progress as at Quarter 4 2017/18)

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ES27	Create a shared Legal Service within East Suffolk.	Both	Hilary Slater	Financial Self-Sufficiency	Outcome (2016/17): Following decision not to become part of a wider Suffolk Legal Services Partnership, the two Councils have, instead, created a resilient and fully responsive in-house Legal Services Team to underpin the priorities and ambitions set out in the Business Plan. This revised structure has now been fully recruited to and provides sufficient capacity to deal with high volumes of work quickly, by fully qualified personnel, thus reducing the need for significant expenditure on both external legal fees and agency staff. The new structure is now fully embedded and provides expert advice on property, planning, and litigious matters, as well as the usual host of other services provided by a local authority Legal Services Team. This in-house expertise supports our ambitions in terms of house building, commercial aspirations & improved infrastructure to facilitate growth, plus providing additional capacity in terms of Monitoring Officer advice. Restructure completed 31.12.16 but subsequent vacancies arose that required further recruitment. 1 out of 9 posts unfilled as at 27.7.17 and 1 of the 9 posts to be developed into a trainee post. The case management system has been implemented and is operational with effect from 1 October 2017. Also new Legal Team has launched an Instructions Memo which was discussed at CMT on 23 Nov 2017. Business case study to be completed by end of December.	Completed
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	Stephen Baker	Financial Self-Sufficiency	Outcome (2016/17): Working in partnership has already helped the councils save over £16m since 2008. Our partnership began in 2008 with a shared Chief Executive, followed by a shared senior management team from 2010. We now have more than 60% of staff fully integrated and working across both councils, with the majority of our internal and external policies, strategies and procedures fully aligned. However, it was recognised that further savings could not be made unless the partnership progressed further and the next logical step was to explore a formal merger of the two authorities. In January 2017 both councils agreed to create a new, single council for East Suffolk and to request the Department for Communities and Local Government to commence the formal process of doing so. The creation of a new, larger council will provide greater resilience and sustainability in the longer term and will allow us to withstand significant reductions in central government funding. As a single council we will be able to continue to protect and deliver the best possible services for local people, as well as having a stronger voice at regional and national level (and greater leverage) in order to deliver our ambitions in terms of growth, infrastructure and housing. A single council will provide estimated savings of £1.3m per year with reductions in the duplication of processes and councillor numbers. Ahead of making the decision in January 2017, the councils commissioned an independent survey of a representative sample of 1,000 residents from across East Suffolk, with 72% of respondents saying they were favourable to the proposals. Wider community engagement was also carried out during November and December 2016 which saw information being provided to every household via the Councils' magazines.	Completed
S03	Develop criteria for identifying non-designated Heritage Assets whose heritage value merits consideration in planning decisions.	SCDC	Philip Ridley	Economic Growth; Enabling Communities	Outcome (2016/17): SCDC has now adopted, and published, criteria for the identification of Non Designated Heritage Assets (that are buildings or structures) which is available to view on the website. This criteria will be used in two ways. Firstly, by Planning Services, who will be able to identify NDHAs as early as possible in the planning process, as encouraged by Government guidance. Secondly, by neighbourhood planning groups, to identify NDHAs for inclusion in their own neighbourhood plans so supporting policies can be included. The criteria provides publically available, and clearly understood, justification for identifying an unlisted building or structure as a heritage asset. The criteria has enabled the planning process to be clearer, and for the decisions made to be more readily understood and justified. A key outcome is that several historic buildings that otherwise may have been demolished have been retained as part of the substantial stock of traditional buildings that provides our district with its unique and attractive character. Currently the criteria is only for use by SCDC, but will hopefully be adopted by WDC in due course.	Completed
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	Philip Ridley	Economic Growth	Outcome (2016/17): SCDC is a key partner in process of developing a business case for a four village bypass linked to the Sizewell C development. Whilst the business case is being led by SCC, as Highways Authority, it has required cross authority and cross team working, including the Planning, Economic Development and Environmental Services teams. In addition, there has been (and continues to be) close liaison with key stakeholders. Whilst led by SCC, it is important that the interests of Suffolk Coastal residents are protected and SCDC therefore contributed £50k towards the development of the initial outline business case. This outline business case was successful in securing funding of £1m from the Department for Transport towards the next stage in the process, which is the development of the strategic business case. Stakeholder consultation is currently underway on the strategic business case, with wider public consultation planned for Summer 2017.	Completed
S12	Support the Redevelopment of Felixstowe Pierhead.	SCDC	Paul Wood	Enabling Communities; Economic Growth	Outcome (2016/17): Pierhead structure is in place, interior divides are in place and the roof is at an advanced stage. Completion brought forward to July 2017	Completed
S14	Regenerate & revitalise the Felixstowe Boating lake area to include a dedicated 'Events' area.	SCDC	Kerry Blair	Financial Self-Sufficiency; Enabling Communities	Outcome (2016/17): A new, multi-use event space featuring a grassed area, picnic space and a paved area (doubling as a car park) was successfully opened in the summer of 2016 to replace the derelict boating lake and go-kart site on Felixstowe seafront. Since opening, the event space has hosted three major events including the Easter Fair, Circus and most notably the Suffolk Armed Forces Weekend in June 2017. Whilst it is difficult to accurately state how many visitors the Armed Forces Weekend attracted to the town, a conservative estimate put numbers in excess of 5,000. Over the weekend the area hosted a VIP gala tent, an entertainment stage, a military information zone, food court, Red Arrows' simulator and a children's zone, with battle re-enactments and an air display on both days. Social media confirmed the event a huge success and local seafront businesses saw their income boosted by the influx of visitors. A host of other events are planned throughout 2017, including a Carnival, an open air cinema and Circus Petite. It is anticipated that these events will attract over 14,000 visitors which will see a welcome income boost for local businesses somewhere in the region of £9,000.	Completed
S15	Complete the construction and occupy the Council's modern and more efficient Civic Headquarters	SCDC	Andrew Jarvis	Financial Self-Sufficiency	Outcome (2016/17): Approximately 260 staff successfully relocated to new, purpose built, accommodation in Melton over three weekends between 25 November and 12 December 2016. Weekend moves meant no disruption to staff or customers, with services immediately available on the first working day following the move. The new offices were completed on time and within budget, at no cost to the taxpayer, having been funded from the sale of the existing headquarters. The new offices will save the taxpayer around £200k a year in running costs, being smaller and much more efficient. The open plan environment allows the best use of space in order to aid communication and interaction between teams – those teams with strong links to one another being co-located. The new offices have also allowed us to maximise the use of modern technology with improved audio and visual facilities, such as video and telephone conferencing, bookable meeting rooms, and fully enabled IT services allowing staff to work from wherever they are in the building. The new offices are also more accessible for those wishing to attend public meetings with facilities to listen remotely.	Completed

Business Plan Actions

(Progress as at Quarter 4 2017/18)

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S16	Deliver an improved customer service hub and 'one stop shop' at Woodbridge Library, in partnership with Suffolk Libraries.	SCDC	Darren Knight	Financial Self Sufficiency	Outcome (2016/17): SCDC has successfully completed its Customer Services move into the heart of Woodbridge and is now fully accessible to communities from Woodbridge Library. This follows on from the successful opening of Customer Services at Felixstowe Library the year before. Footfall has increased at both Library locations compared to the year before, with over 10,000 customers visiting in order to access council services in the last year, which is an increase of 3,000. More council services and information is now available from trained advisors with customers receiving a more holistic service at the first point of contact. Such services include Council Tax, Housing Benefits, Universal Credit, tourist information etc. Our new facilities include a private interview room and customer access terminals. Customer satisfaction is high and independently verified through testing from customer led mystery shoppers. The co-location of council services at Libraries has helped support the Libraries both financially and through increased footfall. The projects to locate Customer Services within the Felixstowe and Woodbridge Libraries were completed on time and within both budget and specification, providing the taxpayer with value for money.	Completed
S18	Complete a pilot project to inform HMRC's One Government at the Border programme for the control of the movement of goods.	SCDC	Phil Gore	Financial Self Sufficiency	This HMRC pilot project has been progressed as far as possible for the time being and Government's attention has now been redirected towards a successful Brexit.	Completed
W08	Improve the infrastructure, access & extend the Enterprise Zone (subject to Department for Communities & Local Government approval).	WDC	Paul Wood	Economic Growth	Outcome (2016/17): Applications for extensions to the Enterprise Zones at Mobbs Way and Riverside Road approved by DCLG from April 2017 and will benefit from 100% business rate discount for a 5 year period for businesses that move into the new zones before April 2022. 17 businesses benefitted from EZ rate relief in 2016/17. Works underway at Phoenix Enterprise Park EZ site to introduce road infrastructure to service the development of 16 industrial units.	Completed
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Stephen Baker	Enabling Communities	Outcome (2016/17): Despite being the second largest town in Suffolk, residents of Lowestoft have not had local representation since the reorganisation of local government took place in 1974. In order to explore local interest in the possible creation of a new council(s) for the unparished areas of the town, a community governance review was carried out and completed in November 2016. The process comprised 3 stages of public consultation (between April and October 2016) where residents and key stakeholders were invited to give their views on whether they would like to see a new council(s), what any new council should look like, and finally their thoughts on the proposal to create a new town council for Lowestoft and a new parish council for Oulton Broad. Following the final stage of consultation, Full Council reviewed the submissions from the whole review process before agreeing to the creation of these two new councils. The new councils came into effect on 1 April 2017 with elections held on 4 May 2017. Almost 400 responses were received as part of the consultation process and the creation of the new councils give local residents representation and control over the things that directly matter to them in their area.	Completed
W12	Complete the refurbishment of the Marina, Lowestoft as a 'one-stop' customer service centre with Suffolk County Council.	WDC	Darren Knight	Financial Self Sufficiency; Enabling Communities	Outcome (2016/17): Refurbishment of the Marina Customer Service Centre was a key element of the Council's wider accommodation review programme. The work was completed on time, to specification and budget, and houses around 150 staff from both WDC and Suffolk County Council. This allows us to provide a more enhanced and holistic range of services to customers at the first point of contact, with even more Council information and services available from trained advisors on Council Tax, Housing Benefit, Universal Credit, Housing Options, Car Parking Permits etc. Improvements include the addition of more 'self-service' computers which allow customers to access council services and information themselves, with trained staff available to help where necessary. The capacity of the Call Centre has also increased, enabling us to deal with more enquiries, faster. Telephone answering targets are consistently being met with over 90% of telephone calls answered. New technology, such as self service payment stations, has also reduced customer waiting times and customer satisfaction is high (at 88%) which has been independently verified by customer led mystery shoppers.	Completed