





**Business Plan Actions (Progress as Quarter 3 2016/17)**

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
ES01	<b>Create more apprenticeships.</b>	Both	Economic Growth	Resources	HOS Economic Development and Regeneration	Paul Wood	On Target 	Ongoing	<p>Quarter 3: Continuing to progress with the “Kingsley Lowestoft Healthcare Academy” to encourage young people into an apprenticeship and then employment. Negotiations ongoing with local providers.</p> <p>Ongoing work with My Go in Lowestoft to identify employers that will offer work experience and apprenticeships. Initial meetings held to assist with the roll out of MyGo in Leiston and ensure this supports the emerging place-based initiative.</p>	
ES02	<b>Provide more effective business support to facilitate the growth of Small &amp; Medium-sized Enterprises.</b>	Both	Economic Growth	Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target 	Ongoing	<p>Quarter 3: Ongoing review/comments of applications for Future 50 grants. Looking to develop an East Suffolk approach to business support with actions agreed to develop a research brief to look at gaps in provision across East Suffolk that informs the development of an East Suffolk Programme. Joint East Suffolk A4 ‘support for your business’ factsheet produced covering the service that ED teams can provide. Joint East Suffolk pop-up display banner also produced. Both were available on the joint stand at the East Suffolk Partnership Annual Forum. Meeting held with NWES to get latest update on project and explore local gaps in business support provision. Potentially looking at an event in the new year to promote business start-ups and support. Property team discussed current position with NWES property portfolio. Ongoing work completing Business Questionnaires in the rural areas to identify future growth need and demand.</p> <p>Discussions held with New Anglia Growth Hub about the development of its service and how implementation of Better Business for All will support this. Regular meetings held with New Anglia Growth Hub Advisors and EDOs to share local intelligence and support joint businesses enquiries where possible.</p> <p>20 businesses supported to access social media training funded through ESP Vibrant Economy funds and WBF.</p>	
ES03	<b>Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors.</b>	Both	Economic Growth	Communities; Economic Development & Tourism	HOS Economic Development and Regeneration	Paul Wood	On Target 	Ongoing	<p>Quarter 3: Wickham Market and Felixstowe shortlisted within the top five for the Great British High Street Village and Town Centre Award categories. Halesworth and Kirkley also commended for their work.</p> <p>Project selection documents drafted for Sustainable Town and Village Economies Programme. Supported with the PR of the 5th anniversary celebrations of Kesgrave monthly market.</p> <p>East Suffolk Partnership Vibrant Economy Task Group meeting held with the panel assessing seven applications to the Business Association Development Fund. All bar one were approved, these covered a range of activities including new websites, member surveys, contact management systems. All funding now allocated so an application was made to the ESP Board for further funds to support the next phase of work.</p> <p>Meeting held with SCC and Network Assurance to look at the management of traffic at town centre events particularly in the market towns across East Suffolk. Seeking ways in which to reduce the burden and costs on the business associations.</p> <p>Waveney Business Forum successful with their application to the Business Association Development Fund to support the continuation of the coordinator post. Looking to start phase 2 of the work in February with key objectives to be around strengthening links with Waveney Valley and Broads Tourism plus capacity building for the member groups.</p>	
ES04	<b>Empower local town and parish councils by continuing to transfer amenity and community assets to them with their agreement.</b>	Both	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	<p>Work underway to simplify 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>	
ES05	<b>Increase the opportunities and number of affordable homes (freehold, self-build, shared and rental) for our local young people and those in their senior years, through a revised exceptions sites policy and substantially improved support package for our local communities</b>	Both	Enabling Communities	Housing; Planning	HOS Housing Operations and Landlord Services	Justin Hunt	On Target 	Ongoing	<p>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 complement the existing private developers and registered providers. New strategic approach supported by Housing Programme Board including a review of the approach to investment and development utilising the Housing stock balance sheet to facilitate development. Review of the Section 106 policy is underway to provide more flexibility under challenging market conditions. The Housing and Planning Act 2016 is currently being introduced with a range of requirements affecting this objective including Starter Homes. More information is needed. The Homes and Communities Agency has introduced a new programme for grant for affordable homes which is heavily focussed on shared ownership.</p>	
ES06	<b>Develop even closer working relationships with other Suffolk councils on strategic planning and in reviewing the Councils Local Plans.</b>	Both	Economic Growth	Planning	HOS Planning and Coastal Management	Philip Ridley	On Target 	2016/17 onwards	<p>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.</p>	
ES07	<b>Support communities to develop innovative approaches, including ‘enabling developments’ to help fund major estuary and coast protection works.</b>	Both	Enabling Communities	Communities; Green Environment	HOS SMT CMT	Bill Parker	On Target 	Ongoing Managers post leading work funded till May 2017	<p>Further discussions with senior economists in DEFRA and EA on alternative funding sources. New avenues being explored.</p> <p>Work with all the DEFRA Pioneer projects across the country underway. Advice being given to community groups where requested and ongoing discussions with Alde and Ore Estuary Partnership Funding Group. Plans for long term resourcing underway.</p>	



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ES08	Continue to reduce the number of long term empty properties.	Both	Economic Growth	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	On Target 	Ongoing	Reviewing the use of CPO in worst case scenarios to improve standards and occupancy overall. Part of a strategy to invest in the private sector through the Building Maintenance section to generate an additional income for the general fund and improve the housing stock overall.	
ES09	Ensure all those entitled to welfare support and benefits receive them promptly.	Both	Enabling Communities	Customers; Benefits	HOS Financial Services	Homira Javadi	On Target 	Ongoing	Benefits processing targets continue to be met and the EDMS project is on track to deliver by the end of December 2016.	
ES10	Financially support Suffolk County Council to identify and develop suitable short stay stopping sites in Suffolk for Gypsies & Travellers.	Both	Enabling Communities	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	Major Issues 	Ongoing	Ongoing discussions with Suffolk County Council, the Norfolk and Suffolk Gypsies and Travellers Team and other districts to identify suitable short stay stopping sites. This is proving challenging, but all parties remain committed to identifying a solution.	
ES11	Expand the diversity of social housing providers operating in East Suffolk	Both	Enabling Communities	Housing	HOS Housing Operations and Landlord Services	Justin Hunt	Behind Target 	Ongoing	Existing RPs have retrenched further following the rent cut announced in July 2015 making it less likely they will be able to fulfil this objective. However, the market for institutional investors is expanding and progress is being made to develop partnerships to fill the void left by RPs and create additional supply. Conversations with existing Registered Providers remain positive and they are keen to work in East Suffolk, subject to their capacity.	
ES12	Deliver the adopted Housing and Health Charter in East Suffolk.	Both	Enabling Communities	Housing; Communities	HOS Housing Operations and Landlord Services	Justin Hunt	Major Issues 	Ongoing.	Suffolk Transformation Academy and the Suffolk Strategic Partnership 'Think Big' workshops are producing positive solutions which will need to be developed further. Resourcing with health is a challenge to ensure implementation. RPs providing positive support to the initiatives.	
ES13	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 2016, 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 15 Sept 2016 to celebrate successful people, organisations & communities & 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	
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.	Quarter 3: Campaign activity to take place in Oct/Nov and Feb/March with the budget to be focused on activity which will deliver the most/best results i.e. which channels/media delivered the best ROI on our investment in 2015/16. The campaign will look at raising brand awareness to reach new audiences and ensuring engagement with potential customers who are already considering Suffolk as a destination.  10 events received financial support of £4,250 from the Suffolk Coast Festival and Events fund which targets those events held out of season.	
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	Quarter 3: Supported Suffolk Coast networking event on 12th Oct at Ivy House Farm. Good presentations from members of the DMO on summer marketing campaign and plans for autumn/winter marketing plus the accommodation booking company Inn Style Ltd.  Positive feedback received from the 'Buckets and Spades' video for the summer campaign which featured Lowestoft, Felixstowe and Southwold with 4400 views; drone footage of the following towns and villages which are being used on the relevant town guide pages; imagery from the video shoots to support campaign activity. Figures show town guides are really popular with people spending a decent amount of time on them and are engaged with the content. The top 5 towns were Beccles, Lowestoft, Thorpeness, Aldeburgh and Dunwich. Membership currently stands at 190 with area ratio at 53% SCDC / 36% WDC / 11% Other. A DMO workshop conference was held in November with a number of key attendees from the tourism sector. The future of the VEA/VS partnership agreement beyond March 2018 has started its review process.  Coastal Communities Fund (CCF) Programme is almost complete with outstanding projects reaching final phases now – four 'outstanding landscapes' footpaths have been resigned and republished and the new refurbished path near Walberswick will be officially relaunched in early 2017. The programme will officially end in early 2017 and a final report will be issued to DCLG in the spring.	

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ES19	Deliver and support further high profile cultural and sporting events as a catalyst for greater tourism opportunities.	Both	Economic Growth		HOS Economic Development and Regeneration	Paul Wood	On Target 	Ongoing	Quarter 3: 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 group and 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. Met with production team of the High Tide Festival taking place in in Sept '17.  Lowestoft Coastal Community Team looking at current events programme for town to explore options for attracting large scale events.	
ES20	Continue to promote and encourage recycling across East Suffolk through a financially sustainable service.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS Operations	Kerry Blair	On Target 	Phase 1 2017. Major Review delivered on via SWP 2019/20.	The Council is working in partnership with the other Suffolk Waste Authorities in the Suffolk Waste Partnership (SWP). A review is currently underway of the existing waste management services to identify the optimum service design ahead of a procurement of new services to replace those for which contracts are due to end in May 2019. An initial Members workshop was held in July 2016 to identify the high level priorities for the service going forward. The results of this workshop and an appraisal of options is being put to members in November 2019. One of the principles of the new service is that it will not cost significantly more than the current provision, but will offer the opportunity to increase recycling rates.	
ES22	Expand use of Social Media to enable development, improvement and growth of stakeholder and customer relationships.	Both	Enabling Communities; Financial Self Sufficiency	Customers	HOS Customer Services	Darren Knight	On Target 	Completion due 31.03.2017	Business Case completed. Staff training commenced. Member training booked. Project is progressing as expected.	
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 SMT CMT	Bill Parker	On Target 	Ongoing, conference planned for 2017 - date tbc	Norfolk and Suffolk Coastal Knowledge Network met in November and demonstrated a prototype of a new software package to make academic papers more available to coastal decision makers.	
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	Green Environment; Economic Development & Tourism; Resources	HOS SMT CMT	Bill Parker	On Target 	Ongoing	The Gorleston to Lowestoft Strategy which includes an adaptation approach is finalised and will be submitted for sign-off in Feb 2017. Work through the LGA Coastal SIG with Defra and EA is underway and making progress to unblock some of the issues on coastal adaptation. We now have a 0.4 FTE who started in Dec. funded by the RFCC working for CPE on coastal adaptation issues.	
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 	Autumn 2016	This was originally intended to be a shared legal service across the 7 Suffolk districts. When the business case for this was presented at SCEG, the initial investment required 4 years before there was any financial return-this was considered unacceptable and East Suffolk decided not to proceed. Since, we have launched a consultation to create a shared legal service within East Suffolk by merging the two teams. This was approved by SMT, and a formal staff consultation was launched on 6 June. The formal staff consultation on the proposed structure for the shared legal service closed on 13 July 2016. It was confirmed as the final structure immediately after the close of the consultation. A recruitment campaign was carried out with all positions filled.	
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 - December 2016 Council decisions whether to merge - January 2017 Council decisions on new council size - June 2017 Order made by Secretary of State - Sept 2017 Boundary Commission warding process Oct 2017 Elections to new Council	Simultaneous Cabinet met in March 2016 to consider the options for 'Further Transformation in East Suffolk'. From this initial meeting a more detailed proposal for merging SCDC and WDC was developed and considered at a further Simultaneous Cabinet meeting in July. Both Cabinets approved recommendations to proceed with merger. Summary of the Business Case was published in October and polling of 1000 residents began 3 October 2016. Further public engagement and consultation followed in Nov / Dec 2016.	
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 (SCEPWG) 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.	

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ES30	<b>Encourage and support more communities to develop local Community Emergency Plans.</b>	Both	Enabling Communities	Communities; Green Environment	HOS Environmental Services and Port Health	Phil Gore	On Target 		The Autumn edition of the Suffolk Prepared newsletter was circulated to all communities including those who are yet to engage with community emergency planning. Workshops 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	
ES31	<b>Continue to work, with partners, to ensure East Suffolk remains a safe place for our communities.</b>	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	<p>End of Year Community Safety Reports delivered to respective Scrutiny Committees.</p> <p>Worked with 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 discussed at ESP annual event on 11th November 2016.</p> <p>DHR Lowestoft - Report completed and submitted to Home Office who have confirmed it will be read by their Q&amp;A Panel on 27th September 2016. 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.</p> <p>PSPO - delivered at Latitude festival mid-July, working closely with Police and site security. One arrest relating to a legal high substance and a number of items discarded in amnesty bins - evaluation on-going.</p> <p>Locality ASB meetings continue in Leiston, Woodbridge and Felixstowe providing a vast amount of local intelligence from partners agencies and Ward Members.</p> <p>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	<b>Support and protect, through partnership working, families and individuals identified as being vulnerable, by encouraging them to seek help earlier and helping them to help themselves.</b>	Both	Enabling Communities; Financial Self Sufficiency	Community Health; Communities; Resources	HOS Communities	Nicole Rickard;#691	On Target 	Ongoing	<p>Two Local Area Coordinators appointed to work in Leiston &amp; Saxmundham and Beccles &amp; Worlingham - both 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 SCDC 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 for 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	<b>Support the development of a single footpaths service across Suffolk.</b>	Both	Enabling Communities; Financial Self Sufficiency	Communities; Resources	HOS Communities	Nicole Rickard	Behind Target 	April 2017	This will not progress for the foreseeable future until West Suffolk change their policy to support a county-wide rights of way service	
ES34	<b>Develop more Dementia Friendly Communities across East Suffolk.</b>	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target 	Ongoing	<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.</p> <p>Dementia Friendly presentations as part of the roadshow events held in each district in July. Dementia Friends Champions Training planned for Members and officers early in 2017.</p>	

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ES35	Fund and support community-led initiatives to improve health and wellbeing, including Men's Sheds, Carer support projects and Mental Health First Aid.	Both	Enabling Communities	Community Health; Communities	HOS Communities	Nicole Rickard	On Target	Ongoing	Seven community workshops held around Mental Health, Dementia, Carers, Social Isolation and Loneliness and Fit/Action (five for WDC /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.  Ageing Well pilot - work continues to support and signpost older people to improve access to services and improved quality of life.  Social Prescribing pilot model - Solutions - developed in conjunction with CCG, ECCH, Lowestoft Rising and Police, the CAB and 5 specialist service providers in collaboration with Kirkley Mill Surgery. Aim is to receive referrals to provide additional and alternative support for those patients with long term conditions to improve the quality of their lives and reduce the cost of health support. Referrals now increasing monthly and funding secured to extend the pilot. Potential SCDC pilot in Leiston being scoped.  Timebanking pilot being explored in Felixstowe through Felixstowe Forward. Men's Shed projects supported/promoted in Lowestoft, Halesworth, Saxmundham and Leiston. £1 million pounds funding confirmed, plus additional resources for staffing for SCDC for 2017/18.	
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	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. New 'exemplar/flagship' project programme launched on 1st October to be accessed through Councillors (ward or Cabinet Councillors depending on scale of project). Applications now being submitted. Funding made available for the new Leiston First Change Manager post.	
S02	Deliver an increasing number of affordable homes, particularly on exception sites, to support and sustain local communities.	SCDC	Enabling Communities; Economic Growth	Planning; Housing; Communities	HOS Housing Operations and Landlord Services	Justin Hunt	On Target	Ongoing	Enabling Housing Officer recruited. Strategy in place and potential opportunities being explored. (Funded through commuted sums - £1.6m)	
S04	Devolve any additional New Homes Bonus funding for affordable homes on exception sites directly to the relevant local Town or Parish Councils and invite Suffolk County Council to do the same.	SCDC	Enabling Communities	Communities; Housing	HOS Communities	Nicole Rickard	On Target	Ongoing	1.5 FTE Housing Enabling Officers in post and working with housing providers and Town and Parish Councils, including specific pieces of work in individual parishes and additional Housing Needs Surveys. Housing conference held November 2016 for Town and Parish Councils in conjunction with Hastoe.	
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Ongoing	Additional NHB receipts to be invested in an additional Community Development Officer for SCDC for 12 months starting from early 2017.	
S06	Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.	SCDC	Financial Self Sufficiency	Leisure	HOS Operations	Kerry Blair	On Target	Deben 2018 Leiston 2019 Felixstowe 2020+	A programme to plan the redevelopment/refurbishment of the districts four leisure centres has recently been reviewed and re-resourced. A Leisure Contracts Manager has been recruited to programme manage the initiative, supported by a newly formed multi-disciplinary programme team. Funding for the capital programme has been approved by SCDC. The project has now moved into the next phase, with a detailed business case being put together for the Deben project. This will be presented to SCDC cabinet in December.	
S07	Hold the Better Broadband Suffolk Partnership to account to deliver their commitment of 100% rollout of superfast Broadband in Suffolk by 2020; and provide further financial support from the Council to ensure that connection is affordable, particularly in more remote and rural areas.	Both	Enabling Communities; Economic Growth	Economic Development & Tourism; Communities	HOS Economic Development and Regeneration	Paul Wood	Major Issues	By 2020 (see progress note)	Intended that we will reach over 96% premises coverage in the county by 2019. For the 3-4% of Suffolk which we will not reach under our existing scheme, Government are currently formulating an approach to a "Universal Service Obligation" of 10Mbps for all premises by 2020. This is not finalised as yet, and the SCC view is that we will do all we can to progress the fibre rollout as far above and beyond the 96% we currently have contracted, avoiding a digital divide in Suffolk.	
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	Awaiting EDF to commence their stage 2 consultation to enable all parties to understand the potential impacts of their emerging proposals.	
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	Ongoing	Partners including EH have agreed that a governance review is required to establish if a new organisation can be set up to manage Landguard with the necessary requirements to bid for capital works funding. SCDC involvement is still required. Planning has started on an event to be held in June 2017 to mark the 350th anniversary of the Dutch Invasion and attack on Landguard Fort in 1667 and Armed Forces Day. SCDC have agreed to underwrite the event up to £25K. Felixstowe Town Council have donated £18K. More information can be found at: "http://www.discoverlandguard.co.uk"	
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.	A review of the current beach hut service including a study of the potential to provide an additional 100 huts on existing and new sites was undertaken in May/June 2016 and is currently being considered.  A review of beach hut provision with a three year growth plan has been drafted and is being presented to SCDC. This will match the growth trajectory for income outlined in the business plan.  In Waveney, a number of key development projects in the South Lowestoft beach area are being modelled, which will add capacity, increase revenue and support the objectives set out in the Coastal Community Plan.  Installation of new huts in Pakefield is underway with an additional 61 huts expected to be in place by end of 2016.	

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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 March 2017	Quarter 3: Work is progressing well with no major issues. Small delay in schedule with completion date anticipated August 2017. Weather may affect progress in Quarter 4.	
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target		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.	
S15	Complete the construction and occupy the Council's modern and more efficient Civic Headquarters.	SCDC	Financial Self Sufficiency	Resources	HOS SMT CMT	Andrew Jarvis	On Target		The Council have successfully moved into the new headquarters building, on time and within the budget parameters. Decommissioning of the old site is in progress in preparation for completion of the sale.	
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	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. 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.	
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	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 up which includes broadband and utilities.	
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 (5-10years) 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.	WDC	Enabling Communities	Housing; Planning	HOS Housing Operations and Landlord Services	Justin Hunt	On Target	Ongoing	First properties being let in August with a pipeline of 90 homes being progressed. There is capacity for a minimum of 160 homes so this programme is being increased with further opportunities being explored. The programme is also seeking to diversify its provision to cater for specific client groups.	
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Economic Growth	Green Environment; Planning	HOS SMT CMT	Bill Parker	On Target	Full scheme 2019 / 2020 Temporary due in October 2016, with a full test of the system planned with JEPU and other on 2nd Nov 2016.	Outstanding pluvial / fluvial modelling issues have now been resolved. Ground investigation works, key to reducing cost risks have been completed by Balfour Beatty. Outline Business Case to go to LPRG (EA sign off committee) now scheduled for June 2017 but this will not impact on delivery date.  Temporary defence barriers have been delivered and an operating protocol is in place with IDB providing the emergency resource through a Public sector co-operation Agreement. Successful media event to hand over the barriers to WDC	
W07	Transfer Southwold Harbour to new local Trust.	WDC	Financial Self Sufficiency; Enabling Communities	Communities	HOS Operations	Kerry Blair	Behind Target	Ongoing	New Project Manager in post July 2016. Work now progressing alongside various other initiatives in Southwold. Meeting between WDC and STC in October to discuss the TC's vision for Southwold. Work to be undertaken to ensure that the vision as set out by STC and the financial requirements of WDC can both be accommodated within the plans for the Harbour Trust.  Meeting held with Southwold Town Council in Dec 2016 to propose a new approach. Follow-up session being held with STC on 24 January and late February 2017. Anticipated new model to be developed for circulation in March.	



Business Plan Actions (Progress as Quarter 3 2016/17)

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
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	Decision due 1st April 2017 on extensions.	Q3: Pre-app advice now received for 'Phoenix Park' the former Wessex Food site being developed by Suffolk County Council and Concertus. The first units are expected to be delivered by the Q3 2017. Further enquiries for other parts of the site have also been progressed with the WDC working to facilitate this. Site maps and base rate information submitted to DCLG for extension sites at Mobbs Way and Riverside Road decision due Q1 2017.	
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	Q3: 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'.	
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Enabling Communities	Communities; Resources	HOS SMT CMT	Stephen Baker	On Target	Council decision November 2016 Council decision - making the Order January 2017 New parishes come into being April 2017 Elections to new parish councils May 2017	Stage 1 & Stage 2 consultation have been completed (finishing 22 August). Final consultation on the 'Final Proposal' takes place during October. Progress remains on track for final decision at Council in November 2016.	
W11	Establish a non-political Leader's Community Enabling fund of £25k per annum and consider developing Community Enabling Grants for each Councillor.	WDC	Enabling Communities	Communities	HOS Communities	Nicole Rickard	On Target	Annual Fund	Approach agreed by Cabinet in September 2016. WDC Small Grants and Community Enabling Funding combined to create a pot of £27,500 for community projects. This was launched on October 1st 2016 with a closing date of 30th November 2016.	
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Enabling Communities	Leisure	HOS Operations	Kerry Blair	Not yet started			
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. Work on the Campus project progressing.	
W15	Encourage re-development of the former Blundeston Prison site for uses that meet local community and Council aspirations.	WDC	Economic Growth	Economic Development & Tourism; Planning; Housing	HOS Planning and Coastal Management	Philip Ridley	On Target	2016 onwards	Planning application received and to be reported at August Planning Committee meeting.	
W16	Support delivery of a new playing field facility in Kessingland, through an enabling housing development (in accordance with the draft Neighbourhood Plan).	WDC	Enabling Communities	Leisure; Housing; Communities	HOS Operations	Kerry Blair	Not yet started			
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 developing 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 Economic Development and Regeneration	Paul Wood	Not yet started	Date to be set once land ownership issues resolved.	Working groups established in 2015 to identify immediate quay repair issues and develop broader redevelopment schemes to generate revenue to fund quay repair. Conclusions of these working groups: - more detailed investigations required to determine scale of repairs required and costs - business case development required for potential redevelopment schemes There are some land ownership issues associated with quay which need to be addressed before the above actions can move forward.	
<b>COMPLETED ACTIONS:</b>										
ES14	Develop and launch 'Eat Out Eat Well', a healthy food award scheme to encourage food businesses in Suffolk to offer healthy food choices.	Both	Enabling Communities	Community Health; Economic Development & Tourism	HOS Environmental Services and Port Health	Phil Gore	Completed	Eat Out Eat Well launched January 2016.	Eat Out Eat Well launched January 2016. As at July 2016 three businesses in East Suffolk received awards. Scheme is being promoted amongst other businesses as part of existing food safety inspection programme and by other means e.g. <a href="http://www.eastsuffolk.gov.uk/business/food-safety/eat-out-eat-well/">http://www.eastsuffolk.gov.uk/business/food-safety/eat-out-eat-well/</a> and the initiatives county funded Project Officer Healthier Eating Award.	29/01/2016
ES16	Build on the 2014 & 2015 Women's Cycling tour to encourage greater leisure, activity and health opportunities for East Suffolk, including cycle friendly district policies and initiatives.	Both	Enabling Communities	Leisure; Community Health	HOS Communities	Nicole Rickard	Completed	Ongoing	Women's Cycle Tour 2016 successfully delivered in Waveney District, including associated schools and community activities	15/06/2016
ES21	Provide an innovative, more customer friendly, transactional and intuitive Council website.	Both	Financial Self Sufficiency; Enabling Communities	Resources; Customers	HOS ICT Services	Ann Carey	Completed	Digital Strategy runs to 2019 Channel Shift Programme 2016 - 2019	Launch of new joint web platform scheduled for end May Channel Shift Programme due to begin June 2016	31/05/2016
ES23	Integrate coastal management expertise with other local authorities to ensure most effective local delivery.	Both	Financial Self Sufficiency	Green Environment; Resources	HOS SMT CMT	Bill Parker	Completed	Delivered on time	Coastal Partnership East operating well and delivering as per business and action plan. Joint procurement of contractors plan being developed.	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	Completed	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

**Business Plan Actions (Progress as Quarter 3 2016/17)**

Action Reference	Action Description	Council	Strategy	Critical Success Factor	Service Plan	Responsible Officer	RAG Status	Timeframes	Latest Progress	Completed Date
S08	Work alongside Suffolk County Council in the development of a business case for, and delivery of, the A12 four villages bypass (aka SEWay).	SCDC	Economic Growth	Economic Development & Tourism; Housing; Planning	HOS Planning and Coastal Management	Philip Ridley	Completed	SOBC completed. SCC now working on the Detailed Business Case.	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.	Completed July 2015. Ahead of time and on budget.	31/07/2015
S16	Deliver an improved customer service hub and 'one stop shop' at Woodbridge Library, in partnership with Suffolk Libraries.	SCDC	Financial Self Sufficiency	Customers; Resources	HOS Customer Services	Darren Knight	Completed	End of project review completed.	Building works completed End of project review completed Snagging issues due for completion by the end of May	30/05/2016
W12	Complete the refurbishment of the Marina, Lowestoft as a 'one-stop' customer service centre with Suffolk County Council.	WDC	Financial Self Sufficiency; Enabling Communities	Customers; Resources	HOS Customer Services	Darren Knight	Completed	Completed		29/04/2016