






















Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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	We are establishing specific in-house capability to explore and develop potential opportunities in East Suffolk for delivering a range of affordable homes. To date we have been successful in accessing £870k in funding from Homes England which has been used to build 62 new council houses. In addition, we have secured funding of £2.2m from the Government to provide affordable housing in areas of high second home ownership, which includes 15 homes in Southwold as part of two innovative community initiatives. We are also working with two Community Land Trusts who are seeking to purchase land in their own parishes to own and develop housing, thereby increasing the opportunities for more affordable homes. Support and encouragement will be provided to any local community that seeks to pursue a Community Land Trust as an option. The exception site policy in Waveney has recently been updated and the current Suffolk Coastal policy is under review as part of the local planning process. Both emerging Local Plans encourage low cost home ownership schemes as affordable housing and in preparation for this, we have been successful in obtaining LGA funding to help improve accessibility in Suffolk Coastal to new shared-ownership and shared equity housing that will be built. Since 2015, nearly 450 affordable homes have been built in East Suffolk, with a further 150 due for completion by April 2019. A site in Suffolk Coastal is likely to be acquired by the end of the years which after demolition of the current dwelling is likely to provide a new self build plot.	On Target 
ES07	Support communities to develop innovative approaches, including 'enabling developments' to help fund major estuary and coast protection works.	Both	Bill Parker	Enabling Communities	<p>We provide support to the Alde and Ore Estuary Partnership (AOEP) and Deben Estuary Partnership (DEP) in their work to safeguard these estuaries for the benefit of future generations. We have supported them in a number of areas including the production of their Estuary Plans, which are significant and important documents that, following detailed engagement with all stakeholders, set the future ambition for the estuaries and inform decision-making by statutory bodies. Support has been given on planning issues (such as works to river walls and proposed 'enabling development' projects to unlock funding) and also flood and coastal resilience guidance.</p> <p>We have also provided detailed guidance and input on funding opportunities for the AOEP through close engagement with members of the partnership, designing the current fundraising campaign. Through our membership of Coastal Partnership East, we have also been able to make consecutive successful bids on behalf of the DEP and AOEP for annual Local Flood Levy support grants. Ongoing support is also being provided by working with DEP, the Water Management Alliance and County Council colleagues to develop an innovative financing model to restore the saltmarsh across the Deben estuary, which is an important part of the tourism offer and provides natural flood defence benefits. Through Coastal Partnership East, we worked with colleagues locally and nationally to champion this project, which led to it being included in the 5 year Defra 'Marine Pioneer' scheme, acting as a demonstrator for the new 25 Year Environment Plan. We will continue to help develop the academic evidence base for the project and establish innovative sources of funding that will enable this important project to be delivered.</p> <p>The AOEP and DEP pay an essential role in managing the Alde & Ore and Deben estuaries, particularly around resilience to flooding and marine planning issues. The partnerships have formal governance structures in place, are established as either a charity or trust, and are recognised in local and national policy as key stakeholder organisations. Crucially, the partnerships are led by members of the community on a voluntary basis.</p> <p>The work of the AOEP and DEP is essential to the local economy and our communities, due to the significant tourism, infrastructure and agricultural assets on our estuaries, plus the hundreds of homes, families and business located there. Both partnerships have major campaigns in place to improve and maintain the river walls and marshlands along the estuaries.</p>	On Target 
ES08	Continue to reduce the number of long term empty properties.	Both	Andrew Jarvis	Economic Growth	<p>There are many benefits to bringing long term empty homes in East Suffolk back into use, not least because it often removes the negative impacts an empty home can have on a neighbourhood if it is unsightly or attracting vandalism, helping to increase the availability of housing in the area, and the benefit of a New Homes Bonus for each property brought back into use. Our work to identify empty homes and bring them back into use has seen the number of empty properties in Suffolk Coastal reduce from 750 to 550 and the number in Waveney falling from 883 to 510. We have also introduced a new streamlined process for dealing with empty homes and are currently preparing to compulsorily purchase our first long term empty home in order to bring it back into use.</p> <p>It is anticipated that a long term empty property in Lowestoft will have been acquired by the Council by the end of December without the anticipated need for a Compulsory Purchase Order. In Suffolk Coastal successes include three properties where engagement with the elderly owners is likely to result in them being sold by auction before the end of the year, all having been abandoned years ago.</p>	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	<p>As part of our responsibility to ensure that the needs of our Gypsy and Traveller community are met, we are working with Suffolk County Council, and the other Suffolk local authorities, to identify suitable short stay stopping sites in Suffolk. Providing suitable sites will reduce the number of unauthorised encampments and the costs associated in dealing with these.</p> <p>East Suffolk contributes financially towards the costs of identifying suitable short stay stopping sites as a co-signee of the joint partnership agreement that exists between all Suffolk local authorities and Norfolk County Council. In addition to this, all Suffolk local authorities have committed to provide further financial support once suitable sites have been identified, so that the necessary investigative work can be carried out and the sites brought up to standard if found suitable. Every Suffolk local authority will contribute equally regardless of the location of the identified sites. Suffolk County Council is currently recruiting a Project Officer to help progress this work and East Suffolk will contribute towards the cost of this post, along with the other Suffolk local authorities.</p> <p>Work continues to identify suitable sites for further investigation, and we continue to carry out the mandatory bi-annual count of pitches in order to monitor need and report to the Ministry of Housing, Communities and Local Government.</p>	On Target 
ES11	Expand the diversity of social housing providers operating in East Suffolk	Both	Andrew Jarvis	Enabling Communities	Registered social housing providers own and manage social housing and provide much needed affordable housing. Their role in providing affordable housing in East Suffolk is very important and we have sought to increase the diversity of provision to maximise the opportunities for new developments and funding in East Suffolk. We have been successful in encouraging a new housing association to become active in the district and have seen further diversity in the provision of social housing with a new private developer becoming a Registered Provider. Both Councils have also become social housing developers and have plans in place to increase our activity in this area. In addition, we are actively working with Community Land Trusts and community groups to deliver social housing. Collectively these are presenting new and wide ranging opportunities for social housing provision in East Suffolk which we are committed to developing in future years.	On Target 

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ES12	Deliver the adopted Housing and Health Charter in East Suffolk.	Both	Andrew Jarvis	Enabling Communities	<p>As members of the Housing and Health Charter, we aim to ensure that people living in East Suffolk live in suitable, affordable homes that are in good condition and where they feel safe and supported by the local community.</p> <p>In support of this, we are members of the 'Warm Homes Healthy People' scheme which is designed to help vulnerable people and families make their homes cheaper to heat by providing grants for first time central heating, insulation and draught proofing, as well as assisting with boiler/heater repairs, the loan of electric heaters and advice in connection with making homes more energy efficient. In 2017/18 Warm Homes Healthy People surveyors carried out 211 home energy assessments, bringing the total number of inspections since 2014 to over 1,600. These surveys have resulted in bespoke energy advice, heating interventions, loan heaters, emergency fuel payments and longer term solutions to heating.</p> <p>We also support National Energy Action which is a fuel poverty charity which administers funding to deliver heating interventions. To date projects in Suffolk have received over £560,000 in funding, resulting in 143 homes made warmer for residents suffering health conditions likely to be made worse by living in a cold property.</p> <p>We also work with our health, community and voluntary partners to target those who may be struggling with their bills. We also work with The Rural Coffee Caravan by providing them with information on our services which they then take with them as they visit our rural communities.</p> <p>By helping to fund a Health Liaison Manager who works from various local hospitals, we can better facilitate the smooth discharge home for people where heating is an issue. We are also members of the 'Home from Hospital' scheme and work with partners to fast track the more extensive works required to a property, such as grab rails and ramps, to enable discharge from hospital. As part of this scheme we have assisted 23 patients making a saving to the NHS of around £5,000.</p> <p>We have recently part funded a new post to carry out a review of all housing related support in order to identify duplication and 'sticking points' in the wider system and to recommend ways we can work together to overcome these. Work is also underway to widen the search for small development sites within our ownership which could be released for housing development.</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>In February 2017 the Norfolk and Suffolk Coastal Network was launched which aims to bring together leading academic institutions (the University of East Anglia, the University of Cambridge, Cranfield University and the University of Essex) with research institutions (Cefas, the Eastern Inshore Fisheries and Conservation Authority and the British Geological Survey), The Crown Estate, the New Anglia Local Enterprise Partnership, local authorities, Internal Drainage Boards and the Environment Agency to share knowledge and work together to support decision-making on the coast. The Network has met a number of times and whilst it is recognised by all parties that there is a joint interest in the Suffolk and Norfolk coast, there has been no mechanism to share ideas/expertise across organisations. Currently work is focussed on North Norfolk, with the development of a research plan for the Bacton sandscaping project, which is providing the focus for current work. There is a real need for this organisation, which is demonstrated by the partners' continued interest and encouragement to see it develop to its full potential. There is a recognition that the Network can add value, provide a strategic space for partners to shape, develop and plan delivery of a coherent, consistent, fully integrated approach to the coast, creating an impact which benefits the communities, the economy and the environment.</p> <p>The networking links developed to date have enabled us to participate in the Blue Futures project, with input from our Coastal Management and Economic Development Teams, into long term thinking on economic planning connecting the sea to the coast to land based industries. This should be concluded in Autumn 2018. The existence of the Network, and its ethos of collaboration, was essential in the development and delivery of this project. The ground breaking initiative to link land use and marine economy planning has brought a different dynamic in terms of future thinking about how coastal locations are best able to exploit marine economy opportunities and deliver jobs, skills and economic growth. Although the project is coming to an end, it is evident that the process has yielded an invaluable resource in terms of insight, economic intelligence and realising future projects.</p> <p>Our work with Cranfield University around the use of data and vulnerability assessments, whilst not yet complete, is helping to inform our work on prioritising vulnerable areas and, in particular, feeding into the national 'refresh' of the Shoreline Management Plans. This is developmental work that will place Suffolk at the forefront of coastal management in the future.</p> <p>Two bids have been submitted to the Natural Environment Research Council for approximately £4m. These were led by the Universities of East Anglia and Cambridge. Whilst both bids were shortlisted, neither received funding but we are considering further bids and also progressing elements of these to the Natural Resources East initiative. There is the potential to consider some smaller funding bids which address the component parts and collectively delivers the impact envisaged by the larger NERC bids. The existence of a Post Doctoral Training Programme (ARIES) is also an opportunity to leverage academic expertise into coastal related 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>In order for our work on coastal adaptation issues, through our involvement with Coastal Partnership East, the Regional Flood and Coast Committee has funded a permanent, part time, resource. We have been working with landowners to enable them to change their business model in order to adapt to coastal change. This has resulted in the development of moveable holiday let accommodation in Eastern Bavents, with planning permission, in order to enable the properties to be moved back if the cliff line becomes too close. In addition, we have been able to undertake significant ground work and robustly challenge the Environment Agency and Defra on issues, such as the lack of funding options.</p> <p>Direct engagement with Defra, through the Local Government Association Coastal Special Interest Group, led to a major workshop being held in April 2017 to look at the issues of coastal change and adaptation. This workshop generated two separate reports being initiated by Defra into the economic justification for coastal adaptation and also scoping and scaling the challenge around the English coast of coastal erosion. Neither of these reports would have happened without our direct engagement. These reports are anticipated in the Autumn of 2018.</p> <p>In addition, following the April 2017 workshop, we took part in a presentation to the Adaptation Sub Committee of the Committee on Climate Change and informed them about coastal adaptation issues and this has led directly to a wider dialogue and further research and an anticipated inclusion of these issues in the next National Adaptation Programme report. Presentations have also been given at the national Flood and Coast conference.</p> <p>The Environment Agency is undertaking a review of its Flood and Coastal Erosion Risk Management Strategy which has a coastal overview. By working with the Environment Agency at the highest level has ensured that coastal adaptation is very much on the agenda. This Strategy should be drafted by the end of 2018. Whilst there are a number of workstreams, we are on the Advisory Panel to ensure that the coast is appropriately represented in the final Strategy.</p>	On Target 






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					<p>The Government's 25 Year Environment Plan has a number of hooks in it to enable and facilitate coastal adaptation and coastal management. This includes:</p> <ul style="list-style-type: none"> • Doing what is necessary to adapt to the effects of a changing climate, improving the resilience of our infrastructure, housing and natural environment. • Reducing the risks of harm from environmental hazards by making sure everyone is able to access the information they need and by making sure that decisions on land use, including development, reflect the level of current and future flood risk, boosting the long-term resilience of our homes, businesses and infrastructure. • Mitigating and adapting to climate change by implementing a sustainable and effective second National Adaptation Programme. 	
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>We have applied to the Department for Transport to take over the enforcement of parking controls from Suffolk County Council. We want to do this in order to provide a single, integrated, parking management service at local level within East Suffolk. We believe this will provide a greater focus on enforcement, improve road safety, reduce illegal parking, will be self-financing and will allow us to more easily respond to changes in local parking requirements.</p> <p>Although we have formally applied to the DfT, they have failed to commit to a date for granting these parking powers to us. However, we have continued to plan for adoption powers from April 2019. We will review this position in late 2018 if the DfT has not progressed our application by then.</p> <p>The DfT requires local authorities to clearly set out, and regularly review, their parking policies and evidence of this must be submitted as part of our application. The County Council has recently consulted on the content of the Suffolk Parking Management Strategy, which sets the overarching strategic policies for the operation of civil parking enforcement. Each enforcement authority is tasked to produce an area parking plan, providing local detail on the delivery of parking policies.</p> <p>The draft East Suffolk Area Parking Plan (ESAPP) has been written with the emphasis on localised engagement on decision-making about parking issues. Other councils already operating civil parking enforcement successfully have told us that the public expect local parking issues to be resolved locally without the need for protracted discussions with different authorities or organisations. This is consistent with East Suffolk's view on devolved decision-making for all parking related issues. The ESAPP sets out our vision for how we will deliver a quality parking service that embraces local engagement. We are currently undertaking a consultation on the contents of the ESAPP. Every Town and Parish Council in East Suffolk has been asked to comment on this draft, along with representatives of local access groups and statutory consultees (emergency services, public transport operators and motoring and road haulage groups), and of course, the public. The analysis and results of the consultation will take the form of a report to help inform the final content of the ESAPP prior to formal publication. East Suffolk is the first in Suffolk to publish its area parking plan.</p>	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	<p>We recognise the need for more affordable housing in East Suffolk and since 2015 have delivered 550 new affordable homes, with around 50 of these being built on rural exception sites and reserved solely for local people. In addition, we have a further 150-200 affordable homes due for completion in 2018/19. We continue to work with partners to identify and unlock further sites (including rural exception sites) for affordable housing. Our ambitions are set out in our new Housing Revenue Account Business Plan which identifies funding of £227m for 257 new affordable council homes by 2022/23 and an estimated additional 1,500 council homes by 2047/48 in East Suffolk. We have initiated a programme of land acquisition and new build development to provide additional affordable homes with longer term investment in Lowestoft and the outer harbour expected to provide a significant opportunity for the development of further affordable homes. We have already invested £4.4m in the purchase of brownfield sites in this area to aid regeneration and deliver new homes. We have an aspiration to increase the amount of council owned affordable housing from 4,479 homes to 5,200, including development on council-owned and rural exception site land.</p>	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	<p>Outcome 2017/18: 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.</p>	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.	SCDC	Ann Carey	Enabling Communities; Economic Growth	<p>The latest figures for superfast broadband coverage in Suffolk is 93%, which is the percentage of premises able to receive superfast broadband greater than 24Mbps. This is up from 85% in 2014 at the end of the first Suffolk Better Broadband contract and 90% in March 2017. The second contract is due to complete mid 2020 and is on target to deliver 98%. Funding from the second contract clawback will be directed to addressing the final 2% and a new contract framework is now being created for this. Efforts continue to try and secure further funding from local, regional and national sources to ensure 100% roll out of superfast broadband.</p> <p>The economic, social and educational benefits of access to superfast broadband are well documented and achieving 100% coverage will ensure full digital connectivity for the residents and businesses of East Suffolk. Those premises within the final 2% are the most technically challenging and therefore the most expensive to address. Initiatives such as Universal Service Obligation and new broadband technologies are being developed to provide solutions to these situations.</p> <p>Take-up levels across Suffolk are, on average, 45%, but increases to 55% in contract areas. It is not possible to distinguish business versus residential take-up as there is no clear definition of what constitutes a 'business' premises and many businesses have private or residential broadband solutions in place.</p> <p>Whilst recognising the improvement in coverage, we are committed to supporting delivery of full broadband coverage and have put various initiatives in place, such as working with housing developers and business communities, providing information to town and parish councils and residents to help drive demand (which includes providing more council services online) and contributing to the Suffolk Better Broadband Programme. We have also committed £250,000 of dedicated funding to our Enabling Broadband programme. This has established a contract framework with local wireless broadband suppliers to make wireless broadband services available in areas currently identified as 'no build' by Suffolk Better Broadband Programme with the first works commissioned in Nov 2018.</p> <p>In addition to the above, we now have a better understanding of the broadband infrastructure across East Suffolk and the location and distribution of the residents, communities and businesses who are not able to access superfast broadband. There is also a greater awareness amongst Members and staff of the importance of superfast broadband for the future success of East Suffolk.</p>	On Target 

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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	<p>We are committed to ensuring that if Sizewell C goes ahead, we maximise the benefits of this for our local communities, while minimising any negative impacts for the area. We recognise that achieving the right balance will be a tough task, but it is achievable if we work together. EDF Energy has a responsibility to consult with the public and key stakeholders in relation to the development of Sizewell C and we work hard with our communities, local stakeholders and the County Council in response to this. EDF have informed the communities that their Stage 2 Consultation will commence on the 4th January for 12 weeks. We do this in a number of ways:</p> <ul style="list-style-type: none"> • By submitting formal responses to EDF's public consultations having taken local views into account and those of key stakeholders and partners. • Meeting regularly with local Members representing the most affected wards to ensure that local views are taken into account and establishing a relationship of mutual trust with our towns and parishes to reassure them that we are working to secure the best outcomes for East Suffolk. • Convening meetings of the Sizewell C Task Group to enable local Members to input directly into the process and provide local knowledge on how proposals affect their areas. • Establishing the Sizewell C Joint Local Authority Group in order to facilitate a joint local authority approach to the challenges and opportunities that will result from the construction and operation of the proposed new nuclear power station. • Attending meetings of Suffolk Energy Coast Delivery Board which brings together representatives from Central Government, local councils and businesses with EDF Energy. • Supporting EDF's Stage 2 public consultation by making officers available at the 22 public drop-in sessions and public exhibitions to ensure effective engagement. • Supporting EDF to engage hard to reach stakeholders and people with disabilities who may have problems accessing the consultation. • Making information on the proposals available in key locations, such as local libraries. <p>Our strategic objectives are to provide a lasting legacy for the local communities and the economy, to appropriately mitigate and/or compensate for local impacts, secure skills and education benefits for the wider area, support the economic growth of the region and East Suffolk in particular, to act as an environmental exemplar within the protected landscape, to secure an infrastructure legacy and to ensure an appropriate decommissioning and waste removal strategy.</p> <p>The proposed new Sizewell C nuclear power station provides a huge opportunity for growing the East Suffolk economy. At the peak of the construction, some 5,600 people will be employed at the site and around 900 people will be employed at the power station when it is up and running.</p> <p>We have also recently developed an Energy Projects Team to enable us to fulfil our role as local planning authority in relation to major energy projects of national significance, including Sizewell C, to ensure that East Suffolk benefits from the large scale projects proposed in our area and that dis-benefits are minimised and compensated for.</p>	On Target 
S10	Expand and enhance the visitor experience at Landguard, Felixstowe and support a Heritage Lottery Fund bid.	SCDC	Paul Wood	Economic Growth	<p>The Landguard peninsula is home to Landguard Fort, the scene of the last attempted invasion of England's shores by a foreign force. It is also home to a 65 acre nature reserve, the Felixstowe Museum, a bird observatory, port viewing area, cafe and visitor centre. Visitors come to enjoy the heritage and natural attractions and numbers increase year on year, with something in the order of a million visitors and 650,000 vehicle visits. The Museum has just been awarded the Best Small Visitor Attraction in Suffolk & Norfolk for 2018 and a new kiosk is scheduled to open in August 2018.</p> <p>A governance review is now planned with the aim of recommending options for the better management and integration of the various Landguard stakeholders and third party capital funders. We anticipate a bid to the Heritage Lottery Fund in due course of around £4m focussing on the military history of the Fort in particular, and the peninsula as a whole, with the aim of creating a single, joined up, visitor experience encompassing all the attractions and removing the barriers between the different elements of the site. A key project would be to create a viewing platform from the Fort that offers the best panorama of land and sea.</p> <p>Consultant appointed to assist with HLF Resilient heritage grant application (Circa £50K) for Governance review.</p> <p>Meetings held re introduction of Car Park charging at Landguard.</p> <p>New Kiosk latest installation date end of October.</p> <p><i>Action has been delayed due to the need for a governance review. Once this has been completed and the new governance is in place we will be in a position to apply for a major HLF award to extend and enhance the area as a visitor attraction. On that basis the action will not be complete by the end of March.</i></p>	On Target 
S11	Increase the number of beach huts provided in the District by at least 10%.	SCDC	Kerry Blair	Financial Self Sufficiency	<p>A review of beach huts was undertaken in 2016/17 and recommended that new sites could be created in the district, increasing the existing number by 10%. We know there is a demand for new beach huts because we have waiting lists in several locations.</p> <p>However, the impact of Storm Emma (in March 2018), coupled with the severe weather conditions in early Spring 2018, have had a significant impact on our plans to increase the number of beach huts. The storm and adverse weather caused a change in the beach levels at Felixstowe which resulted in officer resources being almost totally diverted in order to deal with the need to rapidly, and temporarily, relocate around 70 existing beach huts and search for a longer term solution for their permanent relocation.</p> <p>Prior to this, we had identified potential new sites in other parts of the district and we have 17 new sites, a mixture of existing relocations and new huts, coming forward for consideration by the Planning Committee shortly. We are also exploring another site for 40 huts in Felixstowe.</p> <p>Following the Beach Hut Review of 2017, we have successfully streamlined the beach hut service and fees from 15 different structures down to just 2. In addition, we have agreed that the baseline fees will increase by 10% over the next two years.</p> <p>On track to deliver.</p>	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	<p>We have successfully delivered all of the first 5 year proposals contained within the LTIP, which are as follows:</p> <ul style="list-style-type: none"> • A bus/rail interchange at Lowestoft Station which has helped reduce traffic congestion by making walking, cycling and bus travel more attractive. • The introduction of a water taxi service on Lake Lothing which has supported two new jobs (as well as safeguarding others) and training opportunities through the restoration and operation of the boat. The business supports the tourism sector by offering boat trips between Oulton Broad and South Pier, the two key retail centres in Lowestoft. • Improvements to the Commercial Road junction, including the introduction of a right turn to allow movements to the south thereby drastically reducing journey times for commercial traffic servicing the port. • Completion of the Northern Spine Road which has diverted through-traffic away from key residential areas giving traffic, particularly lorries and other commercial vehicles, a quicker route to the A47. • Retention of the hourly rail service between Lowestoft and Ipswich which is critical to commuters and supporting wages to the local economy. 	On Target 

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W03	Deliver a Pedestrian & Cycle Bridge over the railway line at Normanston Park.	WDC	Paul Wood	Economic Growth	We have successfully appointed Sustrans, a not for profit sustainable transport organisation, to develop the outline design for the bridge across the railway. The land around the preferred site for the bridge is difficult to access, but we have now secured permission to undertake site investigations to the South/West of the railway, with legal agreements pending. It is anticipated these investigations will commence early in 2019. We have also engaged key stakeholders in close proximity to the project. A funding strategy will also be in place by the end of the Business Plan period.	On Target 
W04	Improve access to Broadway Farm industrial estate, Halesworth.	WDC	Philip Ridley	Economic Growth	Broadway Farm lies to the north of the Norwich Road Industrial Estate and provides a logical extension to the existing industrial areas to the north of Halesworth. The site is relatively well contained within the landscape, which is of reduced quality due to the pylons which run to the west. Development on the site would provide valuable extra jobs to support the local economy and the growing population of Halesworth and Holton. Land at Broadway Farm has been allocated for employment development, but must be developed in accordance with site specific criteria including the provision of pedestrian and cycle access to the site, landscaping, an ecological and transport assessment, travel plan and an archaeological evaluation. There are two possible options available to improve access to the industrial estate. The first is to construct a wide access road which come out on the western side of an enlarged Sparrowhawk roundabout creating five arms. This will include construction of a pedestrian/cycle route and two bus stops and shelters. The second is to construct a new access road onto a widened A144 to the north of Sparrowhawk roundabout to allow a south bound right turn lane to be constructed for traffic to turn into the estate. Delivery of an improved access at this site is dependent on working with partners to facilitate progress of the project and to secure funding for it. This is therefore a long term proposal which is unlikely to come forward in the short term. The site allocation has been reconfirmed in the new Waveney Local Plan	On Target 
W05	Increase the number of new Council Houses.	WDC	Andrew Jarvis	Enabling Communities	In 2015 we built our own housing for the first time in a generation and have committed ourselves to an ambitious development programme going forward. We have built 20 new council homes which have been generally let to local people. This year we will triple the number of new council homes with 60 properties, with affordable rents, becoming available. These new properties range from 1 bed flats to 3 bed family homes across the Waveney district. In addition, our Housing Revenue Account Business Plan identifies and budgets for a programme of 257 new council homes to be built over the next 5 years and we are working to identify appropriate sites for new developments to ensure our 'development pipeline' is maintained, although identifying land for development is proving problematic and therefore the figure of 257 new homes in 5 years is likely to prove a challenging target.	Behind Target 
W06	Complete the Lowestoft Flood Protection measures, including a tidal gate.	WDC	Bill Parker	Economic Growth	In November 2016, we took delivery of 1.4km of temporary flood defences, similar to those used by the Environment Agency. These defences, funded by the Regional Flood and Coast Committee, will help to reduce the risk of flooding to areas in Lowestoft that are most vulnerable to flooding from the sea. These areas were chosen using data and information from the 2013 tidal surge. The barriers were deployed for the first time in January 2017 and provided reassurance to local people, and to local businesses, who were badly impacted during the 2013 tidal surge. The temporary barriers are stored at various locations along the 1.4km length. This makes them quicker and easier to deploy. We work closely with the Environment Agency and our contractors, the Water Management Alliance, in order to respond quickly should a tidal surge be predicted. All of the temporary barriers will be in place well in advance of any surge tide impacting upon Lowestoft. Equally, we can respond just as quickly once the tide has passed, ensuring that Lowestoft returns to normal with minimal disruption to businesses and people. In terms of permanent flood defences for Lowestoft, in order to attract Government funding, flood risk management projects have to go through an assurance process. First stage of this is the Strategic Outline Case. This helps to set out the case for change and explore what technical options are possible to reduce the risk of flooding. It also begins to explore whether these options are environmentally sound and affordable. In March 2017, project successfully went through its Strategic Outline Case assurance step. We are now progressing with the next assurance stage, which is the Outline Business Case. At this stage we explore in much more depth the technical detail, environmental impacts and affordability of what is the most likely solution. Because the Lowestoft Flood Risk Management Project includes a tidal barrier, it requires a Transport Works Act Order (TWAQ). A TWAQ, if granted, will enable us to construct and operate a structure which interferes with navigation rights. As is the case with most largescale construction projects, programmes change as details become clearer. Subject to a number of approvals, including legal agreements with landowners, planning permission and approval from the Environment Agency, we hope to begin construction of the tidal flood walls and works to alleviate flooding from rivers and extreme rainfall by late Spring/early Summer 2019.	On Target 
W07	Transfer Southwold Harbour to new local Trust.	WDC	Kerry Blair	Financial Self Sufficiency; Enabling Communities	Southwold harbour is in need of significant investment in order to maximise its potential and ensure its long term future. This is why we have been working in partnership with Southwold Town Council, through a Joint Committee, to develop options for the sustainable, long term, ownership, control and delivery of the harbour lands, ensuring that it reflects the culture and character of Southwold, allows for local influence and accountability and ensures a sustainable future. The Joint Committee initially proposed a charitable trust, with the formation of a company limited by guarantee and registered as a charity, to manage the harbour lands and a leisure trading company, limited by shares and wholly owned by the charitable company, to manage the caravan. However, in 2016, a number of potential issues in respect of the planned charitable model were highlighted including the potential for 'asset lock', the risk to the District Council of advancing significant sums of money to fund the necessary repairs and improvements without control of the harbour, the potential limited use of revenue generated by the harbour lands and a lack of resilience to manage the liabilities and risks. In addition, the charitable trust is also inefficient in taxation terms. As a result of the above, we are now moving forward with the creation of a local authority trading company model to secure the long term future and investment in the harbour. This will see a board of directors, comprising elected members from both the District and Town Councils, with Waveney District Council remaining the sole shareholder. In addition, a leisure trading subsidiary, limited by shares and wholly owned by the local authority trading company, will manage the caravan site with the option to add a separate charitable company to ensure tax efficiency in relation to any profits made by the trading subsidiary, which can be used to facilitate private fundraising and finance work outside the harbour lands.	On Target 

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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	Progress as at Quarter 1: £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 
W13	Deliver a community sports & leisure hub on Oakes Farm, south of Carlton Colville.	WDC	Kerry Blair	Enabling Communities	We are working hard to deliver a high quality sporting facility, for clubs and individuals, in an area where residential growth is planned. This would ensure that open space is available for the benefit of a growing local community. In addition, if the commercial elements of the hub are correctly structured, the facility has the potential to contribute to the local economy by drawing people into the area in order to visit the site. In 2015 we commissioned a review of the masterplan. This review identified significant revenue costs in connection with the operation of the facility if the recommendations in the original masterplan were to be implemented. As a result, an alternative plan has been explored which includes the provision of revenue generating elements, such as rope swings and a high wire area, paintballing, a Segway course and Go-Karting. Now that the full costs of the project have been identified, discussions are underway with the landowner to identify whether lease arrangements can be negotiated that will enable the scheme to be delivered.	On Target 
W14	Support the delivery of the Halesworth Campus providing new leisure & care facilities.	WDC	Nicole Rickard	Enabling Communities	Following the closure of Halesworth Middle School in July 2012, the potential future use of the site has been the subject of much discussion. The site currently offers a full-size all weather pitch, swimming pool, fitness gym and café. However, there are a number of community hubs and facilities in Halesworth and before the former school site can be considered for further development as a Campus, it was considered appropriate to commission Community Action Suffolk to undertake a review of the town's facilities in order to better understand how the Campus would fit with existing community facilities in the town. This review will include liaison with Halesworth Town Council. Recently NHS Property Services has declared the Patrick Stead Hospital site surplus to requirement and this may be listed as an asset of community value. Until the full picture is known, a decision on the future of the Campus cannot be made.	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	We are committed to providing a more comprehensive play offer in Kessingland, particularly for older children and youths. The Local Plan has identified the potential for around 100 new homes to be built in the area and once this housing development comes forward, it will release land on the west side for the provision of a play facility and wider green space. No planning application has yet been received, although we anticipate that a scheme will come forward in the next five years. In the meantime, options for the funding of play equipment are being explored and the Council has an excellent track record of bidding for funding to support new play equipment. Delivery of the programme will ensure that Kessingland residents have a good range of play equipment, meeting the needs of all groups and encouraging outdoor play and activity.	Behind Target 
W17	Support the development of a new Community Centre, Old Grammar Lane, Bungay.	WDC	Nicole Rickard	Enabling Communities	The Council is supporting the local community to help realise their ambition for a new community centre at Old Grammar Lane. We have enabled them to access support through the Community Action Suffolk Business Advisor to produce an updated comprehensive Business Plan and to secure CIL funding for the new Honeypot Centre.	On Target 
COMPLETED BUSINESS PLAN ACTIONS						
ES01	Create more apprenticeships.	Both	Paul Wood	Economic Growth	Apprenticeships are available to those aged 16 and above and offer individuals the chance to gain valuable skills, leading to a nationally recognised certificate. We are committed to the apprenticeships programme, both internally and externally, as part of our strategy to improve the life chances of our young people, creating a skilled workforce, across a range of sectors, to increase productivity and economic growth. Since the beginning of 2016, our rolling apprenticeship programme has seen 34 apprentices hosted in a variety of our service areas, including Planning, Housing and Revenues & Benefits. Five of these have gone on to secure permanent employment with us. In addition, each year we host a further 7 apprentices within the Housing Maintenance Team where they learn specific trades such as plumbing and bricklaying. We also work with local businesses to help promote the value of apprenticeships and to identify apprenticeship opportunities. Research shows that 74% of employers say that employing apprentices has improved their products or services and 78% say apprentices have improved productivity. Our work with local businesses has been very successful. For instance, we brokered a relationship between Kingsley Health Care Academy and East Coast College with the latter agreeing to offer a Level 2 NVQ in Health and Social Care in tandem with students undertaking work experience with Kingsley. Of the 12 students who started on this new course, 8 are now employed permanently by Kingsley and half of these are being supported through Level 3. Our work also helped Hoseasons identify a skills gap within their workforce in terms of creative digital media. Again, with us acting as broker, East Coast College introduced a new Level 3 NVQ in Creative Digital Media and Hoseasons now has a rolling programme of 5 apprentices a year.	Completed

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
ES02	Provide more effective business support to facilitate the growth of Small & Medium-sized Enterprises.	Both	Paul Wood	Economic Growth	<p>On average we engage around 700 small and medium sized businesses each year by providing information on how to access finance, training opportunities, marketing information (including the use of social media), apprenticeship development, land and property searches and business relocation. For instance, we have given support to businesses in Southwold following the Government's business rates review. This involved going 'door to door' with local businesses along the High Street with an invitation to take part in a business diagnostic/review carried out by Norfolk and Waveney Enterprise Services. In addition, we introduced the Discretionary Business Rates Relief Scheme to support those local businesses facing the steepest increases in their business rates. Our scheme has been modelled to provide maximum amount of relief within the funding available.</p> <p>As members of the LEADER programme, which allocates grants for rural businesses from funding provided by the EU's Rural Development Programme England and the Department for Food and Rural Affairs, we support rural businesses with farm diversification, rural tourism, forestry productivity and cultural and heritage activity. A key priority of the programme is that the majority of grants should contribute to job creation. For instance, we were able to support the Making New Connections Across the Waveney Valley Project, which was a joint project worth £30,000 looking at developing the Waveney Valley as a visitor destination. We also supported the Southwold Greenspace Project, providing application support and guidance to Southwold Town Council in the development of a £150,000 project to create a greenspace and visitor centre at the entrance to the town.</p> <p>We also work closely with our partners in New Anglia Growth Hub, providing businesses with a diagnostic & action plan and putting them in touch with relevant experts who can provide specialist advice. Through the Hub, we have been able to award over £1.5m from Growing Business Fund between 2013 and 2018 to assist 27 businesses in East Suffolk. We have also been able to award over £300,000 from Small Grant Scheme between 2016 and 2018 to 36 businesses.</p> <p>We recognise that there are nearly 10,000 businesses in East Suffolk and whilst many businesses may identify themselves within a key industrial sector, many do not and this may mean that many businesses do not have access to the full range of support that is available to the wider business community. Furthermore, 89% of businesses in East Suffolk are classified as being micro businesses, and these businesses face challenges around recruitment and retention of staff. These businesses simply may not have time, experience & Other resources to recruit and retain the right people for their business.</p> <p>Through the East Suffolk Partnership we commissioned a report with the aim of gaining a clearer understanding of the needs of micro businesses, especially in relation to recruitment, retention and barriers to employment. The report made a number of recommendations which are currently being considered, including funding programmes specific to micro businesses, working to strengthen support structures around young people, developing a media campaign to address the 10 myths that act as barriers to growth, funding a "Wheels to Work" vehicle (or driving lessons) for disadvantaged individuals and a risk capital budget to help respond to entrepreneurial opportunities that arise.</p> <p>Each year we hold a series of drop-in/networking events across East Suffolk with the aim of future proofing local businesses. On average 10 referrals are made at each of these, mainly to our Funding Team, the Growth Hub and LEADER programme. A total grant allocation of £52,000 has also been awarded. We also supported the 'Meet the Buyer' event in February 2018 for exhibitors and buyers to connect. Although attendance was effected by the severe weather, it attracted over 4,500 social media views.</p> <p>We also held six training sessions (with a total of 63 attendees) in Beccles, Framlingham and Felixstowe advising businesses on how to become compliant with the new General Data Protection Regulation which came into force in May 2018. An accompanying toolkit was then created and distributed via our Economic Development Officers to local businesses and through our website and social media channels. In just three months, the toolkit had been used over 700 times.</p> <p>This year will see the first East Suffolk Business Festival which aims to raise the profile of the East Suffolk business community to create opportunities for businesses to connect and generate leads, to grow their business, widen their knowledge, support training and development and create new employment for the area. The Festival will run for 10 days in late October and we are working hard to populate a calendar of meaningful events and engaging with appropriate partners and organisations.</p> <p>We continue to support the East Point Pavilion project which is looking at different ways to use this iconic building on Lowestoft's seafront which is an area that has been identified as a key site for the Lowestoft Seafront Vision. Consideration is being given to renting out space within the building for 'pop up' businesses, where people wanting to trial their business ideas can do so at relatively low cost.</p>	Completed

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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>We recognise the importance of our market towns and the role they play in boosting the economic performance and overall success of our district. We work in a number of ways to support them in becoming attractive places to live, work and spend leisure time in.</p> <p>By creating the East Suffolk Business Association Development Fund we have been able to support 21 projects including:</p> <ul style="list-style-type: none"> • Bespoke and professional marketing campaigns. • A back office events booking system with an automated payment system for town centre events in Bungay. • The development of a database communications system with the ability to generate and send bulk/targeted emails. • The creation of new websites with enhanced content and improved functionality. • Bespoke training programmes to understand the benefits of using social media. <p>We also secured external funding to establish Coastal Community Teams in both Leiston and Southwold. Coastal Community Teams are local partnerships where stakeholders have an understanding of the issues facing the area and who can help develop an effective strategy to boost the local economy, encourage the sustainable use of heritage/cultural assets and access external funding that others cannot bid for, such as the Coastal Communities Fund. We have worked with Leiston and Southwold to create their Economic Plan which provides a framework to boost the local economy, address challenges and opportunities and enhance wellbeing.</p> <p>We are currently working with the Southwold CCT to submit the Business and Enterprise Hub at Station Yard as a project for funding from the Coastal Communities Fund. The Hub aims to provide support for start up and growing businesses and linked to this would be the appointment of a Development Manager to support enterprise development and the marketing and promotion of Southwold and a Visitor Economy Coordinator to support out of season events.</p> <p>We have helped establish the Waveney Valley LEADER project which focuses on the towns of Beccles, Bungay, Diss, Eye, Halesworth, Harleston and Loddon and also incorporates the surrounding rural hinterlands around the River Waveney. This project seeks to promote the Waveney Valley as a visitor destination and will link places of interest through products, history and landscape, as well as encouraging visitors to stay for longer. It aims to provide a unique experience for visitors through heritage trails, river-based nature trails, food and drink weekend experiences and produce tours. We have already secured £28,000 of funding from the Rural Development Programme for England which has enabled the recruitment of a Project Development Coordinator to work with the Local Tourism Action Group. We are now working to compile a core list of businesses for the action group, as well as assisting with a review of their website.</p> <p>Work is also ongoing in terms of mapping all existing business networks, groups and associations in order to ensure that we have a comprehensive database of what kind of services and support is already being provided to identify any overlaps or gaps in support.</p> <p>Pocket guides to Southwold and Framlingham were produced as part of the Women's Tour featuring a range of information on the history of the towns, along with places of interest and quirky facts and activities.</p>	Completed
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>We have been working with our Town and Parish Councils to increase their role in influencing and delivering local services. As part of this process, many of our Town and Parish Councils expressed a desire to play a more active role in the provision of local discretionary services, such as public conveniences, parks and play areas, and we recognise that they are often best placed to deliver these services on behalf of their local community. By transferring responsibility for assets not only helps to generate pride in a local area, but often secures a service that might otherwise have been at risk.</p> <p>We have transferred around 70 assets to local Town and Parish Councils, including Waveney Meadow to Beccles Town Council, a boating lake to Southwold Town Council, allotments to Felixstowe Town Council and Oak Meadow to Kesgrave Town Council.</p> <p>We know that local people are concerned about losing locally valued assets. The Localism Act introduced the Community Right to Bid process whereby we are required to maintain a list of Assets of Community Value, giving local community groups an opportunity to purchase these, if the owner decides to sell, so they are retained for community use. We currently have 28 assets registered as Assets of Community Value and these assets cover a range of uses from open space to public houses to community buildings. We are committed to working with our communities to achieve their ambitions for their Assets of Community Value, which is why we held neighbourhood planning roadshow events across East Suffolk which included information on the Right to Bid process.</p> <p>Through this process we successfully supported 'SouthGen' (formerly the 'Save Our Southwold') community group to purchase the former Southwold Hospital as an asset of community value because we recognised that the building had the potential to further the social wellbeing of the community. This was the first successful acquisition of its kind in the UK and the group were invited to the Palace of Westminster for a reception to recognise their achievement. The building is now intended for a number of community uses, such as a new location for Southwold Library and a base for the town's Police Community Support Officer.</p>	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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>Suffolk's local authorities recognise that to meet Suffolk's future economic and social needs, we must plan for growth in a strategic and integrated way. We recognise that by working jointly across administrative and operational boundaries, Suffolk can facilitate and deliver strategic planning and growth. To do this, Suffolk has adopted a series of frameworks and strategies which capture all the elements of growth and this work is co-ordinated by the Suffolk Growth Programme Board. This Board brings together senior representation from all Suffolk local authorities, as well as the New Anglia Local Enterprise Partnership, the University of Suffolk and the Suffolk Chamber of Commerce. By bringing together local authority planners, economic development and skills leads on a regular basis, we can better deliver Suffolk's ambitions in a more joined up way.</p> <p>Suffolk authorities also commissioned AECOM consultants to develop options for a Suffolk-wide approach to spatial planning and to identify the infrastructure required for the future. The proposed spatial pattern put forward by the consultants affirmed our ambition to act collectively on development. It is anticipated that this approach will help us to secure funding and investment to unlock Suffolk's potential. Initial work has identified investment of between £2.2bn and £4.7bn to upgrade and develop the necessary infrastructure to meet Local Plan growth forecasts, as well as the additional growth that is required to secure our economic prosperity in the future.</p> <p>Suffolk's population is forecast to increase by over 10% in the next 20 years, with the proportion of older people increasing by nearly 50%. This increase in numbers, and average life expectancy, means we will need significantly more homes in the future. Suffolk will work together to identify opportunities for housing development. We will also work together to secure investment in infrastructure and will focus on strengthening the key transport corridors into and across Suffolk, rail routes and our utility needs.</p> <p>Each Suffolk local authority has a Local Plan that allocates land for jobs and homes within their boundaries. To respond to the challenges facing our economy, and our need for homes, the Government is asking local authorities to work in partnership to develop joint approaches to wider areas. These joint documents are known as Statements of Common Ground. The Suffolk authorities will work to develop Statements of Common Ground, alongside existing Local Plans.</p> <p>We are also working directly alongside Ipswich BC as members of the Ipswich Strategic Planning Area Board to provide a forum to develop, promote and deliver their vision for the Ipswich area. This will enable us to co-operate as local planning authorities on the preparation and monitoring of the Local Plans for Ipswich, Babergh and Mid Suffolk and share relevant evidence and intelligence. It will also provide a mechanism to ensure that all partners and stakeholders work together to deliver the housing and employment growth requirements for the Ipswich area and better coordinate the delivery of the necessary infrastructure.</p>	Completed
ES09	Ensure all those entitled to welfare support and benefits receive them promptly.	Both	Homira Javadi	Enabling Communities	<p>We have worked hard to ensure that those entitled to welfare support have quick and easy access to benefits. We have done this in a number of ways. For instance, we have systematically reviewed the information held on the Anglia Revenues Partnership website to ensure that it is clear and easy to access. In addition, we have also reviewed our processes to remove unnecessary stages and making the customer journey more intuitive.</p> <p>Our benefits service is now accessible, online, 24 hours a day, on any device.</p> <p>The implementation of Universal Credit has moved customers to a digital environment. We have dedicated Customer Service Advisors on hand, ready to assist customers who have difficulty accessing the digital service. We also work in partnership with the Citizens' Advice Bureau in order to reach more customers, promoting the various ways in which they can access support. We were successful in accessing Government funding to support the Citizens' Advice Bureau, the Disablement Information Advice Line (DIAL) and the Suffolk Disability Advice Service to provide assistance to claimants.</p> <p>As a result of taking proactive steps to ensure that all those who are entitled to welfare support receive the help they need, we are now seeing a reduction in the number of customers needing assistance with their benefits. Indeed, most claimants, once set up, require no further assistance and can access benefits information at any time they choose.</p> <p>We are currently processing new claims within 22 days of receipt which is equivalent to the national average, but we are endeavouring to reduce this to below the national average. Changes in circumstances are being processed within 7 days against a national average of 9 days.</p>	Completed
ES13	Increase physical activity, participation in sport & recreation across all age groups, and implement additional local health initiatives.	Both	Nicole Rickard	Enabling Communities	<p>We are committed to improving the health, wellbeing and fitness of our communities and have engaged local people in helping to develop a clear strategy to shape the way we deliver our leisure services. As a result of this we have already delivered state of the art, and competitively priced, leisure facilities in Woodbridge and Lowestoft and work is well underway to do the same in Leiston and Felixstowe.</p> <p>We continue to deliver free initiatives to encourage physical activity amongst the harder to reach groups. Such initiatives have included the 'Golden Mile', a series of child friendly one mile walks in key locations around Lowestoft, and the 'Lowestoft O-Go-Go' project which seeks to make physical activity fun, social and something that can be incorporated into people's everyday lives. This project started in January 2016 and since that time over 2,000 people have collectively attended more than 12,400 classes or sessions. We are now looking to role the project out to our market towns.</p> <p>We have also helped to secure funding of £40,000 for new skateboard facilities in Saxmundham and £25,000 for improved facilities in Woodbridge. These facilities were developed in consultation with users and are well used by our young people, providing an opportunity for positive physical activity.</p> <p>We have also delivered improved play provision in Martlesham and Felixstowe, following community consultation, and Park Runs have been established in Felixstowe and Leiston, with around 400 runners regularly taking part. Plans are also underway to replicate this in Beccles and Bungay.</p> <p>Operation Camouflage has been running successfully for over 12 years in Sutton for children aged 8-16. The aim of the programme is to bring together young people from different backgrounds to challenge themselves and develop new skills. This was recognised as an initiative that has made a big contribution to improving the life chances of young offenders, or those at risk of offending, when it was shortlisted for the Youth Justice Award in the Children and Young People Now Awards. Activities in the four day programme include rock climbing, archery, plate painting, clay pigeon shooting and first aid skills. More than 70 children attend this programme every year.</p> <p>Lowestoft also offers a range of free children's beach activities each summer designed for children aged 5-16. Lowestoft includes areas of significant deprivation and the beach activities provide an opportunity for all families, particularly those on low incomes, to take part in free, organised sport and physical activity with the aim of increasing activity levels, building social connections and reducing obesity. There are also proven links between increased physical activity and enhanced mental health. The 2017 summer activities attracted a record attendance of 590 and we are expecting similar numbers for 2018.</p>	Completed

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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	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. The businesses who have received the EOEW award are listed on our website and include both the Felixstowe and Water Lane Leisure Centres, therefore promoting the importance of fitness and healthy eating.	Completed
ES15	Deliver greater financial self sufficiency for leisure services.	Both	Kerry Blair	Financial Self Sufficiency	The Suffolk Coastal leisure redevelopment programme will see significant investment in our leisure centres, providing state of the art facilities that rival those provided by the private sector. We have taken time to plan our provision so that the right facilities are delivered in the right places and are managed in a way that ensures they are both sustainable and deliver the right outcomes. The business plan for each of the redeveloped facilities sets out how we will reduce the current costs of providing leisure facilities in Woodbridge, Leiston and Felixstowe to either nil or generating a small profit. This will save the local taxpayer around £400,000 a year. We will do this by providing facilities that are both attractive and affordable to local people, generating increased membership, investing in energy efficient measures to reduce running costs and working in partnership with Places Leisure in terms of the day to day management of our facilities. Places Leisure is a ‘not for profit’ organisation and any income generated above the levels contained with the business plan will be reinvested to continue to improve services. By way of example, the Deben Leisure Centre reopened in June 2018 following a full refurbishment and investment of £3.5m. This was the first project to be completed in a five year programme to improve leisure facilities and not only provides additional facilities (a 58 station gym, two new studios for group exercise and interactive cycling and a thermal suite), but the work also completed the majority of outstanding preventative maintenance work that was required over the next 20 years. The addition of solar panels will reduce running costs further. The membership of the old facility was circa 600, and within two months of opening, membership at the Deben Leisure Centre is already circa 1,200. We will continue to measure, benchmark and assess our performance to ensure that current practice and performance is continually being challenged and improved. We will also monitor customer satisfaction levels to ensure we are delivering the high level of leisure services our communities want. Following significant investment in the Waterlane Leisure Centre a number of years ago, which saw membership double, in recent times Lowestoft has seen an increase in the number of gyms opening in the town which has led to fierce competition. However our leisure partner, Sentinel Leisure Trust, has worked hard to ensure that membership levels continue to rise and the introduction of a new and improved climbing wall has had a positive effect. We have also invested £300,000 in a new roof, which will increase energy performance, and a programme of refresh and redecoration. We are currently producing business plans and options for redeveloping both the Beccles and Bungay Leisure Centres which will look at increasing participation and improving the financial sustainability of the facility.	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. East Suffolk hosted the Men’s Tour in 2017 and Women’s Tour in 2018, both of which had significant impact on the local economy - for example in 2018 we hosted a stage start in Framlingham and finish in Southwold. The partnership with Sweetspot, the Tour organiser, looks set to continue into 2019 and 2020.	Completed
ES17	Increase visitor numbers to East Suffolk outside of the main tourist seasons.	Both	Paul Wood	Economic Growth	We recognise the importance that all year round tourism has on the local economy in terms of job creation, supporting and sustaining local businesses and the supply chain which supports the tourism sector. As members of the Suffolk Coast Destination Management Organisation, East Suffolk is marketed as an all year round destination, with out of season festivals and events being widely promoted, particularly around Christmas and the New Year and the February half term. The Suffolk Coast DMO is an effective marketing tool with year on year increases in the number of visits to its website and in memberships. Our Volume and Value statistics for East Suffolk show an increase of 9.2% in out of season visitor trips and an increase of 4.8% in visitor spend since 2015. In addition, we have also seen an increase in visitor spend on accommodation of 9%, with a larger than average growth in spend shown in the out of season months of November to February. We recently launched the Waveney Valley Tourism project which will link places of interest through products, history and landscape throughout the year and are exploring the benefits of securing accreditation with the Walkers Are Welcome Alliance and the benefits this may bring to East Suffolk in terms of out of season visits to the area.	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
ES18	Continue to support the Suffolk Coast Destination Management Organisation to develop and sustain local tourism.	Both	Paul Wood	Economic Growth	<p>Through our membership of the Suffolk Coast Destination Management Organisation, which plays a key role in bringing tourism to East Suffolk, we have seen year on year increases in our visitor economy. The DMO provides brand and website services, has a growing membership base and runs highly effective marketing campaigns. Over the last three years the DMO has grown significantly and now has over 220 members, an increase of 36% from 2017, with members from towns, resorts and rural areas. In addition, the website received 76% more new visits in 2017/18.</p> <p>Tourism is hugely significant to us. Volume and Value statistics measure annual visitor spending, visitor numbers and the extent of tourism accommodation in the area which enables us to monitor visitor trends and the economic impact of tourism. The most recent statistics show that the total value of tourism to East Suffolk is £605m, with 2.6m visitors staying overnight and 10.4m day visits.</p> <p>We have secured significant external funding to support the continued development of the East Suffolk tourism product and the three year business plan sets out a number of key deliverables, including the marketing of key tourism assets (our beaches, natural landscape and family offer), a wider reach to new audiences through the use of new digital technologies and targeted campaigns aimed at the under 35s, wellness and active breaks and walking and cycling.</p> <p>We have established a Festivals and Events Marketing Fund for bespoke digital marketing packages for events, using the existing skills within the DMO to target appropriate audiences. We particularly want to support local markets in our district and this fund was used to create the 'East Suffolk Markets' brand. This was used to support Wickham Market's Summer Street Market held in August 2018 which attracted over 1,700 views.</p> <p>Through our business support grants and contributions budget we were able to help the Deben Coastal Community Team with the renewal of their DMO membership in order to promote the Deben Peninsula. We also supported East Suffolk Markets and Screen Suffolk with their DMO membership renewals in order to ensure their presence on the website.</p> <p>Working in partnership with the DMO, we have also been able to greatly enhance the existing food and drink trails database which has seen the number of business sign ups to the website platform grow from around 100 to 750.</p>	Completed
ES19	Deliver and support further high profile cultural and sporting events as a catalyst for greater tourism opportunities.	Both	Paul Wood	Economic Growth	<p>We recognise the lasting economic and social benefits of hosting high profile events in our area and the positive impact this has on tourism. This is why we have worked hard to ensure that East Suffolk is recognised as a key destination for significant events.</p> <p>Since 2014 we have hosted both depart and finish stages in the Women's Tour on four occasions, with over 100 of the world's top cyclists taking a route through East Suffolk. Visitor numbers have increased each time and in 2018 the start and finish stages attracted over 72,000 visitors to East Suffolk, generating expenditure of over £1.5m. In addition, the average TV viewing figures for the East Suffolk stages was more than 780,000. Ahead of hosting the 2018 tour, we launched a toolkit to ensure that local businesses could use the opportunity to come together and make the most of the event and the sheer number of potential customers.</p> <p>We also hosted the Men's Tour of Britain in 2017 which brought 90,000 spectators to East Suffolk with a net expenditure of over £1.5m and TV viewing figures for the East Suffolk stage of 480,000.</p> <p>The Suffolk Armed Forces Weekend took place in June 2017 in Felixstowe which was a high profile, one off, free event for all age groups with a unique package of entertainment, including music from choirs and military bands to an evening of pop and rock, military displays, food stalls, kids activities and fireworks, and some thrilling battle re-enactments between the Dutch and English marking the 350th anniversary of the Dutch attack on Landguard Fort. This weekend saw an influx of visitors of around 20,000.</p> <p>We have supported the Suffolk Walking Festival for 11 years with walkers coming from as far afield as North Yorkshire, Lancashire and Cornwall. 2018 was the most successful year yet with over 2,000 walkers taking part in 125 walks that spanned the whole county, pulling in £176,000 to the local economy, benefitting shops, restaurants, cafes, and accommodation. This year saw the addition of fringe events, including mindfulness and meditation sessions. Feedback shows that 49% of visitors to the festival said it had encouraged them to become more active.</p> <p>The Felixstowe Book Festival is now in its sixth year and in 2018 had the highest attendance with an estimated 3,500 attendees.</p> <p>We have hosted, and financially contributed to, the High Tide Festival which is now in its twelfth year and is a platform for playwrights to have their work staged in a supportive and unique theatre festival environment, supported by a dynamic programme of talks, play readings, comedy and cabaret which contributes to the interesting culture of Suffolk. The Festival attracts around 1,000 visitors.</p> <p>We are currently working to promote Lowestoft's First Light Festival, to be held in 2019 and 2020, which hopes to attract up to 20,000 people to the town with an ambitious plan to create an event that will play a major role in making Lowestoft a 'must visit' destination. We are working with a network of local, regional and national organisations to ensure that the Festival is a success, leading to the delivery of a year round programme of creative activity.</p>	Completed
ES20	Continue to promote and encourage recycling across East Suffolk through a financially sustainable service.	Both	Kerry Blair	Financial Self Sufficiency	<p>The Suffolk Waste Partnership (SWP), of which East Suffolk are members, continues to promote recycling services (including home composting) across Suffolk, using a variety of communication campaigns and medias, jointly supported by equal funding from all SWP member authorities. In addition, the SWP has recently secured funding from DEFRA for 15 'smart' litter bins to be installed on the county's trunk roads in an effort to reduce littering. These bins feature an illuminated solar-powered 'litter' sign and a wider than usual opening to make disposal of rubbish easier. The design aims to make the new litter bins more visible to drivers using laybys in the trial locations and are fitted with remote monitoring devices to help us coordinate emptying more efficiently, with an alert being sent when levels reach the pre-set height.</p> <p>The introduction of a chargeable green waste collection service in Waveney in 2016, and in Suffolk Coastal in 2018, has generated income of more than £1m per authority which supports the green waste collection and processing costs. In addition, the Waveney contamination project has successfully reduced contamination levels and residual waste costs to an extent whereby Waveney now outperforms other local authorities in Suffolk.</p> <p>In July 2017 we launched a Waste Electronic and Electrical Equipment (WEEE) recycling project which is now an established service, with sites at Saxmundham and Woodbridge capturing a combined 10 tonnes of Small Domestic Appliances per annum. The Saxmundham and Woodbridge WEEE banks are being well used.</p> <p>In 2016 we launched a community litter pick scheme called 'Love East Suffolk' to encourage more volunteers to help keep our environment clean and tidy. This is now run on an annual basis with 66 registered community litter picks collecting approximately 5 tonnes of litter each year.</p> <p>We continue to facilitate the Greenprint Forum and for 2018 the focus has been on plastics, with funding secured to develop and run a programme of activities relating to understanding the plastics industry in our area, reducing plastic waste and promoting effective waste management and recycling behaviours. To date we have engaged key stakeholders, including the Marine Conservation Society and the Environment Agency, taken part in 15 public events (8 of which were litter picks), and undertaken litter surveys in both Lowestoft and Felixstowe to identify the key items of litter to enable targeted messaging and campaigns. Of the 8 litter picks that have taken place in 2018, over 10,000 items of litter have been collected representing 94 bags weighing</p>	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
					<p>241kg. In addition, we supported Plastic Free Felixstowe with their successful 'Father Christmas on his summer holidays' engagement activity which resulted in two bags of litter being removed from Felixstowe beach. We have targeted our public engagement events in areas where plastic litter is more of an issue in order to help residents reduce plastic waste and connecting them with voluntary and community groups. For instance, Kirkley is in the top 10% for most deprived areas in the UK and has been identified as an area at high risk of having lower levels of wellbeing and higher than average levels of litter and debris. The event in Kirkley was used as a means of educating the community, raising awareness of the global issue of plastics and giving local residents the chance to ask questions about recycling and waste.</p> <p>The Forum also produces monthly e-newsletters which include reduction and recycling tips which are sent to approximately 400 people direct as well as being promoted on social media.</p> <p>We also have approximately 35 active Suffolk Master Composter community volunteers who offer 30 hours of composting advice in their local community, at events and through newsletters, with the aim of reducing green and food waste going into the wrong bin.</p>	
ES21	Provide an innovative, more customer friendly, transactional and intuitive Council website.	Both	Ann Carey	Financial Self Sufficiency; Enabling Communities	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	<p>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.</p> <p>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.</p> <p>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.</p>	Completed
ES23	Integrate coastal management expertise with other local authorities to ensure most effective delivery.	Both	Bill Parker	Financial Self-Sufficiency	Coastal Partnership East is working across four local authorities to effectively utilise our collective resources to deliver not only a £150m capital investment plan (Inc Lowestoft £63m scheme) but also coastal adaptation at numerous locations along the Norfolk and Suffolk coastline. There are significant benefits of scale and expertise being derived from being in this partnership. The second Annual Report is now available.	Completed
ES26	Launch a Suffolk wide commercial Building Control Service.	Both	Philip Ridley	Financial Self Sufficiency; Economic Growth	<p>Building Control is a statutory service provided by all local authorities to enforce the Building Regulations within their area. What sets Building Control apart from most other local authority services is that it operates in competition with private sector providers.</p> <p>In April 2017 we entered into a formal arrangement with Ipswich Borough Council for the provision of Building Control services. Sadly, there was little appetite from the other Suffolk local authorities to create a Suffolk-wide service.</p> <p>However, an ageing workforce and a market shortage for Building Control Surveyors, has created pressure within local authorities. We have invested in our workforce to ensure that we have highly skilled officers, with commercial and marketing skills, to effectively compete in this arena. However, in times of economic growth, the demand for Building Control services increases. It is therefore imperative that we have the right model to ensure that there are opportunities, not only to maintain and grow market share, but to also ensure that local authorities are best placed to take advantage of the increased demand.</p> <p>As a result, there is now growing momentum within Suffolk to share mutual support within Building Control services in order to create capacity for the service developments we need to undertake. This is aimed at increasing collaboration and mutual support, doing the things we can best share and do together, to provide a modern, resilient, commercial Building Control service, meeting the growth needs across Suffolk and assuring public protection.</p> <p>We have therefore secured funding of £140,000 to support a shared development and implementation plan. This proposal is integral to our Suffolk-wide approach to developing common services that support good growth. Effective implementation of the approach will inform joint development on areas of common interest/concern, often working with a sector that goes beyond boundaries and helps support stronger and more resilient services across the county.</p> <p>We want to provide a trusted 'go-to' brand with a strong visible presence, resilient and financially sustainable, commercially aware with a strong and growing customer base, quick to grasp opportunities, collaborative, sharing resource, skills and experience and be employers of choice.</p> <p>The shared development plan priorities for this collaborative approach will include a joint marketing plan and approach, systems development (back office and web presence), cross boundary collaboration, workforce development and a performance and assurance framework (via ISO9001 framework).</p>	Completed
ES27	Create a shared Legal Service within East Suffolk.	Both	Hilary Slater	Financial Self-Sufficiency	Following the 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 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 and improved infrastructure to facilitate growth, as well as providing additional capacity in terms of Monitoring Officer advice.	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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	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
ES30	Encourage and support more communities to develop local Community Emergency Plans.	Both	Phil Gore	Enabling Communities	<p>We encourage our communities to develop local Community Emergency Plans in order to help them cope better in the event of an emergency when the major emergency services are likely to be overwhelmed. We believe that Community Emergency Plans give the community confidence that they can respond to an emergency, and help support vulnerable members of their community. Experience shows that those who have spent time planning and preparing for this are able to recover more quickly.</p> <p>We now have 12 Community Emergency Planning Groups in East Suffolk with completed local emergency plans. These groups provide a rich and informative forum for sharing and generating ideas, capturing local resources and utilising the skills of local residents, such as first aiders, access to boats, chainsaws, generators, two way radios and 4x4 vehicles. Our Emergency Planning Officers have been on hand to provide practical support and guidance to local communities wishing to establish emergency plans and in one case this prompted a local community to raise funds to equip their village hall with a telephone line, internet connection and an external emergency power connection.</p> <p>In January 2017, in anticipation of the east coast tidal surge, the Community Emergency Planning Groups for Snape, Kessingland, Aldeburgh and Southwold took the decision to implement their local plan and opened up their village halls as reception centres for people to go to should their premises become flooded. They set about obtaining suitable provisions, assisted with local evacuations, provided situational awareness and accommodated a number of local residents. In Snape one local resident installed a live link to the Environment Agency's information on tides and flooding on the village's website so local residents could keep themselves apprised of the situation.</p>	Completed
ES31	Continue to work, with partners, to ensure East Suffolk remains a safe place for our communities.	Both	Nicole Rickard	Enabling Communities	<p>Suffolk remains in the top 20 safest places to live, with recorded crimes at 69.9 crimes per 1,000 of the population compared to the national average of 82.3.</p> <p>It is a statutory requirement for Councils to work in partnership with others to reduce crime and anti-social behaviour. In the main this is achieved through the Community Safety Partnership where we work with our partners to promote community safety. Our Communities Team plays a significant role in increasing community safety and they do this in a number of ways, including attendance at anti-social behaviour place-based partnership meetings in Felixstowe, Woodbridge and Leiston and also through their work with Suffolk Family Focus, working with some of the most chaotic families as part of the Government's Troubled Families initiative. To further support this work, we successfully secured funding for a Family Intervention Officer until 2020 and this officer receives referrals from a number of partners including Social Services, mental health practitioners and the Education Welfare Service. Over the last five years we have worked with 37 families and we are currently supporting 9.</p> <p>We have delivered PREVENT training to frontline staff, Councillors and external partners, including taxi drivers and landlords. This training seeks to provide a firm understanding of the aims, roles and responsibilities we have in connection with the Government's Prevent Radicalisation Strategy. Those working on the frontline have a responsibility to identify those who may be vulnerable, and know how to report individuals who may be causing concern. Approximately 350 frontline staff and Councillors have received this training, which continues to run.</p> <p>Every year we actively support Operation Camouflage at Rock Barracks, in partnership with the Ministry of Defence. This is a four day programme for 80 young people, offering challenging activities, confidence building and social skills development. This programme has been running successfully for 11 years, with over 800 children having passed through the programme, with some attendees returning in later years to support the event as volunteers. Some of the attendees are from Suffolk Family Focus families.</p> <p>Crucial Crew is an annual event involving 850 students from over 50 schools with the aim of providing advice on personal safety (including self harm), cybercrime, sex education, substance misuse, grooming, sexting, gang affiliation and the consequences of committing anti-social behaviour. Many of the young people take the opportunity to have one to one time with professionals after the event who are on hand to give advice, particularly the Suffolk Wellbeing Service which focuses on self-esteem, confidence and anxiety issues. The Police Gangs Unit has been able to use intelligence gathered from some of the young people to support a particularly vulnerable family.</p> <p>The supply of Class A drugs from urban hubs to county hubs using mobile phones is sadly in existence in our towns. These gangs pose a significant threat to vulnerable adults and children upon whom they rely to facilitate this criminality. We are working with our partners to develop a local action plan to raise awareness and to keep our communities safe from this threat.</p> <p>Public Space Protection Orders (PSPOs) allow us to prohibit specified things being done in an identified area. A PSPO setting out our no tolerance approach to psychoactive substances was put in place at the Latitude Festival. Significant publicity raised levels of awareness of the PSPO, with various items being deposited in the amnesty bins and only one arrest at the Festival in 2016 and no arrests in 2017.</p>	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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>We have been successful in securing funding from the East Suffolk Partnership for two Local Area Coordinators in Leiston/Saxmundham and Beccles/Worlingham. Local Area Coordinators act as a single local point of contact, working with people of all ages with mental health conditions, physical disabilities or learning disabilities. They provide support to help people achieve their vision for a good life which, in turn, improves their resilience and reduces demand for high cost, long-term services. Local Area Coordinators empower people to self-advocate and re-establish connections with their family, friends and community and also with accessing appropriate voluntary sector agencies. Our Coordinators have supported over 100 people which has resulted in a reduced number of GP and hospital visits and improved mental and physical health and wellbeing.</p> <p>Although we live in an increasingly online world, some members of our community remain digitally excluded. The Government estimates that 1 in 10 adults have never used the internet and many more are missing out on the opportunities the digital world offers, whether through lack of connectivity, digital skills or motivation. To help address this, we have developed a Digital Inclusion Plan and held workshops in Lowestoft and Felixstowe, supported by our partners at UK Power Network and Lloyds Bank. These workshops were aimed at getting older people online and actively using technology. The priority areas for these workshops included uploading and accessing photos from family and friends who live away, overcoming the security concerns about online shopping/banking and keeping in touch with others via email. By the end of these sessions, 54% of participants were able to complete 84% of a list of digital actions. Participants made it clear that they need to be able to access trouble shooting advice and support from someone patient when they run into problems and this led onto our work around Digital Champions. The Digital Inclusion Plan sets out our ambition to help people to access things online that makes their lives easier.</p> <p>The majority of people living in East Suffolk enjoy a good quality of life, and Suffolk is typically seen as a fairly prosperous part of the UK. However, we recognise that there are areas within East Suffolk where poverty, social mobility, isolation and rural disadvantage exist. We have therefore carried out extensive research on these types of need which has enabled us to identify a series of 'hot spots' across East Suffolk. These 'hot spots' indicate where there are more likely to be concentrations of people experiencing these types of need so we know where to focus our activity. In March 2018 we launched a fund of £110,000 so that community groups and voluntary sector organisations with projects which tackle social isolation amongst older people and families could apply. We are looking to make our first two awards within the next month.</p> <p>In November 2017 the East Suffolk Foodbank in Lowestoft announced its closure following a lack of successful grant funding. The foodbank had been providing thousands of emergency food supplies to local people in need, primarily in Lowestoft, Kessingland, Leiston and Saxmundham, since 2012. We, as part of Lowestoft Rising, were able to respond to this potential crisis by working with key partners in the town to retain the existing foodbank volunteers and secure alternative premises. This was achieved within 48 hours and involved moving 22 tonnes of food in order to ensure that food parcels continued to go out. In addition, we worked with our partners to ensure a sustainable, longer term provision of the foodbank service.</p> <p>For 12 years we have supported Crucial Crew, a national scheme that teaches young children about keeping themselves and those around them safe. The scheme takes the form of interactive sessions, delivered by professionals in their field, and includes fire safety, how to dial 999 in an emergency, staying safe on roads, cycling safety, alcohol and drug awareness, anti-social behaviour awareness, first aid, staying safe near water and how to stay safe online and using mobile devices. This annual event involves 2,000 students from over 50 schools in East Suffolk and our Communities Team is an integral part of this programme.</p> <p>In January 2018 'Crucial Crew Plus' was trialled at the Alde Valley Academy in Leiston. Crucial Crew Plus is a new safety initiative aimed at high school pupils, focusing on how to stay safe in all aspects of life and includes self harm, cybercrime, sex education, substance misuse, grooming and healthy relationships, apprenticeships, realities of crime, self-esteem confidence and anxiety. Alde Valley Academy was chosen for the trial in response to specific anti-social behaviour issues identified in Leiston (including gangs, grooming and drugs) but the pilot has been extended to Saxmundham and will shortly be rolled out in Felixstowe. A number of pupils affected by the issues raised have sought support through the Wellbeing Service following these sessions, particularly with self esteem and self harm issues.</p>	Completed
ES33	Support the development of a single footpaths service across Suffolk.	Both	Nicole Rickard	Enabling Communities; Financial Self Sufficiency	<p>East Suffolk Councils' Rights of Way officers have worked closely with partners across the other Districts to align systems, procedures and service charges, so that our Rights of Way services and standards are the same for customers and communities across Suffolk.</p>	Completed
ES34	Develop more Dementia Friendly Communities across East Suffolk.	Both	Nicole Rickard	Enabling Communities	<p>There are approximately 12,800 people living with dementia in Suffolk and by 2035 we anticipate that this will increase to 25,000. We know that it is really important for people with dementia to be able to continue to carry out day to day tasks, either independently or with a carer, such as getting a bus into town, using the library or shopping. By helping communities understand dementia, these aspirations can become a reality. This is why we held a number of workshops focussing on important health issues, including dementia, social isolation, carers and keeping fit and active. These workshops were followed by the launch of a 'Community Call to Action' where we asked community groups and voluntary sector organisations to get creative and come up with ideas that would work in their local area. Health and wellbeing is a really important issue for East Suffolk since our population is older than the average for both Suffolk and England. As a result, 28 projects were funded ranging from new community groups to small local charities to county-wide organisations wanting to try something different. The biggest grant was for £12,500 given to Headway Suffolk for a project to provide a 'pick and mix' offer of courses, one to one support and counselling for people with dementia and their carers. We also support Dementia Cafés in Oulton Broad and Southwold and have trained more than 200 of our officers to be Dementia Friends.</p> <p>A survey carried out by the Alzheimer's Society revealed that 69% of people with dementia say the main reason they stop going out is a lack of confidence. We can help address this by encouraging our communities to support people living with dementia. We have therefore worked hard with Felixstowe Forward to establish the town as a Dementia Friendly Community, including reducing the stigma of dementia by raising awareness and understanding and gaining a commitment from the local community to support people to live well with dementia. Felixstowe now has over 800 Dementia Friends, 12 Dementia Champions and over 40 organisations working together to make Felixstowe a Dementia Friendly Town. These include making practical changes such as providing clear signage, reducing extreme lighting and avoiding black mats at shop entrances which to some people with dementia can appear to be holes. Work is now underway to establish a range of dementia projects in Lowestoft and to make Leiston a Dementia Friendly Community. In Leiston a number of projects have been supported by the Dementia Coordinator and these are close links with the newly established Good Neighbour Scheme.</p> <p>WDC staff recently worked with SCC and the CCG to run a Dementia Grants fund for Waveney District. 6 projects were supported including Care Farms, dementia friendly film screenings and training for staff in GP surgeries.</p>	Completed

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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>We know that we have a significant role to play in terms of supporting the wider determinants of health. Many of the services we provide, such as Housing, Leisure, Revenues & Benefits and Environmental Health, all impact on health and wellbeing, as do our place based initiatives (Lowestoft Rising, Leiston Together and Felixstowe Forward). We also play a key role in supporting individual, family and community resilience, encouraging people to look after themselves better, to develop strong social networks that reduce social isolation and loneliness, use community assets to their maximum potential and engage in volunteering.</p> <p>Communities Team currently focusses on 5 key areas (identified through a series of workshops held in 2016) where communities have a role to play in terms of improving health and wellbeing.</p> <p>Mental Health – work in this area includes:</p> <ul style="list-style-type: none"> • Support and funding for the 'Inside Out' mental health project in Beccles which seeks to remove the stigma attached to mental health and wellbeing issues and connect people with local groups who may be able to help. The project includes regular pop-up cafes and, in May 2017, it started its own allotment intended for use by anybody who feels the need for some space, peace and quiet or for small groups of like minded people to meet and share issues. • Support to establish a Communities Embracing Mental Health initiative in Lowestoft which attracted £10,000 of funding through Lowestoft Rising, including a new Mental Health Ambassador role. Shops, charities, banks and other organisations were asked to make simple changes to make life a little easier for people with mental health issues. Changes included agreeing to turn down music at certain periods of the week, creating quiet zones where people with mental health conditions can take time out and offering a buddy scheme to support them during their visits. • Support to establish a project called 'Embracing Difference' delivered by Pathways Care Farm to raise awareness and understanding amongst communities, voluntary sector organisations, Town and Parish Councils and businesses about mental ill health, dementia, learning and physical disabilities. This project is an 'entry level' programme of short, engaging training, both face to face and online. • Other projects funded include the Deben Community Farm, Pathways Care Farm and Access Community Trust to deliver mindfulness based courses for those in recovery and who have lower level mental health conditions such as depression and anxiety. <p>Carers – work in this area includes:</p> <ul style="list-style-type: none"> • Funding five projects aimed at supporting carers, including Suffolk Family Carers projects in Lowestoft and Felixstowe, Art Branches in Suffolk Coastal (aimed particularly at young carers) and a Topcats project aimed at parents/carers of those under 5 with a recent autism diagnosis. Examples of two projects delivered include Suffolk Family Carers who were awarded funds to address the impact of trauma on carers. The project engages those who are caring for a family member who has experienced trauma, as well as carers who may themselves be affected by secondary trauma. Sessions were facilitated by trauma specialised trainers to help family carers cope with the impacts of self-harm, suicide attempts and substance misuse. The second saw Art Branches funded to set up creative expression workshops which explore coastal areas. By being outdoors and exploring the coast, the project encourages participants to engage with their natural environment and discover different ways of creating and expressing themselves. This project is a pilot aimed at intervention and prevention of mental health issues through building resilience and confidence at an early age, particularly for young careers. The adult programme also offers a crossing of art and science in a safe and supported environment. <p>Dementia – work in this area includes:</p> <ul style="list-style-type: none"> • Funding nine projects to support people with dementia (and their carers) including Dementia Cafés in Oulton Broad and Southwold, Lofty Heights to provide practical support to enable people with dementia to have safer, healthier homes, the Felixstowe Dementia Action Alliance and the Leiston Dementia Support project. • Providing Dementia Friends training sessions to over 200 of our officers. <p>Fit and Active – work in this area includes:</p> <ul style="list-style-type: none"> • Funding six projects including a Lowestoft Dance initiative to provide a fun, social, dance-based activity programme for older people, Lowestoft Town Sport Academy to promote the inclusion of girls in football through a free, six week coaching programme and ActivLives projects in Bungay, Beccles, Halesworth, Southwold and Felixstowe providing local support and motivating people to improve their own health and wellbeing, keeping them connected with their communities and providing access to learning and volunteering opportunities. <p>Social Isolation – work in this area includes:</p> <ul style="list-style-type: none"> • A significant mapping project to establish areas within East Suffolk with a focus on social isolation amongst older people and families and targeting funding of £120,000 to support community-led projects in the 'hot spot' areas and a campaign to raise awareness of hidden needs. • Funding four projects aimed at reducing social isolation, including Saxmundham Town Council for their Men in Sheds project, a place for men to meet to help reduce loneliness and isolation, and Community Action Suffolk's volunteering event in north Lowestoft to bring together event organisers who need volunteers, and those who want to volunteer their time for events and sports. This has created a network of over 450 volunteers. • Securing funding through the East Suffolk Partnership and Suffolk County Council for two Local Area Coordinators covering Saxmundham/Leiston and Beccles/Worlingham who, between them, have worked with over 150 people with different levels of need but more than 50% have mental health issues. • Establishing a number of Social Prescribing pilots across East Suffolk including 1) Kirkley Mill in Lowestoft with North East Suffolk CAB which has now been expanded to cover the whole of Lowestoft with all 8 GP practices taking part 2) South Waveney with Access Community Trust which covers all five rural GP practices (Kessingland, Beccles, Bungay, Sole Bay and Halesworth) 3) Leiston Links with Access Community Trust focussed on the Leiston Practice. Social prescribing is a way of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services for support in order to reduce demand for NHS healthcare. The NHS estimates that on average there is a 28% reduction in GP consultations and a 24% reduction in A&E attendances where social prescribing services are working well. In terms of Kirkley Mill, this has now supported over 100 patients since April 2018 with demonstrable improvements to wellbeing and cost avoidance to the system through reduced GP appointments and hospital visits. The project in Lowestoft has seen a reduction from 33 per 100 patients before intervention to 7 per 100 patients after intervention. There has also been a reduction in GP appointments from 425 per 100 to 186 per 100 patients. 	Completed

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					<p>The Head of Communities recently worked with partners to secured almost £700,000 of funding for a social prescribing project which covers Babergh, Mid Suffolk and Suffolk Coastal and the latter is leading procurement for the whole area.</p> <ul style="list-style-type: none"> Developing a Timebanking pilot in Felixstowe through Felixstowe Forward. Timebanking is a way of exchanging people's time to help others and, in exchange, to receive help. For every hour that participants 'deposit' in a Timebank by giving practical help and support to others, they are able to 'withdraw' equivalent support in time when they are in need. Time can be used in an endless variety of ways such as dog walking, teaching someone to sew, help with smartphones, supporting someone with dementia with their gardening, accompanying a single parent to baby group etc. Timebanking reaches a different demographic volunteer, reduces social isolation and loneliness and supports families and individuals in need. Men's Sheds supported in Beccles, Halesworth, Southwold, Lowestoft, Leiston and Saxmundham and ongoing support for Pathways Care Farm in Lowestoft. 	
S01	Increase investment to £1m in local Community Enabling projects from New Homes Bonus.	SCDC	Nicole Rickard	Enabling Communities	<p>At Suffolk Coastal we are committed to our work to help communities find solutions to local needs and have backed this commitment by making funds available to build on the work of community and voluntary groups.</p> <p>Following the introduction of the New Homes Bonus scheme, whereby the Government pays a grant to local councils based on the amount of extra Council Tax revenue they generate from new homes, or by bringing long-term empty homes back into use, we pledged to invest £1m of this funding, over four years, in local community enabling projects, as well as investing in additional staffing resources to support these. This has been done in a variety of ways.</p> <p>Each Suffolk Coastal District Councillor has their own, annual, Enabling Communities Budget which was initially set at £6,000, but was increased to £6,500 in 2017/18 to reflect the popularity of the scheme. Since the scheme was launched in 2016, more than £800,000 has been spent on community projects, delivering a wide range of outcomes, including improvements to community centres, increased participation in sport, enhanced access to green spaces and projects and activities supporting young people and encouraging their engagement in positive activities.</p> <p>A new 'exemplar/flagship' project funding programme was launched October 2016 with an annual funding pot of £110,000, taking the total spend to date on exemplar projects to £220,000. The scheme was so popular in 2018 that an additional £45,000 was made available.</p> <p>Funding has also been made available through the New Homes Bonus scheme for a Leiston First Change Manager to oversee the Leiston Together partnership. This is a robust, place-based, partnership which supports Leiston in developing and delivering its locally identified priorities around town centre regeneration, a health and wellbeing hub, provision within the town for young adults and supporting enterprise. New Homes Bonus Funding for the Felixstowe Change Director has also continued and the programme in Felixstowe is having a huge impact.</p>	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	<p>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.</p>	Completed
S05	Reinvest New Homes Bonus receipts for the benefit of our local communities.	SCDC	Nicole Rickard	Enabling Communities	<p>We have developed new and innovative ways to reinvest income derived from the New Homes Bonus for the benefit of our local communities. This has included the creation of an East Suffolk Communities Team, bringing together 22 officers from Suffolk Coastal and Waveney District Councils and Suffolk County Council. As a result, we are able to support a greater number of local projects and reduce duplication. The team has 8 Communities Officers supporting 8 localities within East Suffolk. By creating geographical areas in this way, has allowed us to develop closer working relationships with community and voluntary sector representatives and Town and Parish Councils in each of the 8 areas. In turn, this has allowed for much more effective joint working with the Economic Development Team who have aligned their structure to the same geographical areas.</p> <p>The team has also been able to support key initiatives including the Hidden Needs project, Everyone is Unique and the Felixstowe Timebank. For instance, in Framlingham we have supported two Crucial Crew Plus events with the Alde Valley Academy to tackle anti social behaviour. In Leiston we have worked with 42 people socially isolated due to poor health. In Kesgrave and Martlesham we are exploring a new trim trail project and supporting the indoor skate park project and in Felixstowe we have helped launch the Men's Shed with around 45 men registered.</p> <p>To date we have invested over £1m in Councillor Enabling Communities Budgets, and additional funding for the place-based initiatives Felixstowe Forward and Leiston Together who collectively receive over £130k a year. In addition, the East Suffolk Partnership receives £100k a year. We have also used the New Homes Bonus to fund coastal protection measures and improved broadband connectivity.</p>	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
S06	Enhance and re-develop modern Leisure Centre and Sports Hub facilities in the District.	SCDC	Kerry Blair	Financial Self Sufficiency	<p>The Suffolk Coastal leisure redevelopment programme meets three of our East Suffolk Business Plan aims; to increase participation in health and wellbeing activities, to provide state of the art facilities, and to achieve improved sustainable leisure facilities.</p> <p>We have invested £3.5m in the Deben Leisure Centre to create both new and enhanced facilities including an indoor cycling studio, thermal suite and a 58 station gym and weights area. In addition, there are new changing rooms and the addition of a dance studio which allows the centre to provide a wide range of exercise classes that it was previously unable to do.</p> <p>The Leiston Leisure Centre is next in line to be redeveloped and work commences in September 2018 with anticipated completion in Summer 2019. This is a £3.5m investment project which will provide brand new changing rooms, a new thermal suite, an extended new entrance with new reception and food servery, as well as a 60+ station gym and children's soft play area. The redeveloped facility will also have the car park improved, decoration and mechanical and electrical improvements including LED lighting.</p>	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	<p>SCDC is a key partner in the 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 Suffolk County Council, 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 Suffolk County Council, 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 the summer of 2017.</p>	Completed
S12	Support the Redevelopment of Felixstowe Pierhead.	SCDC	Paul Wood	Enabling Communities; Economic Growth	<p>We have worked closely with the owners of Felixstowe Pier to complete the £3m redevelopment of the old Pier Head building which opened to the public in the summer of 2017, two weeks ahead of schedule. The new Pier development now has a vibrant family entertainment centre, mini ten pin bowling, casino and broadwalk café. Visitors can walk around the building on a broadwalk over the beach and sea. To support the redevelopment of the pier, we provided land for a works compound and site access during the nine months construction because we recognised the importance of the redevelopment to the local tourism economy, and aligns strongly with our economic growth ambitions.</p>	Completed
S13	Develop a Suffolk Coastal Youth Council and related youth opportunities.	SCDC	Nicole Rickard	Enabling Communities	<p>We have sought to create a Youth Council for Suffolk Coastal to give young people of the district a voice and to enable them to make a difference in their community. The Youth Council would aim to provide opportunities for young people to be involved in important decision-making processes and key consultations, to assist with the development of local services that directly affect them.</p> <p>We therefore held a youth conference, which was open to all young people from across the district of secondary school, to get their views on the idea of a Youth Council and what young people want in the area. We found little interest in the idea of forming a Youth Council, but our young people told us that they would prefer participation to take the form of a wider forum. As a result, Suffolk Coastal Youth Voice has been formed, aimed at schools and local youth clubs, which will meet once a year. Members of the Communities Team are visiting schools and youth groups in the district to advocate this preferred approach and suggestion boxes will be made available in key locations. Suffolk Coastal Youth Voice will be a forum for young people to have their say, for problem sharing and solving and for us to better understand the issues facing young people today. Given the size and rurality of Suffolk Coastal, we are currently exploring innovative ways to ensure the Suffolk Coastal Youth Voice reaches as many of our young people as possible, including a travelling forum, a web-based forum and the use of online polls.</p>	Completed
S14	Regenerate & revitalise the Felixstowe Boating lake area to include a dedicated 'Events' area.	SCDC	Kerry Blair	Financial Self Sufficiency; Enabling Communities	<p>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.</p>	Completed
S15	Complete the construction and occupy the Council's modern and more efficient Civic Headquarters	SCDC	Andrew Jarvis	Financial Self-Sufficiency	<p>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.</p>	Completed
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	<p>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.</p>	Completed

Business Plan Actions - Progress (as at Quarter 3 2018/19)

Appendix D

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
S17	Further improve the efficiency, effectiveness & marketing of the Council- owned Port Health Service software.	SCDC	Phil Gore	Financial Self Sufficiency	<p>The Port Health Interactive Live Information System (PHILIS) is a hi-tech system, developed by Suffolk Coastal Port Health Authority, for handling imports at the Port of Felixstowe. Since its development and launch in September 2009, PHILIS has been developed to incorporate a scanning module to handle the high volumes of paperwork and original certification that accompanies imported food consignments. In addition to benefiting the Port Health service at Felixstowe, the software has now been licenced to major sea ports in London, Mersey and Southampton. The system has also been developed by the team to manage animal welfare requirements at Heathrow's Animal Reception Centre.</p> <p>The system now manages 85% of food imported into the UK from outside the EU, supports 100 users operating from the four major sea ports and Heathrow's Animal Reception Centre, handles over 3 million containers a year through the four ports, has delivered at least a 20% saving in officer time at Felixstowe, scans around 1 million documents a year and generates income for the Council through licence fees.</p> <p>During the last 12-18 months, the focus has been to promote the system and PHILIS Online (an electronic declaration system) with government departments working on the implications of Brexit for import controls. We have had encouraging feedback and are hopeful that PHILIS Online will be considered as a temporary, day 1, solution to the electronic declaration of imports if the UK was no longer able to access the European system TRACES.</p> <p>We continue to promote PHILIS as an option for the smaller ports with the Food Standards Agency, as we have done during Brexit discussions.</p> <p>We have a PHILIS promotional video which has been shown during Brexit visits to Felixstowe by the Food Standards Agency, Defra and the Department for Exiting the EU. The system is promoted on both the Port Health and the East Suffolk website and has been shown at regional conferences.</p> <p>In 2016/17 PHILIS generated £114,000 and in 2017/18 this rose to £136,000. We are expecting an income of £143,000 this financial year.</p> <p>PHILIS was awarded a Local Government Chronicle Award for Innovation in March 2018 which is the second time the software system has been shortlisted, having been named a finalist in the Technological Innovation category of the APSE Environmental Services Innovation Awards in October 2017.</p>	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	<p>The 'One Government at the Border' pilot, led by HMRC, was designed to develop and deliver a single, coherent approach to border management based on better common data and a regulatory and legislative framework, focusing on the movement of goods. We took an active part in this pilot and as a result have been given greater access to import data held by HMRC which we use to help target our interventions more effectively. This has resulted in some improvements in efficiency and ensured our continued involvement in influencing national policy.</p>	Completed
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	<p>Delivering a third river crossing for Lowestoft is a project being led by Suffolk County Council and Waveney District Council is committed to doing what it can to support its delivery, recognising the huge benefits this will bring to the town in terms of growth, jobs and alleviating traffic congestion. As members of the Third Crossing Board, we act as a critical friend to the project, providing constructive feedback and views, and raising relevant issues. In this way we help to move the project forward by responding in a timely manner to questions from the County Council and facilitating contact with interested parties where local knowledge assists, such as affected landowners.</p> <p>As part of the vision in the Area Action Plan, we need to reduce the impact of car travel by providing both improved and new connections for walking and cycling provision. The main purpose of a new pedestrian and cycle bridge is to replace the existing footbridge over the Lowestoft-Norwich and Lowestoft-Ipswich railway line which is no longer fit for purpose. A new cycle and pedestrian footbridge will allow cyclists to avoid the current pinch points and accident black spots on the A12 to the east and the A146 to the west. The project is now at the design stage and a design agent has been appointed. This stage of the project should be complete by March 2019. Project progress is reviewed at monthly meetings. This is an SCC led project which is on programme with the construction and due to be completed in 2021/22, therefore status now <i>completed (business as usual)</i>.</p>	Completed
W08	Improve the infrastructure, access & extend the Enterprise Zone (subject to Department for Communities & Local Government approval).	WDC	Paul Wood	Economic Growth	<p>The South Lowestoft Industrial Estate (the Phoenix Enterprise Park) has seen the installation of new road infrastructure at the former Wessex Foods entrance off Pinbush Road. The introduction of the new road infrastructure has opened access to the Phoenix Enterprise Park development, which includes 16 new units for fledgling and small to medium sized businesses. Profiling suggests that once the units are fully occupied, around 130 new jobs will be created. The development has only recently been completed, but already 2 units have been taken and we are actively engaged in discussions in relation to other units. There is potential for the new road infrastructure to be extended in order to open up additional development sites within the wider Enterprise Zone.</p> <p>Additional improvements are also planned across the town which will further improve access to the Enterprise Zone. The delivery of a third river crossing over Lake Lothing has progressed faster than expected and will also have a positive effect in terms of improved access to our Enterprise Zones.</p> <p>We have also successfully extended Enterprise Zones at Riverside Road and Mobbs Way. Riverside Road Enterprise Zone has been extended by 10,000m2 and Mobbs Way by 2,500m2. Through discussions with landowners, their aspirations to develop remain and we will continue to explore potential for further expansion in the near future.</p>	Completed
W10	Conduct a Community Governance Review in relation to the unparished areas of Lowestoft.	WDC	Stephen Baker	Enabling Communities	<p>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.</p>	Completed

Action Reference	Business Plan Action Description	Council	Responsible Officer	Business Plan Aim	Outcomes 2018/19 (at Quarter 3)	RAG Status
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	<p>At WDC, a Community Enabling Fund has been established, with an annual budget of £26,000, from which voluntary and community organisations and groups, looking for grant support of between £250 and £2,500, can bid. The purpose of the fund is to make money available to build on the work of community and voluntary groups, which support residents to improve their quality of life, encourage partnership working and show commitment to equal opportunities.</p> <p>For instance, Beccles Town Council Youth Champion Team was awarded £519 to publish a youth magazine which was distributed to local schools to raise awareness of youth organisations and facilities in Beccles. Halesworth Volunteer Centre was awarded £2,470 to create a "Social Pharmacy", a resource to signpost people to local organisations and groups who can provide specialist help, social contact and support and the Seagull Theatre CIC was awarded £2,500 to run a reminiscing and life history project targeted at people living with dementia.</p> <p>At SCDC each of the 42 Councillors now has an annual community enabling budget of £6,500 to spend on new community projects, or develop projects in their ward, which bring a clear community benefit & support delivery of our Enabling Communities Strategy and strategic priorities contained within the East Suffolk Business Plan.</p> <p>In 2017/18, just over £265,000 was awarded to more than 200 projects, bringing the total spend in two years to just over £500,000. Organisations received an average grant of £1,487, with 40% of the funding allocated to Town and Parish Councils, village halls & community centres, 17% to sports and fitness projects and 13% each to culture and park projects. SCDC is an 'enabling' Council and strives to make it possible for communities to do what they want to do. The Enabling Communities Budgets are just one way in which we demonstrate this.</p> <p>For instance, Long Shop Museum in Leiston was awarded £1,000 to set up a young persons group to tackle social, physical and mental health difficulties through museum workshops, Bawdsey Parish Council was awarded £500 to contribute towards production/launch of a book recording the history of Bawdsey Radar and Hoo Parochial Church Council was awarded £1,059 to erect a memorial plaque in Hoo Church for four serviceman who lost their lives during WW1.</p> <p>We also introduced an Enabling Communities Exemplar Programme which looks to assist community initiatives with grant funding to deliver new, flagship, projects which will have a positive impact across our communities. The total pot of funding available each year in this regard is £110,000.</p> <p>Grants are available of between £1,000 and £10,000 for projects that have the support of their local Councillor and demonstrate need & demand. Applications are considered by a panel of Councillors and the programme has been so successful that it has been temporarily suspended in order for us to properly consider the overwhelming number of applications we have received and to explore the allocation more funding given its popularity.</p> <p>Examples of projects assisted by the Exemplar programme are Aldeburgh Community Hospital League of Friends who were offered £10,000 to build a garden dedicated to promoting rehabilitation, recuperation and physical & mental wellbeing of hospital patients, day centre users, families and staff. £10,000 was awarded to Hour Community to purchase a Trishaw which will allow volunteers to visit the local care and senior citizen facilities around Framlingham and offer residents an opportunity to be a passenger on Trishaw and add to their health & wellbeing. They intend to also use the Trishaw to raise money during the summer months by taking tourists around Framlingham.</p>	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	<p>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.</p> <p>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.</p>	Completed
W15	Encourage re-development of the former Blundeston Prison site for uses that meet local community and Council aspirations.	WDC	Philip Ridley	Economic Growth	<p>In recent years the supply of homes has not kept pace with demand and increasing housing costs mean that housing of all types is less affordable. Our main challenge is to increase the supply of homes, and particularly affordable homes, across our area. Through the East Suffolk Housing Strategy, we aim to increase the amount of council owned affordable housing from 4,479 homes to more than 5,100 and also to increase the overall number of affordable homes in East Suffolk to 250 units per annum.</p> <p>A key site to help us achieve our aims is the former Blundeston Prison site which now has planning permission for 130 dwellings, two shops, three office buildings and a care home, all with associated parking. The first phase of this build included 16 affordable housing units which the developer intended to sell to a housing association. Unfortunately, the developer was unable to secure a large enough offer for these affordable units from a housing association and in order to ensure that the overall development remained on track, the Council intervened and reached an agreement with the developer to buy the affordable units for use as council housing stock. Without the Council's intervention, the wider development was at risk and the Council acted quickly to ensure delivery of the affordable housing.</p>	Completed
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	<p>Following negotiations with Beccles Town Council, the process of transferring Beccles Quay into their formal ownership will complete in September 2018. This transfer will allow the Town Council to decide how the Quay should be used to the benefit of the local community and visitors to the town.</p> <p>We are working with the Town Council, Sentinel Leisure Trust and the Broads Authority to look at ways to improve the Quay. Plans to upgrade the existing children's play equipment and the amount of mooring available at the Quay are in the pipeline, with the income from additional moorings being put back into the Quay.</p> <p>The empty tourist information centre at the quayside is also set to be given a new lease of life as the neighbouring Quay Café has been granted permission to extend into the property. The café will provide leaflets and tourist information from the new site.</p> <p>In June 2018 we commenced a £1m project to improve and promote the Quay, which saw work start on the pathways surrounding it, which had become decayed and corroded. In addition, we spent £30,000 on steel reinforced concrete for the path.</p> <p>We will continue to work to unlock potential funding from the Broads Authority who are keen to support projects that engage community groups.</p>	Completed