

BABERGH DISTRICT COUNCIL and MIDSUFFOLK DISTRICT COUNCILS

To: Strategy Committee	Report Number: L171
From: Head of Corporate Organisation	Date of meeting: 12 April 2012

ALIGNMENT OF STRATEGIC PRIORITIES AND DELIVERY PLAN 2012/13

1. Purpose of Report

- 1.1 To provide councillors with the opportunity to consider and review the outputs from the developmental work undertaken by officers in aligning the Babergh and Mid Suffolk District Council strategic priorities for the transitional year 2012/13.
- 1.2 The priorities are supported by a joint Delivery Plan for 2012/13 (attached at Appendix A). This plan highlights the key supporting outcomes expected for each of the six strategic priorities, with associated objectives, measurable actions, performance measures and risks of non achievement.

2. Recommendations

- 2.1 That the aligned strategic priorities for 2012/13 as set out in 9.1 are approved.
- 2.2 That the associated joint Delivery Plan for 2012/13 set out at Appendix A is approved.
- 2.3 That the Head of Corporate Organisation be authorised to make any minor amendments to the Delivery Plan to reflect Members' consideration

The Committee is able to resolve this matter.

3. Financial Implications

- 3.1 The proposed delivery plans are consistent with the 2012/13 budgets that have been approved by both councils. These build on existing plans and priorities and have been developed in accordance with the approved strategic planning frameworks.
- 3.2 Resources will continue to be aligned to the priorities and the actions contained in the delivery plans to ensure that outcomes are met. Any variations in resources compared to the approved budget will be reported to Members during the year under the performance management arrangements.

4. Risk Management

- 4.1 This report is most closely linked with Mid Suffolk's Significant Business Risk No. G1 – Failure to meet Strategic Task Group objectives and Babergh's Significant Business Risk No. 1 – Failure to deliver intended outcomes and necessary change.

- 4.2 The 2012/13 Delivery Plan identifies the key risks of non-achievement of the councils' objectives. These will be mitigated through the actions identified in the Plan and managed through the Significant Business Risk Register or via operational risk registers.

5. Consultations

- 5.1 The Joint Member Integration Board (JMIB) have reviewed the ongoing developmental process for the alignment of the strategic priorities and creation of the 2012/13 joint Delivery Plan and associated performance management arrangements at meetings in December 2011, February and March 2012.

6. Equality Analysis

- 6.1 There are no specific equality and diversity implications arising from this report but where any negative impacts are identified through the equality analysis process, these will be considered as part of the risk management arrangements and reported on as necessary.

7. Shared Service/Partnership Implications

- 7.1 The aligned strategic priorities contained within this report will be delivered through a joint Delivery Plan. Heads of Service have worked with service teams across both councils and corporate staff to develop the actions and initiatives which form the basis for the joint Delivery Plan. This work has supported the integration and alignment of service teams for both councils.

8. Background information

- 8.1 A joint approach to strategic planning and performance management has been developed across both councils for 2012/13. The overall objective is to have in place an appropriate and proportionate approach to the integration of the strategic planning process for 2012/13 (much of which builds on the existing 2011/12 strategic priorities (supporting Babergh's Medium Term Plans 2011-2014 and Mid Suffolk's Priority Action Plans). The 2012/13 priorities have been aligned and are mapped against the themes and priorities that already exist in the strategic plans and planning frameworks for each Council.
- 8.2 Supporting the priorities is a Delivery Plan for 2012/13 consisting of a set of focused objectives underpinning each of the strategic priorities with associated outcomes and outputs in the form of measurable actions and initiatives.
- 8.3 The developmental process for the Delivery Plan has provided Heads of Service with a clear basis for the creation of integrated service structures, resource allocation and business planning for 2012/13.
- 8.4 The aligned priorities also provide staff and partner organisations with a clear picture of the strategic focus and planned activity for the councils during 2012/13.

9. Alignment of strategic priorities and joint Delivery Plan 2012/13

- 9.1 The following aligned strategic priorities for 2012/13 were considered and approved by JMIB at the meeting on 15 December 2011. These priorities were originally developed as part of the business case developed for the integration project in 2011. Each priority is co-ordinated by a lead Head of Service responsible for the oversight and coordination of specific projects and deliverables.

- Meeting the housing needs of our communities (Lead: Martin King)
 - Making our environment cleaner and greener (Lead: Chris Fry)
 - Improving the health and wellbeing of our communities (Lead: Jonathan Free)
 - Supporting and developing the local economy (Lead: Peter Burrows)
 - Developing strong and resilient communities (Lead: Jonathan Free)
- 9.2 The aligned community and citizen focused priorities listed at 9.1 are augmented by a new internally focused overarching priority concerned with the Babergh and Mid Suffolk “Service integration and transformation” programme. This element will be used to manage the development of the BMI Integration plan (linked to the appointment of Tier 4 managers and integration of operational delivery teams) and complementary work with members to develop the vision, future strategic direction and organisational development programme for the councils’.
- 9.3 Heads of Service and service teams have developed a joint set of objectives and associated outcomes for each of the community focused priorities. These service, operational and corporate outcomes clearly identify what the councils are aiming to achieve during the year and form the basis for the joint Delivery plan for 2012/13 (Appendix A).
- 9.3 The developmental process for the Delivery Plan has included a review of existing priorities, actions and measures, and a consideration of baseline evidence and data along with a review of key external influences which could impact on the delivery of the strategic priorities (i.e. new legislation, new funding streams, cuts to grants etc.).
- 9.4 Supporting the objectives and outcomes in the Delivery Plan are a range of actions which clearly show the projects and initiatives to be undertaken in 2012/13, with associated achievement /performance measures. In most cases joint measures are shown, although a few are council specific. Risks of not achieving the councils’ objectives have been considered and are fed into the significant business risk management process. Likewise, risks which could impede the achievement of specific actions within the Delivery Plan are fed into the operational risk management process.
- 9.5 The Delivery Plan provides a current assessment of planned actions, initiatives and projects designed to deliver outcomes to our communities linked to each of the aligned priorities. Elements of the plan will however be developed and refined through the year (particularly those associated with the integration and transformation of service teams). The aim will be a dynamic outcome focused plan able to meet the changing needs of our communities, which is closely monitored by officers and councillors.
- 9.6 A supporting performance management framework is being developed in tandem with the integration of service teams and appointment of Tier 4 managers .This framework will be used to support performance improvement, monitoring and review providing service managers with timely relevant performance data and an assessment of the achievement of strategic community focused outcomes. In addition providing councillors and senior managers with assurance with regard to the achievement of the BMI integration programme objectives (i.e. measuring benefits realisation and key council operational outcome metrics).

- 9.7 Additional information concerning the proposed performance management framework relating to the format, reporting arrangements and range of performance measures will be provided for the May 2012 meetings of the Executive and Strategy Committees for each council.
- 9.8 Work on the 2012/13 process is running concurrently with the development of a single corporate strategic plan rooted in community needs and a complementary programme focused on leadership, behavioural and cultural change.

10. Appendices

Title	Location
(a) Babergh and Mid Suffolk District Councils' Delivery Plan 2012/13	Attached

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**Babergh and Mid Suffolk District
Council**

Joint Delivery Plan 2012/13

Meeting the housing needs of our communities

Lead Officer: Head of Housing

The outcomes we are aiming to achieve:

- *Enough good quality homes within the appropriate tenures and price brackets to meet the needs of the people of Babergh and Mid Suffolk (see objective H1)*
- *Occupation of council and housing association accommodation by those in need of it is optimised (see objective H2)*
- *Increased tenant satisfaction and ownership of the housing service (see objective H3)*
- *Improved standards of housing and tenant satisfaction (see objective H4)*
- *Increased resilience to climate change within the housing stock and more affordable energy bills for residents of Babergh and Mid Suffolk (see objective H5)*

What we will do in 2012/13

Objective H1

Improve the supply, suitability and condition of housing across all tenures

Ref	2012/13 Supporting actions	Performance measures	Associated risks
H1a	Deliver affordable housing in partnership with Housing Associations	<ul style="list-style-type: none"> • Deliver 100 new affordable homes 	Failure to improve the supply, suitability and condition of housing across all tenures results in overcrowding, pressure on housing waiting lists and increased homelessness
H1b	Improve housing standards in the private sector	<ul style="list-style-type: none"> • Investigate landlord accreditation schemes with a view to signing up by April 2013 	
H1c	Bring empty homes back into use	<ul style="list-style-type: none"> • Bring 20 empty homes in Babergh and 30 empty homes in Mid Suffolk back into use 	
H1d	Promote and encourage the private rental market	<ul style="list-style-type: none"> • Implement a Private Sector Leasing Scheme during 2012/13 	
H1e	Deliver disabled adaptations	<ul style="list-style-type: none"> • Deliver 40 disabled adaptations in both private and council housing 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
H1f	Encourage growth in numbers of supported accommodation units/schemes	<ul style="list-style-type: none"> Review the Local Investment Plan annually 	

Objective H2

Provide fair access to suitable housing

Ref	2012/13 Supporting actions	Performance measures	Associated risks
H2a	Review the sub-regional allocation policy embracing welfare reform and the Localism Act	<ul style="list-style-type: none"> Review the sub-regional allocations policy by Dec 12 	Failure to optimise use of the housing stock results in under occupation, overcrowding and increased homelessness
H2b	Introduce a Strategic Tenancy Policy	<ul style="list-style-type: none"> Introduce a Strategic Tenancy Policy by Dec 12 	
H2c	Tackle under-occupation of council housing	<ul style="list-style-type: none"> Encourage a minimum of 50 homes to be freed up through people downsizing 	
H2d	Increase both Councils' armoury of homelessness prevention measures	<ul style="list-style-type: none"> Prevent 50 cases of homelessness in the year 	
H2e	Review of temporary accommodation		
H2f	Investigate the possibility of letting private sector homes through the Gateway to Homechoice scheme		
H2g	Minimise the use of Bed & Breakfast accommodation, particularly for 16/17 year olds and families		

Objective H3

Give tenants real influence over the management and maintenance of their homes

Ref	2012/13 Supporting actions	Performance measures	Associated risks
H3a	Introduce and service the Joint Housing Board	<ul style="list-style-type: none"> Implement joint Housing Board on 1 April 2012 	Failure to give tenants real influence over the management and maintenance of

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
H3b	Review the structure of tenant involvement beneath the Joint Housing Board	<ul style="list-style-type: none"> Improve on 2008 tenant satisfaction levels of 89% in Babergh and 83% in Mid Suffolk 	their homes leads to resources not being prioritised in accordance with the needs and aspirations of the tenants, resulting in dissatisfied customers
H3c	Introduce Tenant Inspectors	<ul style="list-style-type: none"> Introduce a programme of tenant inspections during 2012/13 	
H3d	Agree joint local TSA standards	<ul style="list-style-type: none"> Publish joint local TSA standards by April 2013 	
H3e	Measure tenant satisfaction	<ul style="list-style-type: none"> STAR Survey (to capture satisfaction results) 	
H3f	Employ tenant insight data to tailor services		
H3g	Implement a trial Tenant Cash Back scheme	<ul style="list-style-type: none"> Implement a trial Tenant Cash back scheme for specific repairs/improvements Increase the number of people completing repairs satisfaction surveys to 35% 	

Objective H4

Optimise the condition, value and yield of the Council's property assets

Ref	2012/13 Supporting actions	Performance measures	Associated risks
H4a	Maintain and improve the housing stock and other property assets	<ul style="list-style-type: none"> Achieve average void turnaround in <23 days Reduce the average spend per void to benchmark figure (£1,000) 	Failure to optimise the condition, value and yield of the Councils' property assets means that the poor condition of council houses leads to reduced occupation and reduced HRA income, resulting in poor delivery of capital programme and
H4b	Explore the best available IT solution for stock condition data		
H4c	Maintain up to date and accurate stock condition data		
H4d	Deliver the local TSA Home Standard for both councils' housing stocks		

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
H4e	Ensure expenditure on the housing stock remains within the parameters of the Housing Revenue Account Business plan	<ul style="list-style-type: none"> Complete capital programmes in accordance with the HRA Business Plans 	people living in sub standard homes
H4f	Review the delivery vehicles for responsive and planned maintenance for effectiveness and value for money	<ul style="list-style-type: none"> Achieve the benchmark average cost (£350) per dwelling for responsive repairs 	
H4g	Optimise income collection for housing related services	<ul style="list-style-type: none"> Collect >99% of rental income due Improve collection rates for recharges 	

Objective H5

Facilitate energy efficiency of housing stock across all tenures

Ref	2012/13 Supporting actions	Performance measures	Associated risks
H5a	Upgrade insulation in council homes	<ul style="list-style-type: none"> Improve average SAP rating for council housing to a minimum of 69 	Failure to improve energy efficiency of housing stock across all tenures leads to fuel poverty and a poor carbon footprint for the authorities resulting in deterioration of properties and residents' health and a missed opportunity to increase resilience to climate change
H5b	Install renewable energy systems in council homes wherever possible using grant money where available	<ul style="list-style-type: none"> Provide at least 100 renewable energy systems to housing stock, e.g., air / ground source heat pump, PVs, etc 	
H5c	Provide energy efficiency grants for private sector homes		

Making our environment cleaner and greener

Lead officer: Head of Environment

The outcomes we are aiming to achieve:

- *Environmental and economic benefits arising from improved recycling (see objective G1)*
- *Residents and visitors are able to live, work in and enjoy a cleaner, safer and healthier environment (see objective G2)*
- *Our local environment is more resilient to climate change and emissions are reduced (see objective G3)*

What we will do in 2012/13

Objective G1

Reduce waste going to landfill and improve recycling rates

Ref	2012/13 Supporting actions	Performance measures	Associated risks
G1a	Arrange, participate or support at least 2 waste and recycling awareness events in the community	<ul style="list-style-type: none"> • Increase household waste recycling by 2% above the previous year in both districts • Reduce residual waste per house by 2% below the previous year's figures in both districts • Increase trade waste recycling rate by 5% above the previous year in both districts • Increase the customer base by 500 for Mid Suffolk and 300 for Babergh • Report on food waste collection service to Members and recommend a way forward 	<p>Failure to reduce waste going to landfill leads to an increase in the number of landfill sites having a negative impact on the natural environment resulting in loss of reputation for Babergh and Mid Suffolk</p> <p>Failure to improve recycling rates leads to loss of recycling credits</p>
G1b	Introduce domestic textile collection and recycling service for residents		
G1c	Encourage residents to reduce, re-use, recover and recycle by providing educational information and leaflets		
G1d	Continue to promote waste reduction culture during promotional campaigns		
G1e	To increase the number of trade recycling customers across the districts through a targeted marketing campaigns		
G1f	Produce promotional leaflets and target areas where there is low take up on garden waste services		
G1g	To investigate, with partners, the opportunity for a separate food waste collection service in the light of government's new funding		

Objective G2

Ensure a clean, environmentally safe and well-managed environment

Ref	2012/13 Supporting actions	Performance measures	Associated risks
G2a	Promote & support community litter picks and individual volunteers through “Love where you live” and “Don’t be a tosser” campaigns	<ul style="list-style-type: none"> Support at least 25 community litter picks for each district 	Failure to ensure a clean environmentally safe and well managed environment leads to increased risk of detrimental effects on human health and negative impacts on the natural and built environments resulting in possible Ombudsman complaints and financial penalties due to failure to comply with legislative requirements
G2b	Air quality (AQ) priorities are embedded in Development Plan and in the decision making process	<ul style="list-style-type: none"> Adopt the Suffolk-wide supplementary planning guidance on AQ and ensure development proposals comply with requirements 	
G2c	Commence implementation of Air Quality Action Plan for Cross Street in Sudbury (Babergh only)	<ul style="list-style-type: none"> Action Plan measures implemented in accordance with specified timetable 	
G2d	Maintain robust environmental regulatory services to control fly tipping, nuisance etc...	<ul style="list-style-type: none"> Attain a grading of at least ‘effective’ (Score 2) on the National fly-tipping indicator 	
G2e	Respond to nuisance complaints promptly	<ul style="list-style-type: none"> 80% of complaints responded within 24 hours 	
G2f	Ensure that contaminated land sites are identified and managed in accordance with the contaminated land strategy and through the planning process	<ul style="list-style-type: none"> Identify the status of 10 prioritised sites annually Evaluate land contamination aspects of any sensitive development within 8 weeks 	
G2g	Engage the public, schools, businesses, parish councils and community groups to promote social, commercial and individual responsibility towards a well managed environment	<ul style="list-style-type: none"> Take part in the annual national noise awareness day Presentation to the annual schools “Democracy day” event 	

Objective G3

Develop resilience to climate change by reducing greenhouse gas emissions and plan to address the unavoidable impacts

Ref	2012/13 Supporting actions	Performance measures	Associated risks
G3a	Install energy efficient boiler management systems to corporate headquarters	<ul style="list-style-type: none"> Reduce greenhouse gas (GHG) emissions by 2% below the previous year in both councils 	Failure to develop resilience to climate change by reducing greenhouse gas and plan to address the unavoidable impacts leads to a missed opportunity to reduce energy consumption, emissions and cost and the absence of measures in place to address extreme weathers (flooding, drought etc) resulting in a negative impact on the natural environment and loss of reputation for Babergh and Mid Suffolk
G3b	Replace lighting and other measures with energy efficient systems as per BDC Carbon Management Plan.		
G3c	Arrange training for transport fuel efficiency		
G3d	Investigate external funding to showcase renewable energy systems for council buildings e.g. Stradbroke Pool, sheltered housing or corporate buildings etc.	<ul style="list-style-type: none"> Start work on at least one renewable energy scheme in both councils 	
G3e	To raise awareness within the community of energy efficiency, renewable technologies and climate change etc.	<ul style="list-style-type: none"> Arrange community events :2 in Babergh and 2 in Mid Suffolk annually 	
G3f	Visit local businesses to carry out energy audits	<ul style="list-style-type: none"> Arrange at least 2 audits in Babergh and 2 in Mid Suffolk annually 	
G3g	Ensure the continued funding support to Suffolk Climate Change Partnership		
G3h	Work with partner organisations to assess the potential threats of climate changes and plan accordingly; e.g. colder wetter winters, flooding, hotter dryer summers, droughts, reduced agricultural production	<ul style="list-style-type: none"> Start to work on Climate Change Adaptation Plans for Babergh and Mid Suffolk 	

Improving the health and wellbeing of our communities

Lead officer: Head of Communities

The outcomes we are aiming to achieve:

- *The key health and wellbeing issues within our districts are understood and these key issues are addressed within our own Health and Wellbeing strategy (see objective W1)*
- *Health inequalities and needs that are already clearly identified are acted upon (see objective W1)*
- *There is a strong voice representing Babergh and Mid Suffolk on key health and wellbeing issues ensuring these are reflected in the priorities of Suffolk's Health and Wellbeing Board (see objective W2)*
- *Levels of crime and anti-social behaviour are reduced and perceptions of safety and the fear of crime are improved (see objective W3)*
- *A range of improved outcomes for problematic families e.g. reduction in crime and anti social behaviour, improved school attendance, educational attainment and improved employment and vocational training (see objective W3)*
- *The communities' concerns in respect of crime and disorder priorities are effectively represented and scrutinized (see objective W4)*

What we will do in 2012/13

Objective W1

Develop and act on an understanding of local health and wellbeing needs

Ref	2012/13 Supporting actions	Performance measures	Associated risks
W1a	Provide an evidence base of health inequality and wellbeing issues by:- <ul style="list-style-type: none"> • mapping of needs, gap analysis • undertaking a local resource assessment • community engagement • agreeing a wellbeing indicator set 	<ul style="list-style-type: none"> • Identification of timescales for analysis and strategy • Develop appropriate discrete initiatives for specific needs • Performance measures are likely to be influenced by the Public Health Outcomes Framework 2013 to 2016 	Failure to develop and act on an understanding of local health and wellbeing needs may lead to lack of facilities and services to address those needs. This may result in unresolved issues particularly for some vulnerable groups within the community
W1b	Develop local Health and Wellbeing Strategy and action plan	<ul style="list-style-type: none"> • Development and publication of the Babergh and Mid Suffolk Health and Wellbeing 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
		Strategy	
W1c	Play an active part in the development of the Most Active County initiative and make use of this as a vehicle for tackling health inequality	<ul style="list-style-type: none"> • Increase in sports events and uptake of activities within both districts (specific targets will be determined within the Most Active County team) 	
W1d	Ensure that facilities and opportunities are provided to communities that enable active leisure to address health inequality		
W1e	<p>Indicative supporting actions in 2012/13 for needs already identified include:</p> <ul style="list-style-type: none"> • Partnership or community budget initiatives to support the frail elderly. In particular in village and rural locations • Early interventions to reduce health inequalities in children and young people. Likely to be centred on areas with known health inequalities such as Sudbury and Stowmarket • Link sports and active leisure initiatives in both councils to improve the impact on health, antisocial behaviour, children and young people issues • Extension of the Warm Homes, Healthy People initiative around fuel poverty 		

Objective W2

Contribute to and support the work of the Suffolk Health and Wellbeing Board (SHWB)

Ref	2012/13 Supporting actions	Performance measures	Associated risks
W2a	<p>Input to SHWB reports taking a pro-active approach in shaping the strategic priorities of the board and related actions through:-</p> <ul style="list-style-type: none"> • Ensuring the SHWB understands Babergh and Mid Suffolk priorities • Ensuring that current areas of activity are mapped to the SHWB outcomes. (Areas of activity will go beyond specific health activities to include cultural services, arts, leisure, 	<ul style="list-style-type: none"> • Babergh and Mid Suffolk issues recorded in SHWB reports • Babergh and Mid Suffolk priorities debated by SHWB • Projects and specific initiatives in 2012/13 that projects are 	Failure to contribute to and support the work of the SHWB may result in an adverse impact on the health and health inequalities of the communities of both districts

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
	countryside and community safety work)	identified and agreed. N.B. The current shadow status of the SHWB may mean some plans may not be fully agreed within this time period	
W2b	Pilot implementation of shadow SHWB outcomes at local level	<ul style="list-style-type: none"> Pilot project with Suffolk County Council and Public Health to match district activity supporting health and wellbeing by end of 2012 	
W2c	Support the Babergh and Mid Suffolk SHWB members in making an effective contribution to the Board's work	<ul style="list-style-type: none"> Establish pre and post SHWB briefings and Member development 	

Objective W3

Tackle crime and anti-social behaviour (ASB) through improved collaborative working with Suffolk Police, Suffolk County Council and directly with communities

Ref	2012/13 Supporting actions	Performance measures	Associated risks
W3a	Support Community Safety Partnership (CSP) priorities. (Babergh and Mid Suffolk take a leading role within the partnerships, helping to define objectives)	<ul style="list-style-type: none"> CSP is supported by services evidenced in service action plans 	Failure to increase collaborative working with Suffolk Police, Suffolk County Council and directly with communities may lead to a lack of coordinated action on crime and anti social behaviour. This may result in a potential increase in levels of reported crime and greater public fear of crime
W3b	Engage members in the strategic priority setting of the CSP and in the implementation/evaluation of operational objectives that arise	<ul style="list-style-type: none"> Lower levels of reported crime and ASB 	
W3c	Develop links across Council services, including if needed multi-service project teams, that will contribute to the achievement of CSP priorities	<ul style="list-style-type: none"> Increased feelings/perceptions of safety 	
W3d	Develop pilot partnership initiatives in two locations, one in Babergh and one in Mid Suffolk to engage with problematic families	<ul style="list-style-type: none"> Delivery of pilot projects that improve outcomes for problematic families – reduction in crime and anti-social behaviour, improved school attendance/educat 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
		ion attainment and improved employment and vocational training. Specific improvements will be defined within these projects	

Objective W4

Contribute to and support the work of the Suffolk Police and Crime panel and the Police and Crime Commissioner (PCC)

Ref	2012/13 Supporting actions	Performance measures	Associated risks
W4a	Ensure that there is specialist support, advice and training for elected members forming part of the Police and Crime Commission Panel	<ul style="list-style-type: none"> The panel is effective in scrutinising and where needed revising proposals put forward by the PCC 	Failure to contribute to and support the work of the Suffolk Police and Crime Panel and the PCC would be a missed opportunity to represent the needs and views of the communities of Mid Suffolk and Babergh. This may result in less influence/input into the policing and community safety priorities
W4b	Distribute information and raise the profile of the PCC and panel amongst Members generally, including where needed Member briefings	<ul style="list-style-type: none"> Members (of the panel) have a clear understanding of their role and make a meaningful contribution Members have a good understanding of the purpose and role of both the PCC and the Panel 	
W4c	Engage the PCC directly in the Community Safety Partnership (CSP), including where appropriate lobbying for resources	<ul style="list-style-type: none"> Members use their role as community representatives to feed community concerns into the CSP and the PCC 	

Supporting and developing the local economy

Lead officer: Head of Economy

The outcomes we are aiming to achieve:

- *Diverse and vibrant communities are supported to grow sustainably whilst protecting and developing our areas' distinctive character (see objective E1)*
- *Developments in our districts are supported by the required infrastructure (see objective E1)*
- *Leisure, entertainment and transport infrastructure in Sudbury and Hadleigh is improved (see objective E1)*
- *Land is appropriately allocated for future development and growth in Stowmarket and surrounding villages (see objective E1)*
- *High speed broadband is available to all throughout the districts (see objective E2)*
- *Our young people are supported to access employment, work experience and other developmental opportunities locally (see objective E3)*

What we will do in 2012/13

Objective E1

Develop our market towns in line with local needs and aspirations

Ref	2012/13 Supporting actions	Performance measures	Associated risks
E1a	Complete the adoption of the Babergh Core Strategy	<ul style="list-style-type: none"> • Core strategy adopted by the end of December 2012 	Failure to develop our market towns in line with local needs and aspirations leads to inappropriate or insufficient land allocation and infrastructure to support developments; resulting in towns lacking in individuality, character and vibrancy and to unsustainable communities
E1b	Secure inward investment opportunities and funding:- <ul style="list-style-type: none"> • Portas Pilot bid • Rural Growth Network bid • Growing Places bid • Regional Growth Fund bid 	<ul style="list-style-type: none"> • Funding bids are successful and projects are progressed 	
E1c	Develop, adopt and manage a Community Infrastructure Levy (CIL)	<ul style="list-style-type: none"> • CIL adopted by end of March 2014 	
E1d	Monitor, collect and manage all developer contributions		
E1e	Agree and complete a development brief for the Hamilton Road Quarter (Sudbury) that can be used to guide the redevelopment of this key site		
E1f	Deliver the community and sports facility for Hadleigh	<ul style="list-style-type: none"> • The Hadleigh community and sports facility opens to the community as 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
		scheduled	
E1g	Complete adoption of the Stowmarket Area Action Plan	<ul style="list-style-type: none"> Stowmarket Area action Plan adopted by the end of September 2012 	
E1h	Deliver a Community Centre for Cedars park residents in Stowmarket	<ul style="list-style-type: none"> Completion of the centre by the end of April 2013 	

Objective E2

Work with partners to encourage more skilled and higher paid jobs in our key sectors

Ref	2012/13 Supporting actions	Performance measures	Associated risks
E2a	Support the Suffolk local broadband plan	<ul style="list-style-type: none"> 90% of homes and business to have access to high-speed broadband 	Failure to work with partners to improve access to high speed broadband for homes and businesses throughout both districts would be a missed opportunity to encourage more skilled and higher paid jobs in our key sectors and achieve sustainable growth

Objective E3

Improve the employability of our young people and reduce the numbers of those Not in Employment, Education or Training (NEETs) particularly in isolated or income deprived areas

Ref	2012/13 Supporting actions	Performance measures	Associated risks
E3a	Ensure that the Councils have access to consistent and accurate information, advice and guidance regarding apprenticeships and work experience for young people	<ul style="list-style-type: none"> Reduction in 16-18 NEET levels compared to the November baselines 	Failure to improve the employability of our young people and reduce the level of NEETS results in an increase in the number of young people out of work and claiming benefits
E3b	Co-ordinate across service providers a 'one stop shop' for apprenticeships and work experience and other pathways to work interventions	<ul style="list-style-type: none"> Reduction in Job Seeker's Allowance (JSA) benefit claimant number/rates among 16-24 year olds compared to the baselines 	
E3c	Targeted funding support to complement existing initiatives and address 'easier to reach' and 'harder to reach' young people		
E3d	Set up a Mid Suffolk internal apprentice/work experience/apprenticeship scheme and		

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
	further develop the Babergh scheme		
E3e	Promote the government's £1500 incentive scheme (age16-24) for businesses with less than 250 employees		

Developing strong and resilient communities

Lead officer: Head of Communities

The outcomes we are aiming to achieve:

- *Access to the range of local public services in rural locations is improved and appropriately reflects the needs, aspirations and choices of individuals from different groups, such as young, older and disabled people (see objective C1)*
- *Existing transport links are promoted and the take-up of community-based transport solutions is encouraged (see objective C1)*
- *The number and diversity of community-led services available to residents particularly in rurally isolated areas has increased and community facilities are enhanced where there is demonstrable need (see objective C1)*
- *There is better electronic access to local services and a reduction in the number of digitally excluded households (see objective C1)*
- *Support for communities and the VCS in our districts is more joined up (see objective C2)*
- *More people living in our districts are regularly participating in volunteering opportunities and the Councils' own volunteering scheme is established and implemented (see objective C2)*
- *Vulnerable and rurally isolated people are supported to live more active lifestyles in the community (see objective C2)*
- *Councillors are recognised as community leaders and place shapers proactively involved in their communities (see objective C3)*
- *Community development addresses local needs and is informed and shaped through better local intelligence and community engagement that is coherent and matches the ways individual communities prefer to work (see objective C3)*

What we will do in 2012/13

Objective C1

Reduce the negative impacts of rural isolation on parts of both districts particularly limited access to a range of services and amenities

Ref	2012/13 Supporting actions	Performance measures	Associated risks
C1a	Explore the possibilities of locality based working for Council services / sharing premises with other providers	<ul style="list-style-type: none"> • Options are developed for locality arrangements and locally relevant and community supported services 	Failure to reduce the negative impacts of rural isolation on parts of both districts leads to inequality of access to facilities and services and may result in missed opportunities to optimise the social and economic health and wellbeing of the communities that live
C1b	Work closely with Suffolk County Council locality leads in the development of community services	<ul style="list-style-type: none"> • Increase number of rural touring 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
		networks and other activities delivered in rural communities	there
C1c	Lobby for and support the development of better transport links to rural locations including community transport schemes	<ul style="list-style-type: none"> Improved use of rural transport provision such as on demand services 	
C1d	Promote and support the development of community-led / voluntary provision of services and activities e.g. arts clubs, sports clubs, young people's activities and services, lunch clubs, fit villages, etc	<ul style="list-style-type: none"> Access to successful and relevant community led services, including management for open spaces and other voluntary programmes 	
C1e	Evaluate the extent and further need for community facilities including village halls, play facilities, open spaces and other recreation facilities	<ul style="list-style-type: none"> Improved or newly developed community facilities used regularly 	
C1f	Promote digital inclusion through initiatives which raise awareness and skills amongst the digitally excluded	<ul style="list-style-type: none"> Broadband coverage and speed improvements 	
C1g	Support the development of digital infrastructure	<ul style="list-style-type: none"> Increased number of informal access points and training on internet use is established Build on existing plans for inter-generational projects 	

Objective C2

Improve our support offer for communities and the local voluntary and community sector (VCS) in responding to change

Ref	2012/13 Supporting actions	Performance measures	Associated risks
C2a	Facilitate and enable positive social community activity and build capacity for communities to provide more for themselves	<ul style="list-style-type: none"> Numbers of community venues and arts facilities supported to establish 	Failure to improve our support offer for communities and the local VCS may lead to a lack of motivation for individuals to

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
		<p>independent financial sustainability</p> <ul style="list-style-type: none"> • Number of leisure and cultural activities leading to sustainable community events (e.g. drama groups developed from community plays) • Number of rural communities with improved facilities to support active lifestyles • Numbers of local arts, sports and countryside / wildlife groups 	<p>become involved in their community. This could lead to missed opportunities to access potential external funding resulting in no improvement in the capacity of the community to sustain its own social and economic well being</p>
C2b	Develop, enthuse and motivate people to get more involved in their communities	<ul style="list-style-type: none"> • Deliver the Councils' Community Achievement Award Schemes 	
C2c	Identify external funding opportunities and support communities and the VCS in accessing them	<ul style="list-style-type: none"> • Number of VCS organisations supported and amount of external funding delivered to community groups 	
C2d	Play an active role in the development of the new Local Infrastructure Body (Transforming Local Infrastructure) for the VCS		
C2e	Encourage more volunteering and support the work of volunteer centres	<ul style="list-style-type: none"> • Number of volunteers supported in developing countryside management skills and being actively involved in managing facilities 	
C2f	Place increased importance on the creation of volunteering opportunities and development of volunteers in the assessment of grant applications	<ul style="list-style-type: none"> • Number and quality of volunteering opportunities 	

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Ref	2012/13 Supporting actions	Performance measures	Associated risks
C2g	Develop opportunities for Babergh and Mid Suffolk employees to volunteer, through allowing staff time to do so and encourage other organisations to develop similar schemes	<ul style="list-style-type: none"> Numbers of staff engaged in formal voluntary work 	

Objective C3

Develop and support a proactive culture of proactive community development across the districts

Ref	2012/13 Supporting actions	Performance measures	Associated risks
C3a	Support Members in developing their Community Leadership role through training and development	<ul style="list-style-type: none"> Locality Member development program organised and delivered Proactive involvement in community development by Members as captured through new system 	Failure to develop and support a culture of proactive community development across the districts may result in Councillors not developing their community leadership role. This may cause communities to miss opportunities for development
C3b	Develop a system to capture information and 'ground level' community intelligence, including information from Members and Locality staff	<ul style="list-style-type: none"> Develop a system for capturing community information. 	
C3c	Secure section 106 agreements and Community Infrastructure Levy, including arts contributions, as a means of enhancing and supporting community facilities	<ul style="list-style-type: none"> Number of applications that contribute in accordance with adopted policy 	
C3d	Work with service areas to support and encourage a community development approach to the Councils' interactions with residents, community groups, Parish Councils, etc	<ul style="list-style-type: none"> Service areas demonstrate active community involvement in the delivery of service, over and above consultation 	