

**BABERGH DISTRICT COUNCIL**

**FROM:** Strategic Financial Planning  
Task Group

**REPORT NUMBER:** **K169**

**TO:** STRATEGY COMMITTEE

**DATE OF MEETING:** 13 January 2011

**ONE YEAR DELIVERY PLAN 2011/12**

1. **PURPOSE OF REPORT**

1.1 The purpose of this report is to seek Strategy Committee's approval of the contents of the One Year Delivery Plan for 2011/12.

2. **RECOMMENDATIONS**

2.1 That the One Year Delivery Plan for 2011/12 attached as Appendix 1 to the report be approved.

2.2 That the Deputy Chief Executive be authorised to make any future amendments to the Plan once the budget and target setting processes are finalised upon the basis that those amendments will be in accordance with, and assist in the delivery of, the Council's Ten Year Strategic Plan 2008-18.

The Committee is able to resolve this matter.

3. **FINANCIAL IMPLICATIONS**

3.1 The One Year Delivery Plan 2011/12 has been considered and scrutinised as part of the budget making process for 2011/12. Hence the resources required to deliver the Plan are included in the 2011/12 Budget which is the subject of an earlier item on this agenda.

4. **RISK MANAGEMENT**

4.1 This report is most closely linked with the Council's Significant Business Risk No. 7, Financial, Performance and Risk Management. Key risks are set out below:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
The Council fails to deliver the Ten Year Strategic Plan	Significant	Critical	One Year Delivery Plan is developed and implemented to deliver the outcomes within the Strategic Plan.

5. **EQUALITY AND DIVERSITY IMPACT**

5.1 There are no equality and diversity implications arising from this report however equality impact assessment processes have been applied individual elements of the plan in the developmental process for the 2011/12 budget.

## 6. KEY INFORMATION

- 6.1 The Draft Delivery Plan was revised and approved by the Strategic Financial Planning Group at the meeting on 2 December 2010.
- 6.2 Officers have updated the Council's Medium Term Plans to cover the period 2011 to 2014 and the key actions from these plans have been included in the attached draft Delivery Plan for 2011/12 (**Appendix 1**). The plans have also been approved by the relevant theme leaders and by Management Team. **Appendix 2** lists the key changes that have been made to the 2011/12 Delivery Plan.
- 6.3 The 1 and 3 year plans reflect the Councils strategic direction of service integration with Mid Suffolk District Council (MSDC). When reviewing the plans officers took account of known joint projects with MSDC (e.g. joint tender for a Community Care Alarm Service, development of 'green' tourism literature and a shared tourism website) and any wider partnership working (e.g. Shared Revenues Partnership, Choice Based Lettings Scheme and Community Safety Partnership projects).
- 6.4 The updating of the plans was integrated within the Service and Financial Planning process. Heads of Service ensured that the actions in the plans are achievable within the proposed Resource Allocation for 2011/12.
- 6.5 The "State of the District" debate on 19 October identified a number of issues in relation to housing, planning, economic and community. Many of these had already been addressed in the plans. However, the following actions have been added to the 2011/12 Delivery Plan as a result of the issues raised in the debate:
- Positively and proactively support communities that request it to take advantage of the 'Right to Build'.
  - In partnership with West Suffolk Local Strategic Partnership deliver one day workshops to provide training opportunities for staff employed by small and medium sized enterprises and start up businesses.
  - Work with the Suffolk CC and other partners to increase the skills and knowledge of people working in the tourism and hospitality sectors.

### Next steps

- 6.6 Subject to the approval of the One Year Delivery Plan by Strategy Committee, the Plan will then be used:-
- (a) to inform and influence the target setting for the Babergh Local Performance Indicator set
  - (b) through the Council's target setting process, to set work targets for teams and individuals
  - (c) be incorporated in the 2011/12 Divisional Service Plans.

6.7 Once the budget and performance targets have been finalised for 2011-12, the One Year Delivery Plan may require amendment. For this reason, authority is sought for the Deputy Chief Executive to make any necessary revisions. The whole thrust of the Plan, and any amendments, is to ensure that the financial and staff resources of the Council are focused on delivering the ambitions set out in the Council's Ten Year Strategic Plan.

7. **APPENDICES**

Appendix 1 – BDC Delivery Plan 2011/12

Appendix 2 – Summary of Key Changes in the 2011/12 Plan

8. **BACKGROUND PAPERS REFERRED TO:**

None

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2011/12 Delivery Plan – Changes since 2010/11 Delivery Plan

**QUALITY HOMES THAT PEOPLE CAN AFFORD**

New actions

**Positively and proactively support communities that request it to take advantage of the ‘Right to Build’ (H5)** – action added following the State of the District debate

**Make the best use of housing need information already held by the council (H7)**

**Local Investment Plan to be delivered (H8)** – new initiative

**New Housing Strategy and Action plan to be developed (H10)**

**Complete Phase 1 of Poplar Road regeneration scheme by August 2011 (H15)**

**Establish an accreditation scheme for private landlords / tenants as part of CBL (H20)**

**New homelessness ‘move on’ protocol to be established within CBL allocation policy (H32)**

**Satisfaction survey of CBL applicants to be carried out (H36)**

**Countywide review of the protocol for managing the housing / support needs of young people (H34)**

Improvements

**More council properties to be insulated and more energy efficient heating systems to be fitted (H27)** – insulation was 200 properties now 320, heating systems was 50 properties now 100

**More households to be prevented from becoming homeless (H33)** - was 90 now 100

Reductions

**Targets for processing planning applications within set timescales are those established nationally** - Previously published targets were Babergh’s own ‘stretched targets’. Emphasis is to be placed on the quality of customer service as well as processing speed. Customer satisfaction surveys are to be introduced to inform service quality.

**Gypsy and Traveller community accommodation needs have been reviewed (H11)** – fewer pitches are now required (was 15 now 1).

**Fewer rural exception sites / Babergh sites planned for development (H14)** – Rural exception sites 4 reduced to 3 / Babergh sites 4 reduced to 2. It is increasingly difficult to bring forward sites. However the overall target for completion of affordable housing remains at 100 new homes.

**Increase in the average void period for council homes (H24)** – The target for 2010/11 is 23 days, but the average void period is currently 34 days (as at Quarter 2 2010/11). The Voids Team staffing structure has recently been reviewed. The Surveyor (Voids Management) post has now been filled and a dedicated Tenant Liaison Officer has yet to be appointed. The target for 2011/12 has therefore been set at 26 days (a significant improvement on current performance) and the longer term targets for 2012/13 and 2013/14 are 24 days and 22 days respectively.

**Target for empty homes revised in line with latest survey information and available funding** - District wide survey involving owners revealed a limited number of 'long term' empty homes, most of which are on the market. Target aimed at long term 'problem' empties having local impact.

**Fewer kitchens to be modernised in council homes (H26)** – This is due to budget reductions. The target for 2010/11 was 250 and the 2011/12 target is 130.

### **A GREENER AND CLEANER BABERGH**

#### New actions

**New planning consultation expected – Ipswich Chord (G4)**

**New literature aimed at the green tourist to be developed in partnership with Mid Suffolk (G9)**

**Fitting power down units to council PCs / staff to attend Smarter Driver courses (G13)**

**Relaunch 'Sort it' Magazine in partnership with Mid Suffolk (G20)**

#### Improvements

**Increased % of land and open spaces achieving an inspection rating of 'satisfactory' (G6)** – was 84% now 87%

**More Conservation Area Appraisals planned (G7)** – was 2 now 3

**Reduction of CO2 emissions through implementation of the Carbon Management Action Plan (G10)** – was 8% since 08/09, now 12% since 08/09

**Increase in Climate Change Adaptation Level (G12)** - was Level 3 now Level 4

**Increased amount of trade waste to be recycled (G14)** - was 700 tonnes now 850

**Increased domestic recycling rate (G15)** – was 41% now 42%

**Increased participation in garden waste collection service (G17)** – was 22% now 24% of households

**Less non-recoverable material in blue bins (G18)** – was 3% now 2.5%

**Improved customer satisfaction for street cleanliness (G23)** – was 75% now 89%

**% municipal waste to landfill (G16)** – was 60.5% now 59.5%

### **A SAFER AND HEALTHIER BABERGH**

#### New actions

**New community and sports facility to be built in Hadleigh (S9)**

**Work with Parish and Town Council to develop Emergency Preparedness Plans (S15)**

#### Reductions

No actions for **Parenting Programme (anti-social behaviour) and Freedom Programme (domestic violence)** this year due to reduction in staffing. In 2010/11, the Sanctuary Scheme model was adopted and two cases of domestic violence supported.

No **free swimming programme** due to removal of government funding

**GP referral scheme** not included in the Delivery Plan this year, but it remains in the Medium Term Action Plans and some work will continue to expand the scheme

**'Fit for Work' programme** not included in the Delivery Plan this year, but it remains in the Medium Term Action Plans and some work on the county-wide 'Fit for Work' initiative will continue

The Community Safety Partnership has undertaken a research project on **road accident casualty** statistics, which concluded that figures were not particularly high and there were no significant problems. No further action planned as research indicates that this is not a priority.

### **A STRONG AND SUSTAINABLE BABERGH ECONOMY**

#### New actions

**Provide Babergh East LSP grant funding to a minimum of 6 SME start up businesses (E5)**

**Work with partners to establish a Local Enterprise Partnership (E6)**

**Develop a South and Heart of Suffolk tourism website (E8)**

**Work with partners and businesses to deliver a pre-apprenticeship accreditation scheme (E11)**

**Review of long term car park charging (E19)**

**Active Play facility at Kingfisher Leisure Centre (E20)**

**Enhanced real-time CCTV service in Hadleigh and Sudbury supported by a network of volunteers (E21)**

**In partnership with WSLSP deliver one day workshops to provide training for staff employed by SMEs and start up businesses (E14)** – action added following the State of the District debate

**Work with Suffolk CC and other partners to increase the skills and knowledge of people working in the tourism and hospitality sectors (E15)** – action added following the State of the District debate

#### Improvements

**Increased number of LSP apprenticeship places (E12)** - was 16 now 20

**Increased number of Babergh LSP apprentices (E13)** – was 5 now 6

### **VIBRANT PLACES AND STRONG COMMUNITIES**

#### New actions

**Refurbish / renew 1 set of playground equipment per year (C5)**

**Launch the Housing, help and advice web based toolkit (C10)**

**Tender for a joint community alarm service with Mid Suffolk (C15)**

**Deliver a supported housing scheme at Cats Lane, Sudbury for people with mental health problems (C18)**

#### Reductions

No actions for **concessionary bus passes / travel vouchers** as Babergh is no longer responsible for administering this scheme

**No benefit take up events / surgeries planned** due to low attendance at previous events

**Babergh District Council**  
**Draft Delivery Plan 2011/12**

## Introduction

In 2008, following extensive community consultation, the Council approved a ten year Strategic Plan (2008-2018) which sets out a clear direction for the Council and identifies our priorities and ambitions for Babergh as a place. Those priorities are:

- Providing quality homes that local people can afford
- A greener and cleaner Babergh
- A safer and healthier Babergh
- A strong and sustainable Babergh economy
- Ensuring Babergh has vibrant places and strong communities

The Council describes how we intend to make these priorities a reality in what we are calling our Three Year Medium Term Plans. These cover the years up to April 2014 and detail the outcomes and targets which must be delivered if real progress is to be achieved. These Three Year Medium Terms Plans have been developed and integrated with our Three Year Medium Term Financial Strategy. The aim is to ensure we have fully integrated budget and service planning.

The 2011/12 One Year Delivery Plan sets out those outcomes that we intend to achieve during the year and will achieve progress towards the actions in our three plans and the ambitions in our ten year Plan.

The One Year Plan is outcome focused; it reflects the consultation and research carried out during the year, which culminated in the Council's State of the District debate which identified the issues facing Babergh in the context of our Ten Year Plan.

The Plan reflects our Medium Term Financial Strategy of delivering savings and efficiencies £3.2m over the next three years, with £1.3m of these being generated in 2011/12. During this period we will be integrating with Mid Suffolk DC. The priority during the early part of the 3 years will be to align policies, procedures and targets. This and the resources available following the Comprehensive Spending Review will determine what can be achieved within Years 2 and 3 of the period.

Progress on delivering the outcomes in the Plan will be monitored by Members on a quarterly basis with the assessment incorporated into the Annual Report. The aim will be to ensure residents, partners, Members and staff can clearly understand and assess the performance of the Council in terms of the progress we are making in delivering the Council's ten year ambition for the Babergh area.

Pat Rockall  
Chief Executive

## Quality homes that local people can afford

House prices in Babergh are amongst the highest in Suffolk, with a large proportion properties being detached and hence more expensive to buy or rent. Alongside this we know that many of the jobs in Babergh are relatively low paid, which means that buying a house in the district is beyond the means of many local people. And this was the case even before the current credit crunch and economic downturn. Providing more affordable homes to buy or rent is a high priority for Babergh.

### What we want to achieve over the next ten years:

- *There are enough good quality homes, which meet high environmental and sustainability standards to meet the needs of the people of Babergh*
- *There are enough affordable homes to meet the needs of the people of Babergh*
- *New housing developments are supported by adequate infrastructure improvements*
- *Fewer people are homeless*

### What we will do in 2011/12

#### Supply of Housing Land and Delivery of New Housing

Through our Development Framework, allocate sufficient land to meet agreed housing targets. Increase the land available for affordable housing by bringing forward new rural exception sites. Make Council owned land available free or at discounted cost to support the provision of affordable housing through Registered Social Landlords (RSLs).

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H1	Process planning applications in accordance with established service standards to achieve the following: - Major applications 60% in 13 weeks - Minor applications 65% in 8 weeks - Other applications 80% in 8 weeks	NI157	1	1 (iii)
H2	Ensure that the following Building Control service standards are met: • Arrange Building Control site inspections on the same working day for requests received by 10.30am and within 24 hours for requests after that time • Register all Building Control applications within 3 working days • Check all applications within 5 weeks of receipt		1	1
H3	Develop the Core Strategy to the submission stage so it is ready for adoption in Spring 2012. The strategy will identify future broad housing growth areas.		1	6
H4	Produce an Annual Monitoring Report to monitor housing delivery and identify obstacles affecting housing delivery		1	2
H5	Positively and proactively support communities that request it to take advantage of the 'Right to Build'		1	9

### Provision of New Affordable Housing

Increase the number of affordable new homes in the district on private or council owned land

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H6	Update the Council's housing need information by refreshing the Council's existing Strategic Housing Market Assessment and Housing Needs Survey and prepare to commission new versions of these surveys and the Gypsy and Traveller Accommodation assessment in 2012/13.		2	2
H7	Make the best use of housing need information already held by the council by improving the reports from the ABRITAS Choice Based Lettings system		2	2
H8	Through the Local Investment Plan (LIP), bring forward priority infrastructure, employment and affordable housing projects within Babergh. Identify the funding and other resources needed to implement the LIP.		2	1
H9	Continue Babergh DC support for the Suffolk ACRE Rural Housing Enabler service. Ensure local housing needs surveys are completed for all potential rural exception site schemes.		2	2
H10	Develop a new Housing Strategy and action plan for Council approval		2	2
H11	Meet the accommodation needs of the Gypsy and Traveller community by providing a caravan pitch in the district.		2	2
H12	Work with partners to identify the housing needs of target equality groups in Babergh such as older people and those with mental health problems.		2	2
H13	Build 100 affordable homes in the district	NI155	2	4
H14	Identify and progress affordable housing on 2 Babergh owned sites and 3 rural exception sites		2	4
H15	Complete phase 1 of Poplar Road regeneration scheme to provide 21 homes and 6 new shops by August 2011		2	4
H16	Ensure that all affordable homes on Babergh District Council land and on Rural Exception Sites achieve a minimum Level 3 of the Code for Sustainable Homes.		2	5

### Infrastructure to Sustain New Housing developments

Ensure that there is adequate infrastructure to support sustainable housing developments.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H17	Maximise planning gain contributions for infrastructure from all major planning applications		3	4
H18	Adopt 4 new open spaces from planning gain contributions		3	5
H19	Implement the Open Space Sport and Recreation Strategy by ensuring new developments have adequate recreational and open space		3	1

### Supply of Existing Housing

Ensure that the availability of existing housing stock is maximised. Keep vacant periods in the Council's housing stock to a minimum. Work with private sector landlords to increase the number of homes available for rent or leasing. Minimise the number of private sector properties that are vacant for more than six months.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H20	Assess the feasibility of establishing an accreditation scheme for both landlords and tenants		2	7
H21	Assist Havebury Housing Partnership with their strategic review of the Private Sector Leasing scheme and recommend changes to the scheme to make it economically viable to continue		2	7
H22	Develop new protocols and ICT enhancements to enable private sector homes to be advertised and let through Choice Based Lettings scheme		2	7
H23	Return 5 long term empty properties in the private sector back to use	BV64	1	5
H24	Achieve a target of 26 days for the average turn-around of vacant Council housing	BV212	2	8
H25	Devise a strategy for tackling under occupation of council housing		2	8

### Quality of Existing Housing

Meet the designated Decent Homes Standard for all Council housing stock. Work with private sector landlords to improve the quality of homes in the private rented sector. Promote the take up of home insulation measures by private sector households. Help those experiencing fuel poverty by helping to better insulate their homes and reduce heating costs.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H26	Modernise 130 kitchens and 30 bathrooms as part of the ongoing improvement programme to ensure all council homes continue to meet the Decent Homes Standard	NI158	1	8
H27	Improve the energy efficiency of Council housing stock by installing 100 energy efficient heating systems in refurbished properties and improving the insulation of 320 properties		1	8

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H28	Improve the energy efficiency of private sector properties by working in partnership with Warm Front to meet the following targets: - 125 insulation measures - 50 heating measures		1	7
H29	Secure the improvement of 30 private sector homes to the designated 'decent standard'	LPI 6	1	4

### Reducing Homelessness

Reduce the incidence of homelessness through direct and indirect support and advice to individuals. Decrease the risk of homelessness by encouraging private landlords to lease to homeless people. Increase and improve the supply of suitable housing for vulnerable people through the effective delivery of supported housing, for example our new homelessness accommodation at Mulberry House, Sudbury, which is designed to provide support for single vulnerable people.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H30	Determine discretionary housing payments within 24 hours where the outcome may prevent a household becoming homeless		4	3
H31	Maintain current levels of homelessness performance so that the overall levels of presentations do not exceed 75 and the number of acceptances do not exceed 40		4	1
H32	Establish a new homelessness "move on" protocol within the Choice Based Lettings allocation policy, which will improve understanding of who qualifies for help and what options are available to them.		4	1
H33	Prevent 100 households from becoming homeless by providing effective advice and support		4	1
H34	Assist in the countywide review of the protocol for managing the housing and support needs of young people		4	1

### Access to Housing

Improve people's access to rented social housing that meets their needs by implementing a choice based lettings scheme

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
H35	Carry out a full strategic review of the Choice Based Lettings scheme with our sub regional partners		2	8
H36	Undertake a satisfaction survey of applicants who have applied for housing through the Choice Based Lettings scheme		2	8

## A greener and cleaner Babergh

The people of Babergh know that this area is a great place in which to live. They want the area to remain beautiful and be kept clean and free from environmental vandalism; a threat that can present itself in many forms such as fly tipping or litter.

However, people also recognise the need to effectively balance the quality of the environment with sustainable growth. For example, there is a need to ensure our market towns remain vibrant and that people have affordable homes to live in.

Many people are concerned about the effects of climate change and in addition to the individual actions they can take are looking for clear community leadership on the issue.

In common with many other areas of the country there is a need to reduce the amount of waste going to landfill. Traffic congestion and air pollution due to traffic are also issues in some parts of the district.

### What we want to achieve over the next ten years:

- *The right balance between protecting the natural environment and supporting development opportunities for the area and its people*
- *A smaller carbon footprint for the area*
- *Babergh's environment is clean, with little environmental vandalism such as fly tipping and is recognised as such by residents*
- *Less waste sent to landfill*
- *Better traffic management, air quality, improved road infrastructure and more effective public transport*

### What we will do in 2011/1

#### **Develop, implement and enforce planning and other policies to secure high standards of environmental protection**

Develop future planning policies to ensure appropriate land designation for housing and economic development with effective policies for environmental protection. Secure environmental benefits as a result of new developments. Take effective enforcement action in respect of breaches of planning control, land contamination and environmental pollution and vandalism. Safeguard Babergh's interests with respect to major planning proposals outside the District.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G1	Through implementation of the Planning Enforcement Policy, undertake action to resolve cases having the greatest environmental impact in a prompt and proportionate manner, providing a clear written assessment of proposed action within 21 days.		5	5
G2	Undertake 25 site surveys of land identified within the Council's Contaminated Land Strategy as 'High' or 'Medium' risk of being potentially contaminated.		5	5

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G3	Maintain planning enforcement cases below a total of 220 at the following stages: a) under investigation; b) where a notice has been served; and a) where a planning application has been lodged.		5	5
G4	Provide a robust and timely response to consultations on major developments that could affect the district such as the Greater Gabbard wind farm, new power lines, Ipswich Chord, Stansted Airport extension and Sizewell C		5	8
G5	Maintain the quality of our planning decisions with less than 30% Planning Appeals allowed against the authority's decision to refuse a planning application		5	10

### **Protecting and enhancing the natural and built environment**

Enhance and protect the built environment (see also: Strong and sustainable economy - Strengthen the vitality of town centres). Ensure the maintenance and improvement of good quality open space and recreational areas. Support efforts to enhance visitor management at key tourist spots and look after our existing tourism and heritage assets in partnership with others.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G6	Ensure that the Council's land and open spaces are maintained to a high standard, with 87% of sites achieving an inspection grading of 'satisfactory'		7	3
G7	Undertake a minimum of 3 Conservation Area Appraisals		5	11
G8	Actively support the delivery of action plans for: <ul style="list-style-type: none"> <li>• Dedham Vale Management Plan</li> <li>• Stour Valley Management Plan</li> <li>• Suffolk Coast and Heaths Management Plan</li> </ul> This will result in the protection and enhancement of the natural environment in thee areas		5	7
G9	In partnership with Mid Suffolk District Council, East of England Tourism and local businesses, develop new tourism literature to encourage visitors to adopt green habits (e.g. increased use of public transport)		5	6

### **Reduce Babergh's carbon footprint**

Work with partners to reduce Suffolk's impact on the environment including a reduction in the Council's own CO2 emissions. In so doing, to ensure all new Council commissioned buildings comply with the Building Research Establishment Environmental Assessment Method (BREEAM) of excellence and the Council promotes and installs, in accordance with best practice, heating and energy systems using micro generation and renewable technologies (i.e. solar panels, air source heat pumps).

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G10	Through the Carbon Trust's LA Carbon Management programme, implement the Council's Carbon Management Action Plan to reduce the Council's own CO2 emissions by 12% compared with the 08/09 baseline year.	NI185	6	4
G11	Hold 4 seminars for builders and agents to support the construction industry to comply with the revised building regulations for the reduction of carbon emissions and management of water supply	NI188	6	2
G12	Support Suffolk CC and Cred in achieving Level 4 of the Climate Change Adaptation levels by 1 April 2012.	NI 188	6	3
G13	Reduce CO2 emissions in the area by: <ul style="list-style-type: none"> <li>• Providing a carbon auditing and reduction service to small businesses in Babergh</li> <li>• Supporting Babergh communities by attending 3 open days / community events to promote and support them to take action to mitigate and adapt to climate change</li> <li>• Fitting power down units to 75% of the Council's computers to ensure that energy is used efficiently</li> <li>• Ensuring that Council staff with a high annual business mileage attend the 'Smarter Driver' course run by the Energy Saving Trust</li> </ul>	NI186	6	1

### **Reduce the amount of waste taken to landfill**

Increase the amount of waste recycled and composted

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G14	Recycle 850 tonnes of trade waste		8	1
G15	Consolidate domestic recycling performance at 42% (households only)	NI192	8	2
G16	Landfill 59.5% municipal waste collected in Babergh (includes trade and commercial customers)	NI193	8	2
G17	Increase participation in garden waste collection service to 24% of households		8	3
G18	Reduce non-recoverable material in blue bins to 2.5%	LPI22	8	4
G19	Work with parish councils to introduce 5 new bring sites		8	4
G20	Re-launch 'Sort It' magazine with Mid Suffolk DC to promote environmental issues such as recycling		8	5

### **Keep the district clean**

Improve the cleanliness of the district in respect of litter, detritus, graffiti and fly posting paying particular attention to hot spots. Decrease the incidence of and increase enforcement with respect to fly tipping

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G21	Maintain a designation of 'Effective' (formerly good as defined in NI 196) in respect of fly tipping incidents by either increasing enforcement actions or effectively reducing incidents.	NI 196	7	1
G22	Achieve the following minimum cleanliness levels across the district: 96% sites to be acceptable for litter 98% sites to be acceptable for graffiti 98% sites to be acceptable for fly posting 78% sites to be acceptable for detritus		7	1
G23	Achieve a 89% customer satisfaction level for street cleanliness as measured by the quarterly SERCO survey		7	1

**Reduce air pollution due to road traffic**

Monitor the air quality at Cross Street Sudbury

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
G24	Proceed with implementation of the Air Quality Action Plan for Cross Street / Ballingdon Street, Sudbury. Monitor air quality and publish a progress report.		9	2

## A safer and healthier Babergh

Babergh is one of the safest places to live in England. However, crime and disorder levels are still a concern for many local people with fear of crime being disproportionate to the levels of crime in the area.

Access to health services is seen as important in Babergh. While life expectancy is generally high across the district it is significantly lower in some of the more income deprived parts of the area.

The Government's National Place survey indicated that only 13% of Babergh's population were aware of the civil protection arrangements for the local area. This was the second lowest score of the Suffolk districts. This is a development area for all local authorities in Suffolk and is being addressed in partnership with the Joint Emergency Planning Unit (JEPU).

### What we want to achieve over the next ten years:

- *People living, working and visiting Babergh are safer and feel safer from crime and its effects*
- *A more active population with healthier lifestyles*
- *Improved health and life expectancy for residents, particularly in the most income deprived areas, with reduced levels of cancer, coronary heart disease and obesity*
- *Improved access to all aspects of public healthcare services to better meet the needs of individuals and communities*
- *Reduced levels of teenage pregnancies where they currently exceed the national average*
- *It is safer to travel on Babergh's roads*
- *The area is ready to respond effectively to emergency situations arising from environmental or other causes*

### What we will do in 2011/12

#### Help to reduce crime and disorder

Reduce the number and seriousness of alcohol related disorder, criminal damage and anti social behaviour. Support victims of domestic violence especially in their home.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S1	Continue to develop and implement a night time economy management plan in Sudbury in partnership with the Police to result in a <b>XX%</b> reduction in criminal damage and serious public order offences (including violence) <b>(Target to be agreed through the CSP by December 2010 – Paul Little to provide)</b>		10	1
S2	Support <b>XX</b> responsible drinking campaigns in the District with the aim of raising awareness of the consequences of irresponsible drinking and thereby affect behaviour <b>(Subject to staffing resources being available)</b>		10	3

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S3	Fully implement the Designated Public Protection Order in Hadleigh and Sudbury and complete the protocol on enforcement. <b>(subject to DPPO being approved by Council and statutory consultation)</b>		10	7

**Help people have healthier and more active lifestyles and contribute towards increased life expectancy.**

Provide facilities, information and increased opportunities for people to take exercise and eat more healthily particularly in more income deprived areas.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S4	Inform parishes of the funding available from S106 agreements for developing additional open spaces or recreational areas and support them to ensure that the funding is spent		11/12	14
S5	Work with 125 pupils at Great Cornard Middle School to promote food safety, home hygiene and avoidance of controlled infectious diseases		11/12	11
S6	Maintain food safety and health and safety control regimes to national inspection plan standards with 92% of businesses being assessed as 'broadly compliant' with food law	NI184	11/12	12
S7	Promote opportunities for free exercise and leisure by publishing cycling and leaflets (South and Heart of Suffolk Walking Festival and Blue Badge Guide programme)		11/12	16
S8	Encourage greater sport activity in key groups such as the elderly, young and obese.		11/12	3
S9	Build a new community and sports facility in Hadleigh <b>(dependant on the "loss of open space" issue being resolved)</b>		11/12	7

**Lobby for improved access to public healthcare**

Monitor PCT, SCC reports, local media to identify local issues and seek to influence/ lobby as appropriate

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S10	Promptly respond to consultation in respect of local health issues		13	1

**Be prepared for emergencies**

Ensure the council's emergency planning and business continuity arrangements are effective

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S11	Carry out an annual update of the local area risk assessment for emergency planning and develop an action plan to address key issues		16	1

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
S12	Carry out an annual process to test, review and amend the Council's emergency planning and business continuity arrangements.  Assess the Council's emergency planning and business continuity arrangements against the national guidance each quarter and identify targets for further work		16	3
S13	Update and test the Babergh recovery plan for use following an emergency situation		16	4
S14	Continue to implement the Suffolk Flooding Action Plan to mitigate the impact of flooding and reduce flooding incidences		16	2
S15	Work with Parish and Town Councils to support the development of a range of individual and clustered community based Emergency Preparedness Plans		16	6

## **A strong and sustainable Babergh economy.**

The economic downturn is affecting everyone including businesses, families, individuals and charities. However, Babergh's local economy remains fairly robust but its skill base and low wage base is vulnerable and the Council is keen that the District benefits quickly from the upturn, when it happens. This will be a challenge as the local economy is less than half the size of the average for Britain and there are gaps in the skills and education base locally. Babergh residents perform lower than the national average at A level (NVQ3) and above. There are parts of the district with high levels (35% to 40%) of working age people with no qualifications compared with an average for England of 29%.

As a result of some of these factors many young adults move out of the area seeking higher education, higher paid employment and, sometimes, housing opportunities. This could lead to skills shortages in the future and affect the local economy. Improvements in higher educational establishments within the County will help offset this trend.

Babergh supports the work of the Suffolk Redundancy Network, which helps ease the impact of the recession on staff facing unemployment.

### **What we want to achieve over the next ten years:**

- *More sustainable small and medium sized enterprises in Babergh*
- *More skilled and higher paid jobs in the Babergh area with a higher proportion being taken up by Babergh residents*
- *Increased local educational opportunities and improved attainment and skill levels among Babergh's children, young people and working population - particularly in the more income deprived areas*
- *Improved infrastructure in our market towns to increase vitality and viability*

### **What we will do in 2011/12**

#### **Provide premises, support and advice for businesses**

We will support the work of key partners (Choose Suffolk, Suffolk County Council and the Haven Gateway Partnership) to develop countywide programmes to support local businesses. We provide signposting, information and advice that will help develop programmes contributing to county wide targets over the next three years relating to increasing earnings and employment in key sectors.

We will provide and manage premises for start-ups and growing businesses and deal with enquiries from companies interested in locating in Babergh.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E1	Provide advice and support (either direct or by signposting) to 80 businesses		17	2
E2	Maintain the provision of 48 managed workspace units, which provide around 80 jobs annually.	LPI113 LPI114	17	1
E3	Respond to 10 inward investment enquiries		17	1
E4	Undertake a Business Evening event to actively engage with the local business community and directly address their issues of concern		17	4

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E5	Through Babergh East LSP provide grant funding to a minimum of 6 small or medium sized start up businesses (total budget = £30,000)		17	3

### **Encouraging local economic growth**

We will work with partners (Choose Suffolk, Suffolk County Council, Haven Gateway Partnership, Suffolk Chamber of Commerce, The Suffolk Enterprise Agency – MENTA and local businesses) to identify and develop local economic growth priorities.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E6	Work with partners to establish a Local Enterprise Partnership		17	11
E7	Support Suffolk CC to carry out a Local Area Assessment for adoption by April 2012.		17	10
E8	Continue to support the local tourism industry by developing the South and Heart of Suffolk tourism website and through other marketing activity (e.g. holiday guides)		17	13

### **Provide specific support during the economic downturn**

We will work with the Suffolk Redundancy Network (SRN) to ensure prompt advice and support to businesses facing closure and staff faced with redundancy.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E9	Work with the Suffolk Redundancy Network to secure proactive help and advice for companies and staff affected by business closure and redundancy.	LPI117 LPI118	17	9

### **Policies and external funding**

Use planning policies to protect employment sites. Leverage external funding and deliver specific projects to improve infrastructure.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E10	Complete Phase 2 of the Pin Mill regeneration project		17	7

### **Increase local education opportunities and skill levels**

Work with partners to secure funding by supporting any external bids, premises and advice to increase educational achievement and higher level qualifications. Support development of local educational and training facilities that will benefit Babergh residents e.g. University Campus Suffolk and the South West Ipswich and South Suffolk Centre.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E11	Work with partners and businesses to deliver a pre-apprenticeship accreditation scheme		18/19	1

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E12	Support the second phase of the West Suffolk and Babergh East Local Strategic Partnerships Apprenticeship Scheme which will provide up to 20 part-subsidised formal apprenticeship places for 16-24 year olds in the Babergh district in small and medium sized enterprises and voluntary organisations. <b>(WSLSP to confirm funding – Sue Dawes)</b>		18/19	1
E13	Provide 6 apprenticeship places at Babergh District Council for 16 - 24 year olds		18/19	1
E14	In partnership with WSLSP deliver one day workshops to provide training opportunities for staff employed by SMEs and start up businesses.		17	14
E15	Work with Suffolk CC and other partners to increase the skills and knowledge of people working in the tourism and hospitality sectors.		17	14

### **Provide opportunities for young people to develop life skills**

Support community groups to access funding. Deliver targeted sports and leisure related development programmes. Deliver and support a range of specific projects designed to engage with young people and parents.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E16	Involve 90 young people in the Babergh Youth Conference		18/19	3
E17	Provide opportunities for 30 young people to complete an accredited sports coaching course		18/19	3

### **Strengthen the vitality of town centres**

Continue to maintain good facilities and services in Market Towns. Deliver improvements at new development sites and shopping areas. Provide support for businesses (see above).

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
E18	Assemble the land required for the Hamilton Road Quarter development in Sudbury		20	2
E19	Carry out a review to determine the impact of introducing long term car park charging in Hadleigh and Sudbury.		20	3
E20	Secure funding for the Active Play facility at Kingfisher Leisure Centre in Sudbury and commence construction		18/19	4
E21	In partnership with the Police, continue to fund an enhanced real time monitoring CCTV service in Hadleigh and Sudbury which is supported by a network of volunteers.		20	4

## **Vibrant places and strong communities**

Babergh residents feel that the local area is a place where people from different backgrounds get on well together (Place Survey 2008). Babergh's population has an older age profile than the UK average and the proportion of older people is projected to increase further. The 2009 State of the District Debate identified that there is a need to protect vulnerable people – especially benefits claimants and those that could be affected by fuel poverty. The proportion of the population from black and ethnic minority communities is low but recent years have seen increased numbers of migrant workers particularly from eastern Europe, albeit from a low base.

The district is sparsely populated and the very rurality of some areas can lead to people becoming isolated from services and opportunities, particularly those without private transport. Local facilities such as shops and post offices are under threat in a number of areas and villages are under pressure to maintain their viability. Residents see facilities and activities for children and young people as being very important.

There are many relatively prosperous communities enjoying a high quality environment. However, some areas of the district have much lower levels of income than the rest, which tends to coincide with lower levels of educational qualifications, lower life expectancy.

### **What we want to achieve over the next ten years:**

- *A reduction in the impact of rural isolation on parts of the district - particularly limited access to affordable housing, transport and jobs*
- *Active local villages and communities*
- *Increased take up of developmental opportunities and activities by children and young people particularly from isolated or income deprived areas*
- *People have effective and convenient access to the public services they need by physical, telecommunications or other electronic means*
- *Public services appropriately reflect the needs, aspirations and choices of individuals from different groups, such as older people, in their design, resourcing and delivery*
- *Individuals have a sense of belonging within cohesive communities where everyone is valued*
- *Vulnerable people are supported to live in the community*
- *More people are involved in local decision making and participate in democratic processes which appropriately reflect the diversity of local communities*

### **What we will do in 2011/12**

#### **Reduce the impact of rural isolation**

Promote affordable housing in rural areas (see Housing theme above). Protect rural employment sites and promote new ones (see Economic theme above). Help develop and support community engagement initiatives that reduce the impact of rural isolation.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C1	Use the results of various research projects to identify the main problems faced by Babergh residents living in rural areas and develop an action plan to start to address these.		21/22/26	6
C2	Continue to deliver the Be Active Scheme and the school holiday activity programmes; these are community engagement initiatives and outreach projects which help reduce the impact of rural isolation and engage with young people		21/22/26	2
C3	Provide grant funding to community projects in Babergh that are helping to deliver the Council's key strategic plan outcomes.		21/22/26	3

### **Provide developmental opportunities and activities for children and young people**

Deliver activity programmes and area based projects which provide positive opportunities for young people particularly in areas where access to facilities is restricted or anti social behaviour is a concern. (Actions and targets contributing to this are also seen above in Economic and Safer / Healthier themes).

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C4	Provide leisure, arts and sports activities programmes (including holiday activity programmes for young people across the district) and maintain the current annual participation rate of 7500	LPI38	23	3
C5	Fully refurbish or renew one set of playground equipment		21/22/26	9

### **Improve access to the council's services and those of other providers.**

Increase and improve people's ability to access this council's services, the quality and usefulness of the information provided and levels of satisfaction with the services received. Increase access to the services of other providers. The Council's Fairness and Equal Access Plan referred to elsewhere in this document under Cohesive Communities will ensure the needs of the most vulnerable are taken into account when planning changes to how and where they access our services.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C6	Operate a shared benefits service with Mid Suffolk and Ipswich from 1 April 2011, which maintains service delivery, increases efficiency and provides value for money		24/25	11
C7	Achieve a customer contact satisfaction level of 90% for all council services teams		24/25	1
C8	Support the provision of the Chelmondiston Internet Café by the parish council, in conjunction with SALC.  Maintain 30 Babergh Information Point binders in libraries and village halls.		24/25	7

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C9	Maintain the Scores on the Doors scheme (which provides web-based access to food safety hygiene information for customers of Babergh's food businesses) and ensure that it continues to meet statutory requirements.	NI184	24/25	10
C10	Promote and launch the <i>Housing, help and advice</i> web based toolkit for use by partner organisations. This will enhance and complement existing advice services in the sub-region		21/22/26	1
C11	Continue to provide funding to ensure that advice is available at Sudbury CAB and a drop in service by kiosk facility at Corks Lane, Hadleigh		24/25	6

### **Help older and vulnerable people stay in their own homes**

Deliver, directly or in partnership with Registered Social Landlords (RSLs), specialist schemes to provide housing and support for vulnerable people. Ensure that everyone who needs a Community Alarm is able to access the service – up to 1000 households use the Council's own 'Babergh Response' service. Provide grants for the provision of facilities for disabled people and for improving the housing conditions of vulnerable people.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C12	Process new Housing Benefit claims in 16 days of receiving complete information and changes in circumstances in 6 days of receiving complete information	NI181 BV78a BV78b	24/25	9
C13	Improve 65 properties occupied by people with disabilities or other vulnerable people through the Council's grants and loans schemes (35 Disabled Facilities Grant and 30 Non Decent Homes)	LPI 9 LPI 6	27	4
C14	Help 60 older and vulnerable people to continue to live in their own homes by providing support through the Home Improvement Agency		27	1
C15	Tender for a new joint community alarm service for the Mid Suffolk and Babergh area. In the meantime ensure that all Babergh customers who require a community alarm service are signposted by the Council to organisations that can provide this service.		27	11
C16	Work up plans for a very sheltered housing scheme at Chilton Woods in Sudbury		27	7
C17	Identify a site for older persons housing in partnership with Cockfield Parish Council		27	7
C18	Deliver a supported housing scheme at Cats Lane in Sudbury for people with mental health problems		27	7

### **Consult and engage with the community**

To consult and engage effectively with the community, particularly in relation to potential changes to community engagement arrangements arising out of local government structural review programmes.

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C19	Continue to encourage volunteers to take part in projects to protect and enhance their local environments e.g. tree warden and countryside management schemes		21/22/26	7
C20	Work with Town and Parish Councils and the Suffolk Association of Local Councils (SALC) to develop strong and inclusive community engagement arrangements within emerging new local government structures  Develop an appropriate and timely communication and consultation plan for major structural review programmes such as the Babergh/Mid Suffolk integration and the Shared Revenues Partnership.		28	1

### **Cohesive Communities**

Support and encourage local communities to develop in a cohesive manner and individuals to take on community responsibilities and engagement. Assist and work with partners in tackling community conflict and reducing inequalities with particular focus on vulnerable groups e.g. young people and older people; reduce low level crime and disorder; promote employment opportunities; ensure more affordable housing is provided and focus on specific activities that promote and support community cohesion (see also the Housing, Safer/Healthier and Economic themes)

Ref	2011/12 target or milestone	Indicator	MTP Outcome	MTP Action
C21	Implement the action plan to improve participation in Babergh democratic processes.  Improve on last years external assessment of electoral events and Electoral Registration Office function by the Electoral Commission.		28	17
C22	Support the implementation of the countywide Community Cohesion and Inclusion Delivery Plan		28	6
C23	Continue to implement the Council's Single Equality Scheme Action Plan and produce an annual progress report		28	16