

BABERGH DISTRICT COUNCIL

FROM: Strategic Financial Planning
Task Group

REPORT NUMBER: **H193**

TO: STRATEGY

DATE OF MEETING: 12 February 2009

ONE YEAR DELIVERY PLAN

1. **PURPOSE OF REPORT**

- 1.1 To explain the relationship between the Council's Ten Year Strategic Plan, the Three Year Medium Term Plan and the One Year Delivery Plan.
- 1.2 To seek Strategy Committee's approval to the contents of the One Year Delivery Plan and to agree arrangements for the monitoring of the plan.

2. **RECOMMENDATIONS**

- 2.1 That the Committee approves the attached One Year Delivery Plan.
- 2.2 That the Committee approves the arrangements, as set out at paragraph 5.10, for the monitoring and management of the One Year Delivery Plan.
- 2.3 That the Deputy Chief Executive be authorised to make any future amendments to the plan provided those amendments are in accordance with, and assist in the delivery of, the Council's Ten Year Strategic Plan.

3. **FINANCIAL IMPLICATIONS**

- 3.1 We have considered and scrutinised the 2009/10 One Year Delivery Plan as part of the budget making process for 2009/10. Hence the resources required to deliver the plan are included in the draft budget which is the subject of a later item on the agenda entitled "Budget 2009/10".

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:

| Risk Description | Likelihood | Seriousness or Impact | Mitigation Measures |
|--|-------------------|------------------------------|--|
| The Council fails to deliver the Ten Year Strategic Plan | Significant | Critical | Delivery Plan is created and implemented to deliver the outcomes within the Strategic Plan |

5. **KEY INFORMATION**

5.1 This section will set out the relationship between the Council's Ten Year Strategic Plan, the Three Year operational Medium Term Plan and the One year Delivery Plan.

Ten Year Strategic Plan

5.2 The Council's Ten Year Strategic Plan sets out a clear direction and priorities for the area. Those priorities are:

- Quality homes that local people can afford
- A greener and cleaner Babergh
- A safer and healthier Babergh
- A strong and sustainable Babergh economy
- Vibrant places and strong communities

Hence, in essence, the Strategic Plan sets out the ambitions for Babergh as a place over the next 10 years. The priorities and ambitions in the plan were identified and agreed following extensive consultation with our local communities and with our partners in the public private and voluntary sectors.

Three Year Medium Term Plan

5.3 The Council's Three Year Medium Term Plan is a comprehensive, operational document, which sets out how, by delivering a range of outcomes and targets over the next three years, we can move towards achieving the Ten Year Strategic Plan.

5.4 The purpose of the operational Three Year Medium Term Plan is that it helps Babergh plan work and budgets over the next three years. In total the Three Year Medium Term Plan consists of 22 three year sub-plans (covering 28 outcomes) where the context, approach and actions are set out in some detail. Hence the need for a summary One Year Delivery Plan.

One Year Delivery Plan

5.5 The purpose of the One Year Delivery Plan is to provide clarity and precision on what we will do and achieve, in terms of specific projects, targets and outcomes, over the next year in order to make progress towards achieving the ambitions in our Ten Year Strategic Plan.

5.6 As part of our work in drafting the Council's 2009/10 budget, we have considered and scrutinised the 2009/10 One Year Delivery Plan. Our recommendations on the Council's budget are set out in our later item in the agenda entitled "Budget 2009/10".

5.7 The One Year Delivery Plan also identifies where the actions taken and outcomes achieved will directly contribute to Local Area Agreement (LAA) targets and National Indicators (NIs). Further work by officers is required to ensure this is as comprehensive as possible.

- 5.8 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 local and national Performance Indicators which will be undertaken by Overview and Scrutiny Committees in February and considered by Strategy Committee in April
 - (b) through the Council's staff appraisal and target setting process, to set work targets for teams and individuals.
- 5.9 As we go through the final budget process (see paragraph 5.6) and target setting process (see paragraph 5.8), the One Year Delivery Plan may require amendment. Hence authority is sought for the Deputy Chief Executive to make any necessary amendments. The whole thrust of the plan, and any amendments, will be to ensure that the financial and staff resources of the Council are focused on delivering the ambitions in the Council's Ten Year Strategic Plan.
- 5.10 In view of the importance of the plan, it is essential that robust processes are in place to monitor and manage its delivery. It is proposed that Overview and Scrutiny (Stewardship) Committee monitors overall progress twice a year, referring any individual areas of concern to Overview and Scrutiny (Community Services) Committee for more detailed scrutiny. This process would then mirror the performance management arrangements in place for quarterly monitoring of Performance Indicators.

6. **CONCLUSION**

- 6.1 Following extensive community consultation, the Council's Ten Year Strategic Plan sets out the ambitions for Babergh as a place.
- 6.2 The Three Year Medium Term Plan provides operational information on the outcomes and targets to be achieved to deliver the Ten Year Plan.
- 6.3 The One Year Delivery Plan, within the framework of the Three Year Medium Term Plan, provides clarity and precision on what will be undertaken and delivered over the next 12 months in order to achieve the ambitions in our Ten Year Strategic Plan.
- 6.4 The One Year Delivery Plan will be used to guide target setting by Members and Officers.
- 6.5 By integrating the One Year Delivery Plan and the Council's budget making and target setting processes, the Council's financial and staff resources will be focused on delivering outcomes/targets which will progress us towards achieving the Council's Ten Year Strategic Plan and the ambitions for Babergh as a place.

7. **APPENDICES**

BDC Delivery Plan 2009/10

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BDC Delivery Plan 2009/10

February 2009

Introduction

In 2008, following extensive community consultation, the Council approved a ten year Strategic Plan 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 has set out how it intends to move towards achieving these priorities in its Medium Term Plans. These cover the three years up to April 2011 and describe in more detail the range of outcomes and targets which need to be achieved over the next three years to make effective progress.

The purpose of the One Year Delivery Plan is to provide precision about what we will do and achieve, in terms of specific projects, targets and outcomes, over the next year. It is against this plan that the Council will assess its progress towards achieving the actions identified in the Medium Term Plans and ambitions set out in the ten year Strategic Plan.

Within this document:

Those major projects and programmes marked * rely on external funding
All other projects and programmes will be funded by BDC itself or by BDC in partnership with others.

Where individual outcomes or targets are considered to make a direct contribution to either National Performance Indicators or Local Area Agreement Targets these have been indicated.

Quality homes that local people can afford

Babergh has a large proportion of detached and hence more expensive houses and prices are amongst the highest in Suffolk. Many jobs are relatively low paid and this allied to the high cost of housing, meant that buying a house in the district was beyond the means of many local people even before the credit crunch and economic downturn. Having enough affordable homes to buy or rent is a key issue 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 2009/10

Supply of Housing Land

Through our Local Development Framework, allocate sufficient land to meet agreed housing targets within the Regional Spatial Strategy. 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).

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| H1* | Enable, through effective and efficient delivery of planning and building control services, the completion by others of 285 additional new homes in accordance with the RSS target, on both land previously allocated within the Local Plan and other sites deemed suitable for development. | NI 154 | Yes |
| H2 | Develop and publish a new planning framework for delivery of enough land supply for this and the next 5 years (1400 dwellings). | NI 159 | |
| H3 | Identify 5 new rural exception sites that can be considered for the provision of 30 new affordable homes for local people to be delivered by Registered Social Landlord (RSL) partners. | | |
| H4 | Identify 7 council-owned sites that can be considered for the provision of 17 new affordable homes to be delivered by RSL partners. | | |

Provision of New Affordable Housing

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| H5* | Completion of 70 new affordable homes in the district from all sources | NI 155 | Yes LT9 |
| H6* | Where proven need is identified through housing research to negotiate the delivery of 35% affordable housing on private development sites. | | |

Infrastructure to Sustain New Housing developments

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| H7 | Develop an Infrastructure Strategy, as an integral part of the Local Development Framework process, which identifies major infrastructure needs of the district in order that the impact of new housing developments is managed and mitigated. | | |
| H8* | Maximise planning gain for infrastructure improvements, where appropriate, from all major planning applications received during the year | | |
| H9* | Work with partners such as Haven Gateway to lobby for infrastructure improvements through Government and other external funding | | |

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| H10 | Achieve a target of 25 days for the average turn-round period of vacant Council housing | | |
| H11 | Minimise under-occupation in the Council's housing stock by providing an Assisted Transfer scheme aimed at people under-occupying family council housing. | | |
| H12 | Secure 30 additional private sector homes for rent through private sector leasing scheme. | | |
| H13 | Secure the return to use of 10 private sector homes that have been empty for more than 6 months. | | |

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|------|--|--------------------|-------------|
| H14 | Ensure that all Council homes meet the Decent Homes Standard by April 2010 | NI 158 | |
| H15* | Secure the improvement of 40 private sector homes (including Houses in Multiple Occupation) to the designated 'decent' standard. | | |
| H16 | Secure the improvement of home insulation in 200 private sector properties | | |
| H17 | Establish the number of people living in Fuel Poverty | NI 187 | |
| H18 | Improve the insulation (50 properties) and efficiency of the heating systems (200 properties) in the Council housing stock. | | |

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| H19 | Determine Benefit claims or applications for Discretionary Housing Payments within 24 hours where the outcome may prevent a household becoming homeless. (Subject to all information being made available to determine the claim) | | |
| H20 | Support a Registered Social Landlord in the provision of 12 additional units of accommodation for vulnerable people through reopening of Stour House, Sudbury. | | |
| H21 | Enable 58 vulnerable people to remain in their own homes through targeted support as part of the Supporting People initiative | | |
| H22 | Support the setup of a 'nightstop ' service providing emergency accommodation for 12 young people in Sudbury | | |

Access to Housing

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| H23 | To change from allocating social housing with a points system to a sub regional choice based lettings scheme for all applicants by April 2010. | | |

A greener and cleaner Babergh

The people of Babergh recognise the area is a great place to live. They want the area to remain beautiful and kept clean and free from environmental vandalism such as fly tipping.

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 2009/10

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 Council.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G1 | Submit the Core Strategy of the Local Development Framework by the end of 2009. | | |
| G2 | Process planning applications in a timely manner Major application 75% in 13 weeks Minor applications 70% in 8 weeks Other applications 84% in 8 weeks | NI 157 | |
| G3 | Ensure the quality of our planning decisions with less than 20% Planning Appeals allowed against the authority's decision to refuse a planning application | | |
| G4 | Promote and assist parish councils to access funds arising from planning delivery obligations to provide local environmental benefits such as access to open space, play facilities and landscaping schemes | | |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G5 | Through implementation of the newly adopted 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. | | |
| G6 | Institute 25 site surveys of land identified within the Council's Contaminated Land Strategy as potentially contaminated | | |
| G7 | A robust and timely response to consultations on major developments that could affect the District, such as the Stansted Airport extension plans. | | |

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. Enhance visitor management at key tourist spots and improve and enhance our existing tourism and heritage assets

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| G8 | Undertake a minimum of 3 Conservation Area Appraisals | | |
| G9 | Identify those communities which do not have sufficient access to good quality open space and recreation areas as part of implementing the Greenspace Strategy | | |
| G10 | Maintain and enhance the Council's land and open spaces through regular grass and hedge cutting, seasonal planting, tree maintenance and open space management | | |
| G11 | Support the Stour Valley Landscape Partnership in delivering improvements to the area through the 'Managing a Masterpiece' project. (Milestones to be developed) | | |

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G12 | Contribute to the reduction of the County's CO2 emissions by 8% compared to the 2005 level in association with the Council's partners comprising Cred Suffolk | NI 186 | yes |
| G13 | Contribute to the countywide target of reaching Level 2 of the Climate Change Adaptation levels by April 2010 | NI 188 | yes |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G14 | Reduce the Council's own CO2 emissions by 4% compared with the 08/09 baseline for example by procurement of an energy efficient fleet of refuse vehicles. | NI 185 | |

Reduce the amount of waste taken to landfill

Increase the amount of waste recycled and composted

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G15 | Enhance our recycling rate to 42% through education and appropriate enforcement activity. | NI 192 | |
| G16 | Divert 3200 tonnes of waste from landfill by increasing participation in our green waste collection service to 23% in 09/10. This being a further 500 tonnes or the equivalent of 15% increase in composting. | | |
| G17 | Support the county wide target for the diversion of municipal waste from landfill by landfilling only 59.5% of total waste collected in Babergh in 09/10. | NI 193 | yes |

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| G18 | Minimum of 95% sites to be graded acceptable for litter Minimum of 96% sites to be graded acceptable for graffiti Minimum of 97% sites to be graded acceptable for flyposting Minimum of 71% sites to be graded acceptable for detritus | NI 195 | |
| G19 | To reach a designation of 'Effective' (as defined in National Indicator 196) in respect of fly tipping incidents and enforcement action | Ni 196 | |

Reduce air pollution due to road traffic

Monitor the air quality at Cross Street Sudbury

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| G20 | Undertake monitoring of pollutants enabling the development of an Air Quality action plan for Cross Street Sudbury by April 2010. | 194 | |

A safer and healthier Babergh

Babergh is one of the safest places to live in England. However, crime and disorder is still an important issue for many local people and fear of crime is 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. Teenage pregnancy rates across the district are generally low but there are several wards where the rates are much higher.

One specific area of concern is that compared with its population there are a high number of people killed or seriously injured on Babergh's roads (28% higher than the average for England).

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 2009/10

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|-----------------------------|-------------|
| S1 | Develop and implement a night time economy management plan in Sudbury with the Police. Agree targets with the Police to reduce incidents of criminal damage in hotspot areas by 10% and reduce serious public order offences (including violence) by 15%. | NI 15;NI 17; N I21;NI 27 | LT7 |
| S2 | Undertake at least 5 responsible drinking campaigns in the summer and Christmas periods. (subject to budget decision on Substance Misuse Officer) | NI 17;NI 27; NI 41 | LT7 |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|-----------------------------------|----------------|
| S3 | Develop at least 2 detailed community engagement initiatives, particularly focused on work with Parish/Town councils, to ensure young people feel part of their communities and inter-generational understanding is improved. | NI 17; NI 22; NI 23; NI 2; NI 110 | NI 2 NI 110 |
| S4 | Reduce the number of anti social behaviour (ASB) incidents particularly those relating to noise and young people and resolve 80% ASB cases within three months. | NI 17; NI 22; NI 21 | NI 111 |
| S5 | Improve the security at homes of people who have been victims of domestic violence | | |

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.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|----------------------------|------------------|
| S6 | Seek to secure a start on site of the provision of a new leisure and community facility in Hadleigh adjacent to the existing swimming pool | NI 8; NI 110 | N 18 NI 110 |
| S7 | Provide opportunities for people over 45 to get back into sport (baseline figure to be established in 08/09 with improvement target set for 09/10) | NI 8 | NI 8 |
| S8 | Work with businesses to participate in the 'Fit for Work' programme of Health Ambitions Suffolk | NI 8 | NI 8 |
| S9 | Work with partners to Increase the number of qualified sports coaches by 5 through support of the coach development programme of Suffolk Sport. | | |
| S10 | Increase the number of people taking up fitness programmes using the GP referral programme (baseline figure to be established in 08/09 with improvement target set for 09/10) | NI 119 NI 124 NI 121 | NI 121 NI 124 |
| S11 | Help to improve the fitness of young people aged between 16-22 by participating in Western Area Fit for the Future project. (targets to be set) | NI 8 NI 110 | NI 8 NI 110 |
| S12 | Promote opportunities for free exercise and leisure eg walking and cycling by the publication of walking and cycling guidebooks. | | |
| S13 | Target low income groups in Great Cornard to improve knowledge of healthy eating and cooking skills. (with WSLSP) (target to be set) | | |
| S14 | Increase 200-400 children's knowledge and understanding of food safety by working with schools especially in Sudbury and Great Cornard | | |
| S15 | In partnership with local GPs tackle obesity in children by promoting exercise programmes and dietary advice. (target to be set) | NI 56 | Yes |
| S16 | Ensure business premises comply with smoke free legislation | | |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| S17 | Implement a 'Scores on the Doors' programme for regulated food businesses aimed at improving hygiene levels and informing the public about food hygiene standards through information published on the Council's web site. | | |

Lobby for improved access to public healthcare

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| S18 | Promptly respond to consultations in respect of local health issues | | |

Road accident casualties

Research the reasons behind the road accident casualties in Babergh

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| S19 | Work with the Community Safety Partnership to undertake a research project to establish the reasons behind road accident casualties in Babergh. | | |

Be prepared for emergencies

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| S20 | Contribute to the readiness of the county to deal with emergency situations by working with the Suffolk Resilience Forum to secure emergency arrangements and improve public awareness | NI 37 | |
| S21 | Undertake a local area risk assessment re emergency situations by July 09 and take appropriate actions arising from this assessment | | |
| S22 | Undertake priority actions in relation to flooding as part of county wide action plan on flooding | | |
| S23 | Test, review and amend the Council's emergency planning and business continuity arrangements to ensure effective response to emergency situations and to minimise the impact on the Council's services to the public in the event of a disruptive event. | | |

A strong and sustainable Babergh economy.

Babergh has a small local economy less than half the size of the average for Britain. Many of the jobs in Babergh are less skilled and low waged. Unemployment has historically been low but the effects of the economic downturn are starting to have an effect with some local employers experiencing difficulties and jobs being lost.

There are gaps in the skills and education base. 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%.

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.

What we want to achieve over the next ten years:

- *Babergh's economy has grown sustainably, with more small and medium sized enterprises situated here*
- *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 2009/10

Provide premises, support and advice for businesses

Work with key partners eg Suffolk Development Agency, Haven Gateway Partnership and the Economic Prosperity Delivery Partnership Board to develop countywide programmes to support local businesses. Provide signposting, information and advice to develop programmes which will contribute to county wide targets over the next 3 years relating to increasing earnings and employment in key sectors.

Provide and manage premises for start-ups and growing businesses and deal with enquiries from companies interested in locating in Babergh

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E1 | Work with partners to help to meet the county wide target for increasing median earnings of employees from 90.8% of East of England to an average of 92.1 % across the period of the LAA (08-11) | NI 166 | Yes |
| E2 | Work with partners to help to meet the county wide target to increase % employment in Suffolk's key sectors from 26.9% to 27.9% across the period of the LAA (08-11) | | Yes LT4 |
| E3 | Provide Council managed workspace to give opportunities for 50 jobs | | |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E4 | Provide advice and support (either directly or by signposting to specialist advisers) for 75 existing businesses and 20 businesses looking to invest in the area | | |

Provide specific support during the economic downturn

Develop and implement measures to provide direct support to businesses through the economic downturn. Work with the Suffolk Redundancy Network (SRN) to ensure prompt advice and support to businesses facing closure and staff faced with redundancy.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E5 | Contribute to the development of agreed county wide measures to assist business and individuals through the economic downturn | | |
| E6 | To secure pro-active support and advice where wanted through the SRN for all companies and staff affected by business closure and redundancy | | |

Policies and external funding

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E7* | Secure protection of existing employment land and contribute to the Haven Gateway partnership target to create 30,000 new jobs in Suffolk by producing development plans and proposals for key employment sites including: <ul style="list-style-type: none"> o Site preparation to commence at British Sugar Site, Sproughton, o Preparation of development plans for Brantham Industrial Area o Engagement with private developers to steer and promote redevelopment of Sudbury Town Centre o Undertaking and completing regeneration work at Pin Mill including repairs and improvements to The Hard and provision of a service facility for traditional barge building and repairs. | | |

Increase local education opportunities and skill levels

Work with partners to secure funding (either directly through BDC, subject to budget, or indirectly 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 eg University Campus Suffolk and the South West Ipswich and South Suffolk Centre.

Target and Milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E8 | Contribute to county wide target to increase the participation of 17 year olds in education or training to 82%(NI91, LAA2) | NI 91 | yes |
| E9 | Contribute to county wide target to increase the proportion of adults qualified to at least Level 2 by 7% between 2006-11 and to level 4 by 1.5% | NI 163,165 | yes |

Provide opportunities for young people to develop life skills

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

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| E10 | Support community groups focused on youth and education to access funding including the Council's grants scheme. Continue to support the Vulnerable Parents Housing Scheme in Great Cornard and assist community groups in Hadleigh | | |
| E11 | Increase opportunities for young people to develop life skills eg. through the training of young people to Sports Development Level 1, various arts and music projects and running a Youth Conference. | | |
| E12 | To meet needs identified by Babergh East LSP, deliver and support a range of activities in Hadleigh designed to engage with young people and parents eg parenting support, helping young people into education, employment or training. | | |

Strengthen the vitality of town centres

Continue to invest in existing facilities and services in Market Towns such as CCTV, Quay Theatre and deliver improvements at new development sites and shopping areas. Provide support for businesses (see above).

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| E13 | Develop a planning brief for the bus station site and surrounding land in Sudbury in order to encourage new investment in the area | | |
| E14 | Make further investment in the Council's Kingfisher Leisure Centre in Sudbury in order to attract more users who may then also use other town centre facilities. | | |
| E15 | Make further investment in community facilities in Hadleigh in order to attract more users who may then also use other town centre facilities | | |
| E16 | Consider the future use and of Belle Vue House and adjacent site of former swimming pool in order to encourage new investment and new facilities for Sudbury | | |

Vibrant places and strong communities

Babergh residents feel that the local area is a place where people from different backgrounds get on well together. Babergh's population has an older age profile than the UK average and the proportion of older people is projected to increase further. 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.

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 and higher rates of teenage pregnancy.

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 2009/10

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). Develop, deliver and support community engagement initiatives. Either directly or through community grants, support community projects that reduce the impact of rural isolation. Provide a free bus pass scheme for people over 60 and people with disabilities.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| C1 | Fund the production of 6 Parish Plans to enable communities to assess detailed needs of their areas | | |

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| C2 | Reduce rural isolation by supporting the Digital Cinema Network project for a further year and developing the annual film festival concept in partnership with Mid Suffolk District Council. | | |
| C3 | Deliver a major culture and sports project in Shotley | | |
| C4 | Support community projects in rural areas through the grants scheme | | |

Increased 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).

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|--|--------------------|-------------|
| C5 | Provide free swimming for people aged under 16 from April 2009 | | |
| C6 | Increase the participation in respect of arts and sports holiday activities for young people by the provision of multi choice programmes and projects across the district. | | |

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 .

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| C7 | Achieve customer contact satisfaction level to 90% (set after April 09) | | |
| C8 | Reduce the % of avoidable contacts by 1% (baseline April 09) | NI 14 | |
| C9 | Provide 10 additional points of access to Babergh services at non council buildings | | |
| C10 | Increase by 6 sessions the number of benefits outreach sessions. | | |
| C11 | Increase by 2 the number of locations where Citizens' Advice Bureaux outreach sessions are held in Babergh. | | |

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. Extend the numbers of people covered by the Community Alarm Service. Provide grants for the provision of facilities for disabled people and for improving the housing conditions of vulnerable people.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|------|--|--------------------|-------------|
| C12 | Through a RSL complete a specialist supported housing scheme for 5 single people with complex needs in Sudbury by October 2009 and commence a Very Sheltered Housing scheme consisting of 32 new units for local people at Capel St Mary | | |
| C13 | To install 190 more Community Alarm units | | |
| C14 | Improve 75 properties occupied by people with disabilities or other vulnerable people specifically through the council's grants and loans schemes | | |
| C 15 | Process new Housing Benefit Claims in 14 days of receiving complete information and change of circumstances in 5 days of receiving complete information | | |

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 review.

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| C16 | Analyse, interpret and act on the results of the residents 'Place' opinion survey. | | |
| C17 | Work with Town and Parish Councils and the Suffolk Association of Local Councils (SALC) to develop strong and inclusive community engagement arrangements within new unitary structures | | |
| C18 | Undertake a stakeholder and public consultation programme including the State of the District Debate and the Suffolk Speaks Panel' | | |

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 any community conflict and reducing inequalities with particular focus on vulnerable groups e.g. young people and migrant workers; 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 Housing, Safer/healthier and Economic themes)

Targets and milestones

| Ref | 09/10 target or milestone | National indicator | LAA2 target |
|-----|---|--------------------|-------------|
| C19 | Support the implementation of the countywide Community Cohesion and Inclusion Delivery Plan | | |
| C20 | Implement the Council's Equality and Diversity Action Plan | | |