

BABERGH DISTRICT COUNCIL

FROM: Corporate Support Manager

REPORT NUMBER **E252**

TO: Overview and Scrutiny (Stewardship)
Committee
Overview and Scrutiny (Community
Services) Committee

DATE OF MEETING 31 January 2006
7 February 2006

DRAFT CORPORATE PLAN FOR 2006/07

1. **SUMMARY**

- 1.1 The Corporate Plan is revised on an annual basis to ensure it contains the actions necessary to achieve the Council's priorities. Attached as Appendix 1 is the draft Corporate Plan for 2006/07 – the last year of the present Council.
- 1.2 The Plan has been updated with reference to:
 - The State of the District Debate and the subsequent Babergh Matters! Consultation Exercise
 - The 2006/07 Service and Financial Planning process
 - Central Government initiatives such as Comprehensive Performance Assessments and the Children Act
 - District issues that need to be addressed
 - Performance Indicator monitoring reports and the National Comparison Exercise
 - Indices and websites such as the Index of Multiple Deprivation and the Suffolk Observatory website
 - Strategy Committee's initial consideration of the Plan on 12 January 2006.
- 1.3 The Overview and Scrutiny committees are asked to scrutinise the draft Corporate Plan prior to Strategy Committee recommending it to the Council on 23 February 2006.

2. **RECOMMENDATIONS**

- 2.1 The Committees are recommended to scrutinise the draft Corporate Plan for 2006/07 and advise the Strategy Committee, which meets again on 9 February, whether any amendments should be made to the Plan.

3. **FINANCIAL IMPLICATIONS**

- 3.1 The financial implications are set out in the draft budget for 2006/07.

4. **KEY INFORMATION**

4.1 The Corporate Plan has been updated after reference to:

The State of the District Debate and the Babergh Matters! Consultation Exercise

4.2 On 10 November, (Report E187) the Strategy Committee approved a number of actions arising from the State of the District Debate and resolved that, where appropriate the 2006/07 Corporate Plan should incorporate these actions. The position is explained at Appendix 2.

4.3 Nearly 5,800 people responded to the Babergh Matters! Consultation exercise. This analysis produced a wealth of useful information on issues such as customer access, Hadleigh Pool and Council Tax levels, and was reported to the last meeting of the Strategy Committee (Report E237).

The 2006/07 Service and Financial Planning process

4.4 The Draft Budget Report (E227) has been used to determine what should be included in the Corporate Plan. This includes:

- Further provision for the IT/E-Government and the CAST project
- The LAMP project
- Development and enhancement of the website to improve customer access
- Development of the project and programme management process
- A possible Hadleigh Pool Feasibility Study
- Increased support for CABs
- Development of Local Development Frameworks.

Central Government initiatives

4.5 The Audit Commission will be introducing new Comprehensive Performance Assessment (CPA) arrangements to run from 1 April 2006. The Council will need to prepare for these. Part of these arrangements will include an annual Use of Resources and Value For Money assessment, and Direction of Travel statement – the first of which were conducted in 2005/06

4.6 Suffolk County Council was a Local Area Agreement (LAA) pilot. The Plan has been updated to include changes made to the LAA targets and the new Block 4 'Prosperity for All'.

4.7 An Action Plan has been developed to deal with the Children Act.

District issues

4.8 These include the Local Plan, Hadleigh Pool and the waste management strategy.

Performance Indicator Monitoring Reports and the National Comparison Exercise

4.9 Performance indicators are monitored on a quarter-year basis, and within the Corporate Plan performance indicators and future targets have been set, based on the position of the third quarter (31 December 2005) monitoring figures. Because of its 'good' CPA score, Babergh doesn't need to produce a separate Best Value Performance Plan, but there is a statutory requirement to publish the final 2005/06 Best Value Performance Indicators and future targets, and submit these to the Audit Commission by 30 June. This is done through the Corporate Plan, so some adjustments may be necessary after the Plan has been approved, but these should be few and minor.

4.10 Every year the Audit Commission prepares a pack which allows councils to compare their performance with others. Essentially this focuses on the Best Value Performance Indicators. This has not been included with this report but can be found on the Intranet (BEN) under Performance Review – Best Value.

4.11 Areas for improvement have been identified and set out at Appendix 3.

Indices and websites

4.12 Through the draft Corporate Plan, various statistics have been updated. Sources include the:

- Audit Commission’s Area Profile website
- 2004 Index of Multiple Deprivation
- Suffolk Observatory website
- ONS website
- CIPFA Resource Estimates
- Labour Force Survey
- Annual Survey of Hours and Earnings
- NOMIS website
- ODPM website
- Department for Work and Pensions website
- Land Registry
- British Crime Survey.

4.13 The *Foreword* has also been updated to recognise the strengthened consultation arrangements (State of the District) and strengthened partnership arrangements (Local Strategic Partnerships and the Local Area Agreement).

5. APPENDICES

Appendix 1 - the draft Corporate Plan for 2006/07

Appendix 2 - State of the District Debate – actions to be included in Corporate Plan

Appendix 3 – Performance Indicator Analysis

6. BACKGROUND PAPERS REFERRED TO

None.

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DRAFT CORPORATE PLAN – 2006/07

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Foreword – Chair of Strategy Committee

The Corporate Plan is one of the council's most important documents because it sets out with clarity and depth where we want to be and the areas we will focus on in the future. I commend it to everyone – elected Members and staff – as a starting point for all our planning and the frame of reference for all our work.

It's a plan that's built on firm foundations, for the council has strengthened even further its consultation process and listened to its public and other stakeholders to understand the issues that concern them most. We have also increased our partnership working with other public, voluntary and private sector organisations, all determined to pull together for the benefit of our citizens. Excellent examples are the Local Area Agreement and the development of the Local Strategic Partnerships.

But while we should celebrate our achievements we must also recognise the tough challenges the council faces. We care very much about the efficiency and quality of our core business: services that improve the quality of life. Our citizens, who are also our customers, demand that we do even better. That is why this Corporate Plan is very much shaped by their views and driven to meet their needs.

The council also has a community leadership role and a clear duty to ensure everyone's social, economic and environmental well-being. This Corporate Plan continues to tackle this with commitment and energy.

Introduction – Chief Executive

The challenge of leading, supporting and inspiring, demands vision, ambition and clarity of purpose: you will find all three in this Corporate Plan.

It is the starting point for all our service planning and the focus for all our work whether we are leading a strategy from the centre of the organisation or delivering services to the public at the front line. The Corporate Plan unites all our efforts into delivering quality services today and planning for a better and more prosperous future.

We have clear corporate priorities that set out the journey for the organisation. We have a clearly articulated Corporate Planning and Performance Management Framework that focuses each individual member of staff on the council's objectives. And, by being very certain what our priorities are and where the key areas lie we are able to ensure that resources are placed where they are needed most. And we are able to put our customers at the top of the agenda to deliver first class services.

Executive Summary of the Corporate Plan

Promote healthy living and reduce health inequalities

Babergh is a healthy place to live in, but residents see improving health as a high priority. There are also inequalities between different parts of the district. Through working in partnership with health service providers, and sports/leisure providers and clubs the council will seek to prevent risks to health and ensure that people have access to opportunities to protect and improve their health. It will also develop and implement health strategies and action plans, concentrating on the greatest need, the west of the district, through the Western Suffolk LSP

Health is affected by housing standards. The council will ensure that the Private Sector House Condition Survey is embedded to inform future housing policy, and that all council stock achieves the Decent Homes Standard by March 2009.

A growing elderly population is placing increasing pressure on health care and local authority services. Amongst other measures the council will seek to enable people to remain in their own homes and will be looking to improve the quality of life for older people, especially through the Suffolk Strategic Partnership.

Increase the supply of housing that local people can afford to rent or buy

Many cannot afford to own or privately rent homes in the area. Through its housing and planning policies, and working in partnerships with others, the council will seek to maximise the impact that it can have on helping people to find appropriate accommodation. Especially important will be the council's target to deliver 700 affordable homes during the period 2004 to 2009, and to increase the amount of private sector housing available for rent.

The council will also provide housing advice to prevent homelessness and to help people with housing difficulties.

Maintain a safe, clean and sustainable environment

Babergh is a very safe place to live and crime levels are low, although there are a few wards where some crime categories are above the Suffolk average. However, high levels of the fear of crime continue. The council will take an increasingly active role and lead the Babergh Crime and Disorder Reduction Partnership and work in partnership with other organisations on a number of initiatives to reduce the incidence and fear of crime, to address anti-social behaviour and improve quality of life.

The council will improve the management of waste by reducing the amount of household waste produced and by increasing the amount of material that is recycled or composted. The council will also continue to deal quickly with incidents of environmental crime such as fly-tipping and abandoned vehicles.

South Suffolk is one of the most attractive areas of England in which to live. The council is committed to maintaining the quality of both the rural and built environment and will ensure that developments are appropriate to the rural environment. It will also protect the local environment by monitoring and reducing pollution, and by protecting the countryside and its diverse ecosystems.

Give easy convenient access to quality services

Babergh is a large rural area with around two-thirds of the population living outside the two main towns. The relatively sparse population of the district means that services can be more difficult and costly to deliver, and may be less accessible to parts of the population. The council is also concerned that it may not be providing services that effectively meet the needs of the most hard to reach groups.

The council will seek to ensure that its residents and customers are provided with an efficient customer-focussed service and are able to access information and services provided by the various tiers of local government quickly and conveniently. This will require significant investment and a vigorous challenge to current ways of providing services, through the Customer Access and Service Transformation (CAST) project, and through partnership working with the county council and others.

The council wishes to provide quality services that are economic, efficient and effective. In order to do this the council will rigorously challenge everything it does through a transformation programme to ensure that business processes are customer focused and amongst the most efficient when measured against others. The council must be well run and focussed to deliver best value for money. It will be judged through independent assessment of the quality of its services and, far more importantly, by the satisfaction expressed by its residents. The council will also do its best to keep council tax increases to the rate of inflation.

Raise individual and community ambitions, and encourage active citizenship

Councils are encouraged to look beyond immediate service delivery to the wider economic, social and environmental well-being of their area by developing community strategies that bring together statutory, non-statutory, private, voluntary and community organisations to promote and improve residents' lives.

The council will continue to develop the two Local Strategic Partnerships, and support and develop community ambition, examples being the Community and Neighbourhood Network and Babergh Communities Together. The council will also encourage Parish/Town Councils to produce Parish Plans, and it will continue to support recreational and community projects and help develop funding streams that unlock the potential of community and voluntary groups.

Community leadership requires the active involvement of individuals and communities, so the council has set up robust mechanisms for communication and consultation to turn local aspirations into reality within a transparent democratic process.

Generally Babergh has a well balanced economy with low levels of unemployment. However the skills base needs to be developed and the low wage economy tackled. There are relatively low levels of higher education attainment in Suffolk when compared to many other parts of the UK. 6th form education is not available at all high schools in Babergh and there are only limited further education centres. There are firm proposals and plans to develop the University Campus Suffolk.

The district is a popular place for people to visit and tourism is very important to the local economy generating in excess of £120m per annum. The council will continue to market and promote tourism in the area, working in partnership where appropriate.

The Function of the Corporate Plan

The Corporate Plan, in conjunction with other plans and partners, plays an important role in ensuring that the council's corporate priorities are achieved.

This updated plan covers in detail the final year of this Council and is based around a vision that both harnesses and focuses our resources to deliver those things that will make the most difference to the quality of life for local people.

The Corporate Plan does not cover everything that we do as a council, but focuses on a combination of those issues that matter most to local people, the national priorities set by Central Government and the unique challenges arising from the district's changing social, economic and environmental contexts.

The Plan is a key component of our Corporate Planning and Performance Management Framework, which provides a 'golden thread' linking the corporate priorities directly to the activities of each employee. It includes indicators for improving overall council performance, services and the way we work, which will enable us to measure our progress and alert us to the remedial actions needed to bring our performance back on track.

If you want to know more about the council's performance, or improvement plans, please contact:-

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Understanding our Priorities

In deciding our corporate priorities we have taken into account a number of factors:

1. **The views of local people.** The council is committed to listening to the views of local people and acting on what they tell us. We have a range of mechanisms in place supported by a recently revised Public Consultation Strategy. Examples include:
 - A strengthened State of the District Event and Debate
 - The Suffolk Speaks Citizens' Panel
 - Best Value Satisfaction Surveys
 - The Residents' Forum
 - The Youth Conference
 - The Tenants' Forum
 - The Sudbury Area Community Forum
 - The Western Suffolk LSP Community Forum
 - Business Consultation Evenings
 - Parish Council Consultation Evenings
 - Babergh Communities Together.

2. **How the council and our services are performing.** We need to know what we are doing well and where we need to improve. In 2004 the council's performance was assessed by the Audit Commission through a Comprehensive Performance Assessment. The council was categorised as 'Good', but we are not complacent and have a plan in place to address those areas most in need of improvement.

We also monitor the various plans and performance indicators we have in place to ensure services are improved.

3. **Central/Local Government priorities.** Our corporate priorities draw on the shared priorities developed between Central Government and the Local Government Association. Aimed at improving the quality of life for local people the shared priorities have been adapted to reflect the issues facing Babergh District Council.

Our Vision for Babergh

A district where strong and inclusive communities are built on active citizenship and where all citizens have the opportunity to develop to their full potential.

The Council's Priorities

In order to support strong and inclusive communities in the district, the council will concentrate on the following priorities:

- Promote **healthy living** and reduce **health inequalities**
- Increase the **supply of housing** that local people can afford to rent or buy
- Maintain a **safe, clean** and **sustainable** environment
- Give easy, convenient **access to quality public services**
- Raise individual **and community ambitions** and encourage **active citizenship**.

The Council's Role

In delivering the priorities, the council's role is to:

- ✓ Provide responsible community leadership and influence in building, sustaining and helping to deliver a vision for the district that is shared by Babergh's citizens and the council's partners
- ✓ Create, support and sustain the social, economic and environmental conditions in which the shared vision for the district is realistically achievable
- ✓ Encourage and contribute to partnerships that help to deliver that vision
- ✓ Make decisions that best reflect and balance the diverse needs of individuals and communities in the district
- ✓ Maintain a skilled, flexible and motivated workforce to deliver the services that citizens need
- ✓ Make it easy for all citizens to access those services as conveniently as possible.

Values

The Council is run by 43 Councillors. The political composition of the current Council is 18 Liberal Democrats; 11 Conservatives; 7 Independent Group; 6 Labour and 1 of no description. The council has never had any form of overall political control and there has never been a Council Leader.

This means that decisions about what is best for the district are reached by consensus.

As part of that consensus, we have agreed that we will base all of our actions on the following values:

- Recognition of individual, community and economic diversity within the district
- Treatment of all people with fairness, dignity and respect
- Provision of maximum individual choice within a framework of responsible citizenship
- Open and accountable decision making
- Responsible stewardship of public money and resources on behalf of all Babergh's citizens.

Financial Strategy

The council's general Financial Strategy is "to do our best to achieve Council Tax increases that do not exceed the rate of inflation, whilst at the same time having a phased reduction in the use of reserves".

This will depend on the level of Government grant and our ability to make further savings and raise additional income. It may prove difficult in some years to provide services at the desired level and keep Council Tax increases to inflation.

Additional expenditure of £38,000 results in a 1% increase in the Council Tax rate for this council.

Risk Management

A new Risk Management strategy was agreed by the council in November 2005.

All of the major risks facing the council have been identified and categorised in terms of their likelihood and impact as follows:

Likelihood	Impact
A. Very high	1. Catastrophic
B. High	2. Critical
C. Significant	3. Marginal
D. Low	4. Negligible
E. Very low	
F. Almost impossible	

Any risk classified as C2 or above, are above the tolerance level for this council. Action plans have been drawn up to mitigate, manage and monitor the risk.

Priority Action Plans

For each of the five priorities a Priority Action Plan (PAP) has been produced following a common template that sets out:-

- The challenge
- Key concerns
- What we do already
- What more will we do?
- Delivering our key objectives
- Supporting measures.

The significance of producing the PAPs is that in previous years, the priorities have traditionally been translated directly into specific actions and targets in the council’s individual service delivery plans. The production of PAPs provides a corporate strategic planning framework that greatly assists in linking the operational service delivery plans and the overarching vision and strategic focus of the council.

Key Measures and Targets

A number of key measures and targets are set out in the Priority Action Plans. The terminology is explained below:

BV	Best Value Performance Indicators. These are set by central government. Targets are set locally, but in certain cases national standards need to be achieved. Some indicators are new and in their first year no targets are set. Baseline information is collected so that targets can be set in subsequent years.
LPI	Local performance Indicators. These indicators and targets relate solely to Babergh and reflect local needs and priorities.
LAA	Local Area Agreement Indicators. Local Area Agreements are an agreement between local partners and central government, setting targets and outcomes for a three-year period. The targets shown will be measured on a countywide basis.

Local Area Agreement

The Suffolk Local Area Agreement (LAA) is a three-year agreement that sets out the priorities for Suffolk as agreed between central government, represented by the Government Office, and Suffolk, represented by the Suffolk Strategic Partnership.

The LAA is refreshed annually to enable changes in national or local priorities to be reflected. It is outcome based and enables local partners to deliver national outcomes in a way that reflects local priorities, particularly those identified in community strategies. This gives Suffolk the flexibility to find local solutions to local problems and to prioritise spending to achieve the outcomes identified in the LAA.

LAA outcomes are delivered through three established blocks and budgets have been pooled or aligned as shown:

	Pooled £m	Aligned £m	Total £m
Block 1 - Children and Young People <ul style="list-style-type: none">• Be Safe• Be Healthy• Enjoy and Achieve• Achieve Economic Wellbeing• Make a Positive Contribution.	11.812	18.001	29.813
Block 2 - Safer, Stronger, and Sustainable Communities <ul style="list-style-type: none">• Safer Communities• Stronger Communities• Sustainable Communities.	1.057	6.053	7.110
Block 3 - Healthier Communities and Older People <ul style="list-style-type: none">• Healthier Communities• Reducing Health Inequality and Tackling the Underlying Determinants of Health• Improved Quality of Life for Older People.	35.000	8.048	43.048
TOTAL	47.859	32.102	79.971

Pooled funds refer to Government grants that are pooled into the LAA by separate Government departments, and funding that local or regional partners contribute towards the achievement of LAA outcomes.

Aligned funds relate to Government grants not channelled into the LAA but highlighted as funding that local partners believe deliver against the LAA outcomes. They are also grants from other bodies such as the EU or the Lottery that local partners believe deliver against the LAA outcomes. It also includes funding from partner budgets that has been identified as contributing to LAA outcomes.

In June 2005 the ODPM announced a second wave of 66 new LAAs. These new LAAs were able to include a fourth block on economic development and enterprise. Existing Phase 1 LAAs such as Suffolk also had the opportunity to include this block from the second year of the its LAA (2006/07).

The new fourth block, entitled Prosperity For All is intended to allow local areas to build a stronger economic element in their LAAs, including better integration of local economic partners. This presented Suffolk with the opportunity to improve the economic growth and productivity of the county, addressing market failures that prevent sustainable economic development, regeneration and business growth. In addition, Suffolk has taken the opportunity to widen this block to include sustainable housing, culture and transport. The areas within this block are:

- Competitive, Buoyant and Entrepreneurial Economy
- Opportunities for All
- High Quality Living and Working Environment.

The Suffolk LAA includes the second generation Local Public Service Agreement (LPSA). This takes a handful of the LAA priorities considered most in need of improvement and ‘stretches’ them further to deliver even better outcomes. Attached to each stretched target is a financial reward offered by central government.

The LAA and LPSA indicators that Babergh will contribute to are shown below together with a link to the relevant Babergh corporate priority.

Promote healthy living and reduce health inequalities

- Reduce under-18 conception rates
- Increase the percentage of people aged over 60 claiming Council Tax benefit
- Halt the year-on-year rise in obesity by increasing the Disability Adjusted Life Years (DALYs) of children aged 2-15 and people who are overweight or obese (LPSA target)
- Reduce the number of early deaths from cancer, heart disease, strokes and related diseases in people under 75
- Increase the number of people who quit smoking
- Introduce smoke-free places
- Increase the number of older people aged 65 and over, helped to live at home (LPSA target).

Increase the supply of housing that local people can afford to rent or buy

- Secure additional affordable housing in the development pipeline.

Maintain a safe, clean and sustainable environment

- Reduce crime
- Reduce the number of people with perceptions of high levels of Anti Social Behaviour (LPSA target).
- Increase drug and alcohol education and awareness events
- Reduce the number of violent crimes in a public place related to alcohol misuse
- Reduce the number of domestic violence incidents related to alcohol misuse
- Reduce the amount of litter affecting relevant land and highways
- Increase the proportion of household waste recycled and composted (LPSA target).
- Increase the area of green space managed in whole or in part for its ecological interest and with public access

- Increase the number of people attending environment events held at accessible natural green spaces
- Ensure that an agreed percentage of the biodiversity action plan targets are completed and an agreed percentage of the remainder are in progress.

Raise individual and community ambitions, and encourage active citizenship

- Increase the percentage of all people (aged up to 64) in Suffolk who undertake formal volunteering in groups, clubs or organisations (LPSA target)
- Increase the percentage of people in minority ethnic communities, rural communities and the older age group (aged 65 – 74) who undertake formal volunteering in groups, clubs or organisations (LPSA target)
- Increase the number of people involved in particular specified voluntary positions (LPSA target)
- Increase the number of volunteer days spent working at accessible natural green spaces
- Increase employment and self-employment through social enterprise.
- Increase and sustain entrepreneurial culture and small business activity, particularly within under performing areas and amongst disadvantaged groups.
- Enhance the growth and productivity of key sectors
- Ensure adequate investment in an integrated transport network across the county, and borders, to support the development of the economy.
- Ensure there is a proper balance between the development of housing and employment opportunities in Suffolk.
- Reduce levels of “worklessness”
- Improve the skills and education levels of the local population in line with local business needs.
- Enhance the development of a knowledge-based economy utilising, in particular, the University Campus Suffolk.
- Increase basic literacy and numeracy skills

The Babergh District

The Area

Babergh District Council in South Suffolk takes its name from one of the Saxon hundreds referred to in the Domesday Survey. With a population of 84,800 the district covers 240 square miles. On its immediate fringes lie the towns of Bury St Edmunds to the north, Ipswich to the east and Colchester to the south.

The district has a rich environmental heritage, embracing almost the whole of what is known as "Constable Country", the Stour Valley, and the valleys of the rivers Box, Brett and Glem. It is covered by parts of two Areas of Outstanding Natural Beauty, there are 29 Conservation Areas and approximately 4,000 listed buildings.

The district has a strong agricultural history and is predominantly rural in nature, with the two market towns of Sudbury and Hadleigh being the main centres of population, commerce and industry. In 69 of its 76 parishes the population is less than 3,000, and for 43 parishes the population is less than 1,000. There are pockets of rural isolation, with limited access to public transport.

Social and Economic Characteristics

Babergh's social and economic characteristics reveal two distinct communities of interest. The east of the district comprises villages and the small, but growing, market town of Hadleigh (7,200 population). It consists of relatively prosperous and healthy communities with many of the workforce commuting to Ipswich, Colchester and London.

The west of the district is part of the extended rural hinterland of Cambridge and Colchester. It contains Sudbury and its neighbouring parish of Great Cornard, which saw a doubling of population in the 1960s and 1970s as they absorbed East London overspill. They now have a population of approximately 20,000.

The Index of Multiple Deprivation updated in 2004 shows that the district doesn't have any wards in the top 25% most deprived nationally. However, within the various indicators that give the overall deprivation ranking, there are wards that have deprivation issues. The wards of Great Cornard North and South, and Pinewood do suffer from income deprivation. In addition those areas along with Hadleigh North also suffer from education, skills and training deprivation. The rural nature of the district means that there are 16 areas that are in the top 10% most deprived and a further 11 in the top 25% most deprived in England for access to services and housing. This can be a significant issue for those who lack transport to access services in the larger market towns of Sudbury and Hadleigh

The most deprived wards face a range of economic and social problems, including the highest unemployment rates (wards vary between 1.8% and 1.4%) in the district, and in Sudbury and Great Cornard there is an over reliance on a single employer in the fragile automotive manufacturing sector. Around 36% of the residents within these wards have no educational qualifications compared to a national average of 29% whilst 12% have a degree level education or higher, compared to a national average of 20%. Only 65% described their health as 'good' compared to a district average of 70%, and 20% had a limiting long-term illness compared to a district average of 16%. The teenage pregnancy rate is 37.4 per 1,000 girls aged 15 to 17, compared with 35 for the eastern region.

Population Changes

Between 1993 and 2003 the district population grew by 4,600 (5.8%). 1.28% of our residents are from black and minority ethnic communities.

25.4% of our residents are aged over 60, compared with the UK average of 21%. 13.9% of our residents are over 70, compared with a UK average of 11.5%. This age group has seen a 19% increase over a ten year period.

While the under 20s population is close to average (24.5% compared to a UK average of 24.7%) and the figure has remained fairly static, there has been a sizeable reduction in the number of young adults in their 20s and this age group is significantly lower than the national average (8.5% compared to 12.5%).

Approximately 70% of the working age population is employed in the service sector, 25% in manufacturing and construction, and nowadays only 5% in agriculture and associated employment. 559 (1.1%) people in the district are unemployed. This compares with rates of 1.6% for Suffolk, 1.7% for the East of England and 2.4% for Great Britain.

Skills and Education

Our partners have told us their concerns about the skills base and low levels of higher education attainment in Suffolk relative to many other parts of the UK, and the generally low wage economy. We share those concerns. 6th form education is not available at all high schools in Babergh and there are only limited further education centres. A large proportion of young people in their 20s move out of the area. Projected changes in the age profile over the next 20 years towards an ageing population and a substantial reduction in the 16-49 age group add to fears that there will be an acute shortage of skilled workers, and a consequently depressed economy. A major change is the University Campus Suffolk proposal.

Housing

House purchase prices are amongst the most expensive in Suffolk. The average house in Babergh costs £209,351 compared to £181,545 in Suffolk and £203,985 in the East of England. The district has an average house price to income ratio of 8:1. There are approximately 36,500 homes in the Babergh district, of which some 450 are second homes and 3,700 are rented from the council, Housing Associations or private landlords. The number of applications on the Housing Register exceeds available lets from the council and Registered Social Landlords (RSLs) by a ratio of 4.5 to 1.

Waste, Cleanliness and Crime

There is widespread support for environmental initiatives, such as the council's commitment to increasing recycling rates in the district, which has seen rates rise from 8% in 1999/2000 to nearly 31% by the end of 2004/05. Residents, however, continue to produce higher than average volumes of domestic waste.

On all quality of life surveys, there are high satisfaction levels with environmental amenities in the district. Babergh is also one of the safest places in the country. Nonetheless, recent surveys have showed a fear amongst residents that the district will become both less clean and less safe over the next 10 years.

Working in Partnership

The council is active in three key strategic partnerships that address mutually agreed priorities. Through the countywide Suffolk Strategic Partnership and its associated Local Area Agreement we aim, for example, to improve the quality of life for older people and to encourage higher levels of educational attainment. We have two Local Strategic Partnerships (LSPs) – the Western Suffolk LSP and the Babergh East LSP – to reflect our distinct communities of interest rather than the administrative boundaries of this council. All three strategic partnerships have produced community strategies reflecting local priorities.

We are engaged in a number of partnerships to provide affordable housing in the district; to increase recycling, to minimise waste and to develop associated new procurement models with the private sector; to reduce crime and disorder and tackle their underlying causes, and to give easy access to services.

PRIORITY ACTION PLANS

Promote healthy living and reduce health inequalities

The challenge

Whilst Babergh is seen as one of the healthiest places to live in, public consultation has demonstrated that improving the health of the population is seen as a high priority for the residents of Babergh. This corresponds with the national objectives of the Government to improve the health of the nation and reduce the inequalities that exist.

The council seeks to improve health and well-being by supporting physical activity and active lifestyles. People can be helped to participate in physical activity through the use of leisure centres, and sports and recreation initiatives.

The needs of the population are also shifting and local services need to respond to these changes. For example, the growing elderly population is placing increasing pressure on health care and local authority services. In addition, while we are becoming generally a more healthy community there are inequalities between different parts of the district. Health strategies and action plans are being developed and implemented which concentrate on the area of greatest need, the west of the district.

The key health issues as identified in partnership with Primary Care Trusts (PCTs) and that will be addressed through the Local Strategic Partnership and Local Area Agreement are: obesity, teenage conceptions, coronary heart disease, cancer and mental health.

Whilst the council is not the major provider of health care services, it recognises that it has a role to play in helping to improve people's health and well-being. Through working in partnership with health service providers, health educators, employers, sports/leisure providers and clubs it can help prevent risks to health and ensure that people have access to opportunities to protect and improve their health.

Through its statutory enforcement powers in relation to health and safety at work, food safety etc. the council will seek to reduce cases of preventable ill-health from sickness and accidents.

Key concerns

- Obesity and inactivity increasing nationally
- Life expectancy shorter and teenage pregnancy higher in Great Cornard and parts of Sudbury
- Drugs, substances and alcohol abuse
- Rising levels of mental health problems
- Poor housing conditions affect health
- Age profile of district and special needs of elderly and disabled people
- Food poisoning and accidents at work.

Key objectives

- Promote the advantages of a healthy lifestyle
- Increase the use and development of leisure facilities and activities in the area
- Reduce teenage pregnancy rates in Great Cornard and Sudbury

- Improve housing stock – both council owned and private
- Meet the needs of elderly and disabled people
- Protect the health of people who live, visit and work within Babergh.

What we do already

We:

Health and Leisure

- Work with key partners to deliver a wide range of health improvement initiatives
- Work with partners to educate and raise awareness of health issues with local people
- Work with key partners and communities to provide and support leisure facilities.

Teenage Pregnancy Rates

- Work with the Sudbury Area Forum and other public and voluntary organisations to reduce pregnancy rates in Great Cornard and Sudbury.

Housing

- Give financial assistance to improve property, heating and energy efficiency
- Ensure healthy living conditions by ensuring all new dwellings comply with the Building Regulations
- Make improvements to council housing, such as double-glazing and central heating
- Ensure new development is of a sustainable form, which facilitates journeys on foot and by bicycle.

Vulnerable people

- Provide a Contact Care service to over 1,000 clients enabling them to remain independent in their homes
- Support the Care and Repair Agency to assist the elderly in improving their homes
- Give Disabled Adaption Grants for private properties and make disabled adaptations to council houses
- Manage the operation of Very Sheltered Housing Schemes
- Provide specialist housing for people with mental health problems
- Work in partnership to provide supported housing schemes for people with special needs.

Public Health

- Provide food safety, and health and safety enforcement and advice.

What more will we do?

We will:

Health and Leisure

- Develop and implement health strategies, initiatives, programmes and action plans in partnership with other organisations. Concentration will be on our greatest need, the west of the district, through the Western Suffolk LSP
- Work with the West PCT on the MEND obesity scheme
- Work with Dance East to provide dance sessions in the district

- Work with other public and voluntary organisations, including Health and Social Care, to improve the health of people through the delivery of Health Improvement targets
- Provide new health related exercise courses
- Continue to improve the health of residents in rural areas by increasing opportunities to participate in exercise
- Develop a children's play strategy by November 2006
- Develop a Community Arts strategy
- Provide support and offer opportunities for people to learn new skills through pro-active work in arts and sports development in rural areas
- Seek to promote physical activity by links to the London 2012 Olympic bid
- Review the council's capital community grants scheme
- Promote & market Babergh services such as Disabled Adaptation Grants and the Care and Repair Scheme
- Undertake a feasibility study for Hadleigh Swimming Pool.

Housing

- Ensure the council's Private Sector House Condition Survey is robust, and embedded to inform future housing policy
- Introduce the revised 'Fitness Standard' for homes and take necessary action to ensure compliance
- Improve the energy efficiency of dwellings by promoting financial assistance for insulation and installation of high efficiency heating systems so that adequate heating becomes more affordable for low-income households
- Inspect houses in multiple occupation to ensure standards are adequate.

Vulnerable People

- Improve the quality of life for older people, especially through the Suffolk Strategic Partnership.
- Work with Suffolk Art Link to develop arts activities and improve access for vulnerable members of the community.

Public Health

- Support and take part in local, regional and national promotion campaigns to improve the health and safety of workplace staff and the public within workplaces
- Promote campaigns and initiatives to educate on, and raise awareness of food safety issues
- Provide educational measures for sufferers of notifiable diseases and assistance in national or regional campaigns researching incidence of infectious disease.

Delivering our key objectives

We will measure the delivery of our key objectives by means of the following key measures and targets

No.	Description	Targets	
		2006/07	2007/08
Health and Leisure			
LPI 1	No. of health related exercise courses hosted	10	12
LPI 2	No. of registered disabled users taking part in the Inclusive Fitness Initiative	10	15
LPI 3	No. of children attending rural sports activities	210	220

No.	Description	Targets	
		2006/07	2007/08
LPI 4	No. of rural action groups set up that allow people in rural areas to participate in leisure and sport	4	3
Teenage Pregnancy Rates			
LAA 1	Reduce under-18 conception rates as part of a broader strategy to improve sexual health	From 32.8 (2002) to 24.4 per 1,000 population	
Housing			
BV 184a	Local authority homes which were non-decent at beginning of the year	15%	8%
BV 63	Energy Efficiency of local housing stock	62.7	64.2
LPI 6	No. of homes improved through the Fitness Standard	15	15
LPI 7	No. of dwellings given financial assistance	220	230
LPI 8	% of high risk houses in multiple occupation inspected	100%	100%
Vulnerable People			
LPI 5.1	Be Active project • Number of qualified coaching hours delivered to schools	60	To be agreed
LPI 5.2	• Number of qualified coaching hours to local partnership clubs	60	To be agreed
LPI 5.3	• Number of participants with disabilities	?	To be agreed
LPI 5.4	• Number of disaffected referrals	?	To be agreed
LPI 5.5	• Number of qualified coaches: a) Disability service b) Disaffected service	10 5	To be agreed
LPI 9	No. of homes adapted to meet the needs of older or disabled people may be revised?	27	29
LAA 2	Increase the percentage of people aged over 60 claiming Council Tax benefit	By 10%, from 12,077 (2004) to 13,285	
Public Health			
LPI xx	Percentage of high risk Food and Health and Safety premises inspections carried out	100%	100%

Supporting measures

In addition the following BVPIs and LPIs measure success towards this priority

No.	Description	Targets	
		2006/07	2007/08
Health and Leisure			
LAA 3	Halt the year-on-year rise in obesity (LPSA target) • Increase the Disability Adjusted Life Years (DALYs) of children aged 2-15 who are overweight or obese • Increase the DALYs of people who are overweight or obese	173 DALYs	

No.	Description	Targets	
		2006/07	2007/08
LAA 4	Reduce mortality rates from heart disease, strokes and related diseases in people under 75	By 40%	
LAA 5	Reduce mortality rates from cancer in people aged under 75	By 20%	
LAA 6	Increase the number of people who quit smoking, measured after 4 weeks	From 1,853 (2003-04) to 4,746	
LAA 7	Introduce smoke-free places.	<ul style="list-style-type: none"> • All public sector organisations to be smoke-free. • All enclosed public places and workplaces to be smoke-free • Arrangements for licensed premises to be in place 	
LPI 10	% increase in people in rural areas participating in leisure and sport	2% (by 2007/08)	
Housing			
184b	Change in proportion of non-decent homes in the year	47%	50%
LPI 12	% expenditure achieved on housing maintenance	97%	97%
Vulnerable People			
LAA 8	Increase the number of older people aged 65 and over helped to live at home (LPSA target).	From 81.7 per 1,000 population to Y per 1,000 population	

In the medium to long term we will:

Health and Leisure

- Review the level of grant support to the South Suffolk Leisure Trust.

Housing

- Ensure that every council house meets the Decent Homes Standard (by 31 March 2009 – one year earlier than the Government target)
- Improve the condition of private sector housing by targeted action, based on an up-to-date condition survey.

Vulnerable People

- Provide another supported housing scheme in Hadleigh.

Increase the supply of housing that local people can afford to rent or buy

The challenge

There is a large demand for housing in the district with a number of people in 'housing need', often because they cannot afford to own or privately rent homes in the area. The council cannot meet all housing need. However, through its housing and planning policies, and working in partnerships with others, it will seek to maximise the impact that it can have on helping people to find appropriate accommodation. It will do this by increasing the number of homes being built in the district in line with Local Plan policies, regional and sub-regional strategies, and in particular by increasing the number of affordable homes, for which there is greatest need.

The council will provide housing advice to prevent homelessness where possible and to help people with housing difficulties to help themselves.

The council will use the powers available to it to help people to obtain housing in the private sector. Where homelessness is otherwise unavoidable, the council will provide temporary accommodation, but will keep its use to a minimum.

One of the aims of the benefits service is to provide speedy, secure and accurate access to support that enables claimants to get suitable accommodation quickly, while reducing the risk of fraud and error.

Key concerns

- Inadequate supply of smaller properties
- Property prices have increased faster than local earnings
- Many people on lower incomes cannot afford to buy their own property
- In rural areas, those on low incomes are often excluded from their home village because of the house price level
- Demand for rented housing from the council and Registered Social Landlords outstrips supply by a ratio of 4.5 to 1
- Private sector rented accommodation is expensive and reducing
- There are 1,600 people on the council's Housing Waiting List
- The council's Homeless Reception Centres are generally full, provide mainly shared facilities, and the length of stay in that accommodation has increased.

Key objectives

- Increase the supply on new developments of affordable properties for rent or shared ownership, and ensure a percentage of smaller open market houses
- Increase the supply of local needs housing
- Increase the number of properties available for rent through housing associations
- Increase the supply of decent private sector rented accommodation
- Continue the efficient management of the council's own housing stock
- Reduce homelessness and support those who find themselves homeless
- Increase the efficiency and effectiveness of the council's benefits service.

What we do already

We:

Housing Policy

- Work through the Greater Haven Gateway Housing Sub-regional Group to address housing within the east of the District.

Affordable Housing

- Work with Parish and Town Councils, Housing Associations and others to identify and meet the need for affordable housing
- Have a Housing Enabling Team that endeavours to increase the number of low cost homes to rent or buy
- Have a major regeneration scheme at the Poplar Road shopping area, Great Cornard
- Have a Local Plan policy for all developments of at least 15 dwellings to include between 20% and 35% for rent or shared ownership, and one house in three on smaller developments in villages
- Provide opportunities for housing for local people on “exception sites” on the edge of villages
- Identify any small plots of council land that can be developed.

Housing Association Properties

- Develop social housing in partnership with 5 of the 15 Housing Associations. Over 1,000 Housing Association homes have been built in the last 10 years
- Give financial support to Housing Associations to provide new housing for rent
- Make council land available to Housing Associations at discounts of up to 100%.

Private Sector Housing

- Work with private sector landlords, both individually and through a local forum, to promote and retain the availability of affordable rented accommodation of a decent standard
- Maintain schemes for landlords to improve defective rented property and retain such property in the private rented sector at affordable rent
- Have reduced the 50% Council Tax discount on long-term empty properties and reduced that on second homes to just 10% to encourage more homes to be put onto the market for sale or rent.

Council Housing

- Manage the council stock of 3,700 homes for rent
- Maintain and Improve the Council’s housing stock
- Provide incentives to council tenants where properties are under-occupied to transfer to smaller properties.

Homelessness

- Are implementing a Homelessness Strategy.

Benefits Service

- Have improved both the speed and accuracy of dealing with benefit claims.

What more will we do?

We will:

Affordable Housing

- Continue delivery of the 700 affordable homes that are needed during the period 2004 to 2009. This will increase the stock of social housing by 14%
- Co-ordinate the delivery of the proposed major scheme at Chilton (700 homes of which 35% are to be affordable homes)
- Carry out a further assessment of housing needs and develop plans, such as the Housing Investment Strategy, to meet those needs
- Increase the efficiency and effectiveness of handling planning applications by:
 - Re-engineering the planning process
 - Monitoring and co-ordinating the delivery of sites by the council's Development Team.
 - Providing a Development Brief for Chilton Supplementary Planning Document
- Adopt a new Local Plan, which aims to ensure:
 - All developments of at least 15 dwellings include between 20% and 35% for rent or shared ownership
 - 1 in 3 houses on sites for 3 or more houses to meet local needs
 - 20% of housing on new developments to be 1 or 2 bed properties
- Prepare Supplementary Planning Document on Affordable Housing to support Policies HS08 & HS08a in the Local Plan.

Private Sector Housing

- Promote the availability of financial assistance for the renovation of private sector housing to provide decent homes and affordable rented accommodation
- Identify and attempt to limit the number of 'long-term' vacant properties across the district by bringing them back into occupation.

Council Housing

- Introduce a choice based lettings scheme to give people more choice about where they live and assist in letting harder to let properties. Consideration will also be given to the effect this may have on re-let times.

Homelessness

- Redevelop the Homeless Persons' Reception Centre to provide self contained units of accommodation.

Benefits Service

- Increase the efficiency and effectiveness of the council's Benefits service by:
 - Publishing online claim form and making it easier to claim
 - Re-engineering the Benefits process
 - Introducing a "5 day Fastrack" guarantee for new claims fully complete and ready to process on receipt.

Delivering our key objectives

We will measure the delivery of our key objectives by means of the following key measures and targets

No.	Description	Targets	
		2006/07	2007/08
Affordable Housing			
LAA 9	Secure additional affordable housing in the development pipeline	15% each year from a baseline of 3,036.	
LPI 44	The cumulative total number of affordable units of accommodation in the affordable housing programme between 2004 and 2009: a) completed units b) units in development c) units with planning permission	700 by 2009 (total of items a to c)	
Private Sector Housing			
BV 64	Private dwellings - returned to occupation	16	16
LPI 14	No. of units of accommodation improved through the promotion of financial assistance for the renovation of a) Owner occupier private sector housing b) Rented private sector housing	15	15
Homelessness			
BV 183a	Homelessness - average length of stay in bed & breakfast (weeks)	3	2
BV 183b	Homelessness - average length of stay in hostels (weeks)	23	20
BV 203	Homelessness - % change in number of families in temporary accommodation	-5%	-10%
BV 214	Repeat homelessness cases	5% (est)	3% (est)
Benefits Service			
BV 78a	The average time taken to process new Benefits claims (days)	20	14
BV 78b	The average time taken to process a Benefits change in circumstances (days)	5	5
BV 79a	The % of Benefits cases processed correctly	100%	100%

Supporting measures

In addition the following BVPIs and LPIs measure success towards this priority.

No.	Description	Targets	
		2006/07	2007/08
Council Housing			
BV 66a	Proportion of local authority housing rent collected	99.5%	99.55%
BV 66b	Local authority housing rent collection and arrears recovery: % of tenants with more than 7 weeks rent arrears	2% (75 tenants)	1.5% (57 tenants)
BV 66c	Local authority housing rent collection and arrears recovery: % of tenants who have had Notices Seeking Possession served	2%	1.5%
BV 66d	Local authority housing - % of tenants evicted as a result of rent arrears (0% being TQ)	0%	0%
BV 164	Does the Authority follow the CRE code of practice & Good Practice Standards and the Good Standard Practice for social landlords?	Yes	Yes

No.	Description	Targets	
		2006/07	2007/08
LPI XX (was BV211)	Local authority housing - repairs and maintenance service - proportion of planned repairs to responsive maintenance	65%	70%
LPI XX (was BV 211b)	Local authority housing - repairs and maintenance service - proportion of urgent repairs to non-urgent repairs	17%	15%
BV 212	Average time to re-let local authority housing	21 days (est)	21 days (est)
Homelessness			
BV 213	Housing advice service: number of preventing homelessness cases	Set Target	Set Target
BV 202	Number of rough sleepers	0	0
Benefits Service			
LPI 17	Average number of days to process applications for benefit top-up	10	7

In the medium to long term we will:

Benefits Service

- Ensure our Benefits service meets the Benefits National Performance Standards by March 2008.

Maintain a safe, clean and sustainable environment

The challenge

Babergh is one of the safest places to live in the UK. Actual levels of recorded crime are low. However, high levels of the fear of crime continue to have an impact upon peoples' quality of life in the district.

The Home Office compares areas across England and Wales with a similar socio-economic makeup. Of 376 areas, Babergh is ranked 343rd, making it one of the safest areas in the country. Crime rates are well below the county average at 56.2 offences per 1,000 population compared to 77.8 offences for Suffolk as a whole. However there are seven wards (Sudbury South, Sudbury North, Sudbury East, Hadleigh North, Great Cornard North, Great Cornard South and Pinewood) that have rates above the Suffolk average in three or more of the five crime categories.

Whilst the council is not primarily responsible for crime prevention and detection, it is responsible for and leads the Babergh Crime and Disorder Reduction Partnership (CDRP), and it works in partnership with other organisations on a number of initiatives to reduce the incidence and fear of crime, to address anti-social behaviour and improve quality of life.

The council will use the powers available to it to reduce the amount of crime and anti-social behaviour, and where appropriate it will use highly visible deterrents such as CCTV to offer reassurance to local communities.

The council has implemented the new licensing regulations but is conscious of the concerns that residents have expressed concerning the additional opening hours. The council will monitor the impact the new regulations may have upon the night time environment and will use its powers to address problems should they arise.

The council will take into account community safety issues when planning and delivering all of its services.

Road safety has been identified by residents as a serious issue that affects how safe they feel. The council will work with other agencies to develop actions that address the issues that residents have raised during the summer 2005 consultation exercise.

The council will improve the management of waste. This ultimately means reducing the amount of household waste produced. It means dealing with waste appropriately, by increasing the amount of material that is recycled or composted, and the introduction of further processes to reduce the final disposal of waste.

The council will continue to deal quickly with incidents of environmental crime such as fly-tipping and abandoned vehicles.

South Suffolk is one of the most attractive areas of England in which to live. The council is committed to maintaining the quality of both the rural and built environment in order to improve people's quality of life. The council's approach to planning policy and control will ensure that developments are appropriate to the rural environment. Through its membership of partnerships such as the Haven Gateway Partnership, the council will seek to balance the need for growth and new investment with the need to protect the area's special environment.

The council will protect the local environment and the people who live in it by monitoring and reducing pollution, and by protecting the countryside and its diverse ecosystems. It will act to prevent pollution and contamination, and where appropriate take action to deal with instances of these, including enforcement action where necessary. The council will also develop its own Green Travel plan for staff and will work with others to develop Green transport plans for the district.

In view of the Government refusal of the Sudbury By Pass, the council will work with Suffolk County Council in monitoring the impact of new traffic reduction schemes and pollution in the built environment of Sudbury, and will continue to encourage the county council to work towards a Western By Pass as soon as possible.

Key concerns

- Public perception that the area will be less safe and less clean in 10 years time
- Fear of crime
- Domestic violence and anti-social behaviour
- Waste per household above national average
- Shortage of landfill sites for waste in the longer term
- Government Recycling targets for domestic waste
- Abandoned vehicles
- Litter and fly tipping
- Re-use of previously developed land
- Quality of the environment.

Key objectives

- Decrease the amount of crime and disorder, and incidents of anti-social behaviour
- Decrease public perception that the district will become less safe in the next 10 years
- Reduce litter, the number of abandoned vehicles, and incidents of fly-tipping, through increasing standards and enforcement
- Decrease public perception that the district will become less clean over the next 10 years
- Reduce waste volume
- Increase recycling and composting rates
- Protect and improve the quality of the built environment and street scene
- Protect and improve the quality of the green space environment, and improve access to green space within the built environment & the countryside
- Minimise environmental pollution.

What we do already

We:

Safe and dealing with Crime and Disorder

- Have a dedicated Anti-Social Behaviour Network Officer
- Issued x Anti-Social Behaviour Orders in 2005/06
- Are a key member of the Babergh Crime and Disorder Reduction Partnership whose three year strategy has the following strategic aims:

- To reduce British Crime Survey comparator recorded crime by 13.5% (by March 2008)
- To reduce the number of recorded incidents by 50% across Suffolk (by March 2008)
- To reduce the harm that drugs and alcohol cause to communities
- To reduce the number of deliberate fires by 10% (by 2010)
- Apply the Building Safer Communities Initiative (HO funding) to provide safer environments on new developments
- Seek advice from the Police Architectural Liaison Officer on the safety and crime prevention aspects of all proposed residential developments above 10 properties in number
- Participate in the Prolific and Priority Offenders Scheme (PoPo)
- Respond to 800 enquiries a year about nuisance
- Have worked with Sudbury Town Council to develop a “Community Warden” scheme for Sudbury that is now run by the Town Council
- Support a Domestic Violence Forum and give financial support for Women’s Refuges
- Have a Licensing Section dealing with the licensing of pubs, clubs and other entertainment venues
- Provide CCTV systems in Hadleigh and Sudbury, and a mobile camera facility
- Young People’s Steering group for the Be Active project

Litter and Environmental Crime

- Litter pick and street sweep high use areas
- Provide mobile litter wardens to deal with “hot spots”
- Monitor, remove and crack-down on fly-tipping, and are creating a fly-tipping hotspot database
- Respond rapidly to abandoned vehicles
- Provide a voluntary surrender scheme for unwanted vehicles.

Waste Management and Recycling

- Are an active participant in the Suffolk Recycling Consortium, which dramatically increased recycling rates by pooling resources and developing new business models for partnership working, and by being innovative in how it procures services from the private sector
- Led a major procurement project that was successful in obtaining £5m Defra funding from the National Waste Minimisation and Recycling Fund for a county wide waste management project
- Have a recycling rate of over 30% - well above the statutory target set by Central Government
- Have over 4,000 households signed up to the Brown Bin (garden refuse) Scheme
- Have a “Sort It Crew” – part of the Defra funded WRAP project (Waste Recycling Action Programme), calling door-to-door throughout the district to raise awareness and give guidance as to what can and can’t be recycled
- Provide over 100 recycling collection points for bottles, paper and other materials across district
- Send out the “Sort It” environmental newspaper to every household
- Provide encouragement and advice on home composting, plus the provision of compost bins at special rates. Over 60% of households do some composting.

Built and Natural Environment

- Received over 1,660 Planning applications, and 1,200 Building Regulations applications during 2004/05
- Obtain contributions from residential developers towards the provision of additional public open space or play facilities in the vicinity
- Provide a Parish Tree Warden Scheme
- Seek to increase rural area road safety in conjunction with the county council

- Improved open spaces on the Anglia Estate, Great Cornard through an Arts project to include re-landscaping and art work.
- Provided tree sculptures in Belle Vue Park, Sudbury
- Worked with partners to develop a Tourism Plan to protect Constable Country.

Environmental Pollution

- Undertake air quality monitoring.

What more will we do?

We will:

Safe and dealing with Crime and Disorder

- Complete implementation of the Civil Contingencies Act and countywide emergency planning unit
- Work with partners to deliver the Babergh CDRP strategy and action plans, and associated funding streams. This will include:
 - Monitoring the impact of the new licensing regulations upon the night-time environment and economy
 - Supporting the call for more police ‘on the beat’ and for an overall more visible presence
 - Reviewing the effectiveness and operation of the CDRP
- Look to expand the Estate Ranger scheme
- Continue the implementation of new powers and develop initiatives on anti-social behaviour.

Litter and Environmental Crime

- Work with food outlets to resolve litter problems
- Strengthen monitoring and enforcement of abandoned vehicles, street cleaning, fly tipping and dog fouling
- Provide education on keeping the environment clean.
- Look at the way the Council maintains the ‘street scene’ in light of residents comments and in negotiating the new contract

Waste Management and Recycling

- Continue discussions with Mid Suffolk DC to investigate the joint procurement of refuse collection services
- Implement the 10 year Waste Management strategy in partnership with other Suffolk authorities
- Finalise the implementation of policies and mechanisms to deal with bulky waste, waste electrical goods, nuisance vehicles, waste from municipal parks and gardens, fly tipping, commercial and industrial collection, litter, other hazardous waste, and biodegradable waste.
- Review any gaps in the provision of recycling sites.

Built and Natural Environment

- Deliver the regeneration and redevelopment scheme for Poplar Road shops area, Great Cornard
- Adopt a new Local Plan which aims to provide policies for the built and natural environment
- Carry out a review of the Conservation Areas and consider the need for Article 4(2) directions.
- Prepare Local Development Documents

- Work with Suffolk County Council in monitoring the impact of new traffic reduction schemes and pollution in the built environment of Sudbury, and continue to encourage the county council to work towards a Western By Pass as soon as possible.
- Develop a Sustainable Tourism Development Strategy in partnership with Suffolk Tourism
- Adopt a cross divisional approach for identifying local needs for Section 106 agreements.

Environmental Pollution

- Monitor and seek to improve climate issues such as air quality through exploring whether initiatives/new programmes can be developed with partners
- Complete issue of all LAPPC (pollution control) permits
- Ensure that all LAPPC (pollution control) requirements are fully integrated into departmental monitoring programmes
- Implement the contaminated land strategy.
- Explore the issues behind a Green Travel Plan.

Delivering our key objectives

We will measure the delivery of our key objectives by means of the following key measures and targets

No.	Description	Targets	
		2006/07	2007/08
Safe and dealing with Crime and Disorder			
LAA 10	Reduce crime	By 16.9% (Babergh contribution = 13.9%)	
LAA 11	Reduce the number of people with perceptions of high levels of Anti Social Behaviour (LPSA target).	From 9.3% (December 2004) to 3.0%	
LAA 12	Reduce the number of violent crimes in a public place related to alcohol misuse	By 10%	
LAA 13	Reduce the number of domestic violence incidents related to alcohol misuse	By 10%	
BV 126a	The % of domestic burglaries per 1000 households	4.4	4.2
BV 127a	% of violent offences per 1,000 pop'n	New PI	
BV 127b	% of robberies per 1,000 pop'n	New PI	
BV 128a	The % of vehicle crimes per 1,000 pop'n	6.12	5.78
BV 174	The number of racial incidents reported to the local authority per 100,000 pop'n	0	0
BV 175	The % of racial incidents resulting in further action	100%	100%
Litter and Environmental Crime			
BV 199a	Local Street and Environmental cleanliness (litter) - proportion that falls below acceptable level	15%	13%
LAA 14	Reduce the amount of litter affecting relevant land and highways	By 12%	
BV 218a	% of abandoned vehicles investigated within 24 hours	90%	92%
BV 218b	% of abandoned vehicles removed within 24 hours	75%	80%

No.	Description	Targets	
		2006/07	2007/08
BV 199d	Local Street and Environmental cleanliness (fly tipping) - year on year reduction in number of incidents and number of enforcement actions taken	2	2
Waste Management and Recycling			
BV 84a	Number of Kilograms of household waste collected per head	430	440
LAA 15	Increase the proportion of household waste recycled and composted (LPSA target).	From 26% (2003/04) to 39%	
82ai	The % of total tonnage of waste arising which has been recycled	31%	32%
BV 82bi	The % of total tonnage of waste arising which has been sent for composting	6%	6%
Built and Natural Environment			
BV 106	New homes on brown field sites	40%	40%
BV 109a	The % of major planning applications determined in 13 weeks	65%	60%
BV 109b	The % of minor planning applications determined in 8 weeks	70%	70%
BV 109c	The % of other planning applications determined in 8 weeks	80%	80%
BV 204	The % of planning appeal decisions allowed against the authority's decision to refuse on planning decisions	30%	30%
BV 219a	Conservation areas - number	28	28
BV 219b	% of conservation areas with an up to date character appraisal	3.6%	3.6%
BV 219c	% of conservation areas with published management plans	0%	0%
Environmental Pollution			
BV 216a	No. of 'sites of potential concern' with respect to land contamination	600	600
BV 216b	No. of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary	30	30
BV 217	Pollution control improvements complete on time	8	12

Supporting measures

In addition the following BVPIs and LPIs measure success towards this priority.

No.	Description	Targets	
		2006/07	2007/08
Safe and dealing with Crime and Disorder			
BV 225	Actions against domestic violence checklist	50%	60%
LAA 16	Increase drug and alcohol education and awareness events delivered to local communities	By 15%	
LPI 19	% of licences issued within 28 days	99% (medium term)	
Litter and Environmental Crime			
BV 199b	Local Street and Environmental cleanliness (graffiti)	5%	5%
BV 199c	Local Street and Environmental cleanliness (fly posting)	9.5%	9%
LPI 21	% of actions introduced from policies on bulky waste, waste electrical goods, nuisance vehicles, waste from municipal parks and gardens, fly tipping, commercial and industrial collection,	60%	90%

No.	Description	Targets	
		2006/07	2007/08
	litter, other hazardous waste, and biodegradable waste		
Waste Management and Recycling			
BV 84b	Household waste collection % change per head of pop'n	2.4%	2.3%
BV 86	Cost of waste collection per household	£35	£42.50
BV 82aii	Tonnage of waste arising which has been recycled	11,800	11,500
LPI 22	% of non recoverable material present by weight	8%	5%
BV 82bii	Tonnage of waste arising which has been sent for composting	2,160	2,210
LPI 23	No. of home compost bins supplied	600	650
BV 91a	Population served by a kerbside collection of recyclables (1 recyclable)	100%	100%
BV 91b	Population served by a kerbside collection of recyclables (2 recyclable)	100%	100%
Built and Natural Environment			
LAA 17	Increase the area of green space managed in whole or in part for its ecological interest and with public access by 250 hectares by 2008.	By 250 hectares	
LAA 18	Increase the number of people attending environment events held at accessible natural green spaces by 3%.	By 3%	
LAA 19	Ensure that an agreed percentage of the biodiversity action plan targets are completed and an agreed percentage of the remainder are in progress.	<ul style="list-style-type: none"> •50% completed •35% of the remainder in progress 	
BV 205	Score against a quality of planning services checklist	90%	90%
BV 200a	Did you submit the Local Development Scheme (LDS) by 31/12/05 & thereafter maintain a 3-year rolling programme?	Yes	Yes
BV 200b	Have you met the milestones that the current LDS sets out?	Adoption of documents on time – Should be either yes or no	Adoption of documents on time – should be either yes or no
BV 200c	Did you publish an LDS annual monitoring report by 31/12 the last year?	Yes	Yes
LPI 25	No of conservation project grants provided	3 (medium term)	
LPI 26	No. of Parish Tree Warden Schemes training sessions provided	7 (medium term)	
Environmental Pollution			
BV 166a	Score against an Environmental Health checklist	90%	90%

In the medium to long term we will:

Safe and dealing with Crime and Disorder

- Produce a new crime and disorder and drug strategy with our partners (2008).

Waste Management and Recycling

- Develop improved facilities for the collection of glass and other materials.

Give easy convenient access to quality services

The challenge

The Babergh district is a large rural area of some 240 square miles. It has 76 parishes, 69 of which have populations of less than 3,000, and 43 have populations of less than 1,000. Around two-thirds of the population live outside the two main towns.

The relatively sparse population of the district means that both public and private sector services can be more difficult and costly to deliver, and may be less accessible to parts of the population.

A high percentage of the population are IT literate, but not all residents can contact us using a computer. We are concerned that we may not be providing services that effectively meet the needs of our most hard to reach groups such as people with disabilities, the elderly and young people.

The council is very clear that it wishes to provide quality services to its communities, and in order to achieve this, it must ensure that services are what communities want, and that they are economic, efficient and effective. Linked to this, the council itself must be well run and focussed to deliver best value for money.

The council expects to be judged through independent assessment of the quality of its services and, far more importantly, by the satisfaction expressed by its residents. The council also expects to be judged on how resources are managed and intends to demonstrate this by doing its best to keep council tax increases to the rate of inflation. But that will depend on the level of Government grant and our ability to make further savings and raise additional income. The council must manage its resources efficiently if it is to achieve its aims of quality services and value for money, and achieve the savings target set by central Government.

Key concerns

- 76 parishes spread over a large rural area of 240 square miles
- Significant distances need to be travelled to access some of our services
- Not all residents can contact us using a computer
- We need to ensure equality of access for all to all of our services
- Government target to make savings of 2.5% per year
- Continuing financial pressure on the council's budget and council tax levels
- Decreased public satisfaction with some of our services.

Key objectives

- Improve access to the council's services and facilities
- Improve the quality, efficiency and value for money of the council's services.
- Achieve savings and additional income in order to try to keep Council Tax increases to the rate of inflation
- Embed Risk Management throughout the organisation
- Improve procurement arrangements to save time and money
- Implement more partnership arrangements for services where appropriate

What we do already

We:

Improve Access

- Have developed a Customer Access Strategy
- Published Service Standards for access to council services
- Are pro-active participants in the Suffolk Accessible Partnership Group to deliver seamless access to customers through the Suffolk Portal project
- Worked within the Suffolk Accessible Government Partnership (SAGP) to deliver a Single Portal for Suffolk and a Community Portal through which a wide range of public and community services can now be accessed
- Respond to customer's telephone calls and communications efficiently and within the advertised response times
- Re-launched the Babergh Website, enabling payments and other transactions to be made as well as providing information making it a more user-friendly site
- Have made it possible to pay bills via the telephone or internet
- Provide a telephone service between 8am and 6pm for Council Tax, Business Rates, Benefits and Rents
- Have easy-to-use Information Points located in all libraries, including mobile libraries, and Tourist Information Centres, as well as Stansted Village Hall – one of our most remote parishes in the district
- Support the Sudbury Advice Centre run by Sudbury Town Council. This provides advice and assistance on behalf of Babergh, Suffolk County Council and the Town Council
- Provide a visiting service to help people to resolve service issues in their own homes
- Run a local housing surgery in Sudbury
- Have a drop-in Centre at Poplar Road, Great Cornard
- Make available to Babergh residents concessionary travel vouchers to people with severe mobility problems, or senior citizens living in remote areas of the district with limited provision (if any) of public transport. This is in addition to the 7,000 concessionary bus passes issued to the over 60s, disabled, blind and partially sighted residents in the district.

Improve Services

- Consult regularly with service users
- Achieved total savings and additional income of over £1.5m over the last three years
- Are implementing a CPA Improvement Plan
- Reviewed the council's key strategic and operational risks:
 - Identified risk mitigation measures and updated the strategic risk register
 - Updated the existing Risk Management Strategy
- Have reached level 1 of the Equalities Standard.
- Improved procurement arrangements in accordance with our approved Procurement Strategy and Action Plans
- Secured significant external funding to help pay towards specific projects and services
- Produce an Asset Management Plan for maintaining the council's property

What more will we do?

We will:

Improve Access

- Ensure that all our services can be accessed electronically. Improvements will include:
 - The ability to book and pay for services
 - Secure access for public to personal information in systems
 - Onesuffolk and Community Portal for wide range of information for the whole county.
 - Public Access Points and Kiosks
 - Introduce phase 1 of the LAMP project
- Improve customer access and achieve service transformation through the CAST project
- Ensure customers have a choice of methods and times to access the council whenever they need to access our services
- Improve access to services in partnership with Suffolk County Council and others, and agree five year Action Plan
- Refine the Service Standards and ensure outcomes are measured and monitored to bring about improvement the delivery of services
- Implement plans to exploit the potential of e-services over the next 3 years
- Increase the number of users who will be able to work from home by acquiring more licences in response to anticipated demand.
- Use new technology to improve the service and support officers when visiting clients
- Implement suitable organisational development plans to meet the needs of the organisation, including leadership programmes and effective programme and project management.
- Encourage the public to use new technology for access to services and investigate how we can support people who wish to develop IT skills to access our services electronically

Improve Services

- Deliver services to support our customer first ethos by
 - Being clear what our customer service standards are and meeting them
 - Delivering a 'right first time' service to all customers
 - Ensuring that customers do not need to contact the council with problems about how we deliver our services
- Check the quality and value of services through
 - Customer feedback
 - Benchmarking with others
- Continue to develop and deliver the e-government and ICT capital programmes
- Implement the National Land Information Service and Local Land and Property Gazetteer
- Introduce Document Image Processing for the Revenues and Benefits services
- Explore the possibility of joint working on Local Development Frameworks
- Consider opportunities for a Suffolk-wide licensing service
- Consider opportunities for Suffolk-wide legal service
- Review and revise service standards in the light of public consultation, priorities and finance
- Continue to identify and deliver savings and efficiencies throughout the council through a variety of mechanisms to:
 - Meet the Government's efficiency target for the year

- Inform and produce an overall efficiency strategy for the next three years
- Try to achieve a Council Tax increase at the rate of inflation
- Conduct a Business Process Re-engineering (BPR) programme if the BPR trial period is successful
- Raise additional income to help pay for improvements to services
- Use flexibly the council's key resources of money and people to ensure that we can rapidly respond to changing requirements
- Complete the development and agreement of an ICT Strategy
- Regularly monitor the ICT service nationally through the SOCITM benchmarking initiatives
- Continue to develop and promote programme and project management
- Review the complaints procedure including member involvement and interaction with the Ombudsman
- Conduct the Best Value User Satisfaction Surveys and use these to help drive service improvements.
- Prepare for the new CPA arrangements
- Continue implementation of the CPA Improvement plan
- Review and improve the council's use of resources as part of the CPA process
- Achieve a positive 'direction of travel' judgement by the Audit Commission
- Implement the Procurement Strategy and action plan:
 - Achieve savings in the cost of goods and services and our procurement processes
 - Implement an e-procurement system and purchasing cards
 - Revisit the IDEa Fitness Check
 - Further embed awareness and procurement skills for staff
 - Continue work on contracts such as refuse and grounds maintenance to identify and implement the most appropriate procurement option
- Produce a financial strategy for the life of the new Council starting in 2007
- Review the council's key strategic and operational risks:
 - Service divisions to identify major operational risks
 - These to be added to the risk register and mitigation measures put in place
 - Fully embed risk management in the organisation's arrangements, reviewing strategic and operational risks every three years
- Achieve level 2 of the Equalities Standard.
- Develop and implement an action plan to deliver the requirements of the Children Act that apply to the council
- Explore partnership working for Internal Audit
- Conduct a study on the advertising of vacancies to ensure that minority groups and females are reached

Delivering our key objectives

We will measure the delivery of our key objectives by means of the following key measures and targets

No.	Description	Targets	
		2006/07	2007/08
Improve Access			
BV 157	The number of types of interaction delivered electronically as a % of the interactions that are legally permissible for electronic delivery	100%	100%

No.	Description	Targets	
		2006/07	2007/08
LPI 29	Efficiencies generated from the provision of effective electronic systems	£3m (medium term)	
LPI XX	Number of users who are able to work from home (Citrix licences)	60	90
Improve Services			
LPI 30	Total savings and additional income identified in General Fund budget	£500 k	£500 k
LPI 45	The Council's score in the Audit Commission's 'Use of Resources' Assessment	Level 3	Level 3
BV 3	Satisfaction with the local authority	64% (actual for 2003/04)	
BV 4	Satisfied with complaint handling	27% (actual for 2003/04)	
BV 74a	Tenant satisfaction – overall service with landlord	93%	93%
BV 75a	Tenant satisfaction with opportunities for participation	65%	70%
BV 80	Overall satisfaction with the Benefits service	86% (actual for 2003/04)	
BV 89	Satisfaction survey – cleanliness of streets/relevant land	70%	73 (long term)
BV 90a	Satisfaction survey – waste collection	85%	
BV 90b	Satisfaction survey – recycling facilities	75%	
BV 111	Satisfaction survey – processing planning applications	70% (actual for 2003/04)	
BV 119	Satisfaction with cultural and recreational services	47% (actual for 2003/04)	
LPI 27	General Fund savings through the implementation of the Procurement Strategy and action plan.	£30,000 (minimum)	To be determined following review of 2006/07 achievements
LPI 28	% Government efficiency target	2.5%	7.5% over the 3 years 2005/06-2007/08
BV 2a	The level of the Equality Standard for Local Government to which the authority conforms	2	2
BV 2b	The duty to promote race checklist score	79%	100%
LPI XX	Overall user satisfaction with ICT service	4.80	4.80
LPI XX	Resolution of reported incidents:		
	(a) within 4 working hours	85%	86%
	(b) within 1 working day	91.5%	93%
LPI XX	Overall service availability over core time (7:30 – 18:30) excluding planned maintenance	99.75%	99.8%
LPI XX	Acquisition cost of a workstation	£800	£750
LPI XX	Support cost per workstation	£160	£152

No.	Description	Targets	
		2006/07	2007/08
LPI XX	Workstations supported per support specialist	220	230
LPI XX	Access to ICT by employee	100%	100%
LPI XX	ICT competence of employee (SAT6)	4.80	4.80
LPI XX	Number of projects that are currently being tracked and managed using TimeWise	22	20
LPI XX	Number of people who have completed the TimeWise2 methodology training	0	10

Supporting measures

In addition the following BVPIs and LPIs measure success towards this priority.

No.	Description	Targets	
		2006/07	2007/08
Improve Access			
BV 156	The % of authority buildings open to the public in which all facilities are suitable for people with disabilities	100%	100%
Improve Services			
LPI 31	Proportion of National Procurement Strategy targets achieved	75%	75%
BV 8	The percentage of invoices for commercial goods or services paid on time	100%	100%
BV 9	The % of Council Tax collected in the year	99.1%	99.2%
BV 10	The % of Non Domestic Rates collected in the year	99.3%	99.4%
BV 179	The % of standard searches carried out in 10 working days	90%	100%
BV 11a	The % of top 5% earners that are women	14%	14%
BV 11b	The % of top 5% earners that are from ethnic minorities	7%	7%
BV 12	The average number of days sick per member of staff	7.4	7
BV 14	The % of staff retiring early as a % of the total workforce	0.3%	0.3%
BV 15	The % of people retiring on the ground of ill health as a % of the total workforce	0.3%	0.3%
BV 16x	% of staff with disabilities	Targets not required	
BV 17x	% of staff from ethnic minorities	Targets not required	
BV 76a	Number of Benefits claimants visited per 1000 caseload	250	270
BV 76b	Number of Benefits fraud investigators per 1000 caseload	0.4	0.4
BV 76c	Number of Benefits fraud investigations per 1000 caseload	50	60
BV 76d	No. of Benefits prosecutions & sanctions per 1000 caseload	8	10
BV 79bi	% of Benefits overpayments recovered against % deemed recoverable	50%	55%
BV 79bii	% of Benefits overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	60%	65%
BV 79biii	% of Benefits overpayments written off against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	7%	Less than 7%

In the medium to long term we will:

Improve Access

- Provide effective electronic systems to generate efficiencies compared to current arrangements
- Extend the role of visiting officers to enable them to provide services in people's homes on all aspects of the council.

Improve Services

- Identify and deliver efficiency savings throughout the council:
 - To meet the Government's target up to 2007/08
 - Implement the efficiency strategy and report annually to the Government on achievements
- Identify and deliver further efficiency savings throughout the council:
 - To be determined in 2007 when progress and Government's intentions for the future are known
- Ensure that the council is recognised as providing:
 - Excellent service and value for money
 - Good community leadership
 - Efficient business processes
- Determine the optimum arrangements for delivering services, having considered options to generate efficiencies and any potential economies of scale from working with others
- Implement the Procurement Strategy and action plan:
 - Further targets to be determined in 2007 when progress and Government's intentions for the future are known
- Continue work on embedding risk management throughout the organisation.

Raise individual and community ambitions, and encourage active citizenship

The challenge

While community leadership has always been part of what councils provide and are expected to provide, it is now firmly established in statute. Councils are able 'to do anything' to promote the well-being of their area as a whole, and are encouraged to look beyond immediate service delivery to the wider economic, social and environmental well-being of their area. This is achieved by councils developing a strategy for their communities with local people and partner organisations. The strategies are delivered by Local Strategic Partnerships (LSPs) that bring together statutory, non-statutory, private, voluntary and community organisations to promote and improve residents' lives.

Community leadership requires the active involvement of individuals and communities, so Babergh needs robust mechanisms for communication and consultation to turn local aspirations into reality within a transparent democratic process.

Generally Babergh has a well balanced economy with low levels of unemployment. However two wards have relatively high unemployment rates and an over reliance on a single employer. Two other wards were in the top quartile of deprived areas both nationally and in Suffolk. Around 36% of the residents within these wards have no educational qualifications compared to a national average of 29%, whilst only 12% have a degree level education or higher, compared to a national average of 20%.

Babergh's skills base needs to be developed and the low wage economy tackled. The council will work with the Suffolk Development Agency and the Great Haven Partnership to develop initiatives which increase employment and training opportunities for local people.

There are relatively low levels of higher education attainment in Suffolk when compared to many other parts of the UK. 6th form education is not available at all high schools in Babergh and there are only limited further education centres. There is no university in Suffolk, but there is a proposal to develop one.

A large proportion of young people in their 20s move out of the area, with a change of -24.5% (-2,524 people) between the 1991 and 2001 census. The 30-39 age range changed by +8.9% (+931 people) which may partially be through some of the people who left in their 20s returning to the area. However projected changes in the age profile over the next 20 years towards an ageing population and a substantial reduction in the 16-49 age group add to fears that there will be an acute shortage of skilled workers, and a consequently depressed economy in the region and sub-region.

Due to the attractiveness of the district, it is a popular place for people to visit and tourism is very important to the local economy generating in excess of £120m per annum. The council will continue to market and promote tourism in the area, working in partnership where appropriate.

Key concerns

- Village shops, pubs and other facilities are closing
- Employment opportunities are reducing in many villages
- The continuing viability and vitality of our town centres
- Disadvantage within communities in parts of Sudbury and Great Cornard
- Most citizens only get involved if an issue could affect them adversely

- Young people can feel disenfranchised and not listened to
- Two-way communication between the council and its citizens, and particularly hard to reach groups
- Transparency of decision-making
- Skills availability affects job opportunities and pay levels
- Limited opportunities to access further and higher education locally
- Relatively low levels of higher education attainment in Suffolk
- Suffolk does not have a University
- Large proportion of young people in their 20s move out of the area
- Electoral turnout at Council elections is low.

Key objectives

- Increase individual and community ambition
- Increase the participation and inclusion of individuals, communities and hard-to-reach groups in the council's democratic processes
- Increase election turnout.

What we do already

We:

Individual and Community Ambition

- Have developed the Sudbury Area Forum, with over 40 statutory and voluntary partners, to harness the evident energy and enthusiasm that is available throughout the community to bring about long-lasting improvements that are needed and wanted by the local residents
- Support and develop community ambition e.g. CANN – the Community and Neighbourhood Network
- Have encouraged Parish/Town Councils to produce Parish Plans to identify the needs of their communities and to put in place arrangements to meet those needs
- Provided grants for recreational and community facilities and developed funding streams which unlock the potential of community and voluntary groups to directly contribute to village hall and sports clubs schemes, and community transport programmes
- Grant rate relief for village halls, community centres, post offices, shops, pubs, petrol filling stations and non-profit making sports clubs
- Contributed to village hall and other community projects
- Have Community Achievement Awards for active citizens
- Are partners in Babergh Communities Together, an organisation being developed to provide advice, guidance, leadership and information to the voluntary sector district wide.

Democratic Consultation and Participation

- Have implemented a Public Consultation strategy to improve the quality of public consultation and to adopt best practice.
- Have implemented a Youth Strategy with the aim of involving young people throughout the district in the decision making process
- Hosted the 3rd Babergh Youth Conference
- Support Councillors visiting schools to talk to young people

- Have a Sheltered Tenants and Tenants' Forum that meets regularly and continues to have a direct input into how the housing service is run
- Promote local tenants' and residents' groups
- Allow citizens to attend and speak at Committee on planning applications
- Increased the involvement of citizens in decision making, such as in the "State of the District" debate.
- Hold annual meetings with Parish and Town Councils
- Send "Babergh Matters!" twice a year to 36,000 households
- Consult with and give feedback to citizens on a wide variety of service issues.
- Developed a rural youth forum for Shotley area

Economic Development

- Implement Local Plan policies to retain existing employment sites and allocate new land for employment and have provided grants to convert redundant buildings into new workspaces for new local jobs
- Have granted rate relief to small businesses in the district
- Operate two managed workspace centres in Hadleigh and Sudbury, providing 45 offices for small and growing businesses, and house a 50-place day nursery at the Hadleigh Centre
- Implement Local Plan policies to retain existing village shops.

Learning and Education

- Are supporting the creation of a Suffolk University Campus in Ipswich
- Participate in a school inclusion and training programme at Great Cornard Upper School.

Election Turnout

- Held elections in accordance with legal requirements. The outcomes of new initiatives in pilot areas are being assessed.

Tourism and the Arts

- Sit on the Dedham Vale Management Group to ensure sustainable tourism development and management in Constable Country and the wider Dedham Vale
- Provide funding for a number of arts related initiatives including the Great Cornard Arts Project, the Rural Cinema Project and the Amplifier Project.
- Provide funding for the Quay Theatre
- Support the Suffolk Digital Cinema Project.

What more will we do?

We will:

Individual and Community Ambition

- Continue to develop the two Local Strategic Partnerships
- Encourage active citizenship by increasing the number of people actively volunteering in the delivery of sports courses
- Develop the Suffolk and Haven Gateway Investing In Communities (IIC) 10 year action plans.
- Take a more ambitious view to volunteering by working more closely with the voluntary sector and through promoting volunteering

- Increase the support to Sudbury and Ipswich CABs
- Work with 150 sports volunteers in the district.

Democratic Consultation and Participation

- Continue the implementation of the youth strategy
- Hold a 4th youth conference
- Implement the Suffolk Children and Young People's Involvement Strategy
- Encourage the formation of more council tenants' groups and develop the Tenant Participation Compact
- Develop the voluntary and community infrastructure in Sudbury and Great Cornard, and enhance the local consultative role of Sudbury Communities Area Forum
- Develop communication, consultation and involvement through electronic means
- Consider the expansion of area forums
- Further develop customer focus groups.

Economic Development

- Enable growth of new businesses expanding local firms and inward investment
- Support and work with the Suffolk Development Agency to deliver the Economic Strategy to ensure the needs of Babergh business are met
- Support the Haven Gateway Partnership to ensure the benefits of growth status provide employment and learning opportunities in Eastern Babergh
- Deliver the regeneration and redevelopment scheme for Poplar Road shops area, Great Cornard.
- Enable the development of 40 acres of employment land at Chilton Woods, Sudbury, and seek to improve the associated road infrastructure, to enhance growth of local companies and to attract new growth sector companies, including a graduation centre
- Prepare a draft of the Employment Land Supplementary Planning Document.

Learning and Education

- Support others to ensure skills needs match the requirement of our employers and ensure delivery of those skills, including provision of infrastructure where appropriate
- Explore with Suffolk County Council the extent to which young people in the district continue their education after 16
- Encourage the University Campus Suffolk Board to increase public awareness of the university project and benefits, and provide ongoing support.

Election Turnout

- Decide whether new initiatives to increase electoral turnout are to be tried in May 2007 elections.

Tourism and the Arts

- Continue working in partnership with the Suffolk Tourism Partnership on a countywide sustainable tourism project to encourage tourism businesses to "go green", and to provide training and development opportunities.
- Work with Eastern Orchestral Board to deliver music and education in rural areas

Delivering our key objectives

We will measure the delivery of our key objectives by means of the following key measures and targets

No.	Description	Targets	
		2006/07	2007/08
Individual and Community Ambition			
BV 75a	Tenant satisfaction with opportunities for participation	65%	70%
LAA 20	Increase the percentage of all people (aged up to 64) in Suffolk who undertake formal volunteering in groups, clubs or organisations for at least an average of 2 hours a week over a 12 month period. (LPSA target).	Targets to be set	
LAA 21	Increase the percentage of people in minority ethnic communities, rural communities and the older age group (aged 65 – 74) who undertake formal volunteering in groups, clubs or organisations for at least an average of 2 hours a week over a 12 month period. (LPSA target),		
LAA 22	Increase the number of people involved in particular specified voluntary positions for at least an average of 2 hours a week over a 12 month period. (LPSA target).		
LAA 23	Increase the number of volunteer days spent working at accessible natural green spaces	By 10%	
Economic Development			
LAA BLK 4	Increase and sustain entrepreneurial activity particularly within under performing areas and amongst disadvantaged groups.	Targets to be set	
LAA BLK 4	Increase employment and self-employment through social enterprise.		
LAA BLK 4	Increase and sustain entrepreneurial culture and small business activity, particularly within under performing areas and amongst disadvantaged groups.		
LAA BLK 4	Enhance the growth and productivity of key sectors		
LAA BLK 4	Ensure adequate investment in an integrated transport network across the county, and borders, to support the development of the economy.		
LAA BLK 4	Ensure there is a proper balance between the development of housing and employment opportunities in Suffolk.		
LPI 32	No. of loans provided for building conversions to office space	4 (2006 – 2008)	
LPI 33	No. of business start-up and growth loans provided	2	2
Learning and Education			
LAA BLK 4	Improve the skills and education levels of the local population in line with local business needs.	Targets to be set	
LAA BLK 4	Enhance the development of a knowledge-based economy utilising, in particular, the University Campus Suffolk.		

Supporting measures

In addition the following BVPIs and LPIs measure success towards this priority.

No.	Description	Targets	
		2006/07	2007/08
Individual and Community Ambition			
BV 226a	Total amount spent by the local authority on advice and guidance services provided by external organisations	New PI	
BV 226b	% of money spent on advice and guidance services which was given to organisations holding the CSL Quality Mark	New PI	
BV 226c	Total amount spent on advice and guidance which is provided directly by the authority to the public	New PI	
LAA BLK 4	Reduce levels of “worklessness”	Target to be set	
Economic Development			
LPI 34	% occupancy of managed business workspace in Sudbury	90% (medium term)	
LPI 35	% occupancy of managed business workspace in Hadleigh	85% (medium term)	
LPI 36	No. of local groups assisted by SDA ‘ECDO’ officers	15 (medium term)	
Learning and Education			
LAA BLK 4	Increase basic literacy and numeracy skills	Target to be set	

In the medium to long term we will:

Individual and Community Ambition

- Create the right climate and lobby and work with partners and other agencies to raise individual and community ambition
- Champion people who help to deliver the council’s priorities
- Encourage individuals, including young people, to be entrepreneurial
- Bid for “Investing in Communities” grant
- Implement actions funded by the IIC resulting in reduced deprivation and increased opportunity in those supported communities.

Democratic Consultation and Participation

- Take the views of both Area Forums and Parish Plans into account when planning and delivering services

Economic Development

- Develop key employment sites at Brantham and British Sugar to increase economic opportunity for those communities

Education and Learning

- Encourage the development of a learning and business centre at Brantham
- Promote training by council contractors and organisations to whom the council makes grants
- Work with local businesses to establish their needs for educational and other skills and liaise with education providers
- Make Business/Learning Centres available for wider community use.

Best Value Performance Indicators

BVPI	Description	05/06 Target	05/06 Actual	Targets		
				06/07	07/08	08/09
CORPORATE SERVICES						
2a	The level of the Equality Standard for Local Government to which the authority conforms	1	1	2	2	2
2b	The duty to promote race checklist score	63%	63%	79%	100%	100%
8	The percentage of Invoices for commercial goods or services paid on time	100%	98.64%	100%	100%	100%
9	The % of Council Tax collected in the year	99%	88.16%	99.1%	99.2%	99.3%
10	The % of Non Domestic Rates collected in the year	99.2%	88.66%	99.3%	99.4%	99.5%
11a	The % of top 5% earners that are women	14%	14%	14%	14%	20%
11b amended	The % of top 5% earners that are from ethnic minorities	7%	0%	7%	7%	7%
11c	The % of top 5% earners who have a disability	14% (est)	14.2%	14%	14%	14%
12	The average number of days sick per member of staff	7.7	6	7.4	7	7
14	The % of staff retiring early as a % of the total workforce	0.3%	0%	0.3%	0.3%	0.3%
15	The % of people retiring on the ground of ill health as a % of the total workforce	0.3%	0%	0.3%	0.3%	0.3%
16a	The % of staff with disabilities	8.2%	6.94%	8.4%	8.5%	8.5%
16b	% of the economically active population in the local authority area who have a disability		?			
16x	16a/16b		?			
17a	The % of Staff from ethnic minorities	1%	0.55%	1%	1.2%	1.2%
17b	% of the economically active population in the local authority area who are from an ethnic minority		?			
17x	17a/17b		?			
156	The % of authority Buildings open to the public in which all facilities are suitable for people with disabilities	100%	100%	100%	100%	100%
157	The number of types of interaction delivered electronically as a % of the interactions that are legally permissible for electronic delivery	100%	?	100%	100%	100%
HOUSING						
63	Energy Efficiency of local housing stock	61.2	62.3	62.7	64.2	64.9
64	Private dwellings - returned to occupation	14	3	16	16	18

BVPI	Description	05/06 Target	05/06 Actual	Targets		
				06/07	07/08	08/09
66a	Proportion of Rent collected	99.4%	98.95%	99.5%	99.55%	99.6%
66b	Rent collection and arrears recovery: % of tenants with more than 7 weeks rent arrears	3% (115 tenants) est	1.92%	2% (75 tenants)	1.5% (57 tenants)	1.5%
66c	Rent collection and arrears recovery: % of tenants who have had Notices Seeking Possession served	3% (est)	3.45%	2%	1.5%	1.5%
66d	% of tenants evicted as a result of rent arrears (0% being TQ)	0% (est)	0%	0%	0%	0%
74a amended	Tenant satisfaction - overall service with landlord	90%	?	93%	93%	?
75a amended	Tenant satisfaction with opportunities for participation	65%	?	65%	70%	?
164	Does the Authority follow the CRE code of practice & Good Practice Standards and the Good Standard Practice for social landlords?	Yes	Yes	Yes	Yes	Yes
183a	Average length of stay in bed & breakfast in weeks	4	0	3	2	?
183b	Average length of stay in hostels	40	47.43	40	24	?
203	% change in number of families in temporary accommodation	-3%	-6.65%	-5%	-10%	?
213	Housing advice service: number of preventing homelessness cases	Gather data	0.8 per thousand	?	?	?
214	Repeat homelessness cases	7% (est)	7.32%	5%	3%	?
202	Number of rough sleepers	0	0	0	0	0
184a	Local authority homes which were non-decent at beginning of the year	22%	15%	15%	8%	4%
184b	Change in proportion of non-decent homes in the year	32%	32%	47%	50%	100%
212	Average time to re-let local authority housing	35 days (est)	34.23	21 days	21 days	?
BENEFITS						
76a	Number of claimants visited per 1000 caseload	220	227.44	250	270	290
76b	Number of fraud investigators per 1000 caseload	0.4	0.37	0.4	0.4	0.4
76c	Number of fraud investigations per 1000 caseload	44	44.33	50	60	70
76d	No. of prosecutions & sanctions per 1000 caseload	7	9.26	8	10	12
78a	The average time taken to process new claims in days	25	27	20	14	14
78b	The average time taken to process a change in circumstances in days	6	13	5	5	5
79a	The % of cases processed correctly	100%	99.2%	100%	100%	100%

BVPI	Description	05/06 Target	05/06 Actual	Targets		
				06/07	07/08	08/09
79b i	% of overpayments recovered against % deemed recoverable	45%	99.91%	50%	55%	60%
79b ii	% of overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	55%	42.11%	60%	65%	70%
79b iii	% of overpayments written off against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	10%	2.04%	7%	Less than 7%	Less than 6%
ENVIRONMENT						
199a	Local Street and Environmental cleanliness(litter) - proportion that falls below acceptable level	15%	11%	15%	13%	12%
199b	Local Street and Environmental cleanliness (graffiti)	10% (est)	1%	5%	5%	5%
199c	Local Street and Environmental cleanliness (fly posting)	10% (est)	2%	9.5%	9%	9%
199d	Local Street and Environmental cleanliness (fly tipping) - year on year reduction in number of incidents and number of enforcement actions taken	2	2	2	2	2
82a i	The % of total tonnage of waste arising which has been recycled	31%	29.93%	31%	32%	32%
82a ii	tonnage of waste arising which has been recycled	11450	7749.09	11000	11500	11800
82b i	The % of total tonnage of waste arising which has been sent for composting	4.37%	7.55%	6%	6%	6%
82b ii	tonnage of waste arising which has been sent for composting	1600	1953.71	2160	2210	2270
84a	Number of Kilograms of household waste collected per head	440	306.57	430	440	450
84b	Household waste collection % change per head of pop'n	10.6%	0.69%	2.4%	2.3%	2.2%
86	Cost of waste collection per household	£34.40	£34.56	£35	£42.50	£44.00
91a	Population served by a kerbside collection of recyclables (1 recyclable)	100%	100%	100%	100%	100%
91b	Population served by a kerbside collection of recyclables (2 recyclable)	Gather data (100%)	100%	100%	100%	100%
PLANNING						
106	New homes on brown field sites	40%	?	40%	40%	40%
109a	The % of major planning applications determined in 13 weeks	60%	62.07%	65%	60%	60%
109b	The % of minor planning applications determined in 8 weeks	70%	67.66%	70%	70%	70%

BVPI	Description	05/06 Target	05/06 Actual	Targets		
				06/07	07/08	08/09
109c	The % of other planning applications determined in 8 weeks	80%	84.9%	80%	80%	80%
179	The % of standard searches carried out in 10 working days	50%	34.7%	90%	100%	100%
200a	Did you submit the Local Development Scheme by 31/12/05 & thereafter maintain a 3 year rolling programme?	Gather data	?	Yes	Yes	Yes
200b	Have you met the milestones that the current LDS sets out?	Gather data	?	Yes?	Yes?	Yes?
200c	Did you publish an annual monitoring report by 31/12 the last year?	Gather data	?	Yes	Yes	Yes
204	Planning Appeals	30%	30%	30%	30%	30%
205	Quality of planning services checklist	90%	90%	90%	90%	90%
ENVIRONMENTAL HEALTH						
166a	Score against an Environmental Health checklist	90%	90%	90%	90%	90%
216a	No. of 'sites of potential concern' with respect to land contamination	Gather data	End of year figure	600	600	600
216b	No. of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary	Gather data	End of year figure	30	30	30
217	Percentage of pollution control improvements to existing installations completed on time	Gather data	End of year figure	90%	92%	94%
218a	% of abandoned vehicles investigated within 24 hours	Gather data	97%	90%	92%	94%
218b	% of abandoned vehicles removed within 24 hours	Gather data	75%	75%	80%	85%
CONSERVATION						
219a	Conservation areas - number	Gather data	28	28	28	28
219b	% of conservation areas with an up to date character appraisal	Gather data	3.6%	3.6%	3.6%	3.6%
219c	% of conservation areas with published management plans	Gather data	0%	0%	0%	0%
COMMUNITY SAFETY						
126a	The % of domestic burglaries per 1000 households	4.6	?	4.4	4.2	?
127a	% of violent offences per 1,000 pop'n	Gather data	?	?	?	?
127b	% of robberies per 1,000 pop'n	Gather data	?	?	?	?
128a	The % of vehicle crimes per 1,000 pop'n	6.46	?	6.12	5.78	?

BVPI	Description	05/06 Target	05/06 Actual	<u>Targets</u>		
				06/07	07/08	08/09
174	The number of racial incidents reported to the local authority per 100,000 pop'n	0	1.18	0	0	0
175	The % of racial incidents resulting in further action	100%	100%	100%	100%	100%
225	Actions against domestic violence checklist	40%	63%	50%	60%	?
COMMUNITY LEGAL SERVICES						
226a	Advice & guidance services: total expenditure	Gather data	?	?	?	?
226b	% of money spent on advice and guidance services: CSL quality mark	Gather data	?	?	?	?
226c	Total amount spent on advice and guidance direct provision	Gather data	?	?	?	?

Code of Practice on Workforce Matters

The Local Government Act 1999 requires the authority to state and certify that any contracts awarded during the past year which involved a transfer of staff comply with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

During 2005/06, Babergh District Council did not award any contracts that involved a transfer of staff.

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STATE OF THE DISTRICT DEBATE – ACTIONS TO BE INCLUDED IN CORPORATE PLAN

Area raised for further consideration	Action agreed	Corporate Plan
Priority 1 - Promote healthy living and reduce health inequalities		
The future of Hadleigh Swimming Pool and its funding.	Funding issues to be considered by Strategy Committee on 12 January. Decision then as to what is to be included in Corporate Plan.	A provisional action has been added to the <i>what more will we do?</i> Section.
In partnership with others, actively creating, implementing and promoting initiatives and programmes to increase healthy living throughout all areas of the district and all sectors of the population.	Continue to develop with partners, e.g. through the Local Strategic Partnerships. Promote and market Babergh services, such as Disabled Adaptation Grants and the Care and Repair Scheme.	Strengthened <i>challenge</i> and <i>what more will we do?</i> Sections.
Priority 2 - Increase the supply of housing that local people can afford to rent or buy		
Increasing the number of affordable homes provided beyond the current 700 target.	Review as part of next year's Housing Investment Strategy and in the light of the outcome on the Local Plan.	Included within <i>what more will we do?</i> Section.
Priority 3 - Maintain a safe, clean and sustainable environment		
Increasing the number of recycling sites.	There are already over 100 sites. Head of Environmental Services to review any gaps in provision.	Included within <i>what more will we do?</i> Section.
Looking at the way the Council maintains the 'street scene'. It has been shown that there is a close link between how clean an area is and public satisfaction with the Council.	Review standards as part of the contract specification for March 2007.	Included within <i>what more will we do?</i> Section.
Supporting the call for more police 'on the beat' and for an overall more visible presence.	Call supported and to be raised with the Suffolk Police Authority through the Crime and Disorder Reduction Partnership (CDRP)	Included within <i>what more will we do?</i> Section.
Continuing the implementation of new powers and develop initiatives on anti-social behaviour across the district.	Review effectiveness and operation of Babergh's Crime and Disorder Reduction Partnership.	Included within <i>what more will we do?</i> Section.
Monitoring the impact of the new licensing regulations upon the nighttime environment and economy.	Review the position through the Crime and Disorder Reduction Partnership (CDRP).	Included within <i>challenge</i> and <i>what more will we do?</i> Sections.

Area raised for further consideration	Action agreed	Corporate Plan
Monitoring and improving climate issues such as air quality, and investigating ways that the district and population should adapt to cope with climatic change.	Explore whether initiatives/new programmes can be developed with partners. Look at other ways the position can be improved, such as through a Green Travel Plan.	Included within <i>what more will we do?</i> Section.
Increasing road safety – especially in rural areas.	Raise issue with Suffolk County Council who are the Highway Authority and responsible for road safety.	Included within <i>challenge</i> and <i>what more will we do?</i> Sections.
Priority 4 - Give easy, convenient access to quality services		
Providing training and support for people wishing to access the Council's services electronically.	Make the public aware of current opportunities for training and consider whether the Council could provide assistance for self-help groups.	Included within the <i>what more will we do?</i> Section.
Priority 5 - Raise individual and community ambitions and encourage active citizenship.		
Taking a more ambitious view to volunteering and a greater community leadership role in supporting volunteering. This could involve the Council working more closely at grass roots level with the voluntary sector.	This is part of the Suffolk Local Area Agreement with the Government. Consideration to be given by the Head of Leisure and Community Services and the Corporate Support Manager to the ways in which the Council can encourage volunteering in conjunction with SAVO and the voluntary sector.	Included within <i>what more will we do?</i> Section.
Much greater clarification of the university issue.	Encourage University Campus Suffolk Board to increase public awareness of project and benefits. Council to consider request for financial assistance, when received.	Strengthened <i>challenge</i> section.

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Performance Indicator Analysis

Priority 1 - Promote healthy living and reduce health inequalities	
HEALTH AND LEISURE - Table 3 – life expectancy	People living in Great Cornard and parts of Sudbury have a shorter life expectancy than people living in other parts of the district. Great Cornard and Sudbury are not in the group of 20% worst areas nationally, but these areas are already targeted in some sections of the Plan.
HOUSING – Table 4 – meeting the Decent Homes Standard	The Decent Homes Standard is already covered in the Plan and shows that all of the council's stock will reach this standard by the government's target date of 2010.
Table 6 – council housing efficiency rating	Targets set for the SAP rating will barely keep Babergh in the 3 rd quartile. Officers will assess this situation to see whether targets should be changed and whether there should be an inclusion within the Plan.
Priority 2 - Increase the supply of housing that local people can afford to rent or buy	
AFFORDABLE HOUSING – Tables 11 & 12	Affordable Housing will be reviewed as part of next year's Housing Investment Strategy and in the light of the outcome on the Local Plan.
PRIVATE SECTOR HOUSING – Tables 13 & 14	31 dwellings per 1,000 were unfit in Babergh in 2003/04. This puts Babergh in the 2 nd quartile. This figure can be improved by increasing the number of unfit dwellings made fit or demolished. Officers will assess this situation to see whether targets should be changed.
Table 15 – vacant private sector homes.	The last comparable figures were for 2002/03 when the council was in the 3 rd quartile. There is already an action with the Plan to identify and attempt to limit the number of long-term vacant properties.
HOMELESSNESS – Tables 17 to 20	A detailed action plan already exists for homelessness. This includes amendments to the way homelessness accommodation is provided. This is already covered in the Plan.
BENEFITS SERVICE – Tables 21 to 25	A key action already in the Plan is to increase the efficiency and effectiveness of the Benefits Service. The aim is to increase the number of claimants visited, the number of fraud investigations, and the number of prosecutions and sanctions using the same number of fraud investigators per 1,000 caseload.
Tables 26 to 28 - processing claims	Babergh is currently in the best quartile and has plans in place to maintain that position
COUNCIL HOUSING – Tables 29 & 30 – rent collection	Babergh is in the best quartile and a high percentage of rent is collected. New BVPIs were introduced from 2005/06 to improve the focus on rent arrears.
Table 31 – management costs	Housing management costs have been in the worst quartile for some years and should be investigated in preparation for the Use of Resources assessment. This assessment has been added to the Plan

Tables 32, 33 & 35 - repairs	The ratio between planned maintenance and responsive repairs is being increased and the 2005/06 figure should be in the best quartile. The percentage of urgent repairs completed on time is just outside the 2 nd quartile and the percentage of non-urgent repairs completed on time is on the border of 3 rd and worst quartile. The focus is on the urgent repairs and attempts to increase the non-urgent percentage could see a rise in management costs.
Table 36 – re-let times	In 2003/04 Babergh’s average re-let time was 44 days which put the council in the 3 rd quartile. For 2005/06, the target is 35 days, and at 31 December 2005, the actual value was 34.2 days. Ambitious targets have been set which should see Babergh move into the best quartile. However, it should be noted that the Choice Based Letting Scheme could affect this target. The O&S Committees have already expressed concern at a number of aspects in this area, and have asked that a review be carried out. This has been added to the Plan.
Priority 3 - Maintain a safe, clean and sustainable environment	
CRIME AND DISORDER – Tables 39 to 42 – burglaries, robberies and theft	All of the indicators are in the 2 nd quartile when compared with our Home Office Family. When compared with England as a whole, Babergh is in the best quartile. The Plan already includes a number of actions on crime and disorder, and these have been strengthened by including actions such as monitoring the impact of the new licensing regulations. A new CDRP plan will be established in 2008.
Table 45 – crime and anti-social behaviour	Satisfaction levels are high, but there does seem to be concern about the number of abandoned or burnt out cars. This is already reflected in the Plan.
LITTER AND ENVIRONMENTAL CRIME – Table 49 – land cleanliness	Babergh is currently in the second quartile and should remain there, although this will depend on what improvement is made nationally. There is a correlation between street cleansing and overall satisfaction with a council, and an action has been included in the Plan – that the council should look at the way it maintains the ‘street scene’ in light of resident’s comments and in negotiating the new contract in 2007.
WASTE MANAGEMENT AND RECYCLING - Tables 51 to 53	Babergh is in the second quartile for the amount of waste collected per head. Future targets anticipate an increase which would put Babergh in the worst quartile by 2006/07. Babergh’s recycling rates are in the best quartile. However this is a very competitive and challenging area, and more initiatives will be required if Babergh is to maintain its best quartile position. Both waste management and recycling are already in the Plan.

BUILT AND NATURAL ENVIRONMENT – Tables 55 to 58 – planning applications and appeals.	This is a mixture of 2 nd and 3 rd quartile performance both now and in the future. This area forms part of the BPR trial exercise and this has been included in the Plan under Priority 4, Improving Services
Priority 4 - Give easy, convenient access to quality services	
IMPROVE SERVICES – Tables 65 to 76 – user satisfaction	Satisfaction with a number of services is in the 3 rd or worst quartile, although overall satisfaction with the council is in the best quartile. A number of specific issues have already been tackled and the council is looking to improve the overall position through improved consultation and feedback, and the publication of service standards. This is already covered in the Plan. In 2006 a statutory user satisfaction survey will be carried out and a detailed analysis of the results will be undertaken. This has been included in the Plan.
Tables 77 & 78 – customer complaints	Members have already asked that a review of the complaints procedure be undertaken, and that this should include Member involvement and interaction with the Ombudsman. This is shown in the Plan.
Tables 82, 83 & 88 – female and BME staff	The council is in the bottom quartile for both indicators although there may be some change to BV11a in 2005/06. Members have already asked that a study take place to ensure that the right groups are reached when vacancies are advertised. It should be noted that Members were satisfied with the equality measures in the recruitment process itself. The advertising study has been included in the Plan.
Table 88 – land charges	An action plan is in place to tackle this issue and this is already in the Plan.