

St Edmundsbury:
improving the quality of life
for everyone in the borough



St Edmundsbury
BOROUGH COUNCIL

An excellent council

Annual Report

(incorporating the Cabinet Annual Report 2008/2009
and the Corporate Plan 2009/2010)



Available in
alternative formats

Draft version
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Foreword

For the first time this year we have put together in one document the borough council's Annual Report and Corporate Plan.

It makes sense to combine the two, not least because in many ways they are inextricably linked. The Corporate Plan is the bedrock upon which St Edmundsbury's foundations are built and provides the future focus for our service planning and budget setting. It identifies what is most important for the council as a whole and guides our managers as they put together plans for their services in the coming year. The annual report shows how we have built upon those foundations over the past year through a series of Cabinet commitments – our promises to deliver what our residents and businesses tell us is most important to them.

Together I believe they present a coherent picture of the essential values and priorities which underpin the work of staff and councillors alike. There is an enormous amount of information within this document about St Edmundsbury's performance, past activities and future plans. This is perhaps not surprising because St Edmundsbury is a hugely ambitious council for both its businesses and its residents whom we serve and I take great pride in the tremendous amount we have been able to achieve for our community over the past year – and indeed years.

In the current challenging economic times, I am particularly pleased that we have been able to freeze our Council Tax while helping to create (and protect) hundreds of jobs and to provide successful new facilities – the Haverhill cinema and the new mixed use shopping development in Bury St Edmunds being just two examples. Our ambition to achieve the very best for everyone in St Edmundsbury – in the most cost-effective and efficient ways possible – will continue to drive us forward in the coming year.

A handwritten signature in black ink, appearing to read 'John Griffiths', with a long horizontal line underneath it.

Councillor John Griffiths, Leader

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Section one: Annual Report 2008/2009

Review of 2008/2009 Cabinet commitments

1. Improve efficiency and value for money

Key activities for 2008/09

Deliver:

- sustainable council tax at least 0.5% below Retail Price Index (RPI);
- West Suffolk House occupancy and appropriate service integration with Suffolk County Council (SCC);
- waste management partnership with Forest Heath.

Improve:

- quality and cost-effectiveness of all services;
- procurement;
- efficiency savings.

Implement:

- council improvement plan;
- business continuity arrangements;
- surplus asset disposal programme;
- service delivery reviews.



The first customer arriving at West Suffolk House

Why was this a priority for 2008/09?

The council has continued to place a priority on the need to identify significant savings and recognise that continuing improvements to efficiency are necessary to deliver the following eight commitments detailed in this review.

Significant improvements in efficiency are being realised through the relocation of the council's offices to West Suffolk House. Savings are being realised through rationalisation to one site and by sharing services such as reception and facilities management with Suffolk County Council (SCC). Joint working with Forest Heath to deliver Waste and Street Scene services has also progressed throughout the year; with capacity being increased within existing resources to service the growth in housing.

Progress in 2008/09

Deliver:

- **sustainable council tax at least 0.5% below Retail Price Index (RPI)**

The Cabinet has recognised the need to help council tax payers during the economic downturn and has therefore agreed to freeze the borough council's portion of the council tax for 2009/10.

- **West Suffolk House occupancy and appropriate integration with Suffolk County Council (SCC)**

The Borough Council and Suffolk County Council started to move into West Suffolk House, their new shared offices, on 30 March and this process will be complete for the Borough Council by 6 April. The building will produce considerable savings for taxpayers but also improve the efficiency of, and access to, the services of both authorities for local people and businesses. Integration has already been achieved for customer services, Information Communication Technology (ICT) and facilities management and service teams from both councils are co-located in themed areas to facilitate immediate and future integration as appropriate.

- **waste management partnership with Forest Heath**

The West Suffolk Waste and Street Scene Services Joint Committee has now been established to oversee this partnership. During the year the Committee has approved a joint Business Plan which, over the next four years, sets out the development of further joint working initiatives, the harmonisation of service standards and the implementation of a fully integrated service for both authorities. Initiatives such as joint arrangements for vehicle maintenance, joint litter campaigns and the policy revision for the collection and issuing of sacks have already been developed.

A joint cleansing programme for the A11/A14 has also been implemented which has been a huge success.

Improve:

- **quality and cost effectiveness of all services**

The council was 'Highly Commended' in the innovation section of the British Parking Awards in March 2009. The car parks and engineering teams worked together to devise a mobile pay machine island which can be moved from car park to car park while new pay and display machines are installed in the council's car parks; one of which was built with a solar panel.

The idea was developed because the power supply needs to be turned off while the switchover takes place which can create a number of problems: many drivers can become anxious if machines are not available, they often worry that part way during their stay the machines will be back on and they will be at risk of a parking ticket, even when the signs reassure them to the contrary, word can also spread quickly that a car park is free and there is also a loss of income to the council.

- **procurement**

The council has a Procurement Strategy which was adopted in April 2008 and acknowledges the importance of collaborative and shared services, the need to embrace new procurement technology and the social and environmental impact of procurement decisions. The strategy is monitored by the Procurement Board on a regular basis.

- **efficiency savings**

The planned efficiency savings for 2008/09 are £916,000. This equates to nearly 7% of the council's net budget, and consolidates the council's strong position on efficiency savings over the last four years.

Implement:

- **council improvement plan**

As in previous years, the council has prepared an Improvement Plan which contains themes and actions for improvement across the council. For 2008/09 these were: efficiency and effectiveness, equality, partnerships and communities and major projects. The Performance and Audit Scrutiny Committee monitors progress throughout the year and we are pleased to report that improvements have been made across all themes.

- **business continuity arrangements**

The council has been working with members of the Joint Emergency Planning Unit (JEPU) on implementing business continuity arrangements. The purpose of a Business Continuity Plan (BCP) is to ensure that the council can continue to carry out its core functions in the event of an emergency situation. Two very useful exercises, one with officers and one with members, have taken place. Throughout the year we have also worked to incorporate the BCP into our Emergency Plan, facilitated workshops with senior staff to identify critical services and major threats, and briefed staff on these actions being taken.

- **surplus asset disposal programme**

Throughout the year, the council's properties have continued to be assessed in accordance with the Asset Management Plan (AMP) Action Plan. The purpose is to ensure that we make better use of property resources in accordance with good asset management planning. Whilst this process has continued we have been mindful of current market conditions. Although a range of assets have been identified for disposal we have deferred the sale of a number pending improvement in the market.

- **service delivery reviews**

In the interests of efficiency, this last year saw the disbanding of the Service Delivery Review Panel. It was initially set up to assess options for service delivery associated with the move to West Suffolk House (WSH), so it had concluded its main business. This does not mean that there is any less focus on reviewing how we deliver services. The joint working with Forest Heath has been outlined above and reviews of services to check performance and incorporate lean thinking have continued. The programme of work has been in the context of possible changes that might result from the Local Government Review (LGR).

Systems reviews have taken place in both Environmental Health and Licensing teams. An innovative mobile working solution for Environmental Health Officers (EHOs) undertaking inspections of food premises and for health and safety has been developed and is currently undergoing field trials. Further work to integrate this solution with the Council's main ICT systems is underway. The benefits arising from greater mobile working will include work flexibility for EHO's and elimination of existing paper based systems.

The systems review in Licensing has identified the need to update the council's current Licensing system and a procurement exercise is currently underway to procure a new system. The new system will improve staff productivity and improve services to customers.

The Corporate Management Team has also reintroduced its own performance visits where it is felt that support for a service would be beneficial.

Looking forward

For the coming year, through this commitment we will be concentrating on maintaining a sustainable and affordable council tax and continuing to realise efficiencies through integration and partnership working. Some of these improvements in efficiency will be achieved through appropriate service integration and following the move of the council's operations to West Suffolk House. Our focus on partnerships will also continue by further developing the waste management partnership with Forest Heath district council. This is also linked with our commitment to deliver quality and cost effectiveness of all services and procurement.

Reflecting on the economic turmoil we have taken the decision not to put a specific target on the level of council tax because the great uncertainty means that we cannot establish an appropriate level at this time. However, we can firmly commit to arriving at the best possible outcome for local residents in the current economic climate.

The focus on continuing to develop staff and councillors, which was previously listed as a separate commitment, has been amalgamated here as, in practice, it is part of the same drive for improvement. As you will see as we report against the subsequent commitments we have taken the opportunity this year to review how we express our commitments and streamline them under five headings, rather than the current nine.

2. Managing the future development of the borough

Key activities for 2008/09

Deliver:

- actions from Vision 2025;
- local plan and growth areas programme developments;
- affordable housing and housing needs management.

Develop:

- core Local Development Framework (LDF) strategies;
- LDF distribution strategy for growth;
- University Campus Suffolk (UCS) pursue delivery in Bury St Edmunds, in partnership with West Suffolk College;
- active and healthy communities.

Implement:

- economic development strategy action plan;
- tourism promotion within the borough;
- lobbying of Suffolk County Council to deliver local transport plan and investment in St Edmundsbury;
- assistance to private sector for Bury St Edmunds incubation centre.

Why was this a priority for 2008/09?

St Edmundsbury is a wonderful place to live, work or visit and we want to keep it that way. That is why, year on year, we have continued to place a high priority on the careful management of the future development of the borough. In the last year that has included introducing two new key themes around tourism promotion and delivering the economic development strategy.

Throughout the year one of our focuses has been on the LDF. The framework will set out our policies for meeting the community's economic, environmental and social aims for the future where this affects the development and use of land. It is important that we strike the right balance so that we retain the quality of life and character of the borough that people value, whilst also allowing appropriate managed growth to meet the housing and economic needs of our local communities.

Progress in 2008/09

Deliver:

- **actions from Vision 2025**

During the year, we have monitored the final two themes of Vision 2025, Housing and Health and Social Care and Safety. The action plans for each have been reviewed by the Policy Development Committee with a focus on progress made to date, the partners with whom we are engaging and any future issues. The whole Vision 2025 document will be reviewed and updated in 2009/10 subject to the outcome of LGR.

- **local plan and growth areas programme developments**

In August 2007 the borough was provisionally declared a Growth Area by the Government and in October 2007 we submitted a Programme of Development to the Department of Communities and Local Government (DCLG) that included a bid for nearly £30 million of Government Growth Area Fund funding. In May 2008 the Growth Area status was formally confirmed and we were allocated



North West Haverhill concept statement

£2.02 million for 2008/09 and a combined provisional allocation of £2.85 million for 2009/10 and 2010/11.

Following a request from Government, we refreshed the Programme of Development to secure the allocation and potentially secure additional funding from the Government's Growth Area Fund reserve of £172 million. As a result, a further £1 million was allocated to the council for capital projects between 2009/10 and 2010/11.

- **affordable housing and housing needs management**

During this year, the Housing Strategy and Homelessness Strategy have been reviewed and as a result of consultation the associated action plans, which support this commitment, have been significantly developed. Both strategies will run from 2008 to 2013.

The Housing Strategy action plan focuses on ensuring appropriate housing is available to meet the needs of the community, affordable housing provision, providing good quality secure self contained housing for homeless families, limiting the use of temporary accommodation, meeting the needs of vulnerable people in our community and ensuring residential properties provide their occupiers with a safe and healthy environment.

The Homelessness Strategy action plan focuses on the following objectives: preventing homelessness, supporting those threatened with homelessness, providing housing options advice, influencing the supply of housing, providing an effective and efficient service and working in partnership with Registered Social Landlords.

The Cambridge Sub-Regional Housing Strategy has also been developed which focuses on issues benefiting from joint action, resources or research. As part of this, the Choice-Based Lettings scheme which was introduced across the sub-region has been reviewed during this year. The review established that the scheme was running successfully and that vacant properties were allocated to those in the greatest need. There is a need to develop the scheme further to enhance customer feedback and to ensure the most vulnerable applicants are given the appropriate help, and this work will be done in conjunction with sub-regional partners.

Develop:

- **LDF strategies and LDF distribution strategy for growth**

Throughout the year there has been significant focus on the development of the LDF and the work of the Sustainable Development Panel has contributed towards this.

The council consulted on its Local Development Framework Core Strategy Preferred Options and Strategic Sites Issues and Options, between November and January. The consultation document identified the Council's preferred distribution for future growth across the borough and options for the location of major new development in Bury St Edmunds and Haverhill. In total, 3,064 representations were received from 411 people and organisations in response to the consultation. The consultation responses have been analysed by officers and during 2009/10 the final draft Core Strategy will be subject to one final round of consultation prior to it being examined by a government Planning Inspector. It is anticipated that the Core Strategy will be completed in 2010.

- **University Campus Suffolk (UCS) - pursue delivery in Bury St Edmunds, in partnership with West Suffolk College**

We continue to support West Suffolk College in developing University Campus Suffolk in Bury St Edmunds. This year saw the opening of a new entrance to the car park leading off Beetons Way, relieving traffic congestion on Risbygate Street and re-orientating the College towards West Suffolk House.

The council is extremely disappointed that the funding which had been allocated to West Suffolk College by the Learning and Skills Council for the redevelopment of its site appears to have been lost. We recognise the contribution this redevelopment will bring to the local economy and the impact this will have on skills and jobs. Whenever the opportunity arises we will therefore continue to work with West Suffolk College.

- **active and healthy communities**

We are working with the Greater Cambridge sub-region to maximise the opportunities for the 2012 Olympic and Paralympic Games and the benefits this would bring to the area and local community.

A grant of £33,664 has been accepted from the Department of Culture Media and Sport (DCMS) to provide free swimming opportunities to the over 60s and we will be working in partnership with Abbeycroft Leisure to deliver this scheme. We have also expressed an interest in receiving a grant to provide free swimming opportunities for under-16s.

The 2008 housing stock condition survey identified excess cold in homes as the main hazard affecting the health of their occupants. A review of the Council's Homes Assistance Policy has addressed this by introducing new grants, targeted at households on low incomes, to improve the thermal efficiency of poorly heated and insulated properties.

Implement:

- **economic development strategy action plan**

There have been a wide variety of initiatives implementing the economic development strategy action plan, including:

- ◆ opening of the arc development;
- ◆ progress on the new incubation centre on Suffolk Business Park;
- ◆ start on site of new Tesco supermarket in Haverhill;
- ◆ LABGI funded initiatives stimulating the local economy;
- ◆ opening of the new learning centre in Haverhill;
- ◆ planning the refurbishment of Queen Street, Haverhill;
- ◆ working with MENTA to support small and start-up businesses; and
- ◆ implementing the rural action plan.

- **tourism promotion within the borough;**

Throughout the year the tourism section has been working with many different partners to promote the borough's tourism businesses. This has included:

- Producing a group travel guide and attending group travel trade events to promote St Edmundsbury to group organisers and tour operators.
- Working in partnership with Forest Heath district council to produce the 'West Suffolk Visitor Guide' which is a self financing publication advertising accommodation, attractions and eating out establishments in West Suffolk.
- National advertising campaigns have included a poster campaign at London underground stations, advertising and editorial in the 'Lets Go' campaign in partnership with National Express and national advertising in the Independent newspaper.
- We have continued to support our accommodation providers by providing free training in customer care and green tourism. We have sent out a questionnaire asking for their views on the tourism service.
- Guided tours of the town and area have increased with new tours of Clare and Ixworth. The town guides have added extra tours during the summer and supported special events.

The tourist information centre has increased its income during the year by selling Centre Parc day passes, operating the internet café, and selling plants from the Abbey Gardens. When the move to West Suffolk House is complete the staff will be offering council services which were provided by reception at the Borough Offices.

The Christmas Fayre continues to go from strength to strength and it is estimated that over 60,000 people enjoyed the event. The 2008 event had over 170 stallholders and used the Abbey Gardens for the first time.

Other events organised in 2008 included a 'Market Awareness Weekend' which promoted the town's regular street market, we also arranged a farmers market on Angel Hill which was self-financing and very successful, and our Heritage Open Day programme which was one of the top four participating areas in Suffolk.

- **lobbying of Suffolk County Council to deliver local transport plan and investment in St Edmundsbury;**

As highways agents to the county council for Bury St Edmunds, funding has been attracted into the town to invest in sustainable transport schemes in particular. The on street parking account has provided funding for a number of schemes in both Bury St Edmunds and Haverhill. In partnership with the county council a study into the feasibility of park and ride in Bury St Edmunds was completed and the findings presented. The council also continues to lobby for improvements to the A1307 Haverhill to Cambridge corridor. Regular joint meetings are held to discuss transport issues with a particular emphasis on the interrelationship with development proposals.

- **assistance to private sector for Bury St Edmunds incubation centre**

We are delighted to report that planning permission has been granted for the proposed incubation centre at the Suffolk Business Park, Bury St Edmunds. The purpose of an incubation centre is to establish an environment where new businesses can flourish. Council officers are currently working with the developer to ensure that the scheme is developed as soon as possible.

Looking forward

This commitment is being enhanced so that the emphasis is placed on shaping the future development of the borough and the wider area. This will be achieved through the policy framework and balancing growth with the need to retain and preserve the character of the area, also by promoting St Edmundsbury as a tourism, shopping and leisure destination.

The council will continue to take forward the production of the LDF and seek to achieve levels of growth into towns and rural areas that meet the capacity of those areas, deliver community aspirations and secure necessary infrastructure.

We have also taken the opportunity to amalgamate under this broad heading the following four commitments. This is in part a reflection that several of the major capital projects which underpin these commitments either have been delivered or are well on the way to delivery. This amalgamation under the one broad commitment does not mean there is any less focus on these individual areas, simply that we wish to treat them as component parts of the wider place shaping agenda.

Shaping the development of the borough during the coming year will involve a review of the Vision 2025 document and delivering affordable housing. It will also include developing the Local Development Framework core strategy, a tourism strategy and active and healthy communities. We will continue to work with West Suffolk College, also implement the economic development strategy action plan and with it support for businesses including assisting with a Bury St Edmunds

incubation centre and Bury St Edmunds Transport Strategy 2021. This will also link with our commitment to promoting the local economy within Suffolk and greater Cambridge.

There are four elements to this commitment which will be explored later in this document and broadly will focus on Haverhill, where a number of major projects have already been delivered through the master plan; Bury St Edmunds, where maximising the social and economic benefits of the town centre developments is a priority; Rural Services and the continued implementation of the Rural Action Plan; and Clean and Green where appropriate actions will continue to be taken to mitigate for and adapt to climate change and to promote sustainable and carbon neutral development.

3. Future development of Haverhill

Key activities for 2008/09

Deliver:

- masterplan vision and implementation plan;
- multiplex cinema and restaurants development;
- town centre infrastructure and urban realm works;
- town centre management;
- new St Edmundsbury depot.

Encourage:

- appropriate development of Gurteens site;
- town centre retail investment;
- promotion of Haverhill as a centre of business excellence;
- new GP-led health centre.

Progress:

- Station Yard supermarket and town centre links;
- north west Haverhill urban extension;
- Haverhill community football project;
- leisure centre refurbishment.

Why was this a priority for 2008/09?

The implementation of the Haverhill masterplan is progressing well and the future development of Haverhill has remained a commitment as a number of important schemes have been developed and delivered throughout the year.

Progress in 2008/09

Deliver:

- **masterplan vision and implementation plan**

The Haverhill masterplan continues to be delivered which is bringing benefits to local people and visitors. Specific details in relation to a number of activities within the masterplan are detailed throughout this section of the report.

- **multiplex cinema and restaurants development**

One major part of the Haverhill masterplan has now been delivered with the opening of the Haverhill Cinema development on 9 October 2008. We are delighted that with the help of our partners in the development, Haverhill has now got the multi-screen facility it was hoping for. The cinema and associated restaurants provide 110 jobs and with it bring a welcome boost to Haverhill's town centre economy.

- **town centre infrastructure and urban realm works**

The Haverhill Town Centre Public Realm Design Framework has been produced. This is part of the Haverhill masterplan vision and provides detail for enhancement work to the town centre including a co-ordinated scheme of materials for use in the public realm and recommendations for a coherent approach to the design of public spaces. The document will be used as planning guidance for the determination of future planning applications.

Following extensive consultation a scheme of improvements to Queen Street has been selected.



Haverhill multiplex cinema development

- **town centre management**

A new Haverhill Town Centre Manager has been appointed this year and regular updates are provided to the Haverhill Area Working Party on achievements and the proposed work programme. The Town Centre Manager has made a positive contribution to the objectives of the masterplan.

- **new St Edmundsbury operations depot, Haverhill**

With the aid of a capital receipt from the new Tesco's development, the council was able to procure a new depot which was constructed on land owned by the Borough Council. The new depot has a number of environmental features including air source heat pumps and rain water harvesting. Staff can now work out of a brand new purpose built depot which will improve working conditions and the efficiency and effectiveness of the operation.

Encourage:

- **appropriate development of Gurteens site**

We have been working with the owners and English Heritage during the year to assess development options for this architecturally important building in Haverhill.

- **town centre retail investment**

The retail offer in Haverhill improved considerably during 2008/09. All the restaurants around the multiplex cinema opened in October: Kentucky Fried Chicken, Frankie and Benny's, Prezzo and Subway. WH Smith and Hollands and Barrett opened branches on the High Street. Oliver Harper restored the shops in the High Street to a very high standard and has been nominated for an award for his work. Sadly, Woolworths closed, but Iceland announced plans to move into the vacant unit. Tesco started work on site for their new store, which opens in Autumn 2010.

- **promotion of Haverhill as a centre of business excellence**

We are continuing to work in partnership with Haverhill Enterprise 2000 and the Haverhill Chamber of Commerce to further promote Haverhill as a centre of business excellence.

- **new GP-led health centre.**

We have previously reported that Haverhill has been selected as a location for one of the new 'Darzi' Health Centres. The aim is that the centres will provide a range of services under one roof, with extended opening hours, and that they will be of significant benefit to local people. It has been agreed that a temporary location for the centre will be in the car park area to the rear of the Rose and Crown Hotel, Haverhill. Work is currently progressing on developing this initiative and identifying a long-term site for the centre.

Progress:

- **Station Yard supermarket and town centre links**

Work has now started on the Tesco development which we are delighted will bring a second major supermarket to the town. The planning section worked extensively with the developers to ensure that the store was integrated with its setting and looked more towards the town.

- **north west Haverhill urban extension**

Following the publication of a concept statement for this area of new development, the landowners have been working to agree the route of the new north-west relief road and are finalising the preparation of a masterplan that will guide the detailed design of this development area.

- **Haverhill community football project**

The Haverhill Community Football Project team has successfully obtained planning permission for a pitch and related facilities at Chalkstone Way, Haverhill. A funding bid was submitted to the Football Association in December 2008.

- **leisure centre refurbishment**

Work on the leisure centre refurbishment started in July 2008 and is progressing well and the Haverhill Area Working Party receives regular updates. As the works were under budget we have taken the decision to use the remaining funding to provide an indoor play facility. As well as providing much-needed facilities the investment makes good sense as increased income to Abbeycroft allows us to negotiate reductions in the management fee. It is anticipated that the leisure centre, together with the new Kidzone play area, will re-open in Summer 2009.

Looking forward

With partners, we will continue to deliver the town centre master plan vision and implementation plan during this year. For the rest of Haverhill the adoption of the master plan for north west Haverhill and supporting delivery of housing and the north west relief road will be important activities. We will also focus on the town centre infrastructure and town centre management action plan and build on the work undertaken by the Town Centre Manager, ensuring appropriate town centre links with the Station Yard Supermarket and completing the leisure centre refurbishment. In 2009 we will also deliver the enhancement scheme for Queen Street and launch the new shop front grant scheme.

We will work towards our existing commitments by encouraging the appropriate development of the Gurteens Site, lobbying the county council to promote pedestrianisation of the High Street and Queen Street in Haverhill, building on retail investment in the town centre and continuing to promote Haverhill as a centre of business and manufacturing excellence. As described above, over the last year we began to promote the development of the north west Haverhill urban extension through production of a concept statement for the development of that site. That concept statement received the second placed award in the East of England Royal Town Planning Institute Planning Achievement Awards 2008/09. The Haverhill community football project and work on these projects will continue.

New areas of focus for 2009/10 include the development of the Enterprise Park and looking to investigate the feasibility of a life sciences enterprise hub.

For 2009-2010 our overall focus on Haverhill has been incorporated within the commitment to shape the future development of the Borough and the wider area.

4. Bury St Edmunds Town Centre

Key activities for 2008/09

Deliver:

- Kings Road and St Andrews Street South enhancements;
- support for independent town centre management;
- efficiently-run new and existing car parks which balance needs of long and short-term users;
- maximum economic benefits of town centre development.



Promote:

- Bury St Edmunds as tourism, shopping and leisure destination;
 - viability and vitality of provisions market;
 - a range of events for new public venue.
- Shopping at arc,
Bury St Edmunds

Why was this a priority for 2008/09?

The focus on Bury St Edmunds has broadened to encompass not only the Cattle Market development but to maintain an overview of the issues relating to the wellbeing, economic prosperity and future development of Bury St Edmunds. This commitment has been reinforced by the evolution of the Cattle Market Working Party into the Bury St Edmunds Area Working Party with its wider remit to look at issues which have an impact on the town.

Progress in 2008/09

Deliver:

- **maximum economic benefits of town centre development**

We are delighted that arc, the new extension to Bury St Edmund's town centre opened on 5 March 2009 and has been extremely successful in its first few weeks. A range of shops, including Debenhams, have opened and more will follow during the year.

During this year, the Impact Management Group (IMG) has recommended that the Cattle Market Impact Management Strategy be revised to help ensure that the whole town benefits from the development. This will be achieved through a range of initiatives around car parking, signage and communications.

- **Kings Road and St Andrews Street South enhancements**

Kings Road was reopened in July 2008 following significant improvement works. The road is now more people friendly with wide pavements and a contra-flow cycle lane. The opening of arc development has enabled these works to be married into the new Hanchet Square.

St Andrews Street South is a key town centre road sitting between the historic core of Bury St Edmunds and the extended town centre. Work has been undertaken to enhance this area with new road surfaces, street furniture and lighting. The roles this street has to perform are many and varied and improvements have been made for pedestrians in particular, whilst allowing access for public transport, deliveries and cyclists. High quality street furniture is a key feature of the improvement.

- **support for independent town centre management**

We support independent town centre management by being a core funder and playing an active role on the town centre management board. Last year we also made a significant financial contribution to the Christmas lights.

- **efficiently-run new and existing car parks which balance needs of long and short-term users**

We have reviewed the way in which the car parks are used by undertaking extensive consultation with car park users, local businesses, Bury St Edmunds Town Council, Bury St Edmunds Town Centre Management and Chamber of Commerce. The outcome of the consultation has resulted in no change to the short stay prices and small increase of 10p in the long stay prices (over 3 hours). A new lower level car park has been built at arc.

Promote:

- **Bury St Edmunds as tourism, shopping and leisure destination**

With our partners, we are continuing to promote Bury St Edmunds through a monthly town centre newsletter. The www.moreheart.info website has had approximately 100,000 visits between January 2008 and January 2009. A map showing every shop in the town centre has also been made widely available and can be downloaded from the website.

- **viability and vitality of provisions market**

The provisions market continues to thrive with a high level of loyalty from long standing traders and continuing demand from new traders. The attendance and footage sold shows a year on year increase. This is closely monitored to ensure the continued success of the market. A wide range of goods is available and traders with a different offer are particularly welcome. The market was entered into the Market of the Year competition and was highly commended in the street market section.

- **a range of events for new public venue**

The Venue Steering Group has been reconstituted with new terms of reference in order to focus on developing the business plan for the new venue and a programme of events following its opening. Once completed, consideration will also be given to including the Venue as a key location for events organised by the Council, such as the Bury St Edmunds Festival.

Looking forward

Following the opening of arc on 5 March 2009, we will continue to focus on delivering a range of initiatives in order to build on the redevelopment of the town centre and ensure that we achieve the maximum economic benefits. This will include urban realm enhancements, support for independent town centre management and completing the public venue. Work will also be carried out to ensure that the needs of long and short-term car park users are met. Promotion of tourism, including a programme of events for the public venue, and promoting the continued vitality of the provisions market will continue.

Other areas for our focus will include encouraging the development of the Suffolk Business Park and link road and improvement of the Bury St Edmunds-Cambridge rail link. Where opportunities present themselves to improve access into the town, particularly from the north and through 'pinch points' created by railway crossings and underpasses, these will be pursued.

Although there are elements that focus on the town centre this commitment is broader than that which is reflected in the commitment to the future development of the whole borough. For 2009-2010 our overall focus on Bury St Edmunds town centre has been incorporated within the commitment to shape the future development of the Borough and the wider area.

5. Rural Services

Key activities for 2008/09

Deliver:

- identification of appropriate rural affordable housing sites;
- implementation of rural action plan;
- increased visitor potential at West Stow;
- support for parish councils to tackle rural issues.

Promote:

- economic development in rural areas;
- retention and viability of rural services.



Fornham stores

Why was this a priority for 2008/09?

Our commitment to rural services is evident through the implementation of the new rural action plan which covers the period 2008-11. We have also focused on identifying affordable housing sites, economic development in the rural areas and increasing the visitor potential at West Stow.

Progress in 2008/09

Deliver:

- **identification of appropriate rural affordable housing sites**

Affordable housing sites in the rural areas are being identified through the Housing Strategy and consultation on the LDF. Parish surveys are also being undertaken in partnership with Suffolk ACRE regarding the housing need in the rural areas.

- **implementation of rural action plan**

We are implementing the new rural action plan adopted in 2008. The plan was informed by consultation with partners and rural communities. It is based around the three themes of people, places and prosperity. The focus has been on actions which are deliverable by the council, the community or through commissioning partner agencies. The plan is based around projects to create quieter and safer village roads, improve community accessibility, maintain and enhance the quality of the environment and stronger and sustainable rural communities. Regular updates are provided to the Overview and Scrutiny Committee and Cabinet and at Parish Council Conferences. The action plan is backed by £100,000 of funding to deliver projects within the Rural Action Plan which the Cabinet was pleased to approve.

- **increased visitor potential at West Stow**

The existing catering facilities at West Stow are being reviewed in order to increase profitability and as a way to encourage more visitors to the site.

- **support for parish councils to tackle rural issues**

We are supporting parish councils through the variety of projects delivered through the rural action plan, for example activities for young people; a dedicated website for St Edmundsbury's village halls: www.suffolkvillagehalls.co.uk, to help with promotion of their facilities; the connected villages scheme which is enabling ten villages to improve IT access and training, to date five villages have joined this scheme and further applications will be welcomed; and the rural areas community initiatives fund which enables communities to carry out projects in their villages.

Furthermore, the council arranges bi-annual Conferences to enable parish councils to network and share information with the borough council and partner organisations. Conferences are well attended by parish councillors from across the borough and a range of partner organisations. The

programme includes topical and up-to-date information that is relevant to the parishes and in turn, the parishes can help shape the programme by requesting items of interest to them.

Promote:

- **economic development in rural areas**

In partnership with Business Link East, a very successful rural business event, 'Improving profits from rural business', was organised in February 2009. We are a partner in the Suffolk Rural Economy Scheme, which enables village shops and post offices to take advantage of free detailed retail advice and grant funding. The winter issue of our economic newsletter featured rural businesses.

- **retention and viability of rural services**

We supported rural post offices scheduled for closure during the Post Office network change programme and helped them look at alternatives. We are also encouraging pubs to apply to the Suffolk Rural Economy scheme and to diversify their service.

Looking forward

Identification of affordable rural housing sites, economic development in the rural areas and supporting parish councils in tackling rural issues all continue as actions for the coming year. The 2008-2011 Rural Action Plan will continue to deliver against its priorities and projects.

A new key activity to increase visitor potential at West Stow was introduced last year and following initial progress as described above, this activity will continue in 2009/10.

As with the previous two commitments our overall focus on the Rural Areas has been incorporated within the commitment to shape the future development of the Borough and the wider area for the coming year.

6. Keeping our borough clean and green

Key activities for 2008/09

Deliver:

- continued public space cleansing/maintenance improvement;
- enhanced enforcement;
- actions to mitigate for and adapt to climate change.

Encourage:

- sustainable and carbon neutral development.

Promote:

- greater public awareness of waste reduction, recycling and anti-litter messages;
- Suffolk-wide approach to alternatives for landfill waste;
- greater use of green space.

Why was this a priority in 2008/09?

We maintained the focus on environmental issues as we recognise that these issues need to be addressed over the long term.

The work on this commitment is broad.

It encompasses the cleanliness of open spaces, the need to reduce waste and mitigate the impact of climate change, encouraging sustainable and carbon neutral development and greater use of green spaces.

We have continued to build on our partnership working with Forest Heath district council and the West Suffolk Waste and Street Scene Services Joint Committee now meets regularly. A range of initiatives have been implemented including joint litter campaigns, sack collection reviews, cleanliness of the A14/A11 and vehicle maintenance. We are delighted that this partnership is helping to have such a positive impact on West Suffolk.

Progress in 2008/09

Deliver:

- **continued public space cleansing/maintenance improvement**

The cleansing of the A14 and A11 in St Edmundsbury and Forest Heath is now being undertaken in partnership following a change in the way the A14 was managed by the Highways Agency. We are very pleased to report that this has resulted in the cleanliness of the area being greatly improved.

In partnership with Forest Heath we also launched 'The Big Tidy Up' campaign at West Suffolk College in support of Keep Britain Tidy. The campaign was well supported and throughout September individuals, groups, schools and businesses were encouraged to clean up their local area. In total, 15 groups took part and approximately 72 bags of litter were collected.

- **enhanced enforcement**

The Waste and Street Scene department is continuing to use education and, only where necessary, enforcement to reduce the amount of litter and litter related crimes in the borough. In March 2009 the council launched the 'No Excuses' litter campaign in partnership with Forest Heath district council. This campaign is aimed at raising awareness of the main litter types: food and



Street sweeping on Angel Hill, Bury St Edmunds

drink related litter, cigarette litter, dog fouling, chewing gum, fly-tipping and littering from vehicles.

Under the Clean Neighbourhoods and Environment Act 2005, last year more staff were given the power to issue out fixed penalty notices so that they can educate face-to-face.

- **actions to mitigate for and adapt to climate change**

St Edmundsbury has been part of the CRed Climate Change Partnership (CRed Suffolk) since December 2006. We have committed to continue our support of this successful partnership for a further three years, until 2011/12. This partnership co-ordinates climate change action across the county, delivers the Suffolk Climate Action Plan and is part of our activity to meet National Indicator and Local Area Agreement (LAA2) targets.

Encourage:

- **sustainable and carbon neutral development**

West Suffolk House is an exemplar project demonstrating how renewable energy technologies can be used to reduce carbon emissions. In these offices in addition to modern energy saving devices SCC and SEBC have incorporated both ground source heat pumps and solar panels in the design. In addition to heating the building the ground source heat pumps also act as a cooling device in the summer by running cold water through pipework embedded in the concrete floor structure thus providing cooling to the thermal mass of the building. This technology supports the innovative design whereby both natural ventilation and natural light are at the heart of sustainability.

Promote:

- **greater public awareness of waste reduction, recycling and anti-litter messages**

We have continued to promote these messages through 'Compost Awareness Week', where advice and soil improver was given away in Bury St Edmunds and Haverhill. 'Recycle Now Week' gave members of the public the opportunity to talk to experts in gardening, composting and recycling and on 'World Environment Day' the benefits of reusable carrier bags and energy efficient light bulbs were promoted.

- **Suffolk-wide approach to alternatives for landfill waste**

As explained, we have continued to build on our local joint working with Forest Heath District Council. On a Suffolk-wide basis, the county council has made available £1.5 million through the Diversion Incentive Fund to assist Suffolk Waste Collection Authorities in the diversion of biodegradable municipal waste from landfill. We were successful in obtaining funding for two projects, the expansion of the trade dry recyclable collection and brown bin service and the introduction of litter bins for dry recyclables material.

The brown bin scheme has now been extended to 600 new properties. A vehicle was purchased for the collection of these bins and to allow for the introduction of a paper and card recycling collection for trade customers. There are currently 66 existing customers using this service with continued promotion to new customers.

Designs for the litter bins for dry recyclables are being consulted on and location being identified. It is anticipated that these will be in place by summer 2009.

- **greater use of green space**

We are working with partners to prepare a Green Infrastructure Strategy for the borough that will be completed in 2009/10 and will make an important contribution to the delivery of the LDF.

During this year the Parks Service has made plans to build on the council's success in achieving Green Flag accreditation for its parks, the management plans for East Town Park and Nowton Park

have recently been submitted to the Green Flag judging authority; every year over the next three years the Parks Service will submit an additional park for Green Flag scrutiny/accreditation.

We have also agreed to lease 2.3 acres of land which is adjacent to the Cotton Lane allotments, in order to create more allotments. The Bury St Edmunds Town Council administers the majority of allotment provision in Bury St Edmunds and at present there are approximately 125 people on the waiting list so this additional land is much needed.

Looking forward

We recognise the importance that members of the public place on clean public spaces. As such, during 2009/10 we will continue to focus on this through actions including maintenance and full use of enforcement powers in response to feedback from councillors and members of the public.

Other important elements of this wide reaching commitment include mitigating for and adapting to climate change and promoting the delivering sustainable and carbon neutral development. During the coming year we will be further maximising the council's buildings in order to reduce the council's carbon footprint.

During the coming year we will also continue to promote public awareness of waste reduction and recycling, in partnership with Forest Heath where possible, and promote a Suffolk-wide approach to alternatives to landfill waste.

As already noted for the coming year our overall focus on the environment has been incorporated within the commitment to shape the future development of the Borough and the wider area.

7. Reducing crime and disorder

Key activities for 2008/09

Deliver:

- community liaison and support work;
- implementation of Section 17, Crime and Disorder Reduction Act 1998, action plan;
- increased awareness of drug and alcohol misuse effects on the community.

Continue tackling:

- anti-social behaviour;
- abandoned cars and fly tips promptly.



CCTV being used across the borough

Why was this a priority in 2008/09?

St Edmundsbury is a safe place to live. However, the council has an important role to play in reducing anti-social behaviour and minimising the impact of this on the community. We also recognise that residents in St Edmundsbury want us to act quickly in relation to abandoned cars and fly-tipping as they are not only an eye-sore but they can also create safety issues. Therefore, this has been a focus throughout the year.

Progress in 2008/09

Deliver:

- **community liaison and support work**

We have continued to be proactive with partners through the Western Suffolk Community Safety Partnership and a number of key priorities have been identified for West Suffolk: community safety, anti-social behaviour, substance misuse, domestic violence and night time economy.

The council has also continued to implement and support a number of events for local communities including: the 'Big Day Out' in Haverhill which was attended by over 2000 people and was aimed at raising awareness of services available to families in the Haverhill area; the Festival of Culture, aimed at encouraging greater understanding of the cultures of a range of new communities from Eastern Europe and Portugal which now live and work in St Edmundsbury; and Crucial Crew, where over 1500 10 and 11 year olds visited the event to learn how to keep safe in difficult situations.

- **implementation of Section 17, Crime and Disorder Reduction Act 1998, action plan**

A number of staff briefing and training sessions were held to raise awareness of the need to consider impacts of our activities on community safety. The 'Play Your Part' campaign was launched Suffolk-wide and the Community Safety Officer attended staff meetings to outline the scheme and how staff should report any issues of concern they come across in their daily duties.

- **increased awareness of drug and alcohol misuse effects on the community.**

A number of initiatives have been delivered throughout the year including 'Life Talks' (a project which allows people to hear real life stories about the effects of drug and alcohol misuse). There was further development of the 'Arheads' project and a media campaign 'Wasted' took place over the Christmas period to raise awareness of the consequence of excess alcohol.

Continue tackling:

- **anti-social behaviour**

Safer Neighbourhood Teams (SNTs) have developed and continued to provide ongoing support for local residents and the community. During their second year of operation, the SNTs have been reorganised to reflect the needs of local communities. Five SNTs now operate in St Edmundsbury: An issue was raised by SNTs in Bury St Edmunds and Haverhill in respect of anti-social behaviour relating to motor vehicles in town centres and car parks. A multi-agency problem solving group met in both areas and a number of steps to combat this problem has been implemented (including a higher police presence, encouraging residents to report disturbances to build up a picture of the nuisance and warning signs in hotspot areas). We are delighted to report that these have had a positive impact.

Within the Licensing Policy we have agreed that a Special Area Policy in Bury St Edmunds be applied to the area defined by Abbeygate Street, Guidhall Street, Westgate Street, Crown Street and Angel Hill, and all streets within that area. This is due to the problems experienced by local residents resulting from the high number of licensed premises in the Historic Grid area of Bury St Edmunds. This will apply to new or revised licensing applications within this area and should help to achieve the licensing objectives of preventing crime and disorder, improving public safety, preventing public nuisance and protecting children from harm.

A range of positive diversionary activities for young people have been provided. BurySOUND, SkateJAM and Teenage Kicks are all highly successful diversionary activities which were repeated this year to provide entertainment and a place for young people to go. New this year were:

- 'Undercover Art' an initiative aimed at reducing graffiti in Bury St Edmunds. We worked closely with youth offending and the police, and addressed the issue by developing positive opportunities for young people at risk of offending, and by looking at the underlying causes of graffiti and other anti-social behaviour;
- The Media Hub Project which was delivered in partnership with Haverhill Town Council. It involved working with young people through a variety of media such as photography, film and graphics; and
- 'Make an Exhibition of Yourself' in partnership with Forest Heath district council and Suffolk County Council. The project offered young people the opportunity to express their views through art and music. It culminated in an evening youth event in November 2008.

In Haverhill, following concerns raised by the community about anti-social behaviour at the skatepark, a multi-agency group met and problem solved the issue, which resulted in a dispersal order being put into place for the skatepark and surrounding area for a period of six months. As a result the anti-social behaviour stopped, residents were pleased with the outcome, and the skatepark users reclaimed and used the skatepark again. An action group has begun work on tackling anti-social behaviour at the Haverhill leisure complex and progress will be reported on next year.

- **abandoned cars and fly tips promptly.**

A 'No Excuses' campaign is being launched to identify and dispel the common excuses that people use to justify their actions for dropping litter or fly-tipping.

Looking forward

This commitment will continue in the coming year and key activities will include the implementation of the Community Safety Partnership action plan with our partners and increasing awareness of the effects of drug and alcohol misuse in the community.

We will focus on a number of areas with our partners which include tackling anti-social behaviour, issues related to the night time economy, domestic violence, community safety and dealing with abandoned cars and fly tips in a prompt and timely manner.

8. Developing staff and members

Key activities for 2008/09

Deliver:

- workforce development plan actions;
- leadership development programme;
- staff survey action plan;
- Member Development Charter action plan;
- Cabinet development activity programme.

Prepare:

- staff and councillors for:
 - West Suffolk House occupation;
 - the outcomes of the Boundary Committee review.



The Festival of Culture,
Bury St Edmunds

Promote:

- the importance of diversity and community cohesion.

Why was this a priority in 2008/09?

We remain committed to workforce and member development as part of improving the way we work. We knew that it would be a challenging year for both staff and members with the Local Government Review (LGR) debate and the move to West Suffolk House (WSH) so we have focused on these areas.

Progress in 2008/09

Deliver:

- **workforce development plan actions**

The Performance Development Review programme has continued to enable staff to identify how they contribute to the aims and objectives of their team, service and directorate and provides the opportunity for each member of staff to review their skills and development needs. Aligned with this a wide range of staff development activities have been run throughout the year. The corporate development programme has included topics such as ICT, management and leadership and a short Equality and Diversity package has been developed which all staff must complete and which members are also encouraged to work through.

- **leadership development programme**

A range of leadership development programmes have been attended by managers and leaders, these include national and local programmes across the public sector and with local partners to ensure that our key leaders keep up to date on local, regional and national leadership learning.

- **staff survey action plan**

During this year the results of the 2007 staff survey that was conducted by Ipsos MORI have been further analysed and considered. A framework of key areas and actions to be further developed through consultation and engagement with staff have been agreed, which are: management and leadership, job satisfaction, career development, West Suffolk House and change, communications and pay and benefits.

- **Member Development Charter action plan**

In October 2008 the Council underwent an 18-month review of progress against its action plan for gaining reaccreditation in 2010. The outcome of the review was that the independent assessor indicated that the council was on track to deliver the action plan. A working group of the Democratic Renewal Panel has also streamlined the form used by members to identify areas in which they would like to see development opportunities. In the autumn of 2008 we announced that we would trial the role of assistant portfolio holders. As well as assisting Cabinet members in

managing the workload of their portfolios this new informal role, which will shortly be reviewed, provides the opportunity for a number of non-executive members to further develop their skills and knowledge.

- **Cabinet development activity programme**

The Cabinet has had two facilitated development sessions which provided Cabinet members with the opportunity to focus on how they work together and provide leadership for the authority in the key challenges it faces.

Prepare:

- **staff and councillors for:**

- **West Suffolk House occupation**

WSH will enable staff to work in a modern and efficient environment with improved facilities enabling more creative, flexible ways of working. Occupation of WSH has reduced the time used in travelling time between the various council sites, which will save costs, unproductive time and vehicle emissions. The move will also enable closer working between Borough and County staff in areas where their work overlaps.

In the run-up to the move to WSH, as well as a full induction, staff received regular briefings and 'Change Champions' were identified to help staff adapt to the new way of working and to deal with staff questions and queries.

- **the outcomes of the Boundary Committee review**

Staff and councillors have been briefed at regular intervals during the review, and St Edmundsbury's response to the Boundary Committee's consultation during the Summer of 2008 was shaped by a councillor reference group and a shadow officer group. Working with other councils where appropriate, a full development and support programme for transition is planned although this has obviously now been put on hold to reflect the 12 month delay in the process.

Promote:

- **the importance of diversity and community cohesion**

We are continuing our commitment to equalities through the publication of the Equalities Scheme, ensuring that all members of staff receive training in equality and diversity issues and by responding proactively to the Equalities Bill.

The Community Development team held events in Haverhill for the new Polish and Portuguese communities including a 'welcome' event and also drop in sessions for new residents which were as well attended and supported.

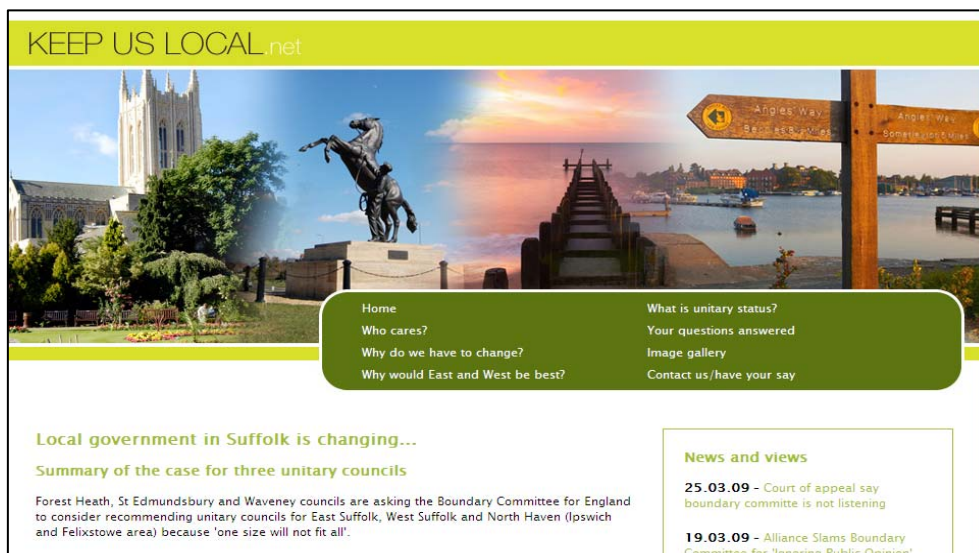
We also contribute to the county-wide Racial Harassment Initiative which helps victims of racial abuse and offers support to them.

An e-learning package has been rolled out to all staff and councillors and this highlights the importance of a range of equality and diversity issues. It is compulsory for all office based staff to complete this training.

Looking forward

In 2009/10, this activity will be included in the commitment to improve efficiency and value for money. Following the move to WSH in April 2009 during this year we will realise the benefits of working together in WSH. We will also deliver on action plans for developing staff and Members.

9. A Strong Voice for West Suffolk



The homepage of www.keepuslocal.net

Key activities for 2008/09

Deliver:

- leadership for West Suffolk Local Strategic Partnership;
- Local Area Agreement requirements;
- positive responses when dealing with new responsibilities such as The Children Act, an ageing population and Equalities;
- effective consultation, particularly with hard to reach groups;
- Local Government and Public Involvement in Health Act action plan;
- community engagement strategies.

Promote:

- unitary government solution that is 'Best for the West';
- citizenship and community cohesion, including:
 - participation in the borough elections and other representative activities;
 - support for the Youth Forum;
 - engaging under-represented groups.

Why was this a priority in 2008/09?

We have maintained our focus on providing a strong voice for the people of West Suffolk which incorporates our responsibilities to different community groups, working to engage with hard-to-reach groups and continuing to promote a 'Best for the West' solution to the Boundary Committee.

Progress in 2008/09

Deliver:

- **leadership for West Suffolk Local Strategic Partnership (WSLSP)**

The WSLSP has enjoyed a successful year. It has held its second annual conference and two well-attended Forum meetings. The partnership has also received and distributed some project funding.

Over £70,000 in partnership funding has been awarded to five projects which are spread geographically across West Suffolk and cover a broad range of the WSLSP's priorities. The projects range from:

- extending mobile youth work;
- contributing to an SOS bus to help address issues associated with the night-time economy;
- a project to increase the capacity of voluntary and community groups to engage with young people and provide them with positive activities;
- a project to offer counselling to families undergoing divorce to help avoid the long-term mental health problems associated with family break up; and
- and establishing Business Skills Networks of employers to identify the skills gap in the workforce.

The WSLSP's second annual conference took place in November 2008. There are eight action groups which are based on the WSLSP's different priorities and each of these reported on progress and plans for the future at the conference. The action groups cover a range of issues including health inequalities, the changing needs of communities and community engagement, bridging the skills gap, alcohol awareness, getting West Suffolk active, rural issues, children and young people and mental health.

- **Local Area Agreement requirements**

St Edmundsbury has been actively engaging with the delivery partnerships which are co-ordinating delivery of the Suffolk Community Strategy and LAA targets. The need to support this workload of delivery partnership board meetings was one factor behind the piloting of assistant portfolio holders as we recognise it is important to have a regular presence at these meetings. We are working with SCC and the WSLSP to ensure that the LAA requirements and targets are met.

- **positive responses when dealing with new responsibilities such as The Children Act, an ageing population and Equalities**

We are continuing to respond positively to our duties under the Children Act and the council is a member of the Suffolk Children's Trust Executive, the Western Area Safeguarding Committee and the Suffolk Children's Leads Network for Officers and Members. St Edmundsbury is also represented on the Suffolk Older People's Partnership Board which has recently developed an Older Person's Charter a county-wide dementia strategy. We also have developed older people's housing schemes for example, Blackbourne View in Ixworth, which is a flagship scheme for the frail and elderly. We continue to plan for an ageing population in terms of suitable housing and providing grants for older people to remain in their own homes through our revised Homes Assistance Policy.

Our commitment to equalities is evident through the publication of the Equality Scheme which is accompanied by an action plan, and replaces the separate schemes for race, gender and disability. The Equality Scheme is designed to clearly define how we will meet the obligations of our general and specific duties under equalities legislation including: the Disability Discrimination Acts 1995 and 2005; Equality Act 2006 and the Race Relations Act 1976 and Amendment Act 2000. The action plan encompasses a range of initiatives that cover the period 2008-11 and these will be regularly reviewed by the Policy Development Committee.

During this year we have also been considering the implications of the Government's Equality document 'Framework for a Fairer Future' and the new Equality Duty on public bodies.

We are continuing to distribute guides to services with partner organisations. The guide is of benefit to all residents in West Suffolk and was produced in partnership with the WSLSP; it includes information about our services, such as council tax and refuse collection, as well as services delivered by other organisations. Since the guide was first published in November 2007, 152 English; 239 Polish; 271 Portuguese; and 82 Russian guides have been distributed in St Edmundsbury. Furthermore, almost 2,500 people looked at the guide on-line between November 2007 and November 2008.

- **effective consultation, particularly with hard to reach groups**

Following a survey carried out by the East of England Regional Assembly (EERA), the Cabinet established a Gypsy and Traveller Working Party (councillors and officers) to identify suitable sites. The working party contacted every parish council, land and estate agents and major landowners to ask if they knew of any suitable sites. Following this process, a small family site was identified as being capable of expansion. A plan was then developed to set out how we would communicate and consult with the family on site, parish councils, residents and media. Following a drop-in session, a significant level of concern was expressed among some of the residents. When full funding was approved St Edmundsbury appointed CEDR, a planning mediation agency, to carry out facilitated meetings with all parties concerned before any planning application is submitted. The first CEDR facilitated meeting took place in March 2009.

Several drop in sessions have been held in Haverhill in order to engage with the Portuguese and Polish communities there. This was set up following information on the fact that a growing community of both nationalities was apparent in Haverhill, and the council wanted to engage with them as part of its community development. These targeted activities complement the Council's continued membership of the 'Suffolk Speaks' Partnership and analysis of the first Place Survey.

- **Local Government and Public Involvement in Health Act action plan and community engagement strategies**

The work on developing a business case for a West Suffolk unitary authority has provided the opportunity to focus on many of the issues associated with the Local Government and Public Involvement in Health Act and new ways of engaging in communities. With the delays in the LGR process there now needs to be a plan to implement relevant aspects of this work within St Edmundsbury.

Promote:

- **unitary government solution that is 'Best for the West'**

While we are in dialogue with all councils in Suffolk about the review, we are continuing to work closely with Forest Heath district council and Waveney district council to promote a three unitary solution to the Boundary Committee for England and Secretary of State. As well as extensive work to develop a business case for unitary councils in East and West Suffolk the alliance has commissioned independent public research which has revealed that, of those who expressed an opinion, nearly nine out of ten (86%) said a third option (three unitary councils) should be consulted on by the Boundary Committee. Given the extension of the deadline for the Boundary Committee to provide its advice to the Secretary of State to 15 July we are continuing to press for the opportunity to discuss a three unitary solution.

- **citizenship and community cohesion, including:**

- **participation in the borough elections and other representative activities**

As no borough elections have been held in the last year the focus has been on other activities. The electoral services teams across the County have combined to produce an attractive and informative leaflet which is to be included in the packs distributed at Citizenship Ceremonies held in Suffolk. The leaflet outlines how those who have gained their citizenship can register to vote. Staff and a Cabinet member have led a session with young people designed to encourage them to think about local issues and to give them an insight into local decision making.

- **support for the Youth Forum**

We have continued to actively support the work of the Youth Forum during this year through the council's Youth and Community Development Officer. The Overview and Scrutiny Committee received an update on the activities being provided for young people. During that meeting, Members received a presentation from three members of the Youth Forum and discussion on a range of issues followed.

- **engaging under-represented groups**

We continue to promote engagement with under-represented groups through the Equality Scheme, training staff in equality and diversity issues arranging events and contributing towards county-wide initiatives, as described in 'Developing Staff and Members'.

Looking forward

This commitment emphasises the role of the borough council as an outward looking organisation. It incorporates continued activity around developing our community leadership role at a local and borough level, working in partnership to deliver responsibilities for equalities, children and young people and older people and effective consultation, particularly with hard to reach groups. This commitment also recognises the importance of the council's role in promoting diversity and community cohesion as part of its role as a community leader.

The leadership role of the WSLSP will continue together with engaging with the LAA requirements and the wider Comprehensive Area Assessment that has now replaced the Comprehensive Performance Assessment.

In the context of LGR, we will continue to promote the needs of West Suffolk as the review develops throughout the year.

Finally we are introducing a new commitment – to respond effectively to the recession. This will provide focus for a range of activities during the coming year, including support for debt and fuel advice and helping people at risk of losing their home, encouraging the take up of benefits, including small business rates relief, and the delivery of major capital investments in Bury St Edmunds and Haverhill.

In 2009/10, we will also develop a recession action plan to help assist the local economy, improve links between the council and businesses and attract inward investment. The promotion of skills initiatives to help improve the local labour market and working with partners to meet the challenges of the recession will become new key activities.

The council's economic development strategy will continue to be implemented which includes the reinvestment of Local Authority Business Growth Incentives (LABGI) money to stimulate economic development.

Cabinet Commitments for 2009/2010

1. Overview

This annual report also sets out our plans for the next year and beyond, based on the annual review for 2008/2009. Being clear on what is a priority is essential if you are to continue providing high quality services in key areas.

The Cabinet is, of course, committed to delivering **all** of the council's Corporate Priorities and to excellent performance in **every** service. However, it is important, and probably implicit, that the Cabinet's own list of commitments does not cover every single area of activity. The Cabinet's list has to be realistic in terms of raising expectations and living within our means; at a corporate level we can only focus **new** energy and resources in a limited number of places.

As in the last year, we are also keen that all Members, on the scrutiny committees and in our own Cabinet panels and working parties, work with us to define what these commitments look like in reality, and how we can deliver them for the people of St Edmundsbury.

2. Cabinet commitments

As has been the case over the last six years, the Cabinet's plans for 2009/2010 will inform budget setting for next year and beyond. This is part of the planning and delivery cycle envisaged in the Corporate Plan and reflected in the council's Five Year Financial Model.

We have therefore retained the format of:

- (a) a short list of **Administration Commitments for 2009/2010**; and
- (b) within these commitments, **Key Activities or projects for the year**.

By doing this, we are able to provide both the certainty and the focus which are needed for short and long-term budget planning, and for the development of the service plans and team plans which will identify the detail of the projects and service improvements required.

It is important to emphasise that the list will still be subject to annual review and that the commitments as well as the key activities may need to change as they have over the last five years. Having said that, whilst being ambitious for the borough, we also have to be realistic about our capacity and not overstretch the organisation or its budgets. Therefore the coming year is largely one of consolidation, as we continue our work to develop the wide range of major projects and initiatives already underway, and maintain our focus on achieving excellence in everything we do.

Our commitments as at June 2009 will be:

Commitment	Key Activities for 2009/10
1. Continue to improve efficiency and value for money	<ul style="list-style-type: none"> • Sustainable and affordable Council Tax; • promote appropriate integration, partnership working and related efficiencies; • continue to develop staff and councillors.
2. Shape the future development of the Borough and the wider area Haverhill Bury St Edmunds Rural services Clean and Green	<ul style="list-style-type: none"> • Through the policy framework balance growth with the need to retain and preserve the character of the area; • promote the area as a tourism, shopping, and leisure destination; • masterplan implementation and impact management; • promotion of Haverhill as a centre of business and manufacturing excellence. • maximise the social and economic benefits of the town centre developments; • continue to implement the rural action plan; • appropriate actions to mitigate for and adapt to climate change; • promote sustainable and carbon neutral development.
3. Reduce crime and disorder	<ul style="list-style-type: none"> • With partners, implement the Community Safety Partnership action plan.
4. Provide a strong voice for West Suffolk	<ul style="list-style-type: none"> • Further develop the Council's community leadership role and new approaches to community engagement. • work in partnership to deliver responsibilities for equalities, children and young people and older people; • effective consultation, particularly with hard to reach groups; • protect and promote the needs of West Suffolk in the review of local government; • promote citizenship and community cohesion, including: <ul style="list-style-type: none"> ○ participation in elections and representative activities; ○ support for the Youth Forum; ○ engaging under-represented groups.
5. Respond effectively to the recession	<ul style="list-style-type: none"> • provide support for advice around debt, fuel poverty and housing; • encourage the further development of actions to help the local economy come out of recession; • encourage take-up of benefits and small business rates relief; • where requested, pay small and medium suppliers within 20 days; • continue to implement the Council's economic development strategy including re-investing LABGI funds.

2009/10 Portfolios

To be completed after the Annual Meeting of the Council on 14 May 2009.

Section two: Corporate Plan 2009/2010

Introduction

Our work is driven by not only local priorities, as expressed by our Cabinet Commitments described in section one of this document, but by many other factors, such as our statutory duties and financial responsibilities. These elements are all drawn together into our framework for delivering and improving services.

The purpose of this Corporate Plan is to show how every member of staff helps to deliver our priorities. To do this we link **all** of the activities of *every* employee to the council's priorities; creating an understandable link from the Community Strategy and Local Area Agreement (LAA) through to the annual action plan in each individual's Performance Development Review.

By creating this link, we are able to show how we bring our priorities to life in terms of services and projects. Similarly, we can show how our plans and priorities fit within the wider local, regional and national picture and can be affected by other factors, not least the performance of our services and our commitment to the local taxpayer.

The key objectives of our corporate planning and performance framework are to ensure:

- a culture of achievement;
- that priorities influence, and flow from, the West Suffolk Community Strategy and the Suffolk Local Area Agreement (LAA);
- performance against our targets is monitored effectively;
- short, medium and long term priorities are agreed and regularly reviewed;
- objectives and activities in service plans are consistent with corporate priorities;
- performance against key performance indicators (KPIs) is monitored and reported regularly, and action is taken to correct any shortfall in performance; and
- resources needed to achieve targets are identified and allocated.

Diagram 1 shows how the various elements of the framework fit together.

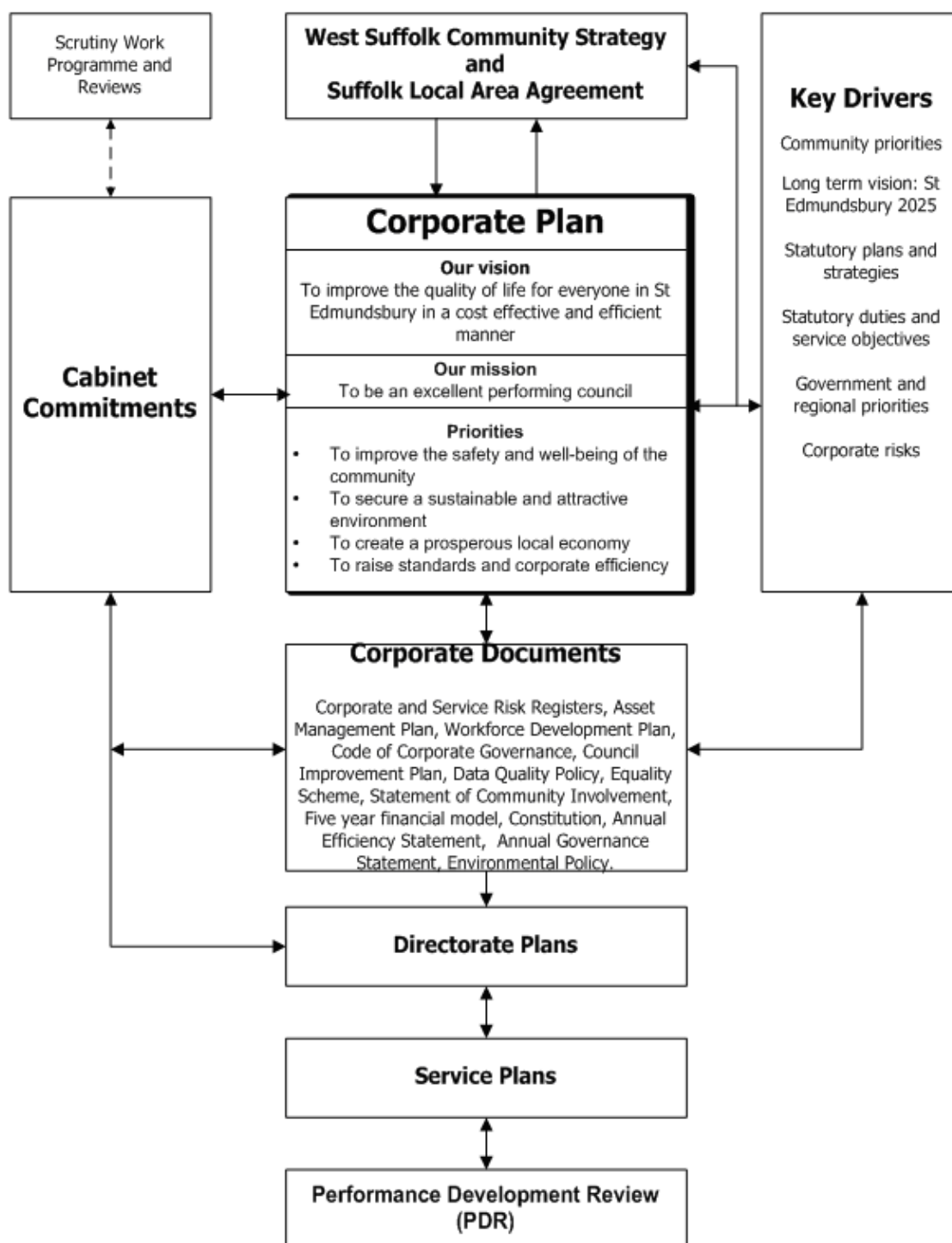


Diagram 1 – The corporate planning and performance framework

An explanation of each of the elements of the corporate planning and performance framework is contained in the following pages.

About our corporate planning and performance framework

What we aim to achieve

At the heart of our Corporate Plan is a set of key components that explain our guiding principles and our ambitions for the borough and for the council itself. These components are:

Our vision for the borough, is: to improve the quality of life for everyone in St Edmundsbury in a cost effective and efficient manner.

Our mission is: to be an excellent performing council.

Our values explain what excellence means for us. We want to be a council which:

- is customer focused;
- provides value for money;
- manages resources, information and data effectively;
- works in partnership;
- strives for improvement;
- values and invests in staff and councillors;
- celebrates success;
- is committed to promoting equality and diversity; and
- is accountable and accessible.

The challenge is to turn our vision and mission into benefits that people see and feel. To establish a clear sense of direction and focus we have four **priorities** which are to:

1. raise standards and corporate efficiency;
2. improve the safety and well being of the community;
3. secure a sustainable and attractive environment; and
4. create a prosperous local economy.

These priorities reflect the character of the borough, statistical information and, crucially, the views of our community.

A shared vision

We cannot deliver all the priorities for St Edmundsbury on our own and need to work in partnership. We are involved in a large number of partnerships.

The overarching partnership in Suffolk is the Suffolk Strategic Partnership (SSP) which includes a range of partners. The SSP is responsible for delivering the Suffolk Community Strategy which identifies a broad range of county-wide issues.

The SSP is also responsible for the Suffolk Local Area Agreement (LAA). This is an agreement between central and local government. It includes a number of performance targets that the partnership works towards. The SSP oversees the delivery and performance of the LAA.

The West Suffolk Local Strategic Partnership (WSLSP) is a key partnership for St Edmundsbury, bringing together public, voluntary and private sector partners. Our LSP covers more than one district council (St Edmundsbury, Forest Heath and the western part of Babergh). The partnership has a community leadership role and is responsible for developing the West Suffolk Community Strategy.

Cabinet Commitments

With the support of all councillors, and the involvement of scrutiny committees, the Cabinet has identified a series of cross-cutting commitments. These commitments contribute to the achievement of our four priorities. More information about Cabinet Commitments can be found in section one of this document.

Key drivers

Our work is influenced not only by the partnerships listed above, but also by a number of other local, regional and national drivers. These are explored below.

St Edmundsbury 2025

The short term vision for the borough over the next 5-10 years has been established in a variety of council and partner documents such as the Community Strategy for West Suffolk and draft Replacement Local Plan (to 2016). However, we also need an established long term vision. In 2005 we undertook a major project called Vision 2025. The project resulted in a document which sets our vision for the borough for the next 20 years. The vision was developed with key partners and the wider community. The vision statements within the document are formed around six key themes which, during the consultation process, were identified as containing the most important long term issues. The six key themes cover: economic success and skills; health, social care and safety; housing; leisure and culture; sustainable environment; and transport. The Vision is a 'living document' and as such is being reviewed theme by theme on a rolling programme.

Legal duties

The majority of our powers and functions stem from legislation. These statutory services make a huge contribution to the quality of life of everyone in the borough. In addition, we have a number of statutory duties which we consider when carrying out all of our work. The most significant duties include the duty to:

- promote race, disability and gender equality;
- involve the public in the design and delivery of services;
- safeguard and promote the welfare of children and young people; and
- have due regard to the likely effect that our actions may have on the reduction of crime and disorder.

Government and regional priorities

As is shown by our contribution to the LSP and LAA, we are keenly aware that we form part of a wider public service which needs to take coordinated action to meet regional and national priorities. These priorities are a key driver for our own Corporate Plan and can be seen reflected in our four priorities, service plans and our policy framework.

Corporate and service risks

Our work, resources and priorities are also driven by the risks facing our local community and our services. Risk involves opportunities as well as threats. At a corporate level, these risks are captured in a Corporate Risk Register which is updated quarterly and monitored by the Performance and Audit Scrutiny Committee. At a service level, the risks are reflected in Service Risk Registers which cross-reference with service plans.

Scrutiny work programmes

Our scrutiny committees help the Cabinet review, interpret and implement our priorities. The scrutiny work programmes, while independent, are therefore closely linked to the Cabinet's commitments. The Annual Scrutiny Report sets out achievements and explains the future work programme.

Corporate documents

We have a range of corporate documents which influence our work as outlined in diagram one. Some of these are documents we are legally obliged to produce, such as the Local Plan and the Housing Strategy. Details of our plans and policies are available on our website. We will be updating a number of these documents in 2009/10, including:

- Food safety and health and safety inspection policies
- Enforcement Policy
- Fuel Poverty Strategy
- Houses in Multiple Occupation Policy
- Empty Homes Strategy
- Memorial testing policies and procedures
- Internal Audit Strategy and Plan
- Code of Corporate Governance
- Economic Development Strategy
- Data Quality Policy
- Code of Conduct for Employees
- Equality and Diversity in Employment Policy

Many of the key drivers for the Corporate Plan are related to our improvement agenda; improving performance, managing resources more efficiently and raising standards. This agenda is captured in the Council Improvement Plan but we also use a number of other tools to ensure that we are improving standards and efficiency

Operational plans

This Corporate Plan provides a framework for delivering our priorities through services and strategies that meet the needs of the local community. The way in which these services and strategies are delivered is described in operational plans which are continually reviewed and updated. These plans are summarised as follows:

Directorate plans

In October each year a report is presented to the Policy Development Committee which sets out the key drivers for the services (Cabinet commitments, new legislation, service pressures, and so on). This report explains the context of the forthcoming budget and service planning round.

Service plans

Information about how services will deliver our statutory duties and priorities is included in service plans. These plans provide basic resource information, such as number of staff and financial status, and show how each service contributes to our priorities. More importantly they set out the key issues for the future and reflect the risks facing each service and the council. Service plans are also a vital tool in delivering the Workforce Development Plan for staff, showing existing delivery

plans and also allowing teams to identify future staffing issues. Information relating to our statutory duties in respect of equality, data quality and the duty to involve is also included.

Performance Development Review

A key part of our performance management framework is the Performance Development Review (PDR) process for all staff resulting in action plans and performance development plans which are reviewed twice a year. Through this process, staff demonstrate how their work links to the achievement of our priorities. The process also allows each team to produce a learning and development plan for its staff.

Our corporate planning cycle

Diagram 1 above is a useful way of showing how priorities and key drivers are translated into the detailed plans for everything we do. However, in practical terms, our framework works on an annual cycle. This allows political priorities to inform budgets, the performance of services to inform priorities, and so on. Diagram 2 shows how this cycle works.

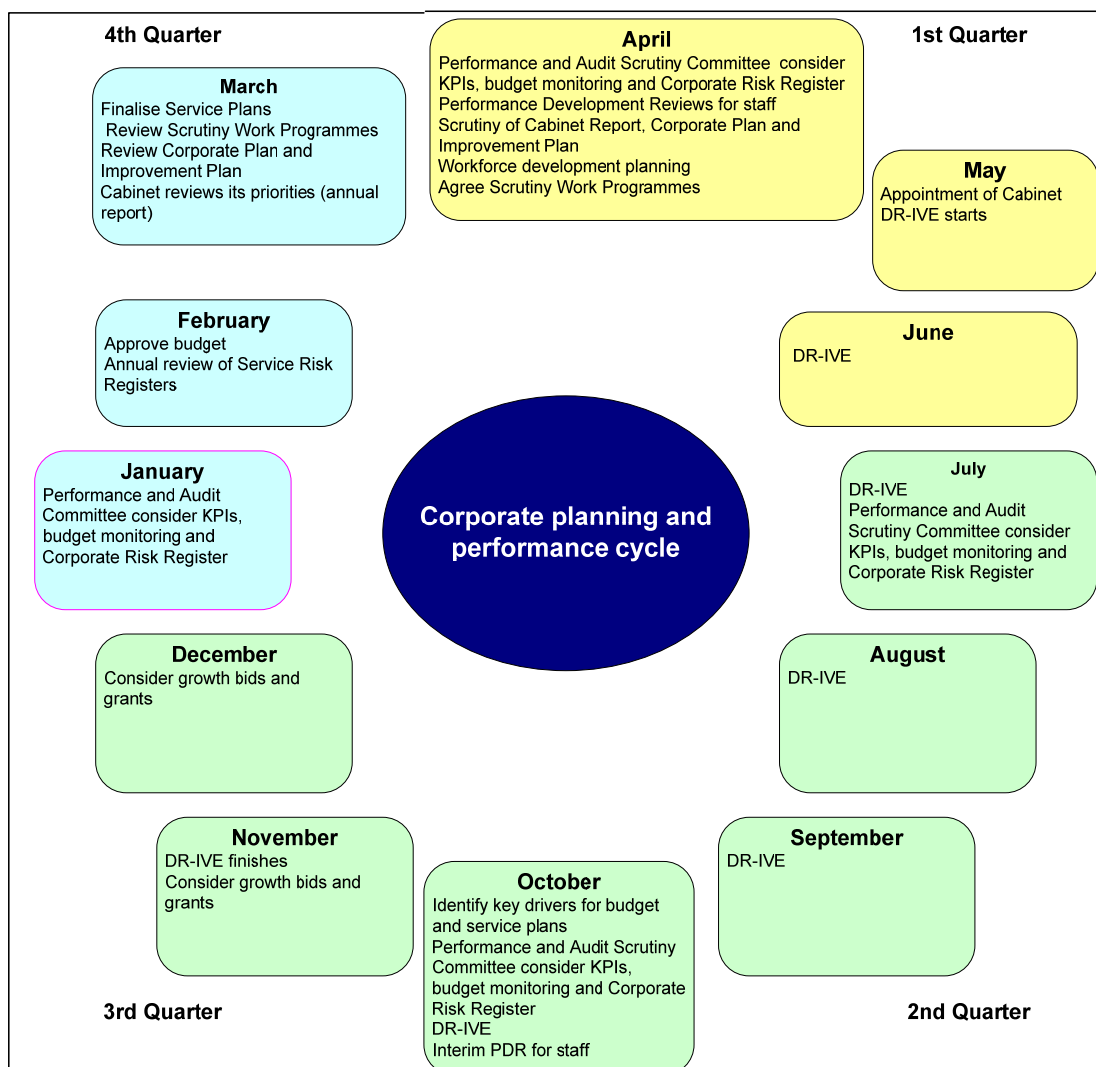


Diagram 2 the Corporate Planning Cycle

Resourcing and delivering our priorities

Our budgets and service plans reflect our priorities, as well as our legal duties. However, we take seriously our responsibility to the local taxpayer, and our duty to provide the many services upon which the community depends. Therefore, our priorities, and specifically the Cabinet's commitments, have to be realistic in terms of raising expectations and ensuring value for money. This means that we can only focus *new* energy and resources in a limited number of places at any one time.

It is not possible to achieve all of our priorities in a single year; delivery of some of the more complex initiatives will take several years. We will also continue to work with others to meet the challenges facing our borough.

Purpose of the five year model

Our latest-approved five year model is attached at Appendix B. It gives a strategic overview of our financial standing over a rolling five year period. It is used as a tool to project the future demands on our finances and identify the level of recurring savings that need to be achieved if we were to maintain the current level of council tax and realise all of the assumptions built into the model.

Assumptions within the model

The model includes a number of key assumptions, listed below. Failing to deliver any of these assumptions has an immediate impact on the bottom line of the model for that year, and future years. The assumptions in the attached plan are:

- 4% growth on year-on-year income and expenditure
- 5% loss of housing benefit/council tax admin grant for 2009/2010 and 2010/2011, then 4% on this sum from 2011/2012
- Provision for new revenue proposals (i.e. growth) and the impact of previous year's savings (DR-IVE)
- Revenue effects of the capital programme expenditure, and income from the asset disposal programme
- Other cashflow activity affecting the level of interest achieved on our investments
- Estimated collection fund surplus and inclusion of the revenue support grant

The model is a constantly changing, and its users should be mindful of this fact. There are many elements that can affect the overall bottom line (both favourably and unfavourably) and these elements change on a regular basis. The model therefore is always updated prior to being used for substantive pieces of financial analysis, and is updated and reviewed internally by the corporate management team every month.

Corporate priorities – links to Cabinet Commitments, Improvement Plan, Vision 2025 and LAA

The following sections illustrate how our work is driven by our four priorities. For each of the priorities we will show the key drivers and how we intend to meet the specific challenges facing our borough.

1. Raising corporate standards and efficiency	
Our short-term focus	
Cabinet Commitments	
Commitment	Key activities for 2009/10
1. Continue to improve efficiency and value for money	<ul style="list-style-type: none"> • Sustainable and affordable Council Tax; • promote appropriate integration, partnership working and related efficiencies; • continue to develop staff and councillors.
Council Improvement Plan	
<p>The Council Improvement Plan for 2009/2010 is divided into the following themes:</p> <ul style="list-style-type: none"> Theme 1: improving customer service and performance Theme 2: communities and place shaping Theme 3: improving partnership performance 	

2. Improving the safety and well being of the community

Our short-term focus

Cabinet Commitments

Commitment	Key activities for 2009/10
3. Reduce crime and disorder	<ul style="list-style-type: none"> With partners, implement the Community Safety Partnership action plan.

Our long-term vision for St Edmundsbury

St Edmundsbury 2025

Health, social care and safety - In 2025, St Edmundsbury will be a place

- which has one of the healthiest resident populations in the country
- with a nationally renowned hospital
- where local support networks are on hand to provide emotional and physical wellbeing
- with an excellent range of opportunities and access for people with disabilities
- where measures are in place to allow an ageing population to remain in their own homes for longer
- which is one of the safest boroughs in England

Housing - In 2025, St Edmundsbury will be a place

- which has a range of affordable housing
- where redundant town centre properties can be developed quickly for residential use
- where all new homes are built to a high standard of design with sustainability features.
- where innovative design solutions to new housing are encouraged
- where first time buyers are able to buy homes in their own communities

Leisure and culture - In 2025, St Edmundsbury will be a place

- where its distinctive cultural heritage and range of quality accommodation help to attract visitors all year round.
- where the wide range of accessible leisure and cultural facilities on offer provide opportunities for the community
- where schools and colleges are active in assisting providers to determine future leisure and cultural facilities
- where all residents live within walking distance of recreational and countryside activities
- which contributed to and continues to benefit from opportunities arising from the 2012 Olympic Games
- where cultural activities are valued and contribute to wider social wellbeing through the promotion of good health, community cohesion and positive social behaviour
- with a vibrant and safe evening economy and outdoor café culture in Bury St Edmunds and Haverhill.

Our shared vision for West Suffolk

West Suffolk Community Strategy – Strategic Priorities

- Encourage achievement in children and young people.
- Make Western Suffolk a safer place and build a stronger community.
- Reduce avoidable early deaths by providing education and support on health and wellbeing.
- Alleviate poverty and reduce health inequalities.

Our shared ambition for Suffolk

Local Area Agreement targets (targets to be amended following the LAA refresh)

Priority	Indicators	Baseline	LAA Improvement Target		
			08/09	09/10	10/11
Children & Young People	NI 91: Participation of 17 year olds in education or training		'In negotiation'		
Stronger &	NI 30: re-offending rate of		'In negotiation'		

safer communities	prolific and other priority offenders				
Stronger & safer communities	NI 32: Addressing repeat incidents of domestic violence	Target setting deferred nationally			
Stronger & safer communities	NI 111: First time entrants to Youth Justice System aged 10-17	'In negotiation'			
Stronger & safer communities	NI 19: Rate of proven re-offending by young offenders	Target setting deferred nationally			
Stronger & safer communities	NI 8: Adult participation in sport and active recreation	19.8%	21.8%	23.1%	24.3%
Children & Young People	NI 51: Effectiveness of child and adolescent mental health (CAMHs) services	13	13	-----	-----
Children & Young People	NI 56: Obesity in primary school age children in year 6	'In negotiation'			
Children & Young People	NI 112: under 18 conception rate	37.5 per 1000	-31%	-38%	-45%
Adult Health & Well being & tackling exclusion & promoting equality	NI 121: Mortality rate from all circulatory diseases at ages under 75	68.68	61.50	58.40	55.70
Adult Health & Well being & tackling exclusion & promoting equality	NI 123: Stopping smoking	'In negotiation'			
Adult Health & Well being & tackling exclusion & promoting equality	NI 135: Carers receiving needs assessment or review and a specific carer's service or advice and information	'In negotiation'			
Adult Health & Well being &	NI 141: Percentage of vulnerable people	65.65%	65.00%	68.00%	70.00%

tackling exclusion & promoting equality	achieving independent living				
Adult Health & Well being & tackling exclusion & promoting equality	NI 124: People with a long-term condition supported to be independent and in control of their condition	Target setting deferred nationally			
Adult Health & Well being & tackling exclusion & promoting equality	NI 125: Achieving independence for older people through rehabilitation/intermediate care	'In negotiation'			
Adult Health & Well being & tackling exclusion & promoting equality	NI 145: Adults with learning disabilities in settled accommodation	'In negotiation'			
Stronger & safer communities	NI 2: percentage of people who feel that they belong to their neighbourhood	Target setting deferred nationally			
Stronger & safer communities	NI 4: percentage of people who feel they can influence decisions in their locality	Target setting deferred nationally			
Children & Young People	NI 110: Young people's participation in positive activities	Target setting deferred nationally			
Non-Designated targets					
Local target	Increased numbers of people in volunteering in: <ul style="list-style-type: none"> • Black and minority ethnic communities • Supported volunteering • Young people • Older age groups • Culture and sport Measure formal (F) & informal (I) volunteering	(F) to be established in year one			(F) +10%
		1:500			1:550

Local target	Access – basket of two indicators: a) extended schools b) travel to work	54%	-----	-----	100%
		32.5%	33.5%	35.5%	37.5%
Local target	Percentage of people with mental health problems who are offered low intensity interventions	'In negotiation'			
Local target	Progressively increase the number of older people reporting that they feel their home is a safe environment	To be set in year one			
Local target	Number of serious violent crimes committed in a public place where alcohol and substance misuse was a contributory factor	1352	1284	1270	1256

3. Securing a sustainable and attractive environment

Our short-term focus

Cabinet Commitments

Commitment	Key Activities for 2009/10
2. Shape the future development of the Borough and the wider area	<ul style="list-style-type: none"> Through the policy framework balance growth with the need to retain and preserve the character of the area; promote the area as a tourism, shopping, and leisure destination;
Haverhill	<ul style="list-style-type: none"> masterplan implementation and impact management; promotion of Haverhill as a centre of business and manufacturing excellence.
Bury St Edmunds	<ul style="list-style-type: none"> maximise the social and economic benefits of the town centre developments;
Rural services	<ul style="list-style-type: none"> continue to implement the rural action plan;
Clean and Green	<ul style="list-style-type: none"> appropriate actions to mitigate for and adapt to climate change; promote sustainable and carbon neutral development.

Our long-term vision for St Edmundsbury

St Edmundsbury 2025

Sustainable environment - In 2025, St Edmundsbury will be a place

- where communities work together to reduce waste and litter, conserve resources and make their settlements sustainable and attractive.
- which is an international leader in resource efficiency
- which is supporting innovative research into alternative technologies
- which values, protects and enhances the distinct landscapes and biodiversity of the borough
- which has successfully retained and enhanced its built and natural heritage and environment.
- where people have access to and use a sustainable integrated transport system
- where best environmental practice is commonplace in all organisations
- where communities and businesses have benefited from adopting a low carbon approach to energy
- which has adapted and mitigated the effects of climate change
- which has successfully developed home-grown businesses supplying local produce and products
- where the principles of sustainable design, location and construction are commonplace in all new developments.

Our shared vision for West Suffolk

West Suffolk Community Strategy – Strategic priorities

- Make West Suffolk a safer place and build a stronger community
- Protect our natural and built environment and local biodiversity and ensure sustainable development

Our shared ambition for Suffolk

Local Area Agreement targets (targets to be updated following LAA refresh)

Priority	Indicator	Baseline	LAA Improvement Target		
			08/09	09/10	10/11
Local economy & environmental	NI 186: Per capita reduction in CO2 emissions in the LA	8.5 tonnes/capita	-4%	-8%	-12%

sustainability	area				
Local economy & environmental sustainability	NI 188: Planning to adapt to climate change	Level 0	Level 1	Level 2	Level 3
Local economy & environmental sustainability	NI 193: Percentage of municipal waste land filled	'In negotiation'			
Local economy & environmental sustainability	NI 154: Net additional homes provided (IBC, SEBC, SCDC, BDC only)	Total: 2204			6375
Non-Designated targets					
Local target	Increase the percentage of County wildlife sites under active conservation management				50%
Local target	Increase the number of affordable homes commencements on site across Suffolk (gross)				3236

4. Creating a prosperous local economy

Our short-term focus

Cabinet Commitments

Commitment	Key activities for 2009/10
5. Respond effectively to the recession	<ul style="list-style-type: none"> • Provide support for advice around debt, fuel poverty and housing; • develop an action plan to help the local economy come out of recession; • encourage take-up of benefits and small business rates relief; • where requested, pay small and medium suppliers within 20 days; • continue to implement the Council's economic development strategy including re-investing LABGI funds.

Our long-term vision for St Edmundsbury

St Edmundsbury 2025

Economic success and skills - In 2025, St Edmundsbury will be a place

- where unemployment will be below national levels and gross average earnings will be above the national average;
- where the rural economy is thriving with an increase in small local industry and diversification resulting in an increase in employment and improved services;
- where new enterprise and existing firms are encouraged to grow through attracting inward investment;
- which is an international tourism destination with the town centres of Haverhill and Bury St Edmunds containing a thriving mix of retail, professional services, cultural outlets and hotels;
- which has a nationally recognised higher education system linked to a thriving University Campus for Suffolk;
- with an appropriately skilled, productive, trained and adaptable workforce and where there are strong links between the education sector and local industry;
- where commercial sites and premises are readily available for new and existing businesses;
- where school and college provision is of the highest quality with all residents having access to facilities for lifelong learning;
- with the necessary supporting infrastructure to allow businesses, services, and the education sector to thrive.

Transport - In 2025, St Edmundsbury will be a place

- where all businesses will be able to offer their employees a personalised travel plan based on available sustainable transport options;
- with an integrated transport system that allows everyone quick and easy access to their chosen destination;
- where all sectors of the community have access to a high quality, reliable, affordable and frequent public transport network;
- where its second largest town of Haverhill is thriving and car commuting is reduced due to the availability of fast and frequent public transport links, including a rail link between Haverhill and Cambridge;
- where pedestrians and cyclists have priority in all village and town centres to promote healthy and safe exercise;
- where flexible start and finish times for schools and businesses and an increase in home-working have reduced traffic congestion in the towns at peak times;
- where the current capacity issues related to the A14 intersection have been addressed as part of a wider sustainable transport strategy for the East of England region.

Our shared vision for West Suffolk

West Suffolk Community Strategy – Strategic Priorities

- Enable a prosperous, sustainable economy
- Encourage sustainable tourism
- Improve skills and learning opportunities

Our shared ambition for Suffolk

Local Area Agreement targets (targets to be amended following LAA refresh)

Priority	Indicator	Baseline	LAA Improvement Target		
			08/09	09/10	10/11
Local economy & environmental sustainability	NI 166: Median earnings of employees in the area		'In negotiation'		
Local economy & environmental sustainability	NI 172: Percentage of small businesses in an area showing employment growth		Target setting deferred nationally		
Local economy & environmental sustainability	NI 163: Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level two or higher	65.5%	-----	-----	+7%
Local economy & environmental sustainability	NI 165: Proportion of population aged 19-64 for males 19-59 for females qualified to at least Level four or higher		'In negotiation'		
Non-Designated targets					
Local target	Increase the percentage of employment (FTE total) in Suffolk's key sectors	26.9%	27.9%	28.9%	29.9%
Local target	Increase cultural participation in Suffolk (mean average as defined in NI9, 10 & 11 for Libraries, the Arts and Museums)	To be established in October 2008	+1.5%	+3.0%	+4.5%

Corporate Plan Appendices

A. 2008/09 Summary of Accounts
(Will be available in due course)

B. Five-Year Financial Model (Medium term
financial strategy)

C. Performance of NIs in 2008/09 and targets
for 2009/10 – performance and ambition of NIs
will be shown as a diagram.

(Will be added following discussion at the
Performance and Audit Scrutiny Committee on
27 April 2009)

Headings	Ref No	For illustrative Purposes Only					
		2007/2008 Actual £'000	2008/2009 Projections £'000	2009/2010 Projections £'000	2010/2011 Projections £'000	2011/2012 Projections £'000	2012/2013 Projections £'001
Directorates							
Chief Executive (less investment interest)		1,950	627	4,070	4,948	5,146	5,352
Community		6,433	7,623	6,659	6,965	7,244	7,534
Economy & Environment		4,442	4,093	4,435	4,579	4,762	4,952
Resources (less investment interest)		3,079	3,210	-	-	-	-
Use of support services balances		(470)					
Total of Directorates (excluding interest)	1	15,434	15,553	15,164	16,492	17,152	17,838
Add: 5% pa loss of HB/Ctax Admin Grant for 3 years then added 4% infn					45	47	49
Exceptional items	2	-	-	-	45	47	49
Special transfer to earmarked reserves	3	1,383	780				
Sub total	4	16,817	16,333	15,164	16,537	17,199	17,887
Interest on Balances before effect of Capital Programme		(3,252)	(2,777)	(1,405)	(1,152)	(2,393)	(2,524)
Effect of the Capital Programme:-							
Loss of Interest from capital programme			-	651	774	1,633	1,747
Investment interest	5	(3,252)	(2,777)	(754)	(378)	(760)	(777)
Sub total	6	13,565	13,556	14,410	16,159	16,439	17,110
Revenue effects of capital programme							
Cattle Market Venue					189	197	205
Reduction in Abbeycroft grant 5% PA					(63)	(63)	(62)
Estimated net benefits from capital programme excluding interest	7	-	-	-	126	134	143
New revenue proposals	8	-	-	-	200	408	624
Total Net Expenditure	9	13,565	13,556	14,410	16,485	16,981	17,877
Recurring Savings Targets:							
Year 6	10				(2,455)	(2,553)	(2,655)
Year 7	11					(287)	(298)
Year 8	12						(446)
Total Net Expenditure	13	13,565	13,556	14,410	14,030	14,141	14,478
Transfer to/(from) Reserves	14	(557)	(94)	(919)	(220)	-	-
BUDGET REQUIREMENT	15	13,008	13,462	13,491	13,811	14,141	14,478
Collection Fund Deficit/(Surplus)	16	(53)	(40)	37	38	38	38
Government Grants	17	(6,783)	(6,957)	(7,029)	(7,099)	(7,169)	(7,239)
Amount Charged to Council Tax Payers	18	6,172	6,465	6,499	6,750	7,010	7,277
Tax Base	19	37,107	37,587	37,788	38,088	38,388	38,688
Council Tax at Band D	20	166.32	171.99	171.99	177.21	182.61	188.10
£.p Increase Year on Year	21	4.68	5.67	-	5.22	5.40	5.49
% age Increase Year on Year - after DR-IVE	22	2.9%	3.4%	0.0%	3.0%	3.0%	3.0%
Balances Summary							
Opening Balance	23	3,540	2,983	2,889	1,970	1,750	1,750
Transfer to/(from) General Fund Working Balance	26	(557)	(94)	(919)	(220)	-	-
Closing Balance	27	2,983	2,889	1,970	1,750	1,750	1,750