



Cabinet 28 March 2012

Corporate Plan 2012-2016 (Apr12/10)

1. Summary and Reasons for Recommendations

- 1.1 Attached as Appendix A to this report is the draft Corporate Plan 2012-2016. The draft Corporate Plan sets out what the Council aims to achieve over the next four years. It is based on budget and other consultations held with residents, businesses, organisations, Councillors and staff over the past few months. It also draws on extensive consultation carried out for Vision 2031. The priorities and actions in the draft Corporate Plan set out how, over the next four years, the Council is going to start that 20-year journey.

2. Recommendations

- 2.1 It is **RECOMMENDED** that, subject to the approval of full Council:-

- (1) the Corporate Plan 2012-2016, as contained in Appendix A to Report C412, be adopted; and
- (2) the Policy, Performance and Customer Service Manager, in consultation with the Portfolio Holder for Performance and Resources be authorised to make any minor typographic, factual, spelling and grammatical changes to the Plan, as required.

3. Corporate Objectives

- 3.1 The recommendations meet the following Corporate objectives:-

- (a) Existing Corporate Priority: *'To raise standards and Corporate efficiency..'*; and
- (b) Vision 2031: *'..one Corporate Plan 2012-2016 will support the delivery of Vision 2031'*.

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<p>4. Key Issues</p> <p>4.1 The Council has had a Corporate Plan since 2003. Whilst the Plan has been subject to an annual review, the same four corporate priorities have remained in place. Following the Borough Council's elections in May 2011, it was identified that a review of the Corporate Plan and priorities was necessary due to a number of factors, not least because of the Council's more limited budget, increased focus on localism and the ending of the major capital programme.</p> <p>4.2 Over the last few months, work has been undertaken to develop a new Corporate Plan and the draft Plan was considered by Overview and Scrutiny Committee on 29 February 2012 as part of the consultation exercise. The Committee recommended some changes to wording and these have been incorporated in the Plan.</p> <p>4.3 While Vision 2031 focuses on public aspirations, this Corporate Plan sets out more specifically how, over the next four years, the Council is going to start that 20-year journey.</p> <p>4.4 The Corporate Plan has emerged with three overarching priorities, each with their own commitments and actions. The priorities are:-</p> <ul style="list-style-type: none"> (1) working together for strong, healthy and diverse communities; (2) working together for prosperous and environmentally-responsible communities; and (3) working together for an efficient Council. <p>4.5 The overriding emphasis of the Corporate Plan is 'working together'. The times when one single organisation can deliver something alone are increasingly rare. As in Vision 2031, the Corporate Plan stresses that St Edmundsbury Borough Council will need to work with the public sector (such as Government and Health), partners, businesses, voluntary organisations and residents to deliver what our communities say they want for their future.</p> <p>4.6 For ease of reference, the priorities, commitments and actions will be summarised in a short document. It is hoped that this summarised version will provide a useful reference document for Councillors and staff.</p>
<p>5. Other Options considered</p> <p>5.1 The Council could have retained its existing Corporate Plan. However, it is considered that, given the issues outlined in Section 4.1 above, the adoption of a new Plan is appropriate.</p>
<p>6. Community impact <i>(including Section 17 of the Crime and Disorder Act 1998 and diversity issues)</i></p> <p>6.1 <u>General</u></p> <p>6.1.1 The Corporate Plan sets out the Council's vision which is to: <i>we will work with others to deliver the services and support that communities need to thrive.</i> Communities are at the heart of the Corporate Plan and their views have shaped its content. The Council's priorities focus on delivering actions which will improve support and improve the Borough for the benefit of communities.</p> <p>6.2 <u>Diversity and Equality Impact</u> <i>(including the findings of the Equality Impact Assessment)</i></p> <p>6.2.1 Page 5 of the Corporate Plan outlines the Council's commitment to promoting equality and diversity. Priority One focuses on '<i>strong, healthy and diverse communities</i>'. The Plan also details the Council's statutory duty to publish an equality objective.</p>

- 7. Sustainability Impact** *(including environmental or social impact on the local area or beyond the Borough)*
 7.1 Not applicable.
- 8. Consultation**
 8.1 The draft is based on budget and other consultations with residents, business, various organisations, Councillors and staff undertaken over the past few months as well as drawing on the extensive consultation carried out for Vision 2031.
- 9. Resource implications** *(including asset management implications)*
 9.1 Actions identified to deliver the priorities can be delivered within existing budgets.
- 10. Risk Assessment** *(potential hazards or opportunities affecting corporate, service or project objectives)*

Risk area	Inherent level of Risk (before controls)	Controls	Residual Risk (after controls)
Risk of individual services having below par performance levels.	High	Improving performance central to Corporate Plan, running from Corporate Priorities down through Service Plans to Performance, Development Reviews for individual members of staff.	Low
Possible failure to deliver on the Council's vision due to lack of clarity around priorities. Missing the opportunities to influence the work of partners to take on board Council priorities.	Medium	Strong links between commitments, Corporate Plan and Community Strategy and Vision 2031.	Medium

- 11. Legal or policy implications**
 11.1 There are no legal implications relating to the adoption of the new Corporate Plan. The Plan will help shape the Council's policies over the next four years.

Wards affected	All	Portfolio Holder	Performance and Resources
Background Papers		Subject Area	Corporate Plans and Strategies

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St Edmundsbury
BOROUGH COUNCIL

St Edmundsbury Borough Council

Corporate Plan

2012-2016

Available in alternative formats

April 2012

Contents

Working together for our futures	3
About St Edmundsbury	4
Our vision and values	5
Working together and links with other strategies	6
Our priorities	9
Priority 1: Working together for strong, healthy and diverse communities	9
Priority 2: Working together for prosperous and environmentally-responsible communities	10
Priority 3: Working together for an efficient council	11
Paying for our priorities	12
Measuring our progress	14
Appendix A: Action plan and monitoring progress	15
Appendix B: About St Edmundsbury Borough Council	22
Useful contacts	23

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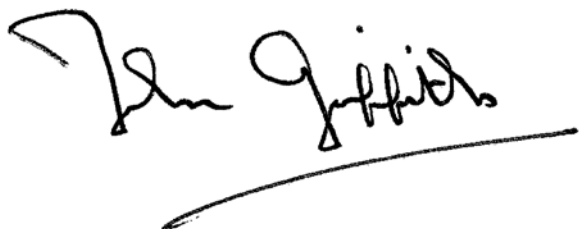
Working together for our futures

This Corporate Plan sets out our vision for the future. It also establishes our priorities and, most importantly, actions that we plan to take over the next four years to help make that vision a reality. And when I say 'our' I do not mean simply St Edmundsbury Borough Council. 'Our' vision comes from the many contributions made by people of all ages and businesses of all sizes across the whole borough. This Corporate Plan aims to incorporate those views and identify necessary and appropriate actions.

Over the past few months we have asked hundreds of people and organisations about how they want their Council Tax spent and what they would like to see put in place over the next 20 years. We also asked them about how they felt we could improve the world we live in here in the west of Suffolk.

One theme runs throughout this document . . . St Edmundsbury cannot change your world without your help – we need to work together.

We – St Edmundsbury – will work with local communities, voluntary agencies, large and small businesses, other councils and public sector bodies, individuals . . . anyone who wants to make a difference to the world around them. Please read this Corporate Plan and help us to deliver the services and support that communities need and deserve.

A handwritten signature in black ink, reading "John Griffiths". The signature is written in a cursive style and is positioned above a horizontal line that extends to the right.

Cllr John Griffiths

Leader, St Edmundsbury Borough Council

About St Edmundsbury

Set in the heart of the eastern region, St Edmundsbury is a comparatively prosperous and safe place with wide open country areas and two thriving market towns.

Bury St Edmunds has been a prosperous town for centuries, with its market and Georgian architecture, shops, leisure and cultural facilities a draw. It is also a tourism centre, known for its medieval streets and stunning parks and floral displays.

Haverhill, our second largest town, has a different background – its prosperity declined with the textile trade. However, its population quadrupled in a few decades through London overspill, and with the people came manufacturing, technology and other jobs making the town a thriving centre for a range of industries.

Our rural areas range from small populations of around 30 to parishes with over 2000 people. The rural areas are valued for the quality of the countryside and the sense of community that living in a village can bring. However, as with many rural areas, there are some villages with no local facilities, problems with high house prices, poor public transport and few employment opportunities.

Whilst many parts of our borough benefit from a good quality of life, we do experience problems like elsewhere in the country. We have an ageing population, pockets of real poverty and health deprivation. The difference in life expectancy between different parts of the borough is as much as ten years. Rural isolation is also an issue, especially when it comes to access to transport or facilities such as post offices and shops. We also face problems such as gaps in key skills, low wages, high housing costs and the same social and anti-social behaviour problem as any other mainly rural area.

To find out the latest statistics about St Edmundsbury, visit the Suffolk Observatory – www.suffolkobservatory.info. On this website you will find statistics on a whole range of issues relating to population, educational achievement, employment, health and many more.

Our vision and values

Our vision

“we will work with others to deliver the services and support that communities need to thrive.”

This vision has been distilled from comments made by the many people we consulted over the past few months about their views of the borough’s future and how they want their money spent.

Our values

Everything we do is aimed at delivering our vision but the way we deliver services is equally important to us. We have therefore adopted a set of values which we apply across all our activities.

We want to be a council which, working in partnership wherever possible:

- ◆ is accountable and accessible;
- ◆ is committed to promoting equality and diversity;
- ◆ is focused on, and responsive to, people’s needs;
- ◆ manages resources, information and data effectively and transparently;
- ◆ provides value for money;
- ◆ strives for improvement; and
- ◆ values and invests in staff and councillors to improve their skills.

Our priorities

The challenge is to turn the vision you have helped us to develop into benefits that you can see and feel. To establish a clear focus we have three priorities.

Priority 1: Working together for strong, healthy and diverse communities

Priority 2: Working together for prosperous and environmentally-responsible communities

Priority 3: Working together for an efficient council

These priorities reflect the character of the borough, analysis of statistical information and, crucially, the views of our different communities.

To help us deliver these priorities, we have also identified commitments and a number of actions. You can find out more about these priorities, commitments and actions later on in this document.

Working together and links with other strategies

We cannot deliver the priorities on our own. That's why each of our priorities starts with the phrase 'working together'. This doesn't just mean different teams in the council working together; it also means working with our communities and with partners in other organisations such as the police, health, other councils and with the voluntary and community sectors. The impact we can make on our own may be small, but by working with others we will create much bigger ripples which reach further.

This Corporate Plan links with a number of other strategies, all of which help to shape the future of the borough. This section of the Corporate Plan provides an outline of some of these strategies. Diagram 1 (page 8) illustrates these links.

Vision 2031

Vision 2031 brings together the high level design of St Edmundsbury's services with the way land is used within the borough to make sure we have enough jobs and homes.

Many people have come together to say what they expect to see in 20 years' time, and how St Edmundsbury could help to achieve those expectations.

Some years ago, also by working together with many local people, St Edmundsbury developed Vision 2025, which looked at the borough's future. Vision 2031 is an update of that document and it will become part of our Local Development Framework – a document required by law which sets out our future planning policy.

Vision 2031 has three main elements covering Bury St Edmunds, Haverhill and the rural areas. Each element captures the varied views expressed in ten themes which cover the broad spectrum of life within our borough.

These ten themes are:

1. Homes and communities
2. Jobs and economy
3. Travel
4. Sustainability and climate change
5. Crime and safety
6. Infrastructure and services
7. Culture and leisure

8. Health and well-being
9. Education and skills
10. Historic and natural environment

Each theme contains a number of aspirations for 2031. However, Vision 2031 isn't just about the future; it's about how we get there. Alongside each of the aspirations is a list of actions. There are hundreds of actions in total, many of which will need a wide range of organisations working together to achieve them. This Corporate Plan sets out how, over the next four years, we are going to start this 20-year journey towards our Vision.

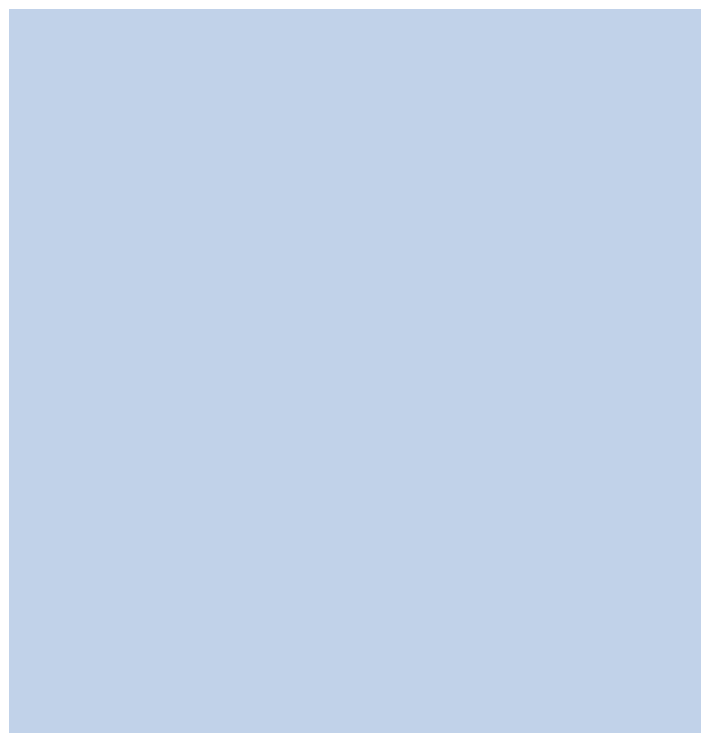
West Suffolk Community Strategy

The West Suffolk Local Strategic Partnership (WSLSP) has been a key partnership for us bringing together public, voluntary and private sector partners across the Borough, Forest Heath and the western part of Babergh district. The WSLSP developed a West Suffolk Community Strategy, which was last updated in 2009 and focused on the following objectives:

- ◆ maximising the potential of all children and young people;
- ◆ developing and maintaining a safe, strong and sustainable community;
- ◆ creating and supporting healthier communities;
- ◆ developing a prosperous and sustainable economy; and
- ◆ supporting work to address environmental issues.

The partnership has played an important community leadership role in bringing together a wide range of groups with an interest in West Suffolk to work together in support of these objectives.

Babergh District Council left the partnership in January 2012 and a review was undertaken of the partnership's purpose, membership and remit. In February 2012 the WSLSP was dissolved and replaced with the West Suffolk Partnership (WSP). The WSP is made up of three elements: (i) a strategic group which will bring together leaders from the public sector, business, voluntary, community and faith groups; (ii) an operational group to support the strategic group; and (iii) a network which is open to all to join and which provides a channel for all partnership across West Suffolk, from very local voluntary and community groups, parish



councils through to large groups and public partners to come together and communicate with the strategic leaders of the area to inform how they lobby for West Suffolk and seek funding.

The WSP has identified that the common priorities of all its partners are a shared interest in developing and maintaining safe, strong and sustainable communities whilst also delivering value for money and improving efficiency. The WSP will build on these areas of common interest and look to achieve greater community involvement in the design, decision-making and delivery of services offered by the partner organisations.

Suffolk Community Strategy

Although the Suffolk Strategic Partnership no longer meets, the Suffolk Community Strategy developed during 2007 remains in place and informs work across the county. It has four themes:

- ◆ a prosperous and vibrant economy;
- ◆ learning and skills for the future;
- ◆ the greenest county; and
- ◆ safe, health and inclusive communities.

It also has a number of cross-cutting principles which inform the way the four themes are delivered. These cover housing, cohesion, active citizenship, access and opportunities for all and participation in culture and sport.

Suffolk Wellbeing Board

A Suffolk Wellbeing Board has been established. The Board seeks to bring together key partners across the county to share intelligence and data, contribute to a joint strategic needs assessment of the health challenges for the county and then seek to deliver services to address health inequalities and improve both the health and life opportunities of those in the county. District councils have four seats on the Board, with St Edmundsbury and Forest Heath sharing a place. Over time this board should have a major influence on how St Edmundsbury, the WSP and other partners address health issues locally.

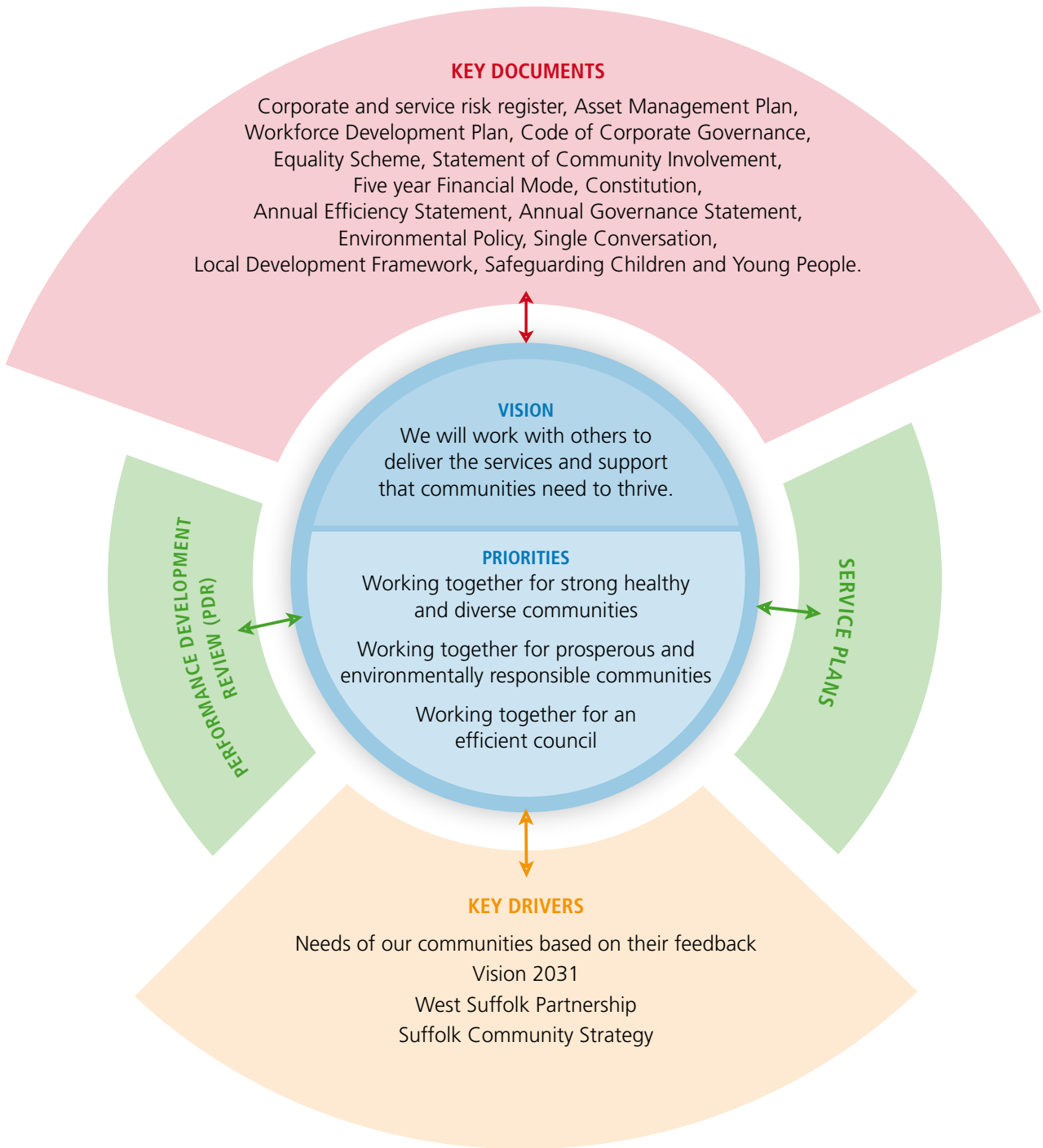
Our equality objective

As outlined earlier, one of the values which guides our work is our commitment to promoting equality and diversity.

From April 2012 we will publish an equality objective. The purpose of this objective is to help us meet our statutory equality duty to: (i) eliminate discrimination, harassment and victimisation; (ii) advance equality of opportunity; and (iii) foster good relations between different people. The equality objective helps us to focus attention on the priority equality issues in the borough and will help us to deliver improvements.

We have identified young people, especially those living in rural areas, as our equality objective. We know that access to facilities and activities is very difficult for many. We know this because of our engagement with young people, and the wider community. Over many years now, improving activities for young people has been seen as a key issue for our communities.

We have, therefore, identified within priority 1 'working together for strong, healthy and diverse communities' an action to 'support young people to create and maintain their own facilities and activities'. This is our equality objective for the next four years, but it will be monitored and reviewed each year. Details of how we measure this objective can be found in our action plan (Appendix A).



Our priorities

Priority 1: Working together for strong, healthy and diverse communities

Why this is a priority

Having somewhere safe and affordable to live is fundamental to people's well-being and, unsurprisingly, is always seen as the most important issue in residents' surveys. As is the case in many parts of the country, it can be difficult for many people to buy their own home in the borough, and we have also seen rises in the cost of renting. This presents a challenge for us, as does the need to ensure that people are able to live independently in their old age. We are a safe borough, but need to work with our communities to ensure that crime remains low and that fear of crime doesn't impact on people's lives. Whilst we are a fairly affluent borough, there are pockets of deprivation and we need to ensure that we can improve people's access to our services, and those provided by other organisations, to improve their life opportunities. Our cultural, leisure and sporting facilities can have an enormous positive impact on people's physical and mental health and well-being.

That's why, over the next four years we will work with others to:

(a) increase the availability of low-cost homes.

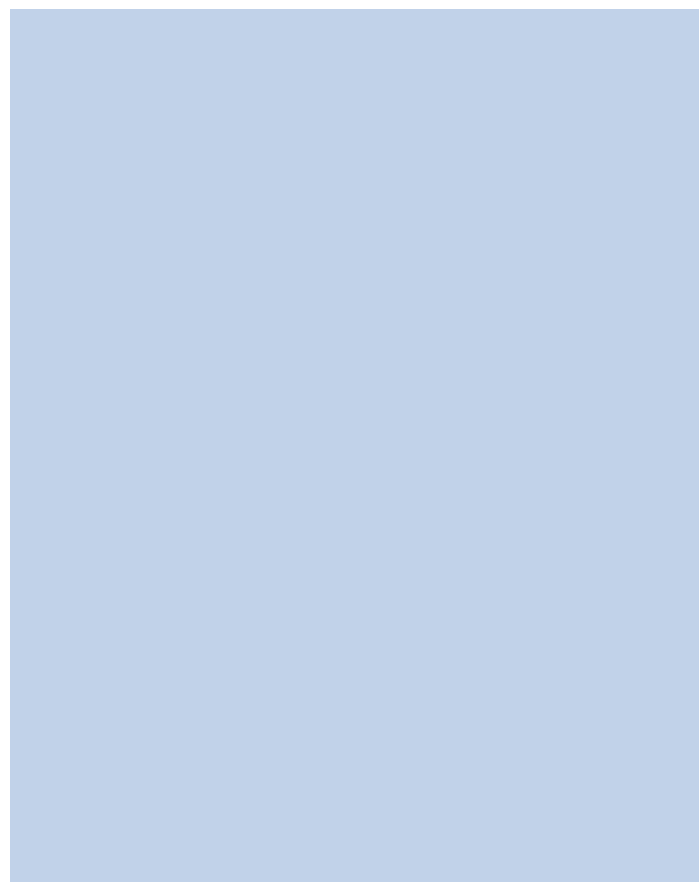
We will work with others to:

- ◆ find innovative ways to help people find homes;
- ◆ work with private landlords to offer cheaper rents and provide more homes for homeless families;
- ◆ increase the housing supply by supporting private sector and housing associations to build new homes and improve existing ones;
- ◆ encourage the best use of homes within the borough.

(b) reduce crime and the fear of crime.

We will work with others to:

- ◆ encourage people to play an active role in keeping their communities safe;
- ◆ support efforts to stop crime happening.



(c) improve life opportunities.

We will work with others to:

- ◆ develop apprenticeship schemes;
- ◆ build capacity – the ability to become more self-reliant - and increase confidence within communities;
- ◆ support young people to create and maintain their own facilities and activities.¹

(d) improve people's physical and mental health.

We will work with others to:

- ◆ encourage wider access to physical and cultural activities and promote healthy lifestyles to benefit as many as possible;
- ◆ promote cultural, sporting and leisure opportunities to all ages and abilities;
- ◆ have a strong voice on the Health and Wellbeing Board to help achieve a healthy population;
- ◆ support measures to increase affordable warmth to householders;
- ◆ reduce the level of environmental pollutants (noise, contaminated land and air and water quality) that impact on the health of the population.

¹ This is our statutory equality objective

Priority 2: Working together for prosperous and environmentally-responsible communities

Why this is a priority

We want our local economy to thrive and prosper and provide jobs that people want. Attracting new investment and retaining and strengthening existing business is key to ensuring the future prosperity of the borough. We want to encourage wider use by communities of the many facilities in the area and we know that people value the natural and built heritage of the borough, so we need to work hard to retain and enhance that.

That's why, over the next four years we will work with others to:

(a) encourage inward investment and support local business development.

We will work with others to:

- ◆ lobby for superfast broadband in rural areas;
- ◆ support the Suffolk Business Park development;
- ◆ encourage the delivery of a Haverhill Research Park;
- ◆ work with local economic partnerships to secure inward investment that will support local jobs;
- ◆ ensure the viability of our town centres and promote the individuality of our towns and rural areas, especially through support for our markets and tourism;
- ◆ use the apex to complement other facilities in the borough and develop the space for both cultural and commercial activities.

(b) make the best use of community facilities.

We will work with others to:

- ◆ assist the transfer of community facilities to community ownership;
- ◆ maintain strong rural communities;
- ◆ support increased access to public buildings such as school, sports and other community facilities.

(c) enhance and protect our environment and heritage.

We will work with others to:

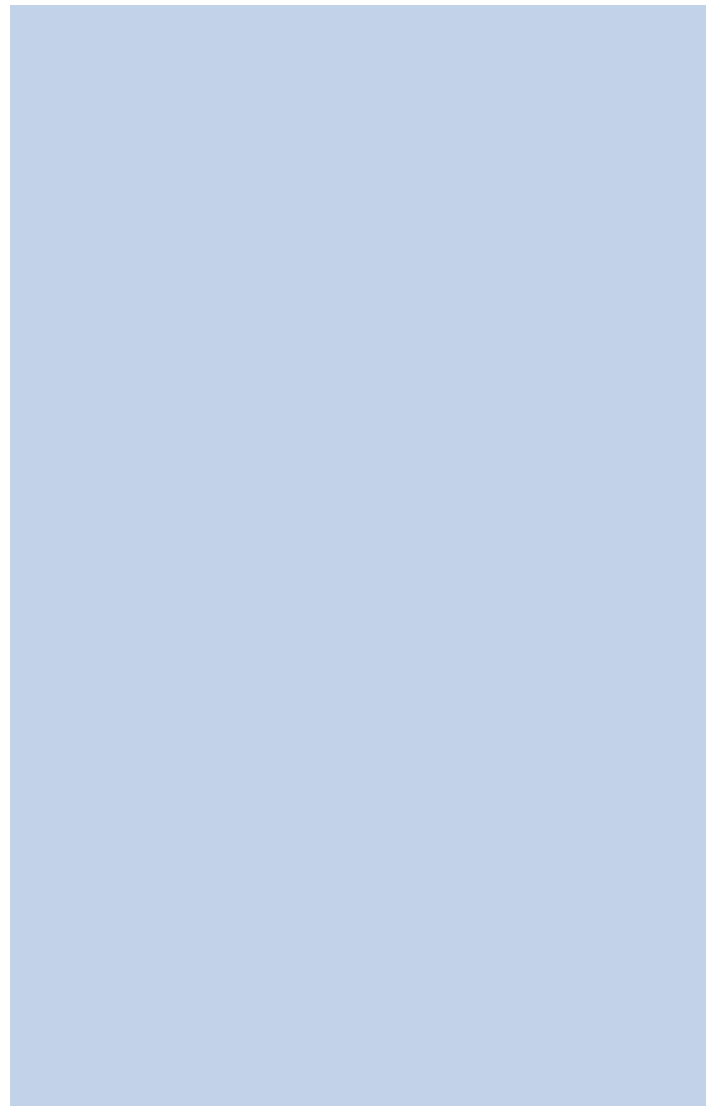
- ◆ maintain high levels of cleanliness;
- ◆ encourage less waste and more recycling;

- ◆ encourage people to reduce their energy use and water use and generate their own renewable energy;
- ◆ use our influence, alongside our regulatory and statutory powers, to protect our built and natural environment, rural and urban heritage and resources.

(d) support sustainable transport options.

We will work with others to:

- ◆ seek improvements to roads and other transport;
- ◆ ensure sufficient walking and cycling routes are provided, where appropriate, as part of the planning process.



Priority 3: Working together for an efficient council

Why this is a priority

Like many organisations, and indeed many households, we have to manage with less money at the same time as seeing our costs rise and demand on some services increasing. We've done well over the past four years and saved £5.3 million. Over the next three years, we have to save a further £4.1 million. The budget consultation held in 2011 gave us a clear understanding of where people want us to make savings or increase income. It will be a challenge, but we will find savings and work more efficiently by merging our staffing structures with our neighbouring authority, Forest Heath District Council. We'll also look for ways of reducing the resources we use and opportunities to identify money which can be spent in the borough.

That's why, over the next four years we will:

(a) create unified, coherent and accessible service delivery across West Suffolk.

We will:

- ◆ engage with staff and councillors to create a unified staff structure with Forest Heath District Council;
- ◆ ensure customers continue to receive high quality cost-effective services;
- ◆ put customers at the heart of our service redesigns.

(b) continue to make efficiencies to meet our annual savings targets.

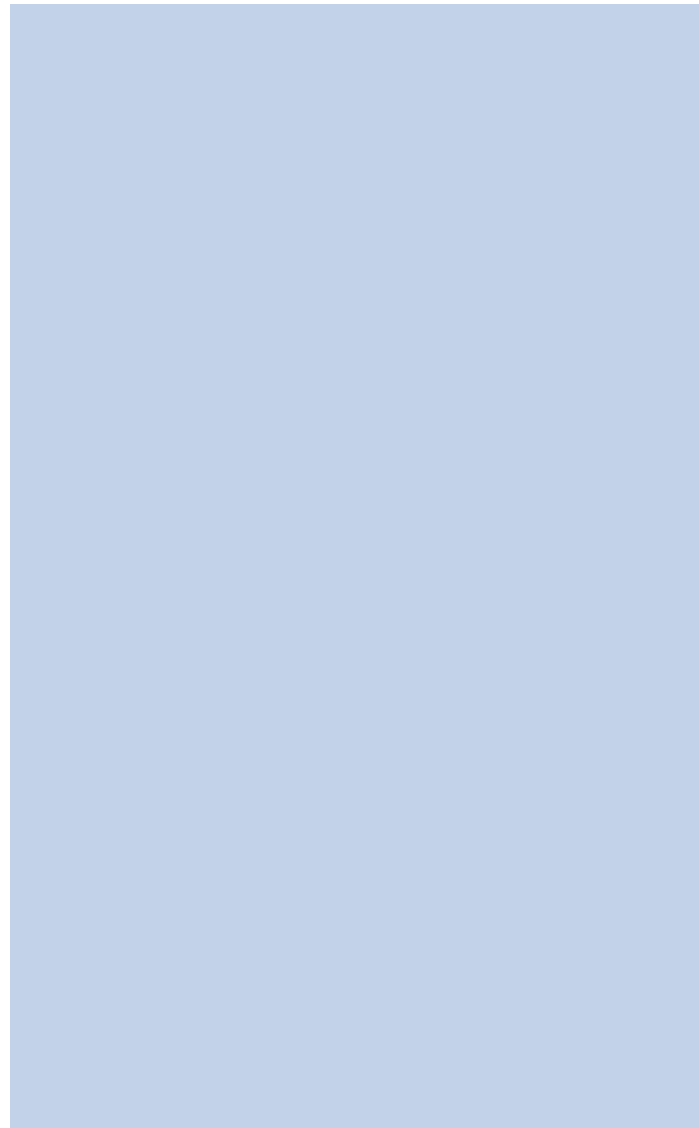
We will:

- ◆ reduce energy and water use in council buildings, and make the best use of technology;
- ◆ continually challenge our costs so we can set realistic annual budgets that take account of the economic climate.

(c) develop staff and councillors' skills.

We will:

- ◆ ensure our staff take opportunities to learn so we use best practice to maintain the high quality of our services;



- ◆ provide our councillors with the skills they need to be champions within their communities, especially through promoting engagement in democracy and localism.

(d) proactively target external funding and look to generate more income where appropriate.

We will:

- ◆ support communities to access external funding;
- ◆ continually look for external funding sources to supplement the council's own budgets.

Paying for our priorities

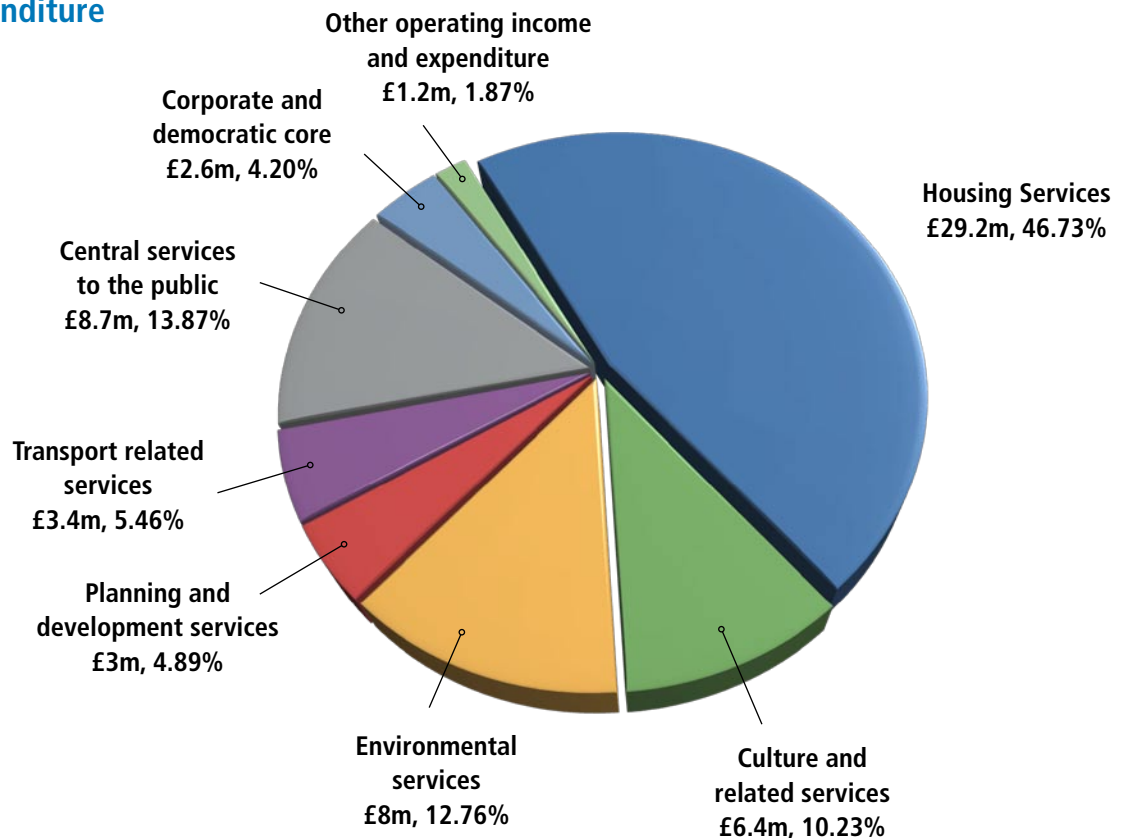
If our priorities are to be achieved, they need to be resourced. Our expenditure in 2012/2013 is £62.5 million, down from £63.3 million in 2011/2012.

Our expenditure and income for 2012/2013 is shown in these charts. Our funding was cut by 26% in 2011/2012 and a further 13% in 2012/2013. Added to that, inflation continues to run at a significantly higher level than the government target of 2%, which creates huge pressures on our costs. This scale of cuts and cost pressures is unprecedented, and we have had to change the way in which we work to ensure that we continue to deliver great services. A key part of our response has been to form a partnership with Forest Heath District Council. Through this partnership we will save in excess of £1.3m over two years. We ensure our staff work in the most efficient way possible in order to deliver the best value for money.

St Edmundsbury is no stranger to budget cuts. We have saved approximately £1m each year for the last 7 years. And we have worked hard to ensure that the council is financially secure, which has meant we have not had to make any knee jerk reactions.

Our expenditure is split into a number of service areas, which are set out below.

St Edmundsbury Expenditure £62.5m



Much of the expenditure left is funded either by direct government grants, for example, all of housing benefit payments we make are directly refunded by the government. Other areas of expenditure are funded by income we collect through fees and charges, rents, interest or use of other reserves. Once all of these sources of income and expenditure have been matched against each other, the remaining gap is our 'budget requirement', and this is funded by council tax, and a general government grant. The budget requirement is approved annually by our councillors in February. For 2012/2013, the budget requirement, sometimes known as the 'net' budget, is £11.74 million.

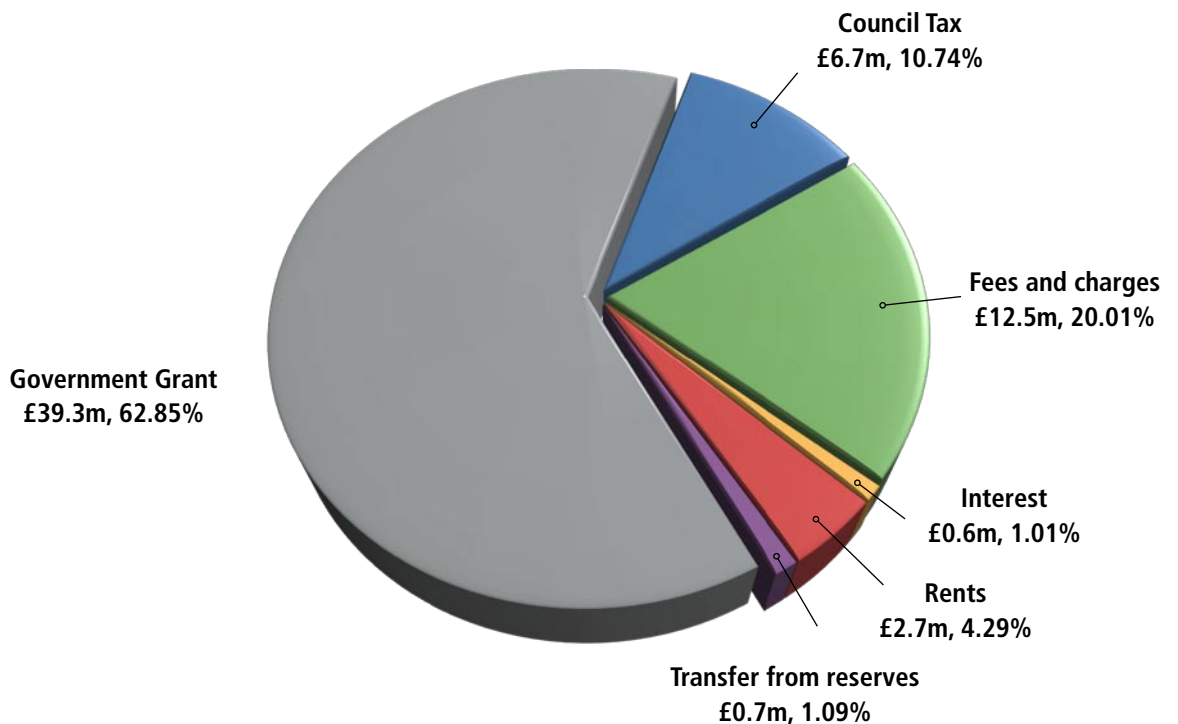
Listening to our residents about our budget

In September 2011, we launched a budget consultation exercise which asked residents for their views and ideas on where we can – and should – make savings and generate income and how money should best be spent. Their views helped councillors make decisions about the budget.

Asked about where savings could be made or income generated, our residents said:

- ◆ retain CCTV monitoring;
- ◆ introduce car park charges in some areas;
- ◆ cut costs by sharing services with others;
- ◆ transfer ownership of some community centres;
- ◆ introduce more web-based services;
- ◆ maintain standards of planting; and
- ◆ maintain a Tourist Information Centre but explore possibilities of changing the location.

St Edmundsbury Income £62.5m



Measuring our progress

Performance management helps organisations to improve the way they work. It is about setting and monitoring the achievement of our priorities, and getting the correct focus, leadership and culture in place.

The measurement of success and effectiveness in meeting our priorities is provided through our performance management framework which includes, amongst other things, quarterly reporting of our key performance indicators (KPI) and budget monitoring.

We have already identified a number of performance measures in the attached action plan (appendix A). This helps us to track our progress towards the achievement of our priorities. An annual progress report will be produced and this will enable us to say whether or not we are on track to achieve our priorities. It will also enable us to amend any of our agreed commitments and actions to reflect the changing circumstances.

Appendix A: Action plan

Priority One: Working together for strong, healthy and diverse communities

Commitment	Action	Progress tracker	Lead Officer(s) and Portfolio Holder
(a) increase the availability of low-cost homes	Find innovative ways to help people find homes	<ul style="list-style-type: none"> Number of households on the housing register (KPI) Number of households presenting as homeless (KPI) Numbers prevented from becoming homeless (KPI) Percentage calculated from number of households presenting as homeless and number prevented from becoming homeless (KPI) Average length of stay in bed and breakfast in weeks (KPI) 	Head of Environmental Health and Housing/Cllr Gower
	Work with private landlords to offer cheaper rents and provide more homes for homeless families	<ul style="list-style-type: none"> Number of homeless households we have placed in private sector rented accommodation (KPI) Number of people using the Access Scheme (KPI) Number of households placed in Private Sector Leasehold Scheme Households prevented from becoming homeless by use of Discretionary Housing Payment 	Head of Environmental Health and Housing/Cllr Gower
	Increase the housing supply by supporting private sector and housing associations to build new homes and improve existing ones	<ul style="list-style-type: none"> Number of affordable homes delivered (KPI) Percentage of affordable homes built on new developments (KPI) Affordable homes in pipeline (4/5 years in the future) (KPI) Number of affordable units granted planning permission (KPI) Number of non-decent homes made decent (KPI) Number of category one hazards that are removed (KPI) Grant payments given to private sector householders (KPIs) 	Head of Environmental Health and Housing/Head of Planning and Economic Development/Cllr Gower
	Encourage best use of homes within the borough	<ul style="list-style-type: none"> Number of long term empty homes brought back into use (KPI) Monitor impact of Tenancy Strategy Value of disabled facilities grants issued in the private sector (KPI) 	Head of Environmental Health and Housing/Cllr Gower

Key: KPI – Key Performance Indicator – this means that the measure will be reported to our Performance and Audit Scrutiny Committee

Commitment	Action	Progress tracker	Lead Officer(s) and Portfolio Holder
(b) reduce crime and the fear of crime	Encourage people to play an active role in keeping their communities safe	<ul style="list-style-type: none"> • Number of Community Speed Watch and Neighbourhood Watch schemes • Number of members of Farmwatch and Pubwatch • Number of operational nights in Haverhill and Bury St Edmunds of the Town Pastor Scheme • Number of Friday nights there is an SOS bus presence in Bury St Edmunds 	Head of Neighbourhood Management and Development/ Cllr Everitt
	Support efforts to stop crime happening	<ul style="list-style-type: none"> • Number of cases being considered by the anti-social behaviour co-located team (KPI) • Number of repeat cases being considered by the anti-social behaviour co-located team (KPI) • Average end to end time measured in days for anti-social behaviour cases (KPI) • Delivery of the Western Suffolk Community Safety Partnership Strategy • Track trends in the levels of reported crime per 1,000 of population 	Head of Neighbourhood Management and Development/ Cllr Everitt
(c) improve life opportunities	Develop apprenticeship schemes	<ul style="list-style-type: none"> • Increased number of apprenticeships offered at St Edmundsbury (KPI) • Delivery of West Suffolk and Babergh East Apprenticeship Scheme 2012-13 • Work in partnership with West Suffolk College to help raise awareness and increase apprenticeship opportunities 	Head of Human Resources and Organisational Development/Economic Development Manager/ Cllr Ray
	Build capacity - the ability to become more self-reliant - and increase confidence within communities	<ul style="list-style-type: none"> • Number of communities supported to deliver local projects • Number of community organisations supported to take on the ownership of community facilities • Support the West Suffolk Local Strategic Partnership to establish a West Suffolk Network to allow partners to identify and discuss issues 	Head of Neighbourhood Management and Development/ Cllr Everitt
	Support young people to create and maintain their own facilities and activities (statutory equality objective)	<ul style="list-style-type: none"> • The number of events, schemes or facilities young people are involved in running 	Head of Neighbourhood Management and Development/ Cllr Everitt

Commitment	Action	Progress tracker	Lead Officer(s) and Portfolio Holder
(d) improve people's physical and mental health	Encourage wider access to physical and cultural activities and promote healthy lifestyles to benefit as many as possible	<ul style="list-style-type: none"> Monitor usage figures by reviewing the results of the Active People survey Identify how we can encourage wider access to all in our communities to participate in cultural activities Work with Health and Wellbeing Board to influence priorities and provide services to target groups 	Head of Leisure/ Cllr Mildmay-White
	Promote cultural, sporting and leisure opportunities to all ages and abilities	<ul style="list-style-type: none"> Monitor usage figures of our leisure, cultural and heritage facilities 	Head of Leisure /Cllr Mildmay-White
	Have a strong voice on the health and wellbeing board to help achieve a healthy population	<ul style="list-style-type: none"> Monitor outcomes from the Health and Wellbeing Board 	Head of Environmental Health and Housing/ Head of Neighbourhood Management and Development/ Cllr Everitt
	Support measures to increase affordable warmth to householders	<ul style="list-style-type: none"> Promote schemes such as Warm Front and grant aid and domestic energy efficiency advice provided (KPI's) Run and monitor uptake of energy efficiency advice and grant schemes (KPIs) Access external funding to assist the council's affordable warmth action plan 	Head of Environmental Health and Housing/ Cllr Gower
	Reduce the level of environmental pollutants (noise, contaminated land and air and water quality) that impact on health	<ul style="list-style-type: none"> Records kept of level of environmental pollutants (noise, contaminated land and air and water quality) Air Quality Monitoring 	Head of Environmental Health and Housing/ Cllr Gower

Councillor Griffiths – Leader of the Council with responsibility for Corporate and Rural Affairs

Councillor Mildmay-White – Deputy Leader with responsibility for Culture and Sport

Councillor Clements – Planning and Transport

Councillor Everitt – Tourism and Community Services

Councillor Gower – Housing, Licensing and Environmental Health

Councillor Ray – Performance and Resources

Councillor Stevens – Environmental and Waste Management

Priority Two: Working together for prosperous and environmentally responsible communities

Commitment	Action	Progress Tracker	Lead Officer and Portfolio Holder
(a) encourage inward investment and support local business development	Lobby for superfast broadband in rural areas	<ul style="list-style-type: none"> • Superfast Broadband 20 Megabytes per second or more (Mbps+) to most premises in St Edmundsbury (85-90%) by 2015 • Remaining 10-15% of premises also getting a significant improvement in broadband speeds (2Mbps – 10Mbps+) by 2015 from interim solutions (pending the 100% vision by 2020) 	Economic Development Manager/Cllr Griffiths
	Support the suffolk business park development	<ul style="list-style-type: none"> • Provide £2.5m loan to support the development of the park (Eastern Relief Road) by end of 2012 	Economic Development Manager/Cllr Griffiths
	Encourage the delivery of a haverhill research park	<ul style="list-style-type: none"> • Provide £750,000 loan to support the development of the park by end of 2012 	Economic Development Manager/Cllr Griffiths
	Work with local economic partnerships to secure inward investment that will support local jobs	<ul style="list-style-type: none"> • Work to reduce unemployment rates • Work to Reduce Job Seekers Allowance (JSA) claimants 	Economic Development Manager/Cllr Griffiths
	Ensure the viability of our town centres and promote the individuality of our towns and rural areas, especially through support for our markets and tourism.	<ul style="list-style-type: none"> • Working in partnership with Haverhill Town Council and Bid4Bury to ensure viability of town centres • Percentage of town centre vacancy rates Bury St Edmunds • Percentage of town centre vacancy rates Haverhill • Increasing customer and trader satisfaction with the markets • Number of newly recruited traders selling quality product lines • Number of traders lost • Market occupancy rates (space sold in linear footage) • Number of car parking tickets sold • 'Love local' brand award to stall holders selling locally sourced or made produce • Increased visitor numbers to Bury St Edmunds and Haverhill • Tourist Information Centre visitor numbers (KPI) • Coordinated events programmed 	Economic Development Manager/Head of Property and Engineering Services/ Head of Leisure/ Cllr Griffiths/ Cllr Everitt
	Use the apex to complement other facilities in the borough and develop the space for both cultural and commercial activities	<ul style="list-style-type: none"> • Increased income at the Apex 	Head of Leisure/ Cllr Mildmay-White

Commitment	Action	Progress Tracker	Lead Officer and Portfolio Holder
(b) make the best use of community facilities	Assist the transfer of community facilities to community ownership	<ul style="list-style-type: none"> Increased number of community owned facilities 	Head of Neighbourhood Management and Development/Head of Leisure/Cllr Everitt
	Maintain strong rural communities	<ul style="list-style-type: none"> Monitor Rural Initiatives Grant Scheme applications for community projects Deliver Rural Action Plan 	Corporate Director Community Services/Cllr Everitt/Cllr Griffiths
	Support increased access to public buildings such as school, sports and other community facilities	<ul style="list-style-type: none"> Increased number of facilities offered for community use 	Head of Neighbourhood Management and Development/Head of Leisure/Cllr Everitt
(c) enhance and protect our environment and heritage	Maintain high levels of cleanliness	<ul style="list-style-type: none"> Measure of cleanliness for litter and detritus (KPI) Levels of fly tipping (KPI) Number of reported cases of graffiti (KPI) 	Head of Waste Street Scene Services and Projects/Cllr Stevens
	Encourage less waste and more recycling	<ul style="list-style-type: none"> Total tonnage of household waste arising which has been sent for recycling (KPI) Percentage of household waste recycled and composted (KPI) Residual household waste recycled and composted (kgs) (KPI) Tonnage of household waste sent to landfill (KPI) Tonnage of trade waste recycled (KPI) 	Head of Waste Street Scene Services and Projects/Cllr Stevens
	Encourage people to reduce their energy use and water use and generate their own renewable energy	<ul style="list-style-type: none"> Monitor events attended and information provided Implement energy/water efficiency and renewable energy awareness projects to reduce domestic energy/water use Improve energy/water efficiency and increase renewable energy generation across the borough (KPI) 	Head of Environmental Health and Housing/Cllr Stevens
	Use our influence, alongside our regulatory and statutory powers, to protect our built and natural environment, rural and urban heritage and resources	<ul style="list-style-type: none"> Number of properties/individuals the planning section gives informal advice on with regard to Conservation, Listed Buildings, Habitat Regulations and Diversity Issues Number of new listed buildings Number of notices served for Listed Buildings/Tree Preservation Orders etc 	Head of Planning and Economic Development/Cllr Clements

Commitment	Action	Progress Tracker	Lead Officer and Portfolio Holder
(d) support sustainable transport options	Seek improvements to roads and other transport	<ul style="list-style-type: none"> Level of bus services provided across the borough Report and respond on transportation consultations Secure S106 funding for highway infrastructure and other transport modes 	Head of Planning and Economic Development/ Cllr Clements
	Ensure sufficient walking and cycling routes are provided, where appropriate, as part of the planning process	<ul style="list-style-type: none"> Secure S106 funding for highway infrastructure and other transport modes 	Head of Planning and Economic Development/ Cllr Clements

Priority Three: Working together for an efficient council

Commitment	Action	Progress Tracker	Lead Officer and Portfolio Holder
(a) create unified, coherent and accessible service delivery across West Suffolk	Engage with staff and councillors to create a unified staff structure with forest heath district council	<ul style="list-style-type: none"> Fully integrated Management Team by December 2012 deadline 	Head of Human Resources and Organisational Development/Cllr Ray
	Ensure customers continue to receive high quality cost-effective services	<ul style="list-style-type: none"> Monitor customer complaints/compliments digest 	Policy, Performance and Customer Service Manager/Cllr Ray
	Put customers at the heart of our service redesigns	<ul style="list-style-type: none"> Ensure customer satisfaction and customer experience information is collated and considered as part of the service redesigns, for example, undertaking Let's Talk Surveys Carry out reviews to assess the impact on customers 	Head of Human Resources and Organisational Development/Cllr Ray
(b) continue to make efficiencies to meet our annual savings targets	Reduce energy and water use in council buildings, and make the best use of technology	<ul style="list-style-type: none"> Reduction in the use of utilities across council buildings and services Implement corporate waste management programme and monitor progress 	Head of Property and Engineering Services/Cllr Ray/ Cllr Stevens
	Continually challenge our costs so we can set realistic annual budgets that take account of the economic climate	<ul style="list-style-type: none"> Savings achieved with minimal disruption to service 	Head of Finance, ICT, Revenues and Benefits, Procurement and Audit/Cllr Ray

Commitment	Action	Progress Tracker	Lead Officer and Portfolio Holder
(c) develop staff and councillors' skills	Ensure our staff take opportunities to learn so we use best practice to maintain the high quality of our services	<ul style="list-style-type: none"> • Offer a wide range of learning options and increase opportunities for e-learning. • Introduce and offer a basic skills programme for new starters who do not have basic skills in numeracy and literacy when recruited. • Monitor the take up of formal training to ensure that all staff have good access to development opportunities. • Measure the percentage of staff having access to training, and the average spend on learning and development. • Prepare an annual report to evaluate the outcomes of training. 	Head of Human Resources and Organisational Development/ Cllr Ray
	Provide our councillors with the skills they need to be champions within their communities, especially through promoting engagement in democracy and localism	<ul style="list-style-type: none"> • Continue to offer a wide range of training opportunities, including refresher training. • Maintain Member Development Charter status 	Scrutiny Manager/ Cllr Ray
(d) proactively target external funding and look to generate more income where appropriate	Support communities to access external funding	<ul style="list-style-type: none"> • Monitor Rural Initiatives Grant Scheme applications and the external match funding that has been levered in for these projects 	Corporate Director Community Services/ Cllr Griffiths
	Continually look for external funding sources to supplement the council's own budgets	<ul style="list-style-type: none"> • Monitor through research and networks of those officers supporting communities in grant applications 	Corporate Director Community Services/ Cllr Griffiths

Appendix B

About St Edmundsbury Borough Council

Which council?

Council services are delivered in the St Edmundsbury Borough area by three bodies: St Edmundsbury Borough Council, Suffolk County Council and your local town council (either Haverhill or Bury St Edmunds) or parish council.

This section of the Corporate Plan provides you with an overview of how St Edmundsbury is run and the services it delivers. Information about services provided by Suffolk County Council, links to your local parish council or town council can be found at: www.stedmundsbury.gov.uk/parish

How St Edmundsbury is run

We have 45 Borough Councillors who represent the wards across the Borough. You can find out more about Councillors and how decisions are considered and made by looking at: www.stedmundsbury.gov.uk/councillors

The day-to-day management of the council is led by the Chief Executive and the Corporate Management Team. They manage a wide range of council services to the residents, businesses and visitors to the borough.

Services provided

Planning, building control and economic development:

- ◆ Scrutinises and approves planning applications and enforces building regulations.
- ◆ Plans for sustainable future housing and commercial development.
- ◆ Investigates contraventions of planning regulations and takes necessary actions
- ◆ Secures the conservation of the built environment.
- ◆ Supports new and existing businesses to encourage the local economy.

Leisure services:

- ◆ Supports sports and leisure facilities throughout the borough
- ◆ Supports arts and cultural services, including the Apex.

- ◆ Provides major heritage attractions such as West Stow Country Park and Moyses's Hall Museum.
- ◆ Supports tourism.
- ◆ Manages parks, gardens and open spaces, including East Town Park, Nowton Park, Abbey Gardens and Hardwick Heath.

Community services:

- ◆ Supports community initiatives, projects and activities for all ages.
- ◆ Gives grant assistance, support and advice and works with local community and voluntary organisations.
- ◆ Tackles crime and antisocial behaviour through the Crime and Disorder Reduction Partnership.
- ◆ Manages electoral registration and elections.

Housing:

- ◆ A housing advice and options service.
- ◆ Assistance for people who are homeless.
- ◆ The development of new affordable homes in partnership with housing associations.

Environmental health:

- ◆ Public safety, licensing including taxis and private hire, public house and animal welfare.
- ◆ Pest control, infectious diseases and food poisoning complaints, food safety training.
- ◆ Assesses housing standards and provides grants for disabled adaptations for homes.
- ◆ Advice on improving home efficiency.
- ◆ Monitors atmospheric pollution.

Waste management and street scene:

- ◆ Cleansing, including street sweeping, litter picking, litter and dog bin emptying and clearance of fly tipping, graffiti and abandoned vehicles.
- ◆ Collection of household waste, recycling and green waste for composting.
- ◆ Collection of commercial trade waste and recycling
- ◆ Operation of 'bring sites' across the

- Borough for recyclable materials
- ◆ Landscape and grounds maintenance operations
- ◆ Gardeners in the Abbey Gardens

Property and engineering:

- ◆ Operates car parking.
- ◆ Manage and support street markets in Bury St Edmunds and Haverhill
- ◆ Manages resident parking schemes.
- ◆ Manages the council's property portfolio, including its commercial and industrial properties.

- ◆ Delivers the Closed-Circuit Television (CCTV) service.

Corporate and financial services:

- ◆ Manages the collection of council tax and business rates and payment of housing and council tax benefit, with Anglia Revenues Partnership.
- ◆ Develops employment policies and practices that enable the council to make best use of its workforce.
- ◆ Provides democratic services, including members' services and committee support.
- ◆ Provides corporate governance services and advice on constitutional, legal and property matters.

Useful contacts

St Edmundsbury Borough Council
West Suffolk House
Western Way
Bury St Edmunds
IP33 3YU
T: 01284 763233

St Edmundsbury Borough Council
Council Offices
Lower Downs Slade
Haverhill
Suffolk
CB9 9EE
T: 01440 702271

www.stedmundsbury.gov.uk

Suffolk County Council
Endeavour House
8 Russell Road
Ipswich
Suffolk IP1 2BX
T: 0845 606 6067

www.suffolk.gov.uk

Haverhill Town Council
Haverhill Arts Centre
High Street
Haverhill
CB9 8AR
T: 01440 712858

www.haverhill-tc.gov.uk

Bury St Edmunds Town Council
Town Council Offices
7 Angel Hill
Bury St Edmunds
IP33 1UZ
T: 01284 725111

www.onesuffolk.co.uk/BuryStEdmundsTC

101 is the number to call when you want to contact your local police - when it's less urgent than 999. It is available 24 hours a day, seven days a week.



St Edmundsbury
BOROUGH COUNCIL

St Edmundsbury Borough Council

Corporate Plan

2012-2016