



Council 19 June 2012

Schedule of Referrals from Cabinet, Licensing and Regulatory Committee, and Democratic Renewal Working Party

(A) Referrals from Cabinet: 28 March 2012

1. Corporate Plan 2012/2016

Forward Plan Reference: Apr12/10
Cabinet Member: Cllr John Griffiths

Report C412

RECOMMENDED:- That

- (1) *the Corporate Plan, attached as Appendix A to Report D36 be approved; 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.*

The Council adopted its first Corporate Plan in 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 its 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.

Work has been undertaken to develop the new Corporate Plan, and as part of the consultation exercise, a draft was presented to the Overview and Scrutiny Committee on 29 February 2012, and its suggestions have been incorporated.

On 28 March 2012 the Cabinet

RESOLVED:- That

- (1) the Corporate Plan 2012-2016, as contained in Appendix A to Report C412, as amended with the following, be adopted:-

the third bullet point under Priority 1(a) on page 9 and also where referenced in Appendix A to the Plan, be amended to

read, 'work with private landlords to offer affordable accommodation and provide more homes for homeless families'; 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.

In accordance with resolution (2) above minor changes have been made to the draft Plan (Cabinet Report C412) and Council is now asked to approve the amended Plan, attached as Appendix A to this Report.

Following adoption of the Corporate Plan 2012-2016, it will be subject to an annual review, which will report on progress made against the priorities, commitments and actions with amendments to the Plan being proposed as necessary. This progress will be measured against 'trackers' detailed in the Action Plan, which are attached as Appendix A to the Corporate Plan.

2. Tenancy Strategy

***Forward Plan Reference: Apr12/08
Cabinet Member: Cllr Anne Gower***

Report C413

RECOMMENDED:- That

- (1) the Tenancy Strategy, as contained in Appendix A to Report C413, be adopted; and***
- (2) the Head of Environmental Health and Housing, in consultation with the Portfolio Holder for Housing, Licensing and Environmental Health, be authorised to make any minor typographic, factual, spelling and grammatical changes to the document provided they do not materially affect the substance or meaning of the Strategy.***

The Localism Act 2011 requires, as part of the social housing tenure reforms, that all local authorities prepare and publish a Tenancy Strategy setting out the matters which the registered providers of social housing for its district are to 'have regard to' in formulating their own tenancy policies.

Having worked with key registered provider partners, and following an extensive consultation exercise, a draft Tenancy Strategy has been produced for adoption. As part of the consultation exercise, the draft was considered by the Overview and Scrutiny Committee on 29 February 2012 and its suggestions have been incorporated into the Strategy.

3. Joint Health and Safety Policy

*Forward Plan Reference: Apr12/09
Cabinet Member: Cllr David Ray*

*Report C418
(Central Safety Working
Party Report C409)*

RECOMMENDED:-

That the new Instruction 32 relating to Event Safety, as detailed in Appendix A to Report C409, be incorporated into the Joint Health and Safety Policy.

A new instruction has been produced for incorporation into the Joint Health and Safety Policy relating to Event Safety, which comprises the following 4 parts, which are attached as Appendix A to Report C409:-

- (a) Instruction 32 : Event Safety;
- (b) Annex R : A Guide to Organising an Event;
- (c) Annex S : Example of a Safety Plan; and
- (d) Annex T : Notification of an Event.

4. Design Brief for Redevelopment of Stourmead Close, Kedington

*Forward Plan Reference: Apr12/05
Cabinet Member: Cllr Terry Clements*

*Report C420 (Sustainable
Development Working
Party Report C391)*

RECOMMENDED:-

That the Design Brief for the development of the land at Stourmead Close, Kedington, as contained in Appendix A to Report C391, be adopted as non-statutory guidance for the determination of future planning applications.

The adopted Replacement Borough Local Plan contains a requirement for a development brief or site-specific design guidance to be prepared for all major development sites before planning permission can be granted.

As part of the ongoing delivery of mental health care provision, the site at Stourmead Close, Kedington has become surplus to requirements. Consultants working on behalf of the Norfolk and Suffolk NHS Foundation Trust (the landowners) have prepared a draft design brief for the site to assist potential developers to bring forward schemes that are consistent with adopted, and emerging, development plan policies. The draft has been the subject of local consultation in accordance with the Council's Statement of Community Involvement and planning officers have been involved in discussions as part of its preparation.

Officers are satisfied that the Design Brief, and the proposals within it, have been prepared broadly in accordance with the adopted development plan policies and should, therefore, be adopted as planning guidance.

5. Design Brief for Redevelopment of Westfield Primary School, Haverhill

*Forward Plan Reference: Apr12/05
Cabinet Member: Cllr Terry Clements*

*Report C420 (Sustainable
Development Working
Party Report C392)*

RECOMMENDED:-

That the Design Brief for the development of the land at Westfield Primary School, Manor Road, Haverhill, as contained in Appendix A to Report C392, be adopted as non-statutory planning guidance for the determination of future planning applications.

The adopted Replacement Borough Local Plan contains a requirement for a development brief or site-specific design guidance to be prepared for all major development sites before planning permission can be granted.

As part of the Schools Organisation Review, Westfield Primary School in Haverhill has now been relocated to a new site. The existing site is no longer required for education purposes, and it has not been possible to find viable alternative uses for the existing premises.

Suffolk County Council has prepared a draft design brief for the site to assist potential developers to bring forward schemes that are consistent with adopted, and emerging, development plan policies. The draft has been the subject of local consultation in accordance with the Council's Statement of Community Involvement and planning officers have been involved in discussions as part of its preparation.

Officers are satisfied that the Design Brief, and the proposals within it, have been prepared in accordance with the adopted development plan policies and should, therefore, be adopted as planning guidance.

(B) Referrals from Cabinet: 23 May 2012

There is one referral to full Council emanating from this meeting of the Cabinet. Because the recommendations relate to an exempt report, and because the debate at Council may require details of contracts and contractual arrangements to be discussed, the report containing the recommendations is also confidential. This report (Report D48) is at the end of this Council agenda (agenda item 13).

(C) Referrals from Licensing and Regulatory Committee

1. MEETING 2 APRIL 2012

Chairman of the Committee: Councillor F J Warby

1.1 Acceptance of Electronic Representations in Licensing Act 2003 Applications (Report C426)

RECOMMENDED:-

That hard copies of electronic representations (emails) submitted in respect of Licensing Act 2003 applications be no longer necessary.

The current procedure for receiving any representation from an interested party in respect of any application under the Licensing Act 2003 requires that a hard copy is also submitted to the Licensing Authority before the representation may be accepted. There have been relevant representations which have not been presented at a meeting of a Licensing Sub-Committee because the individual making the representation has not, for whatever reason, completed the process by sending the representation a second time as a hard copy.

Regulation 21(B) (1) of the Licensing Act 2003 (Premises Licences and Club Premises Certificates) Regulation 2005 ('the Regulations') provides that Regulation 21 is satisfied if the representation is:-

- (a) submitted via electronic means (e.g. email);
- (b) the person to whom the presentation is made (the Licensing Authority) has agreed in advance to the use of electronic means for that purpose; and
- (c) forthwith on sending the information comprising the representation by electronic means, the representation is given to the recipient (the Licensing Authority) in writing (a hard copy).

Regulation 21(B) (2) (an amendment to the Act), provides that Regulation 21(B) (1)(c) **does not apply** in respect of representations if the recipient (St Edmundsbury Borough Council in this case) **has agreed in advance** that the representations need not be given in writing.

The recommendations were endorsed by the Cabinet at its meeting on 23 May 2012.

1.2 Street Collections: Proposal to Amend Procedures (Report C430)

RECOMMENDED:- That

- (1) the current requirement to consult with Suffolk Constabulary on applications for street collections be removed; and***
- (2) the minimum period between application and the date of the proposed collection be reduced from 28 days to 10 working days.***

The current procedure makes provision for the Council to consult with Suffolk Constabulary on all applications for street collections. The Borough Council deals with, on average, over 120 street collection applications per annum. The forthcoming implementation of the Charities Act 2006 will remove the responsibility from local authorities for verifying collectors' identification, enforcing non payment of collectors, and scrutinising accountants' returns as these matters will in future be dealt with centrally by the Charities Commission. Under the new provisions, street collections are likely to be simply a matter of notification to licensing authorities. Consultation with Suffolk Constabulary is a resource issue for both the Police and the Borough Council. In practice, Suffolk Constabulary do not make any comment on these applications, and has not objected to one application since 1998.

The recommendation was endorsed by the Cabinet at its meeting on 23 May 2012.

2: MEETING 11 JUNE 2012

Chairman of the Committee: To be elected.

The Committee meets after the distribution of the agenda and papers for this meeting of full Council. Any recommendations emanating from the meeting of the Committee **will follow**.

(D) Referrals from Democratic Renewal Working Party: 26 April 2012

Chairman of the Working Party: Cllr Mrs P A Warby

1. Member Development Programme 2012/2013 (Report C445)

RECOMMENDED:- That

- (1) the Member Development Programme 2012/2013, be commissioned using the training areas as set out in (1) to (10) below with those areas shown in (a) to (d) below being delivered as appropriate; and***
- (2) Development Control and Licensing and Regulatory training be delivered outside the set programme dates.***

(It should be noted that this Programme relates to the 10 training dates shown in the calendar of meetings, approved by full Council at its Annual Meeting on 17 May 2012.)

At the end of February 2012, Members were asked to complete a Training Needs Analysis (TNA) form. By the deadline of 30 March 2012 a total of 18 forms had been completed, a return of 40%. An analysis has been undertaken on how Members assessed themselves against a range of skills, which was detailed in Appendix A, as well as other comments added by Members regarding the provision of training. Additionally, analysis has been carried out of comments received on post-training evaluation forms returned following training sessions offered between September 2011 and April 2012. Furthermore, senior officers were asked to suggest areas where they felt Members should receive input, either training

sessions or briefings during the next year. Requests or suggestions for additional training from course evaluation sheets were attached as Appendix B to the report.

The Scrutiny Manager informed the Working Party that since the report had been compiled a further three TNAs had been received making a total of 21 received or 47%. In addition, senior officers had suggested a further possible area for a briefing in connection with the operation of the Anglia Revenues Partnership.

During the discussion it was decided that the programme should not include subjects in respect of Development Control and Licensing and Regulatory, as these would be initiated by the relevant lead officers when required. It was also decided that briefings would be held on the following at the appropriate time:-

- (a) shared services;
- (b) the new social housing reforms, incorporating financial implications;
- (c) localism and community leadership; and
- (d) understanding the organisation, following the restructuring aligned with the shared services agenda.

The Working Party concluded that the initial training programme for 2012/2013 should include the following:-

- (1) local government finance, at an appropriate time to be determined by the Chief Finance Officer but possibly aligned to the budget setting process;
- (2) an update on Overview and Scrutiny, which will be combined with a session on questioning and listening skills;
- (3) the new standards regime;
- (4) Anglia Revenues Partnership;
- (5) emergency planning for Ward Members, which will be provided subsequent to Members being made aware of the relevant documentation;
- (6) handling challenging people and situations;
- (7) influencing and negotiating skills;
- (8) speed reading;
- (9) introduction to Freedom of Information/Data Protection; and
- (10) time management/work life balance.

2. Amendments to the Constitution: Overview and Scrutiny Committee Agenda (Report C446)

RECOMMENDED:- That

- (1) Paragraphs 8.1 and 8.2 of the Overview and Scrutiny Procedure Rules in Part 4 of the Council's Constitution be replaced with paragraph (2) below, and that the existing Paragraph 8.3 be re-numbered 8.2; and**
- (2) 8.1: Any Member of the Council shall be entitled to give notice to the proper officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda. The request must be made by way of the "suggestion for scrutiny" form available on the Council's website or on request, in order to ensure the Committee has all the information it needs to decide whether to take the issue forward.**

The Overview and Scrutiny Procedure Rules contained within Part 4 of the Council's Constitution only allows for Members of the Overview and Scrutiny Committee or 5 non-Members of the Committee, to place items for consideration on the Committee's agenda. This is normal practice in most Councils, and is a reason why Councillor Call for Action was brought in, which allows any Member of the Council to bring an issue to the attention of a Scrutiny Committee, but under much stricter rules.

From July 2011, the Committee changed its way of working from an annual work programme, with review suggestions made once a year, to a rolling work programme, with reviews added at any time. This change means that the Committee no longer has the annual work programme setting process, whereby all Members have traditionally been asked to make suggestions for reviews.

The Working Party fully endorsed the recommendation that any Member should be able to place an item on the agenda for the Overview and Scrutiny Committee, recognising that it was for the Committee to then decide whether to proceed with the proposed review.

3. Representation on Outside Bodies: Annual Report (Report C448)

RECOMMENDED:-

That the annual reporting arrangements whereby Members appointed by the Borough Council to outside bodies report to full Council be amended and that those currently required to report to full Council should now annually report to an appropriate Group, such as a Committee or Working Party.

The Council requires that monitoring its representation on outside bodies is either undertaken by the Grant Working Party, where that organisation receives a grant

from the Council, or by the production of an annual report full Council. The annual report to full Council is produced after consideration by the Democratic Renewal Working Party.

Of 31 forms requested, 9 have been received, 22 (71%) have not been returned. Returns have been received in respect of 9 organisations out of the 20 requested (45%).

The aims of the Annual Report are to summarise any issues arising from the individual reports compiled by Members. These include those instances when it is not thought appropriate to continue appointing a representative, summarising achievements of each organisation and the contribution towards the Council's corporate priorities.

The Working Party was disappointed at the amount of returns received and undertook a detailed discussion on ways of improving the system, and various suggestions were put forward. However, there was a general consensus that short reports should be received from representatives of outside bodies, but that these should be made to the appropriate committee, working party or appropriate group. It would be for the relevant support officer, in consultation with the appropriate representative(s), to ensure that the report is produced and presented on an annual basis.



Council

19 June 2012

Schedule of Referrals from Cabinet, Licensing and Regulatory Committee, and Democratic Renewal Working Party

(C) Referrals from Licensing and Regulatory Committee

2. Meeting: 11 June 2012

Chairman of the Committee: Councillor F J Warby

2.1 Sex Entertainment Venues: Standard Conditions

RECOMMENDED:-

That the Standard Conditions (attached as Appendix A to Report D27), and activity specific tool kits (attached as Appendices B, C and D to Report D27) which may be attached to any Licence for a Sex Establishment, be approved.

The Local Government (Miscellaneous Provisions) Act 1982 ("the Act") introduced a licensing scheme (enforceable only if a local authority adopts Schedule 3 of the Act) to control sex establishments that includes sex shops, sex cinemas, and sex entertainment venues.

The Borough Council first adopted Schedule 3 of the Act in 1983. The Act was subsequently amended, and following a public consultation, Schedule 3 was re-adopted with a revised policy.

Under this new regime, once the Borough Council has decided to grant a licence it is able to impose terms, conditions and restrictions on that licence in the form of standard conditions applicable to all sex establishments, or particular types of sex establishments. At the time that the new Policy was adopted a full review of the standard conditions had yet to be undertaken. That work was now been completed.

In December 2011 there was a pre consultation review, and the documents were circulated around a small group of individuals, businesses and Responsible Authorities with existing expertise in Sex Establishment licencing.

The formal consultation commenced on 1 March 2012 and concluded on the 31 May 2012. The consultation was brought to the attention of the Responsible Authorities, various Licensing Practitioners, Residents' Associations, the local operators, and relevant local businesses. The consultation was accessible through the web site and the information was circulated to the different libraries. Only one reply was received arising out of the consultation and no amendments to the proposals made.

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St Edmundsbury
BOROUGH COUNCIL

St Edmundsbury Borough Council

Corporate Plan

2012-2016

Available in alternative formats

April 2012

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For more information about this Corporate Plan or to request a copy in alternative format, contact:

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St Edmundsbury Borough Council
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St Edmundsbury
BOROUGH COUNCIL

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, appearing to read "John Griffiths", with a long horizontal line underneath.

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 people drawn to its market and Georgian architecture, shops, leisure and cultural facilities. It is also a tourism centre, known for its medieval streets, 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

The way we deliver our services, and how that fits into the vision, is 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 Vision 2031.

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. This provides a channel for all partnership across West Suffolk, from very local voluntary and community groups and 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, healthy 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.

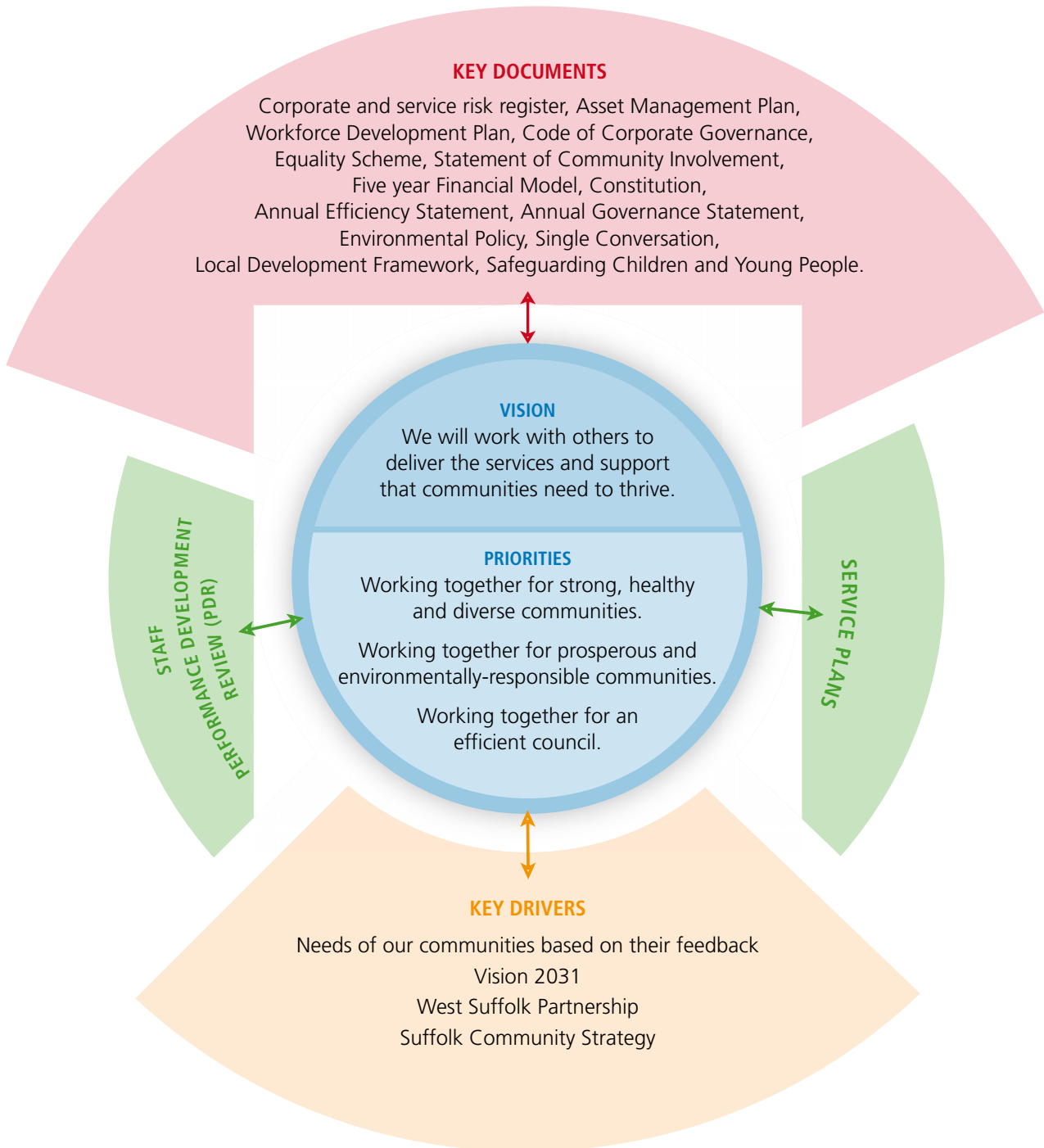
Our equality objective

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 affordable accommodation 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 schools, 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 options;
- ◆ 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 will 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

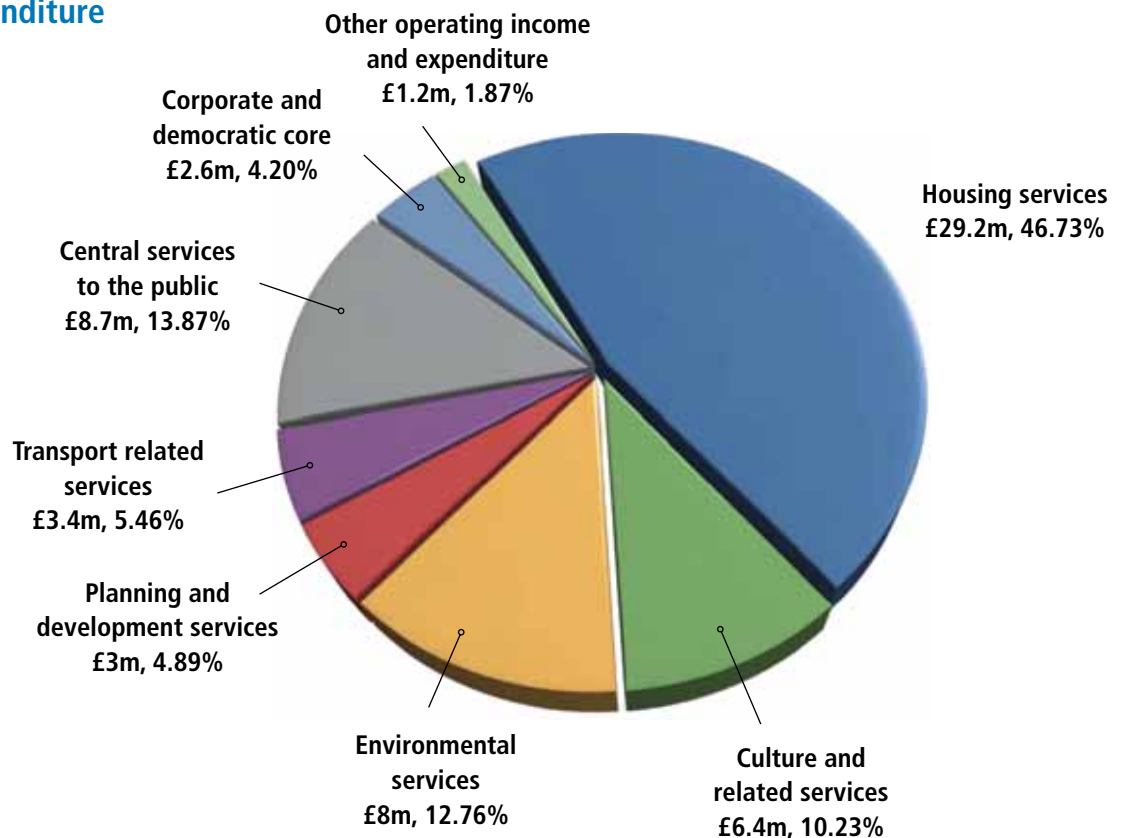
If our priorities are to be achieved, they need to be resourced. Our expenditure in 2012/2013 is £62.5 million, down from £63.3 million in 2011/2012.

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 are changing the way in which we work to help us 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 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 £62.5 million



Much of the expenditure (left) is funded 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.

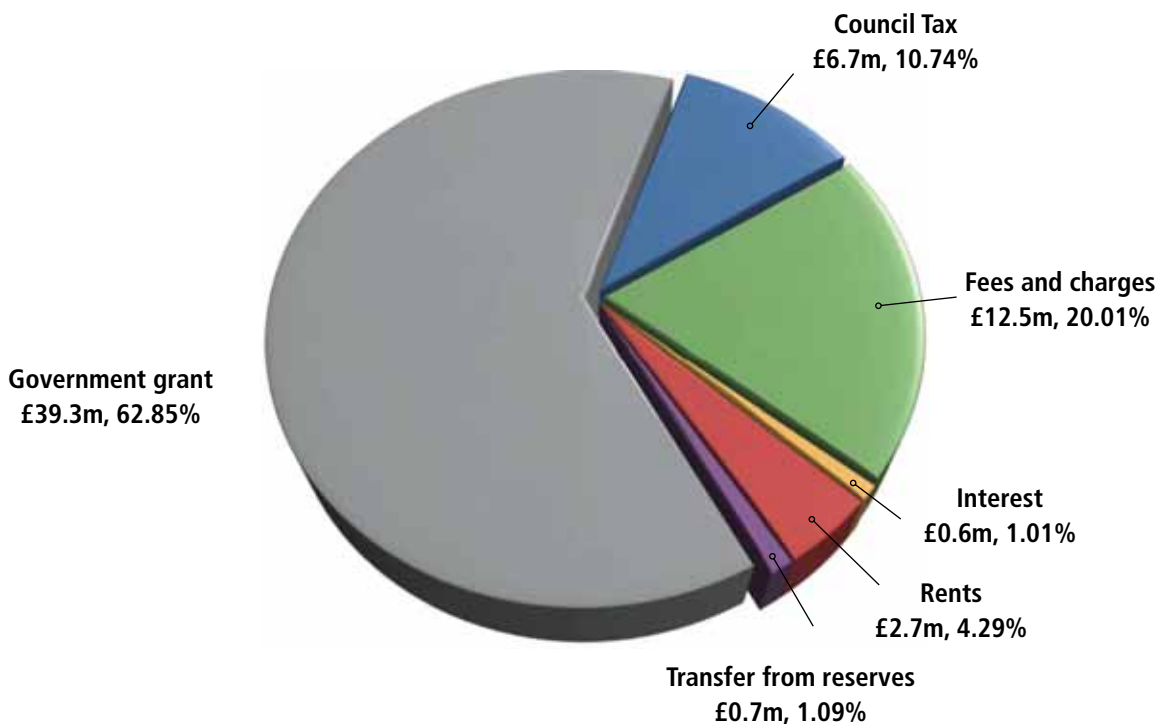
Listening to our residents about our budget

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 and increase charges in others;
- ◆ 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 £62.5 million



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 affordable accommodation 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 where 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 Action Plan • Track trends in the levels of reported crime per 1000 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 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 along with the council 	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 (KPIs) 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

St Edmundsbury Borough Council Cabinet (as at April 2012)

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 schools, 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 and 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 per household (kgs) (KPI) Tonnage of household waste sent to landfill (KPI) Tonnage of trade waste recycled (KPI) 	Head of Waste and 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 bio-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 options	<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' 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 anti-social behaviour through the Western Suffolk Community Safety 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.
- ◆ Food hygiene inspections, advice on health and safety in the workplace, food related complaints and infectious disease investigations.
- ◆ Assesses housing standards and provides grants for disabled adaptations for homes.
- ◆ Advice on improving home efficiency.
- ◆ Assessment and regulation of environmental pollutants.

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.
- ◆ Manages and supports 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