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Haverhill Area Working Party 11 September 2014

Development of the Haverhill Masterplan: Update

- 1. St Edmundsbury Borough Council invited ONE Haverhill to take a lead role in the development of a Masterplan for Haverhill Town Centre, particularly with regards to communicating and engaging the community in the process.
- 2. The aim of the Masterplan is to set out an aspirational vision for the future of the town centre. It will offer a clear plan to enable partners to work on delivering a town centre that the community and visitors want to use. It will be fit for the future and ready to respond to opportunities.
- 3. A ONE Haverhill Masterplanning Core Group dedicated to the Masterplan has been set up by ONE Haverhill; this group has representatives from Haverhill Town Council, Haverhill Chamber of Commerce, Havebury Housing Partnership, St Edmundsbury Borough Council and Suffolk County Council, supported by borough and town council officers.
- 4. The area identified for the Masterplan is shown in Appendix 1 attached (Paragraph 9, Appendix A).
- 5. The Town Centre Masterplan will be prepared in order that it can be adopted as a Supplementary Planning Document (SPD), thus giving it significant weight as part of the Local Plan, providing guidance on the implementation of Policy HV19 (formerly HV20) of the Haverhill Vision 2031. This requires specific stages and pieces of work to be undertaken in order that it can comply with the regulations for a SPD.
- 6. The Masterplan process is set out below, with timescales:
 - a) Invitation to tender 5 September 2014;
 - b) Submission deadline 3 October 2014;
 - c) Evaluation period w/c 6 October 2014;
 - d) Professional team appointed w/c 13 October 2014;
 - e) Inception and governance meeting with professional team w/c 20 October 2014;
 - f) Community engagement from w/c 27 October
 - g) Review and analysis of existing baseline data and further information gathering (from October 2014);
 - h) Issues and Options preparation (from November 2014);
 - i) Draft Masterplan and site options (February 2015);
 - j) Revise and finalise Masterplan (May 2015);
 - k) Adoption process (June 2015); and
 - I) Publication launch and dissemination (July 2015).

- 7. In addition to the stages listed above, there will be a series of projects aimed at further engaging the community. Each project is to be led by a ONE Haverhill Masterplanning Core Group member:
 - a) Production of "Our Historic Haverhill" leaflet to engender pride in Haverhill and its achievements to date (Cllr Tony Brown leading);
 - b) High Street up-lighting scheme working with landlords to get uplighting and colour wash on some buildings (John Mayhew leading);
 - c) Spring cleaning following previous community workshops and walkabouts there is a list of 'quick win' environmental improvements that will be actioned (Cllr Roger André leading); and
 - d) Empty shop window decoration the aim of this is to improve the look of the shop windows, whilst utilising the space to promote the Haverhill Masterplan process (John Mayhew leading).
- 8. Haverhill Area Working Party (HAWP) Members will be fully engaged in the masterplanning process. In addition to the engagement that is available for all the community, a workshop specifically for HAWP Members (together with ONE Haverhill Board members) will be delivered as part of the Issues and Options consultation. HAWP Members will also be given the opportunity to comment on the draft Masterplan before it is taken for consideration by the Sustainable Development Working Party, Cabinet and its ultimate adoption by the Council.
- 9. The project will conclude with a presentation of the final Masterplan Supplementary Planning Document to St Edmundsbury Borough Council in preparation for adoption.
- 10. Recommendation

10.1 The Working Party is requested to **NOTE** the content of this update.

ONE Haverhill Masterplanning Core Group Chair – Cllr Alaric Pugh Lead officer: Kirsty Pitwood Project sponsor: Ian Gallin

Document Attached: Appendix 1 – Brief for Haverhill Town Centre Masterplan

APPENDIX 1

Brief for preparation of Haverhill Town Centre Masterplan

September 2014





1. Introduction

- 1.1 St Edmundsbury Borough Council is working with ONE Haverhill' to develop a Masterplan for Haverhill Town Centre, Haverhill, Suffolk. The area identified for the Masterplan is shown in Appendix A.
- 1.2 ONE Haverhill is an independent, multi-agency partnership that brings Haverhill organisations and resources together (see Appendix B for the ONE Haverhill Terms of Reference and visit: www.onehaverhill.co.uk). A ONE Haverhill Masterplanning Core Group dedicated to the Masterplan has been set up.
- 1.3 ONE Haverhill will take a lead role in communicating and engaging the community in this process. Learning from its experience as a national pilot for central government for Neighbourhood Community Budgets, ONE Haverhill has developed effective methods of dialogue/involvement with the local community. The ability to create a space to have single conversations about important issues affecting the town makes it well placed to undertake this key role.
- 1.4 With a population just over 27,000, Haverhill is the second largest town in the borough of St Edmundsbury and the population will be around 35,000 in 2031. It is positioned on the Suffolk, Cambridgeshire, and Essex borders, just off the A1307. Haverhill is in close proximity to two of the eastern region's most important roads, the A11 and the M11. The town is 18 miles from Cambridge, 21 miles from London Stansted Airport and just 64 miles from London.
- 1.5 Following a number of workshops it has emerged that, as a consequence of its predicted growth, ONE Haverhill's draft aspirations for the town centre are that:

By 2031 Haverhill Town Centre will be:

- a) A place to live, work and play a mixed use town centre which welcomes people, makes the most of existing attractions and adds to them so that people want to live, work, shop and relax in the town.
- b) Ready for growth a centre which grows out from the High Street to provide the retail and other attractions an increasing population needs. A centre which is well promoted as part of the wider offer of the town.
- c) Connectivity a centre which relates to the wider town, which traffic flows around, where access for deliveries and services has been planned and with well-signed and attractive walking routes around the

centre and from the car parks.

- d) An attractive environment a town centre which develops its physical environment, celebrates its local heritage and encourages people to spend quality time in it.
- 1.6 The Masterplan should ensure that a transformational approach to development is achieved, creating the jobs for the future and enabling a new chapter in the economic growth of Haverhill. It should contain proposals and initiatives that will deliver investment over the period to 2031.
- 1.7 The town centre masterplan area is defined in the local plan and is illustrated in Appendix A. However in developing proposals, regard should be made to the whole town and the Haverhill Vision 2031 aspirations.

2. Requirements

- 2.1 This brief outlines the requirements for a Masterplan, which is to be undertaken on behalf of ONE Haverhill/St Edmundsbury Borough Council for Haverhill Town Centre, as defined in Appendix A.
- 2.2 The Town Centre Masterplan should be prepared in order that it can be adopted as a Supplementary Planning Document (SPD) by St Edmundsbury Borough Council.
- 2.3 The work is to comprise the following components, some of which may run concurrently rather than consecutively (please note: where sub tasks are listed they are not exhaustive or necessarily in a priority order, and the appointed consultants will be expected to produce options for the most effective delivery):
 - a) Stage 1: Review and analysis of existing baseline data and further information gathering (including that referred to in Paragraph 3 below):
 - i. Work closely with St Edmundsbury Borough Council.
 - ii. Undertake an analysis of town centre land uses including constraints and opportunities.
 - iii. Facilitate a workshop with Borough and Town Councillors and the ONE Haverhill Board to explore issues and aspirations for the town centre.
 - iv. Meet with statutory body representatives and infrastructure providers, as deemed necessary.

b) Stage 2: Issues and Options preparation:

- Prepare an Issues and Options Consultation Report that contains options for schemes and initiatives, including mapping, diagrams and other appropriate visuals that will deliver the aspirations of ONE Haverhill identified above. The report should be accompanied by a sustainability appraisal of options (aspiration: November 2014).
- ii. Provide ten hard copies of the Issues and Options Consultation report, together with a CD to include a pdf of the report and images.
- iii. Working closely with the Community Engagement Leads from the ONE Haverhill Masterplanning Core Group, produce a plan for community engagement that meets the regulations for supplementary planning documents and the borough council's 'Statement of Community Involvement' (see www.stedmundsbury.gov.uk/planning-and-building-control/sebc-planning-policy-section/upload/Adopted-version-SCI.pdf). The plan must detail how stakeholders, including statutory consultees, the town council, local special interest groups, local schools, and the local community will be encouraged to take part in shaping and commenting upon the emerging Masterplan.
- iv. Develop, lead and deliver the Haverhill Masterplan Communications Plan, as soon as possible (aspiration: October 2014), working closely with the Communications Leads from the ONE Haverhill Masterplanning Core Group.
- v. Engage with land/property owners, developers and the development/investment sectors in order to ascertain the viability of options put forward for consultation.
- vi. Produce, deliver and manage a 'Haverhill: past present and future' town centre-based six week aspirational experience/exhibition ('how far can we go?') to include visuals, branding, etc. (aspiration: November 2014).
- vii. The experience/exhibition must enthuse the community; sell bold ideas; show how aspirational Haverhill can be for the long-term; and convey how proposals might look within the existing town centre setting.
- viii. Develop a smaller outreach exhibition to engage local community groups in their settings or at local events.
 - ix. Regularly report to the ONE Haverhill Masterplan Core Group in an appropriate way.
 - x. Deliver update presentations and engagement workshops to key partners as and when appropriate.

c) Stage 3: Draft Masterplan and site options:

- i. Review responses to and outcomes of Issues and Options consultation.
- ii. Work alongside St Edmundsbury Borough Council and ONE Haverhill to compile data and produce a draft Masterplan SPD for consultation.
- iii. Produce plans, visuals and written documentation.
- iv. Produce an assessment of the potential economic viability of development proposals.
- v. Produce a strategy for the public realm and public spaces, including options for street furniture, materials, etc.
- vi. Produce a movement strategy covering provision for pedestrians, cyclists, buses, taxis, delivery vehicles and cars. Working closely with Suffolk County Council, St Edmundsbury Borough Council and Haverhill Town Council.
- vii. Prepare a sustainability appraisal of the draft Masterplan, including the consideration of alternative options.
- viii. Carry out the formal six week consultation on the draft
 Masterplan, in accordance with the Council's adopted Statement
 of Community Involvement.
 - ix. Deliver update presentations and engagement workshops to key partners as and when appropriate.
 - x. Provide ten hard copies of the Draft Masterplan, together with a CD to include a pdf of the report and images.

d) Stage 4: Revise and finalise Masterplan:

- i. Review responses to the consultation.
- ii. Prepare the final Masterplan (amending the draft following consultation) and supporting documents in order that it can be formally adopted.
- iii. Provide ten hard copies of the Final Masterplan, together with a CD to include a pdf of the report and images.

e) Stage 5: Publication launch and dissemination:

- i. Launch publication in a variety of mediums in conjunction with ONE Haverhill and St Edmundsbury Borough Council.
- ii. Suggest how the Haverhill community can continue to be engaged and how the Past, Present, Future exhibition could be maintained/have a legacy.
- 2.4 In addition to the stages listed above, there will be a series of projects aimed at further engaging the community whilst making it clear that the

Masterplan project is all about delivering improvements in Haverhill Town Centre.

- 2.5 These projects (listed below) will take place alongside the stages listed in paragraph 2.3. They will be led by Leads from the ONE Haverhill Masterplanning Core Group, however the professional team will be expected to understand and promote the initiatives as part of their engagement work.
 - a) *Production of "Our Historic Haverhill" leaflet* to engender pride in Haverhill and its achievements to date;
 - b) *High Street up-lighting scheme* working with landlords to get uplighting and colour wash on some buildings;
 - c) Spring cleaning following previous community workshops and walkabouts there is a list of 'quick win' environmental improvements that will be actioned; and
 - d) *Empty shop window decoration* the aim of this is to improve the look of the shop windows, whilst utilising the space to promote the Haverhill Masterplan process.

3. Policy context

3.1 **St Edmundsbury Core Strategy** (see

www.stedmundsbury.gov.uk/planning-and-building-control/sebc-planning-policy-section/core-strategy.cfm). This local plan document was adopted in December 2010 and provides the strategic policy framework for the borough, including Haverhill. It identifies the level of growth for the period to 2031 and that the town will be one of the main recipients of this growth.

- 3.2 **Haverhill Vision 2031** (see www.stedmundsbury.gov.uk/Vision2031). This is part of the council's Local Plan and provides more detailed policies and allocations to deliver the Core Strategy growth planned for Haverhill. It includes the identification of the masterplan boundary and town centre sites with development potential. See Appendix C for some relevant extracts. The document has been the subject of examination by a Planning Inspector and is expected to be adopted in September 2014.
- 3.3 **Joint Development Management Policies** (see www.stedmundsbury.gov.uk/planning-and-building-control/sebc-planning-policy-section/development-management-policies-document.cfm). The

Development Management Policies document contains policies which will, when adopted, form part of the Local Plan and provide a framework for the day-to-day determination of planning applications. The document has recently been subject to examination by a Planning Inspector and consultation on the Inspector's recommended modifications is likely during Autumn 2014.

- 3.4 Haverhill Town Centre Masterplan 2005. A masterplan was prepared by St Edmundsbury Borough Council in 2005 to provide a vision and identify opportunities for the transformation of the town centre. A hard copy of the masterplan can be provided. A number of significant development projects were realised as a result of the masterplan, including the construction of a six screen cinema and associated restaurants adjacent to the Leisure Centre; the development of a Tesco supermarket on the former station yard site; and environmental enhancement works to a number of areas in the town centre, including Jubilee Walk.
- 3.5 **Background studies including Retail Appraisal** (see www.stedmundsbury.gov.uk/planning-and-building-control/sebc-planning-policy-section/planning-policy-studies.cfm). A number of background studies have been prepared over several years to support the preparation of the Local Plan. Of particular note is the Retail Appraisal undertaken by consultants and published in 2012, which includes a number of telephone and on-street interview surveys about shopping and leisure habits and views on the town centre.

4. Expected timetable

- 4.1 Exact dates for the completion of individual stages will be confirmed at the outset by discussion between St Edmundsbury Borough Council/ONE Haverhill and the professional team at an inception meeting.
- 4.2 It is anticipated that the professional team will be appointed in October 2014, with the project completed within ten months.
- 4.3 Approximate timescales are given below:
 - a) Invitation to tender Friday 5 September 2014
 - b) Submission deadline Noon Friday 3 October 2014
 - c) Evaluation period w/c 6 October 2014
 - d) Professional team appointed w/c 13 October 2014
 - e) Inception and governance meeting w/c 20 October 2014
 - f) Draft Masterplan completed February 2015
 - g) Final Masterplan completed May 2015

- h) Adoption process completed June 2015
- i) Public launch July 2015
- 4.4 The contract will commence on the date signed and will run until satisfactory completion of the final masterplan, to the agreed deadline.
- 4.5 St Edmundsbury Borough Council reserves the right to terminate the contract at any time.

5. Submission requirements

- 5.1 The proposal should contain a clear breakdown of costs (as far as possible into individual elements) including how each stage of the project will be organised and managed; quantified inputs of team members; number of days required to complete each task; and any other information that you consider relevant.
- 5.2 In order to illustrate the team's credentials and abilities the following information will be required:
 - a) relevant examples of the experience of your organisation on similar assignments elsewhere, with references;
 - identified individuals who will be managing and working on the project, the qualifications and relevant experience of all personnel who will be involved in the project, and the anticipated time that each individual will spend on the project;
 - c) a complete list of relevant clients during the past five years; and
 - d) whether you would envisage employing other companies; if so, which companies would you use and what is their experience. Please also submit written confirmation that these companies will provide the services required within the project timescale.
- 5.3 A proposal will need to include the following information:
 - a) how key stakeholders will be engaged in identifying the key issues and options;
 - b) how the different aspirations of the various sections of the community will be identified and a consensus on the key issues identified;
 - c) the various community engagement methodologies that will be used to ensure that the full diversity of stakeholders from within the community of Haverhill will be engaged in the process; and
 - d) how the knowledge and expertise of existing local voluntary and community organisations will be used to assist and inform the process.
- 5.4 A detailed proposal for reporting to the ONE Haverhill Masterplanning Core Group to review progress (Nb: the group currently meets fortnightly at

- 9am on Tuesdays).
- 5.5 An explanation of how you will ensure that the outputs and findings from methodologies and exercises used are robust enough to stand up to any future challenge.
- 5.6 The professional team should demonstrate the application of creativity in vision, design, problem solving, commercial awareness (including that of demand and viability) and deliverability (including funding) not only in the final Masterplan document itself, but in the concepts raised throughout the process.
- 5.7 Please state any assumptions or particular exclusions from your proposal and costs.

6. Terms and conditions

- 6.1 The consultant(s) will be paid on the basis of the agreed contract price, which is to include all expenses incurred by the consultant(s).
- 6.2 Invoices may be submitted on satisfactory completion of the milestones specified in the Quotation. Each claim should be accompanied by details of time spent, including any meetings attended.
- 6.3 Information and advice provided under the Contract will be the property of St Edmundsbury Borough Council, to be shared with its partners in the project and, where applicable, published.

7. Contract operation and management

- 7.1 The contract will be managed by St Edmundsbury Borough Council, reporting through the ONE Haverhill Masterplanning Core Group established to drive the project forward.
- 7.2 The project will conclude with a presentation of the final Masterplan SPD to St Edmundsbury Borough Council in preparation for adoption.
- 7.3 The Consultant will be required to nominate a Contract Manager as part of their bid who will be the main point of contact for delivery of this contract and will be responsible for sending the report and any other relevant correspondence to the Council's Contract Manager.
- 7.4 St Edmundsbury Borough Council's Contract Manager will be:

Kirsty Pitwood
Principal Growth Officer
Forest Heath District Council and St Edmundsbury Borough Council
West Suffolk House
Western Way
Bury St Edmunds
Suffolk
IP33 3YU

<u>Kirsty.pitwood@westsuffolk.gov.uk</u> 01284 757109

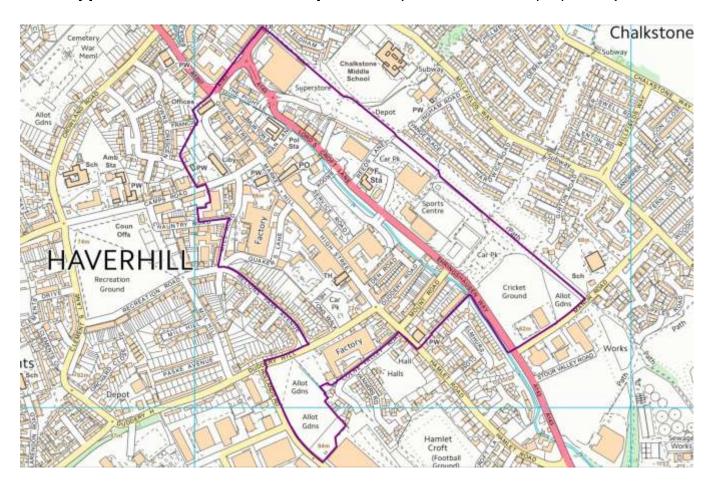
All correspondence should also be sent to the above named officer.

8. Quotations

- 8.1 You are asked to supply the following information:
 - a) Still being agreed by core group at time of print

9. Appendices

9.1 **Appendix A – Haverhill Masterplan area** (shown within the purple line)



9.2 Appendix B - ONE Haverhill Terms of Reference



ONE Haverhill Terms of Reference

(Reviewed 19.10.11/Updated 24.02.12)

Principles

- Members of ONE Haverhill should be able to speak with authority on the views of the organisation they represent, and have the authority to make decisions or commit resources on their organisation's behalf.
- 2. It should be open to any organisation that can make an effective contribution (not just public services).
- 3. Membership of ONE Haverhill should be regularly reviewed. ONE Haverhill should be able to admit new members at any time, if it believes they can make an effective contribution to its work.
- 4. All members have an equal vote.

Membership

Membership will be built around a strong democratic core:

- Haverhill Town Council (2 Members, 1 Officer)
- St. Edmundsbury Borough Council (2 Members, 1 Officer)
- Suffolk County Council (2 Members, 1 Officer)
- Total 9

Other members to include:

- Haverhill Chamber of Commerce (1 member)
- Suffolk Chamber of Commerce (1 member)
- Voluntary & Community sector organisations (2 members)
- Haverhill Safer Neighbourhood Team (1 member)
- Havebury Housing Association (1 member)
- Health (1 member)
- Abbeycroft Leisure (1 member)
- West Suffolk College (1 member)
- Faith Group (1 member)
- Children & Young people Rep (1 member)
- MENTA (1 member)
- Total 12

Maintain relationships/links with:

- West Suffolk LSP
- Greater Cambridge Partnership

- Norfolk & Suffolk LEP
- Jobcentre Plus
- Haverhill Area Working Party

Expectations of Members

- Make attendance a priority and ensure they are prepared to make an active contribution to meetings and events.
- Contribute to the decisions of ONE Haverhill, through leading discussions, raising issues of importance, and ensuring the free exchange of information and views between members.
- Champion ONE Haverhill, promoting its aims, objectives and activities and keeping their member organisations fully informed as to its work and points of view.
- Make decisions in an open and transparent environment, be answerable to local people for those decisions, and be open to public scrutiny.
- Obtain the views of their member organisations and properly represent them at meetings.
- Ensure they have the authority or appropriate powers to make decisions on their organisation's behalf.
- Ensure that decisions or recommendations agreed by the partnership are communicated to and acted upon within their own organisations.

Functions of ONE Haverhill

- Develop shared aims and objectives, based on an understanding of local needs and priorities, identified through engagement with local communities.
- Champion Haverhill, speaking with one voice to influence partners and others in improving local people's quality of life.
- Identify emerging issues and work to overcome them, directly, or by influencing the work of other agencies, or by facilitating collaboration at a local level.
- Help build community capacity by driving engagement with local communities, and working to provide more opportunities for local people to influence local decisions and shape local services.
- Agree the commitment of resources and allocation of budgets as appropriate, work to pool resources and align them with local priorities, and negotiate for the devolution of more resources to a local level.
- Influence the decisions, and the allocation of resources not within the gift of ONE Haverhill, and recommend changes to service delivery that might deliver better outcomes.

Budget

The more resources ONE Haverhill has at its disposal, the greater it's potential. Therefore, partner organisations should be encouraged to devolve and pool whatever funding they can, or to at least ear-mark budgets to be influenced by ONE Haverhill.

Meetings

ONE Haverhill must not be 'just another committee.' The engagement and involvement functions are crucial. Local people must be able to draw a line between their participation and the decisions of the group.

A certain amount co-ordination will be required to make it function effectively based on principles of minimum bureaucracy and minimum formality:

- All meetings should be in private, quarterly
- Meetings should be informal and at times and in places that are convenient for the majority.
- Twice a year, meetings are held 'in assembly', as an opportunity for people to discuss issues that affect Haverhill.
- The board may nominate co-optees or invite others to attend meetings as it sees fit. This may include meetings designed to discuss a specific issue or to engage with a particular section of the community.
- Wherever possible decisions should be reached by consensus. If a vote is necessary, it will be determined by simple majority.
- Meetings should be serviced and supported by one of the three local authorities involved.
- Task & Finish groups will be set up as appropriate and will be made up of any person who can make a positive contribution.

Accountability

ONE Haverhill will not be a legally-constituted body. Therefore:

- Individual members will remain accountable to their parent organisations.
- Public accountability may also be administered through:
 - Forms of public engagement and involvement;
 - Lines of reporting to local authorities, and
 - Local authority scrutiny arrangements

9.3 **Appendix C - Haverhill Vision 2031 extracts**

9.3.1 "Vision 2031 - Aspiration 29: The town centre is vibrant and attractive with a varied retail offer.

The actions to this aspiration are:

- a) Develop the town centre as a destination for shoppers and visitors by improving the retail, leisure and culture offer, the quality of its public realm and the gateways to the centre.
- b) Enhance the Town Centre, including the pedestrian environment.
- c) Make provision for the expansion of the retail offer.
- d) Continue efforts to promote the town and improve its image.
- e) Maximise the Stour Brook's amenity value as an asset for the town.

- f) Encourage uses above shop premises, including residential, to maximize the use of space and ensure the town centre has life and natural surveillance after shops have closed.
- g) Through widespread consultation, we will prepare a separate, more detailed, masterplan for the town centre.
- h) Provide safe and convenient access to the town centre by all modes of travel, including delivery vehicles, and manage parking provision that enhances vitality and viability.

Policy CS10 of the Core Strategy provides an overview of retail, leisure, cultural and office provision, taking account of recently completed development. The Core Strategy recognises that Haverhill town centre will continue to be the focus for new retail, leisure, cultural and office development. Regard will be required to the floorspace requirements of up-to-date retail appraisals.

The town centre masterplan

The town centre is so important to the town as a whole that this Vision document could not do justice to the potential long term issues and any potential solutions. A town centre masterplan will therefore be developed at a later date in full consultation with the many businesses, representative groups and interests that operate within, or rely on the town centre. A Town Centre Masterplan Vision developed in consultation with the local community was adopted in 2005. This has provided the basis for substantial town centre investment, but significant opportunities remain. The Masterplan Vision will continue to set the context for the regeneration of the central area and provide the framework for individual development proposals to come forward. The central area includes a number of opportunities for mixed use development which are identified in Policy HV7. We will revise the town centre masterplan at a later date in full consultation with the many organisations and businesses that operate in or rely on the town centre.

8.2.2 "Policy HV19: Haverhill Town Centre Masterplan:

Haverhill town centre, as identified on the Policies Map is a suitable location for regeneration and new development. The amount of land available for development, including appropriate adjoining sites that will support the regeneration objectives, the location and distribution of uses, access arrangements, design and landscaping will be informed by a masterplan and subsequent individual site development briefs, which will be adopted as guidance.

Applications for planning permission for sites, other than already identified in the Plan for development, and which would have a strategic impact on the development of the masterplan will only be considered once the masterplan has been adopted as planning guidance by the local planning authority following public consultation."

8.2.3 "Policy HV7: Mixed Use Development of Brownfield Land (see map below):

The following urban sites are allocated for mixed use development which may include residential development and commercial uses (including retail) and car parking. Numbers will be informed by more detailed development briefs for the sites at the appropriate time.

