

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title:	Agenda																		
Date:	Thursday 28 May 2015 **Please Note Change to Date**																		
Time:	5.00 pm																		
Venue:	Conference Chamber West (F1R09) West Suffolk House Western Way Bury St Edmunds																		
Membership:	<p>Leader To be elected at Annual Council on 19 May 2015</p> <p>Deputy Leader To be announced</p> <p>The Constitution of the Cabinet is to be announced under items 7 and 8 on the agenda of the Annual Meeting of the Council to be held on 19 May 2015. As this Cabinet agenda was prepared prior to the Annual Meeting of the Council it reflects the 2014/2015 portfolios.</p> <table> <thead> <tr> <th><u>Councillor</u></th> <th><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td></td> <td>Planning and Regulation</td> </tr> <tr> <td></td> <td>Housing</td> </tr> <tr> <td></td> <td>Leader</td> </tr> <tr> <td></td> <td>Health and Communities</td> </tr> <tr> <td></td> <td>Economic Growth</td> </tr> <tr> <td></td> <td>Resources and Performance</td> </tr> <tr> <td></td> <td>Leisure, Culture and Heritage</td> </tr> <tr> <td></td> <td>Waste and Property</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>		Planning and Regulation		Housing		Leader		Health and Communities		Economic Growth		Resources and Performance		Leisure, Culture and Heritage		Waste and Property
<u>Councillor</u>	<u>Portfolio</u>																		
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	Waste and Property																		
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.																		

Quorum:	Three Members
Committee administrator:	Claire Skoyles SEBC Cabinet Officer/Committee Administrator Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk

Procedural Matters

1. Apologies for Absence

2. Minutes

1 - 16

To confirm the minutes of the meetings held on 17 March 2015 (Extraordinary meeting) and 24 March 2015 (copies attached).

3. Procedural Matter: Grant Approved for Victory Sports Ground 2015/2016

Cabinet Member: Portfolio Holder for Leisure, Culture and Heritage
Lead Officer: Liz Watts

Grant Approved for Victory Sports Ground 2015/2016

Summary and Reason for Recommendation:

On 10 February 2015, the Cabinet considered the awarding of a revenue support grant to Victory Sports Ground in 2015/2016, subject to the budget setting process (Report No: CAB/SE/15/007 refers). The recommendation in the report sought a reduction of £2,500 in grant to the sum of £45,250, which was subsequently approved by the Cabinet. The proposed reduction was supported by Cabinet, including proposed reductions for future years' funding, as reflected in the minutes of the meeting:

'It was therefore proposed that in 2015/2016, the Victory Sports Ground would receive a reduction in grant of £2,500 to £45,250 with a view to reducing this grant to zero within a number of years, as previously agreed by Cabinet'.

It has however, transpired that Victory Sports Ground received a grant of £45,250 in 2014/2015, therefore with the application of the intended reduction of £2,500, the grant that awarded in 2015/2016 should be **£42,750.**

Victory Sports Ground have been advised of the oversight and acknowledge that it was the Cabinet's intention to reduce its grant by £2,500 and are therefore expecting to receive £42,750 in 2015/2016.

Recommendation:

The Cabinet is therefore asked to **ENDORSE** its original intention to reduce the revenue support grant to Victory Sports Ground in 2015/2016 by £2,500 to £42,750 and not £45,250 as printed in Report No: CAB/SE/15/007.

Part 1 - Public

4. Open Forum

At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet members. Members wishing to speak during this session should if possible, give notice in advance. Who speaks and for how long will be at the complete discretion of the person presiding.

5. Public Participation

Members of the public are invited to put questions/statements of not more than 3 minutes duration relating to items to be discussed in Part 1 of the agenda only.

NON-KEY DECISIONS

6. Report of the Overview and Scrutiny Committee: 17 - 20 **22 April 2015**

Report No: **CAB/SE/15/030**

Chairman: Ian Houlder (outgoing Chairman)
Christine Brain

Lead Officer:

7. Report of the Anglia Revenues and Benefits Partnership 21 - 26 **Joint Committee: 19 March 2015**

Report No: **CAB/SE/15/031**

Cabinet Member: Portfolio Holder for Resources and Performance
Lead Officer: Liz Watts

8. Annual Review and Appointment of Cabinet Working 27 - 54 **Parties, Joint Committees/Panels and Other Groups:** **2015/2016**

Report No: **CAB/SE/15/032**

Cabinet Member: Leader of the Council
Lead Officers: Fiona Osman and Joy Bowes

9. West Suffolk Joint Pay Policy Statement 2015/2016 55 - 68

Report No: **CAB/SE/15/033**

Cabinet Member: Portfolio Holder for Resources and Performance
Lead Officer: Karen Points

10. Haverhill Town Centre Masterplan - Consultation Document 69 - 156

Report No: **CAB/SE/15/034**

Cabinet Members: Portfolio Holders for Planning and Regulation, and Economic Growth and Portfolio Holder with responsibility for Haverhill

Lead Officer: Chris Rand

11. Decisions Plan: May 2015 to May 2016 157 - 180

To consider the most recently published version of the Cabinet's Decisions Plan

Report No: **CAB/SE/15/035**

Cabinet Member: Leader of the Council Lead Officer: Ian Gallin

Part 2 – Exempt

NONE

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Extraordinary Informal Joint Cabinet

Notes of a informal discussions of the SEBC/FHDC **Cabinets** held on **Tuesday 17 March 2015 at 6.05 pm** in the **Council Chamber**, District Offices, College Heath Road, Mildenhall IP28 7EY

Present: **Councillors**

Forest Heath District Council (FHDC)

James Waters (in the Chair for the informal discussions)

Rona Burt	Robin Millar
Stephen Edwards	Nigel Roman
Warwick Hirst	

St Edmundsbury Borough Council (SEBC)

Terry Clements	Alaric Pugh
Anne Gower	Dave Ray
John Griffiths	Sarah Stamp
Sara Mildmay-White	Peter Stevens

Prior to the formal meeting, informal discussions took place on the following two substantive items:

- (1) West Suffolk Annual Report 2014/2015; and
- (2) Universal Credit Delivery Partnership Agreement.

All Members of St Edmundsbury Borough Council's Cabinet had been invited to attend Forest Heath District Council's offices to enable joint informal discussions on the reports to take place between the two authorities prior to seeking formal approval at their respective separate Cabinet meetings immediately following the informal discussions.

The Leader of Forest Heath District Council welcomed all those present to the District Offices and the Services Manager (Legal) advised on the format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

SEBC's Cabinet noted that under its Constitution, FHDC permitted public participation during its Cabinet meetings. Therefore, for the purpose of facilitating this Constitutional requirement, it was proposed that public speaking should be permitted prior to the start of the informal discussions to enable any questions/statements to be considered by both Cabinets as the outcome may inform the decisions taken during the separate formal

meetings. On this occasion however, no members of the public were in attendance.

Each report was then considered in the order listed on the agenda.

1. **West Suffolk Annual Report 2014/2015**

The Cabinets were presented with the West Suffolk Annual Report 2014/2015.

The West Suffolk Annual Report, attached as Appendix A, highlighted the key activities and developments that had been achieved over the financial year 2014/2015, with regard to the priorities set out in the West Suffolk Strategic Plan 2014/2016.

Councillors Griffiths and Waters, Leaders of the Councils, drew relevant issues to the attention of both Cabinets, including that the Report contained a number of case studies and examples from West Suffolk to illustrate the achievements described. These had been carefully drawn from a range of localities and service areas, and clearly demonstrated the range of activities undertaken by the councils to deliver our shared vision and priorities.

On 12 March 2015, the report was presented to an informal meeting of the Forest Heath and St Edmundsbury Overview and Scrutiny Committees, where a number of suggestions had been recommended to amend the document. These were tabled during these informal discussions, with a minor amendment to the text suggested for adding to Page 19 of the Annual Report, as follows:

Page 7 of the Annual Report, add: *'We are delighted that the New Anglia Local Enterprise Partnership is providing £7 million of funding for a new Engineering Centre at West Suffolk College, which was supported by St Edmundsbury Borough Council. The new centre will provide high quality, fit for purpose accommodation for Engineering, Mathematics, Computing, Advanced Manufacturing and New Technologies. West Suffolk College has recently seen an increase in demand for engineering and manufacturing courses and the new centre will help ensure that future generations have suitable skills for employers in the local area and beyond.'*

Page 16 of the Annual Report, add: *A group, with an independent chairperson, involving residents, the management of Newbury Community Centre, St Edmundsbury Borough Council, Suffolk County Council and Havebury Housing Partnership are working together to deliver a proposed new Newbury Community Centre in Bury St Edmunds. A feasibility study is being carried out by a local architects' practice to consider various options for the scheme which will be completed by spring 2015. There will be further community consultation once the feasibility study is complete which will build on the views of local residents at a well attended consultation evening in October 2014, with the current aim of transferring to a replacement facility by 2019 (with no gap in provision).*

Page 17 of the Annual Report, under the subheading 'Local Community Initiatives' add: *'A number of projects and initiatives have taken place during the year and below are some examples from across West Suffolk.'*

Page 18 of the Annual Report, under 'Stanton' amend paragraph to read: *'Council staff were made aware that the lack of bus service between Shepherds Grove and Bury St Edmunds meant that residents of Shepherds Grove either had a very short or very long stay in the town, which was not suitable for users. As a result we worked with Shepherds Grove Residents' Association, local residents, Simonds buses and Suffolk County Council to provide an additional stop at Shepherds Grove, Stanton in the afternoon. This addition to the service has been well used and appreciated by residents.'*

Page 19 of the Annual Report, add: *'West Suffolk's two leisure trusts, Abbeycroft Leisure and Anglia Community Leisure, have agreed to merge in April. The new organisation will be called Abbeycroft Leisure and the merger will create a more efficient service that will benefit the health and wellbeing of visitors and residents across West Suffolk.'*

Page 20 of the Annual Report, add: *'Forest Heath was pleased to receive funding through the Heritage Lottery 'Breaking New Ground' landscape partnership scheme to provide family fun days in Brandon Country Park, aimed at encouraging families to enjoy the Brecks. In February half term 2014 we held a Winter Fun event which involved fire lighting, arts and crafts, family walks, bird boxes and den building. This was a very successful event which involved 16 families including 27 children. A further three events will be funded included an Enchanted Forest weekend in August 2016. We will update on these future events in due course.'*

Page 26 of the Annual Report, under 'Developing West Suffolk's planning policies' amend sentence to read: *'The documents, for Bury St Edmunds, Haverhill and the rural areas, provide certainty for where development will or will not take place and the infrastructure required to support the growth.'*

Page 26 of the Annual Report, under 'Infrastructure Delivery' amend sentence to read: *'The councils are constantly seeking and demanding that the required infrastructure is secured and delivered as part of all new developments.'*

Page 28 of the Annual Report, case study on affordable homes amend sentence to read: *'The Hastoe Housing Scheme in Church Lane is a project led by the parish council and involving Forest Heath and Community Action Suffolk.'*

The Cabinets commended the content of the Annual Report, and duly accepted the proposed changes to the document, as detailed above.

2. **Universal Credit Delivery Partnership Agreement**

The Cabinets were presented with a proposed Universal Credit Delivery Partnership Agreement.

Both Forest Heath District and St Edmundsbury Borough Councils were in the first tranche of the roll out of Universal Credit (UC) for single claimants in April 2015. Prior to the implementation of UC, councils were required to sign a Delivery Partnership Agreement with the Department of Work and

Pensions (DWP). The purpose of this Agreement was to establish what local authorities were required to deliver in order to ensure a joined up and coherent journey between services for the claimant. This was an interim arrangement to support the initial roll out of UC but would be subject to review as and when full UC was available to all, including families and couples. The Councils' Delivery Partnership Agreement was attached to the report as Appendix A.

An amended version of Recommendation (2), had previously been circulated by email to both Cabinets for consideration, which read:

(2) agrees the broad content of the Universal Credit Delivery Partnership Agreement attached at Appendix A to Report No: CAB/SE/15/019 [CAB/FH/15/016] and delegates authority to the Head of Families and Communities, in consultation with the Portfolio Holder for Resources, [Governance] and Performance to make final amendments to this document;

Councillors Edwards and Ray, Portfolio Holders for Resources, [Governance] and Performance, drew relevant issues to the attention of the Cabinets.

On the conclusion of the informal joint discussions, the Chairman formally opened the meeting of Forest Heath District Council's Cabinet at 6.09 pm in the Council Chamber. On conclusion of that meeting, the Leader of St Edmundsbury Borough Council (SEBC) formally opened the meeting as Chairman of SEBC's Cabinet at 6.11pm.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 17 March 2015 at **5.30 pm** at the **Conference Chamber, West
Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Chairman John Griffiths (Leader of the Council)

Vice Chairman Sara Mildmay-White (Deputy Leader of the Council)

Terry Clements

Anne Gower

Alaric Pugh

Dave Ray

Sarah Stamp

Peter Stevens

48. **Apologies for Absence**

No apologies for absence were received.

49. **Public Participation**

No members of the public were in attendance.

50. **West Suffolk Annual Report 2014/2015**

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/15/018, *West Suffolk Annual Report 2014/2015*, it was proposed, seconded and,

RESOLVED:

That the West Suffolk Annual Report 2014/2015, as contained in Appendix A to Report No: CAB/SE/15/018, as amended to incorporate the revisions recommended by both Overview and Scrutiny Committees and the further amendment to the new paragraph added to Page 19 of the document, as contained in the minutes of the Extraordinary Cabinet meeting held on 17 March 2015, be approved.

51. **Universal Credit Delivery Partnership Agreement**

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/15/019, *Universal Credit Delivery Partnership Agreement*, it was proposed, seconded and,

RESOLVED: That

- (1) the phase one implementation of Universal Credit across West Suffolk be noted;
- (2) the broad content of the Universal Credit Delivery Partnership Agreement attached at Appendix A to Report No: CAB/SE/15/019, be agreed and delegated authority be given to the Head of Families and Communities, in consultation with the Portfolio Holder for Resources and Performance to make final amendments to this document;
- (3) delegated authority be given to the Head of Families and Communities, in consultation with the Portfolio Holder for Resources and Performance, to negotiate the costs being sought from the Department for Work and Pensions to support the implementation of Universal Credit (Appendix A, Schedule Two); and
- (4) it be noted that review periods will be arranged with the Department of Work and Pensions and other partners in order to assess the actual impact of Universal Credit in the area.

The meeting concluded at 6.13 pm

Signed by:

Chairman

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 24 March 2015 at **5.00 pm** at the **Conference Chamber West,**
West Suffolk House, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Chairman John Griffiths (Leader of the Council) (in the Chair)
Vice Chairman Sara Mildmay-White (Deputy Leader)

Terry Clements	Dave Ray
Anne Gower	Sarah Stamp
Alaric Pugh	Peter Stevens

By Invitation: Ian Houlder (Chairman of the Overview and Scrutiny Committee)

In attendance: Sarah Broughton
David Nettleton
Patsy Warby

52. **Apologies for Absence**

No apologies for absence were received.

53. **Minutes**

The minutes of the meetings held on 10 February and 24 February 2015 (special meeting) were confirmed as correct records and signed by the Chairman.

54. **Report of the Overview and Scrutiny Committee: 12 March 2015**

The Cabinet received and noted Report No: CAB/SE/15/020 (previously circulated) which informed the Cabinet of the following items discussed jointly with Forest Heath's Overview and Scrutiny Committee on 12 March 2015:

- (1) Draft West Suffolk Annual Report 2014/2015;
- (2) Monitoring the Western Suffolk Community Safety Partnership; and
- (3) Overview and Update of Planning Enforcement Service.

Councillor Houlder, Chairman of the Overview and Scrutiny Committee drew relevant issues to the attention of the Cabinet, including that the suggestions

made by both Committees for amending the draft Annual Report were duly accepted and approved by both Cabinets on 17 March 2015.

He added that in respect of Item (3) above, the Committee was pleased that a West Suffolk Enforcement Team had been put in place with an accompanying forward work programme.

55. Eastern Relief Road, Bury St Edmunds: Update

The Cabinet considered Report No: CAB/SE/15/021 (previously circulated), which sought approval for issues associated with the commissioning of electricity infrastructure works to serve development at Moreton Hall, including Suffolk Business Park.

Councillor Griffiths, Leader of the Council, drew relevant issues to the attention of the Cabinet, including that on 24 February 2015, Council had committed £4,528,871 of funding for electricity infrastructure works to serve Suffolk Business Park. At that time it was considered that the New Anglia Local Enterprise Partnership (LEP) was likely to provide a loan for this full amount. It had since been established that the LEP would consider a loan of £1.4m instead.

Negotiations were ongoing with a number of parties, including the County Council, regarding the funding required to deliver the electricity infrastructure in this location. Due to timing issues, authority was sought from Cabinet and Council to commit the full amount of funding from the Council's unallocated capital receipts to enable the works to be committed.

There was a significant lead in time to ensure the electricity would be available in time for the first phases of development including the new high school. It was therefore essential that the works were commissioned by the end of April 2015; however, the exact amount of funding from the LEP nor the timing of the supporting funding from Taylor Wimpey or Suffolk County Council would not be known until May at least.

Therefore, to enable the works to be secured, Members were requested to commit to the programme of electricity works at a cost of £4,578,271 (to be initially financed from capital receipts with a view to the project being funded from some or all of the following: £1.4m from Taylor Wimpey; a £1.4m loan from the LEP; and a loan from the County Council). If there was any shortfall, this would be funded by the Council and recovered through loan repayments from Taylor Wimpey. This would all be subject to undertaking due diligence processes. As the works would be commissioned by Taylor Wimpey, a loan agreement would need to be prepared between the Borough Council and Taylor Wimpey.

It was envisaged that the £4,528,871 funding would be repaid firstly from the contribution from Taylor Wimpey (£1.4m) and then the remainder either from the commercial lets as they came forward for Suffolk Business Park or by the commercial developer appointed to bring the land forward.

The Cabinet commended the Borough Council for bringing the partners together to drive this project forward and Members were confident that the

allocated capital would be recouped in due course with appropriate interest payments, where applicable.

RECOMMENDED TO COUNCIL

That:

- (1) the Section 151 Officer allocates £4,528,871 within the Council's capital programme, initially financed from capital receipts, with a view to the project being funded by a combination of £1.4m from Taylor Wimpey, a £1.4m loan from New Anglia Local Enterprise Partnership (NALEP), and a loan from Suffolk County Council. Following the conclusion of the negotiations with these parties and the outcome of the NALEP application, if there is any shortfall, this will be funded by the Council and recovered through the loan repayments by Taylor Wimpey, as set out in 2.9 and 2.10 of Report No: CAB/SE/15/021;**
- (2) all of the above be subject to the satisfaction of the Section 151 and Monitoring Officers, in consultation with the Leader of the Council; and**
- (3) subject to Recommendations (1) and (2) above, delegated authority be granted to the Head of Planning and Growth, in consultation with the Leader of the Council, to enter into a loan agreement with Taylor Wimpey to commission the electricity infrastructure works.**

56. Transfer of Land to Suffolk County Council for New High School at Moreton Hall, Bury St Edmunds

(Councillor Clements declared a local non-pecuniary interest as a Suffolk County Councillor and the item under consideration was located in his County Council Division. Councillor Mrs Stamp declared a local non-pecuniary interest as a Suffolk County Councillor. Both Members remained in the meeting for the consideration of this item.)

The Cabinet considered Report No: CAB/SE/15/022 (previously circulated) which sought approval for issues connected with the construction of a new high school at Moreton Hall, Bury St Edmunds.

Councillor Stevens, Portfolio Holder for Waste and Property drew relevant issues to the attention of the Cabinet, including that the following matters were under consideration for recommending to Council for approval:

- (1) the transfer of 11.38 acres of land to Suffolk County Council for the construction of a new upper school at Moreton Hall, which would serve all of Bury St Edmunds, for the sum of £193,460;**

- (2) for a capital contribution of £1,366,460 (comprised of the figures detailed in the recommendation below) to be made towards shared sports facilities within the site to be leased back to the Council and operated by Abbeycroft Leisure under a sub-lease with an operator's agreement; and
- (3) the approach to maintain the commercial advantage of the Council's 'ransom strip' following the transfer of the 11.38 acres of land.

Councillor Mrs Stamp, Portfolio Holder for Leisure, Culture and Heritage made additional comments regarding the benefits of the shared community sports provision for the whole of Bury St Edmunds.

The Cabinet was supportive of the recommendations and commended the successful partnership working between all partners involved and enabling this entire project to progress.

RECOMMENDED TO COUNCIL:

That:

- (1) 11.38 acres of land be transferred to Suffolk County Council for the construction of a new upper school at Moreton Hall, Bury St Edmunds, as detailed in Section 1 of Report No: CAB/SE/15/022, for the sum of £193,460 subject to a 125 year lease back of the land forming part of the shared community sports provision and an accompanying dual use agreement, whilst ensuring the commercial advantage of the Council's ransom strip is maintained;**
- (2) a capital contribution of £1,366,460 be made to Suffolk County Council towards a shared community sports provision within the site made up of the balance of:**
 - (a) £813,000 capital allocation for Bury Town FC relocation;**
 - (b) £360,000 anticipated future s106 contributions for sporting facilities at Moreton Hall;**
 - (b) the capital receipt of £193,460 detailed in (1) above; and**
- (3) delegated authority be given to the Head of Operations, in consultation with the Portfolio Holders for Waste and Property, and Leisure, Culture and Heritage, Chief Executive, s151 Officer and Monitoring Officer, to agree the terms of all legal agreements necessary to give effect to the above.**

57. Public Service Village Phase II: Update and Next Phase

The Cabinet considered Report No: CAB/SE/15/023 (previously circulated) which provided an update on the current situation regarding the Public Service Village: Phase II project.

Prior to this meeting, consideration had been given to deferring part of this item until a future Cabinet and Council meeting. Whilst interest in the project was encouraging and potential partners wished to progress their enquiries more quickly than initially anticipated, the Cabinet wished to seek further information on a number of matters before recommending approval of Recommendation (2) contained in the report.

Councillor Griffiths, Leader of the Council, drew relevant issues to the attention of the Cabinet, including that it had been established that the decision to defer approval of Recommendation (2), which sought an additional £200,000 for underwriting the appointment of appropriate expertise, would not jeopardise progression of the project and it had been acknowledged that this amount was not required to be committed at this stage.

As decisions on the other three recommendations could be taken by Cabinet, no Cabinet referral to Council was therefore presently required and all Members had previously been informed of the deferral accordingly.

The Cabinet then accepted a proposed amendment to Recommendation (3) to indicate that the outcome of the negotiations would come back for a decision of Council. *'...so that these can be presented to a future meeting of Council'* would be inserted following *'.....as detailed in Section 1.1.7 of Report No: CAB/SE/15/023'*.

RESOLVED:

That:

- (1) the progress of the Public Service Village Phase II (PSVII) Bury St Edmunds project, be noted;
- (2) the Head of Planning and Growth, in consultation with the Leader of the Council, be given delegated authority to negotiate Heads of Terms for a joint venture with the owners of the NHS distribution unit, and partnership agreements with potential occupiers of PSVII, as detailed in Section 1.1.7 of Report No: CAB/SE/15/023, so that these can be presented to a future meeting of Council; and
- (3) the exemption to the Contract Procedure Rules, as detailed in Sections 1.2.3 to 1.2.5 of Report No: CAB/SE/15/023, be noted.

58. Leisure Development Proposals for West Stow Country Park: Update

The Cabinet considered Report No: CAB/SE/15/024 (previously circulated) which sought approval for proposed 'lots' to enable the Application to Bid process to commence the progression of further leisure development at West Stow Country Park.

Councillor Mrs Stamp, Portfolio Holder for Leisure, Culture and Heritage drew relevant issues to the attention of the Cabinet, including that the proposed 'lots' were provided in Table 1 of paragraph 2.2.1. Following approval of the

lots, potential bidders would be able to submit responses for some or all of the lots for further leisure development. The evaluation process would then determine the best solution for the Council, based on a combination of cost and quality. The preferred solution would need to be presented to Council for approval before entering into any leases.

The proposed timetable for delivering the project was set out in paragraph 2.3.1.

RESOLVED:

That, the proposed lots, as set out in Section 2.2 of Report No: CAB/SE/15/024, be approved with the outcome of the 'Application to Bid' process being reported back to Cabinet and full Council in June-July 2015.

59. Sponsorship and Advertising Policy for West Suffolk

The Cabinet considered Report No: CAB/SE/15/025 (previously circulated) which sought approval for a new Sponsorship and Advertising Policy for West Suffolk.

Councillor Ray, Portfolio Holder for Resources and Performance drew relevant issues to the attention of the Cabinet, including that the policy set out the definitions, general principles and procedures for entering into agreements for sponsorship and advertising, so as to maintain propriety and transparency within St Edmundsbury Borough (SEBC) and Forest Heath District Councils (FHDC). This was an updated version of the previous SEBC policy, adopted in 2007. A new policy was needed because of moving forward with the shared services agenda and also because the Councils were trying to behave more commercially in maximising the use of the Councils' assets.

RESOLVED:

That the Sponsorship and Advertising Policy for West Suffolk, as contained in Appendix 1 to Report No: CAB/SE/15/025, be approved.

60. West Suffolk Safeguarding Policy

The Cabinet considered Report No: CAB/SE/15/026 (previously circulated) which sought approval for a new West Suffolk Safeguarding Policy – Guidelines for Working with Children, Young People and Vulnerable Adults.

Councillor Mrs Mildmay-White, Portfolio Holder for Health and Communities, drew relevant issues to the attention of the Cabinet, including that the Safeguarding Policy and Guidelines for working with children, young people and vulnerable adults had been revised and updated to ensure compliance with the new duties placed upon the Council by the Care Act 2014.

The revised policy would enable St Edmundsbury Borough and Forest Heath District Councils to fulfil their statutory obligations under the Children Act 2004 and Care Act 2014 by establishing effective arrangements to safeguard

and promote the welfare of children, young people and vulnerable adults. The features of effective arrangements as identified under the two Acts were listed in the report, together with information on the role and responsibilities of the independent Children's and Adult Safeguarding Boards, and internal training available on safeguarding issues.

In response to a question, the Cabinet was informed that training on safeguarding issues would be provided to new and re-elected Members following the Borough and District elections in May 2015.

RECOMMENDED TO COUNCIL:

That, the revised Safeguarding Policy and Guidelines for working with Children, Young People and Vulnerable Adults, as set out in Appendix A to Report No: CAB/SE/15/026, be adopted.

61. Recommendations from the Bury St Edmunds Area Working Party: 10 March 2015

The Cabinet considered Report No: CAB/SE/15/027 (previously circulated) which presented the recommendations of the Bury St Edmunds Area Working Party.

On 10 March 2015, the Bury St Edmunds Area Working Party considered the '*Amendments to the Article 4 Directions in the Bury St Edmunds Town Centre and Victoria Street Conservation Areas*' as a substantive item of business.

Councillor Clements, Portfolio Holder for Planning and Regulation, drew relevant issues to the attention of the Cabinet, including that the proposed new Article 4 Directions would include the removal of permitted development rights for solar panels, photo voltaic cells etc. The timetable for the consultation process and implementation of the amended Article 4 Directions (if approved) was contained in Section 1.1.5 of the report. Members noted that this had been revised since Report No: BAW/SE/15/001 had been presented to the Working Party.

RESOLVED:

That consultation be carried out on:

- (1) the proposed new Article 4 Directions for the Bury St Edmunds Town Centre and Victoria Street Conservation Areas, as set out in BAW/SE/15/001; and
- (2) the removal of Permitted Development Rights in respect of micro-generation equipment within both these areas in accordance with the amended timetable set out in paragraph 1.1.5 of Report No: CAB/SE/15/027.

62. Recommendations from the Grant Working Party: 13 March 2015

The Cabinet considered Report No: CAB/SE/15/028 (previously circulated) which presented the recommendations of the Grant Working Party.

Councillor Mrs Mildmay-White, Portfolio Holder for Health and Communities drew relevant issues to the attention of the Cabinet, including that on 13 March 2015, the Grant Working Party considered the '*New approach to grant funding arrangements and review of the Locality Budget Scheme*' as a substantive item of business.

The Working Party had considered proposed changes for streamlining the grant funding arrangements for 2015/2016 onwards, including the establishment of a Community Chest fund, and the revisions to the Members' Locality Budget Scheme following a review of the scheme piloted in 2014/2015. Whilst it had recommended amendments to Recommendations (2) and (4) contained in Report No: GWP/SE/15/002, the Working Party had accepted the new approach to grant funding and supported the revisions to the Locality Budget Scheme.

The Cabinet considered the amendments made by the Grant Working Party, the reasons for which were provided in the report and reiterated by Councillor Mrs Mildmay-White, and these were found to be acceptable. All other recommendations were supported.

RESOLVED:

That:

- (1) the revised approach to grant funding from 2015/2016 including the establishment of a Community Chest, as set out in Section 1.3 of Report No: GWP/SE/15/002, be approved;
- (2) (a) the Head of Families and Communities, in consultation with the Portfolio Holder with the responsibility for Grants, be given delegated powers to make awards from the Community Chest funding to the value of £10,000, as set out in paragraph 1.4.4 of Report No: GWP/SE/15/002;
- (b) subject to (2)(a) above, the Grant Working Party firstly be consulted by email on grants proposed to be awarded under this delegation using a similar procedure to that applied under the existing Rural Initiatives Grant Scheme;
- (3) the existing St Edmundsbury Grant Policy be revoked and from April 2015 be replaced with the new criteria, as outlined in Appendix A to Report No: GWP/SE/15/002;
- (4) the success of the Locality Budget Scheme to date be noted and subject to the amendment below, revisions to the scheme to be implemented for 2015/2016, be approved:

the sentence, '*For the purposes of this scheme, a rural parish council is considered to be a parish with a population of 1,000 or fewer according to the latest mid year estimate figures*', be deleted from paragraph 1.7 of Appendix B to Report No: GWP/SE/15/002; and

- (5) any Locality Budget underspend for 2014/2015 with the exception of the £500 per Councillor carry-forward, be approved and retained within the Locality Budget fund for allocation in future years, as outlined in Section 3.2 of Report No: GWP/SE/15/002.

63. Revenues Collection Performance and Write-Offs

The Cabinet considered Report No: CAB/SE/15/029 (previously circulated) which provided the collection data in respect of Council Tax and National Non-Domestic Rates and sought approval for the write-off of debts as contained in the Exempt Appendices.

Councillor Ray, Portfolio Holder for Resources and Performance, drew relevant issues to the attention of the Cabinet, including that as at 28 February 2015, the collection rate of National Non Domestic Rates (NNDR) was 95.95% against a profiled target of 95.59%. As at 28 February 2015, the Council Tax collection rate was 97.20% against a profiled target of 97.71%

The Revenues Section collected outstanding debts in accordance with either statutory guidelines or Council agreed procedures. When all these procedures had been exhausted the outstanding debt was written off using the delegated authority of the Head of Resources and Performance (for debts up to £2,499.99) or by Cabinet (for debts over £2,500).

The specific reasons for recommending each write-off were included in Exempt Appendices 1 and 2.

RESOLVED:

That the write-off of the amounts detailed in the exempt appendices to Report No: CAB/SE/15/029 be approved, as follows:

Exempt Appendix 1: Council Tax totalling £12,526.75

Exempt Appendix 2: Business Rates totalling £5,190.50

64. Exclusion of Press and Public

See minute 65 below.

65. Exempt Appendices: Revenues Collection Performance and Write-offs

The Cabinet considered Exempt Appendices 1 and 2 to Report No: CAB/SE/15/029 (previously circulated), however no reference was made to specific detail and therefore this item was not held in private session.

The meeting concluded at 5.42 pm

Signed by:

Chairman

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the Overview and Scrutiny Committee: 22 April 2015	
Report No:	CAB/SE/15/030	
Report to and date:	Cabinet	28 May 2015
Chairman of the Committee:	Ian Houlder (Outgoing Chairman) Chairman of the Overview and Scrutiny Committee Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Lead officer:	Christine Brain Scrutiny Officer Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	On 22 April 2015, the Overview and Scrutiny Committee considered the following items: (1) Update on On-Street Parking, Skyliner Way, Bury St Edmunds; (2) Quarter 4 Directed Surveillance Authorised Applications; and (3) Work Programme Update.	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the content of Report CAB/SE/15/030, being the report of the Overview and Scrutiny Committee.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.	
Consultation:	<ul style="list-style-type: none"> • See Reports listed under background papers below 	

Alternative option(s):		<ul style="list-style-type: none"> See Reports listed under background papers below 	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Reports listed under background papers below 	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Reports listed under background papers below 	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Reports listed under background papers below 	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Reports listed under background papers below 	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Reports listed under background papers below 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Report OAS/SE/15/004 – Update on On-Street Parking, Skyliner Way, Bury St Edmunds Report OAS/SE/15/005 – Work Programme Update All considered by the Overview and Scrutiny Committee on 22 April 2015	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Update on On-Street Parking, Skyliner Way, Bury St Edmunds (Report No: OAS/SE/15/004)

1.1.1 The Committee received an update on progress made following consideration of this item on 3 September 2014. At that meeting it was recommended that a number of options be explored to see whether improvements could be made to alleviate the parking issues in Skyliner Way, Bury St Edmunds. The Head of Planning and Growth was also asked to work with colleagues at Suffolk County Council and to report back to the Committee on a quarterly basis.

1.1.2 The Committee acknowledged that it would be expensive to create a layby, but felt this was the most viable option and that any parking restrictions should not be implemented until all options for a layby had been exhausted. Members were concerned that traffic would continue to increase and that the infrastructure for the Eastern Relief Road was several years away.

1.1.3 The Committee suggested that the update report on 22 July 2015 should include more information, including an update on the testing of the layby; rough costings and funding options (including relevant criteria); maps/plans indicating pinch points; potential alternative places to park; businesses releasing unused parking spaces and the number of cars using Skyliner Way.

1.1.4 For **NOTING** by Cabinet, the Committee recommended that:

- (1) the Head of Planning and Growth be instructed to write to Suffolk County Council Highways setting out that no parking restrictions should be imposed until all options for a layby had been explored for Skyliner Way, Bury St Edmunds; and
- (2) the July 2015 progress report to the Committee should include maps/plans highlighting pinch points; potential alternative parking places; rough costings and alternative funding options.

1.2 Quarter 4 Directed Surveillance Authorised Applications (Verbal Report)

1.2.1 The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 requires that Members should scrutinise the authority's use of its surveillance powers on a quarterly basis. In June 2010 it was agreed that this requirement should be fulfilled by the Overview and Scrutiny Committee. The Monitoring Officer had advised that in Quarter 4 no such surveillance had been authorised.

1.3 Work Programme Update (Report No: OAS/SE/15/005)

1.3.1 The Overview and Scrutiny Committees has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting. The work programme also leaves space for Call-ins and Councillor Calls for Action. Members **NOTED** the items expected to be presented to the Committee during 2015/2016.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the Anglia Revenues and Benefits Partnership Joint Committee: 19 March 2015	
Report No:	CAB/SE/15/031	
Report to and date:	Cabinet	28 May 2015
Portfolio holder:	To be confirmed at the Annual Meeting of Council on 19 May 2015.	
Lead officers:	Liz Watts Director Tel: 01284 757252 Email: liz.watts@westsuffolk.gov.uk	
	Rachael Mann Head of Resources and Performance Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	<p>On 19 March 2015 the Anglia Revenues and Benefits Partnership (ARP) Joint Committee considered the following substantive items of business:</p> <ol style="list-style-type: none"> (1) Performance Report; (2) SFIS and Counter Fraud; (3) Enforcement Agency Update; (4) Electronic Document Management System; (5) Universal Credit; (6) Forthcoming Issues; (7) Strategic Review; and (8) Risk Based Verification. <p>This report is for information only. No decisions are required by the Cabinet.</p>	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the content of Report No: CAB/SE/15/031, being the report of the Anglia Revenues and Benefits Partnership Joint Committee.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>
Consultation:	<ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
Alternative option(s):	<ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See reports of ARP Joint Committee at link provided under 'Background papers'
Risk/opportunity assessment: See reports of ARP Joint Committee at link provided under 'Background papers'	<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>
Ward(s) affected:	All Ward/s
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Breckland DC Website: Reports of the Anglia Revenues and Benefits Partnership Joint Committee – 19 March 2015
Documents attached:	None

1. Key issues

1.1 Performance Report (Agenda Item 5)

1.1.1 The Joint Committee had received and noted a Performance Report as at 31 January 2015. The report detailed ARP's key achievements in respect of Benefits News; Council Tax News; NDR news; HBOP News; Performance Targets; Projects; Learning and Support; and Customer Survey. This detailed report can be viewed on Breckland District Council's website at:

<http://democracy.breckland.gov.uk/documents/s34538/ARP%20Performance%20Report%20to%20Jan%2031%202015.pdf>

1.1.2 In respect of operational performance, a discussion was held on the performance targets for 2015/2016 and the level in which they had been recommended by officers to be set. Members had considered that in view of the current over-achievement that this should be reflected in the targets; however, officers had considered that with the introduction of Welfare Reform and other changes, it was important to acknowledge the challenging times ahead. Members subsequently agreed that the same targets for 2014/2015 should therefore be maintained but be reviewed mid-year.

1.1.3 Discussions were also held on the Customer Survey; Balanced Scorecard; and the existing ARP website.

1.1.4 The Joint Committee **RESOLVED that the performance targets for 2015/2016 be the same as for 2014/2015 and be brought back to the Committee mid-year for review.**

1.1.5 In respect of financial performance as at 31 January 2015, the Joint Committee noted that the total partnership costs were currently showing a £139,468 (1.43%) underspend against the approved 2014/2015 total budget of £9,724,807. The savings from the business cases for Fenland DC, and Suffolk Coastal and Waveney DCs joining a single officer core had been reflected in the budgets and outturn figures. The variances on individual budgets were explained.

1.1.6 In addition, a table was shown which provided an indication of the repayment to each authority if the Joint Committee wished to redistribute the forecast saving against budget. The alternative was to retain any surplus in reserves to fund future projects. St Edmundsbury's share from 2014/2015 amounted to £18,139. Members considered the total savings should be retained for the time being to potentially fund future projects. Some projects may however, require separate authority approval, and this would need to be determined depending on the spending requirements set by each authority.

1.1.7 The Joint Committee **RESOLVED that:**

- (1) the savings be retained in reserves for the time being; and**
- (2) each authority to check what their approval for spend requirements would be.**

1.2 **SFIS and Counter Fraud (Agenda Item 6)**

1.2.1 The Joint Committee had considered a report which provided background to the Single Fraud Investigation Service (SFIS), which was currently being set up by the Department of Work and Pensions (DWP) and Her Majesty's Revenues and Customs (HMRC). Housing benefit fraud investigation and prosecution work would be transferred to this new service from 1 September 2015.

1.2.2 This provided ARP with an opportunity to use residual funding to establish a non-housing benefit fraud investigation service and the main preceptors (i.e. not Waveney or Suffolk Coastal District Councils) would be approached to contribute to that. Options were set out in the report and the aim was for the service to be cost neutral.

1.2.3 Authority to establish such a service would be required from each of the five partner authorities involved.

1.2.4 The Joint Committee **RESOLVED that:**

- (1) the report be noted;**
- (2) authority be delegated to the Operational Improvement Board (OIB) to negotiate a contribution from the major preceptors; and**
- (3) authority be delegated to the OIB to retain a permanent Counter Fraud Team subject to approval where necessary from the Partner Councils of the ARP.**

1.3 **Enforcement Agency Update (Agenda Item 7)**

1.3.1 The Joint Committee had received and noted a report which provided an update on the introduction of an Enforcement Agency.

1.3.2 Members noted that the tender process for the required computer system was almost complete and staff recruitment would be undertaken during April and May 2015, with a view to administrative staff being in post by the end of May 2015 and Enforcement Officers by the end of June.

1.3.3 Discussions had been held on the enforcement process; the statutory fees to be charged; and the features of the computer systems from suppliers that had submitted tenders.

1.4 **Electronic Document Management System (Agenda Item 8)**

1.3.1 The Joint Committee had considered a business case for a shared Electronic Document Management System for the Anglia Revenues Partnership.

1.3.2 Currently, two document management systems were used which meant that resilience for sharing information across authorities was restricted. A business case for a shared Electronic Document Management System, as attached at Appendix A to the report, had therefore been prepared. It was anticipated that the benefits of one centralised system would provide staff savings and bring financial return after three years.

1.3.3 Discussion was held on the initial set-up costs and whether a full procurement exercise would be required to purchase the system.

1.3.4 The Joint Committee **RESOLVED that:**

- (1) the report be noted;**
- (2) Option 1 in the business case, to move all Councils to one document imaging system, be approved; and**
- (3) authority be delegated to the Operational Improvement Board to procure a shared document management system in accordance with the business case.**

1.4 **Universal Credit (Agenda Item 9)**

1.4.1 The Joint Committee had received and noted a verbal update on the current situation regarding Universal Credit.

1.4.2 Members noted that:

- (a) the aim of Universal Credit (UC) was to provide greater fairness and to replace the six existing benefits and credits with one monthly payment;
- (b) UC did not include the Local Council Tax Reduction Scheme;
- (c) UC was being introduced in stages and from February 2015, that had been accelerated for delivery to new, single claimants only;
- (d) Councils were required to sign a Partnership Agreement with the DWP. Prior to 'going live', a Data Sharing Agreement would also need to be agreed;
- (e) DWP had estimated that it would take between two and six hours per person to process each claim, therefore negotiations had been held with third parties to provide personal budgeting support to try and alleviate this; and
- (f) pilot schemes operated in other parts of the country had reportedly stated that UC was working well.

1.5 **Forthcoming Issues (Agenda Item 10)**

1.5.1 The Joint Committee had received and noted an outline plan for developing a brochure for ARP and how it could be used. A detailed proposal would be provided to a future meeting.

1.6 **Strategic Review (Agenda Item 12)**

1.6.1 The Joint Committee had considered an update on the strategic review and considered a number of recommendations, as set out in the exempt report.

1.6.2 Work was progressing well and recommendations for the Partner Authorities to consider would be presented to a future meeting of the Joint Committee, in

respect of developing the existing trading arm, namely Anglia Revenues Partnership Trading (ARPT) as a limited company and how this could integrate with the existing Partnership.

1.6.3 The Joint Committee **RESOLVED to agree the recommendations in the exempt report at paragraphs 4.13 to 4.18.**

1.7 **Risk Based Verification (Agenda Item 14)**

1.7.1 The Joint Committee had considered the Housing Benefit Risk Based Verification Policy which was presented as an exempt report. The Policy would be reviewed annually.

1.7.2 The Joint Committee **RESOLVED that:**

(1) the report be noted;

(2) the review of the Housing Benefit Risk Based Verification Policy for 2013/2014 and 2014/2015 for Breckland Council, East Cambridgeshire District Council, Forest Heath District Council and St Edmundsbury Borough Council, be approved.

2. **Minutes**

2.1 For further information on the items detailed above, see the [minutes](#) (click on link) of the Anglia Revenues and Benefits Partnership Joint Committee meeting held on 19 March 2015.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Annual Review and Appointment of the Cabinet's Working Parties, Joint Committees/Panels and Other Groups	
Report No:	CAB/SE/15/032 [to be completed by Democratic Services]	
Report to and date:	Cabinet	28 May 2015
Portfolio holder:	Leader of the Council <i>(Appointment of the Leader of the Council to be confirmed at Annual Council on 19 May 2015)</i>	
Lead officers:	Fiona Osman Service Manager (Democratic Services and Elections) Tel: 01284 757105 Email: fiona.osman@westsuffolk.gov.uk	
Lead officers:	Joy Bowes Service Manager (Legal) Tel: 01284 757141 Email: joy.bowes@westsuffolk.gov.uk	
Purpose of report:	<p>The Cabinet is requested to review the membership and Terms of Reference of its Working Parties, Joint Committees/Panels and other Groups for the year 2015/2016.</p> <p>The existing Terms of Reference (ToR) for each body are contained in Appendices A to F inclusive.</p> <p>Recommendations are contained within appropriate Sections of this report and further summarised in the recommendations listed below.</p>	

<p>Recommendation:</p>	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) for the reasons given in paragraph 1.2.2 of Report No: CAB/SE/15/032, further consultation be carried out with all councillors and partners on the future of the Bury St Edmunds, Haverhill and Rural Area Working Parties with the outcomes and potential way forward being reported back to Cabinet on 23 June 2015.</p> <p>(2)</p> <p>(a) the Grant Working Party continues to operate in accordance with its amended Terms of Reference, as detailed in Appendix A of Report No: CAB/SE/15/032; and</p> <p>(b) the Service Manager (Legal) be given delegated authority to appoint Members and substitute Members to the Grant Working Party, in line with the political balance requirements (see Section 1.4 of Report No: CAB/SE/15/032), on the basis of nominations from the Group Leaders.</p> <p>(3)</p> <p>(a) The Sustainable Development Working Party continues to operate at the present time in accordance with its current Terms of Reference, as detailed in Appendix B to Report No: CAB/SE/15/032;</p> <p>(b) the Service Manager (Legal) be given delegated authority to appoint Members to the Sustainable Development Working Party, in line with the political balance requirements (see Section 1.4 below), on the basis of nominations from the Group Leaders; and</p> <p>(c) the future direction of the Sustainable Development Working Party, as outlined in Section 1.2.9 of Report No: CAB/SE/15/032, be noted.</p> <p>(4)</p> <p>(a) The West Suffolk Joint Growth Steering Group, West Suffolk Joint Emergency Planning Panel, West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel continue to operate in accordance with their current Terms of Reference contained in</p>
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Appendices C, D, E and F to Report No: CAB/SE/15/032 respectively;

- (b) the Service Manager (Legal) be given delegated authority to appoint Members and substitute Members to the Joint Panels and Steering Group, as set out in Section 1.3.1 above, on the basis of political balance requirements, where appropriate (see Section 1.4 below) and on the nominations from the Group Leaders; and**
 - (c) meetings of the Joint Steering Group and Panels set out in Section 1.3.1 of Report No: CAB/SE/15/032, continue to be scheduled as and when required but with regard to the discussion outlined in Section 1.3.4.**
- (5)**
- (a) The Service Manager (Legal) be given delegated authority to appoint two full Members and one substitute Member to the Anglia Revenues and Benefits Partnership Joint Committee, on the nomination of the Leader of the Council;**
 - (b) the potential requirement to only have one full Member representative from each of the Councils represented on the Anglia Revenues and Benefits Partnership Joint Committee, as set out in Section 1.5.2 of Report No: CAB/SE/15/032, be noted. Any required changes to the Council's representation on the Joint Committee be delegated to the Service Manager (Legal) and the Leader of the Council to action accordingly; and**
 - (c) following the adoption of the Joint Development Management Policies Document and subject to the approval of Forest Heath District Council, the Joint Development Management Policies Committee be disbanded, with any residual joint planning policy matters being taken through the West Suffolk Joint Growth Steering Group and Cabinet/Council.**
- (6)**
- (a) The Cabinet's existing informal Working Groups be retained or disbanded as indicated in Section 1.6.2 of Report No:**

	CAB/SE/15/032; and		
	(b) provided that resources are available to support them, further informal task-and-finish working groups continue to be established to consider specific issues as required throughout 2015/2016.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
Consultation:	<ul style="list-style-type: none"> Consultation has been undertaken with the Leadership Team, Portfolio Holder and other Cabinet Members. 		
Alternative option(s):	<ul style="list-style-type: none"> Not to undertake an annual review; however, it is considered sensible to review the purpose and remit of the Cabinet's working parties and groups to ensure they remain productive and in line with the Council's strategic priorities. 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> The review has been undertaken within existing resources. Any changes required as a result of the review will also be borne from existing budgets. 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Section 1.4 below 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Opportunities for joint working are missed	Medium	Consider the creation of joint committees, panels and working parties wherever possible.	Low

Duplication of effort between member bodies	Medium	Carry out an annual review of working parties, etc to ensure that they are all still relevant and adding value and do not cross over with the activities or other bodies e.g. scrutiny committees or task and finish groups	Low
The number of meetings and reviews cannot be accommodated with available member and officer time and resources	High	Carry out an annual review to disband any groups no longer required, and to optimise frequency of meetings. Keep under constant review.	Medium
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None.	
Documents attached:		Appendices A to F inclusive: Terms of Reference	

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 Under Article 6 (The Cabinet) (paragraph 6.6.2) of the Council's Constitution, it states that:

"The Cabinet may carry out its functions:

d. by delegating power to a joint committee, area committee or another local authority".

1.1.2 Under Article 10 (Joint Arrangements and Working Groups) of the Council's Constitution, it states that:-

"10.2 Joint Arrangements

10.2.3 ... the Cabinet may only appoint Cabinet Members to a joint committee and those Members need not reflect the political balance of the Council as a whole."

"10.3 Working Groups

10.3.1 The Council, Cabinet or Committees may appoint from time to time such working groups as they think fit, including joint working groups with Forest Heath District Council..."

1.1.3 The following Working Parties, Joint Committees/Panels and other Groups, either report to the Cabinet or exercise Executive functions:

(a) Exercise Executive functions on behalf of the Cabinet

- Anglia Revenues and Benefits Partnership Joint Committee
- Joint Development Management Policies Committee

(b) Report to the Cabinet

- Bury St Edmunds Area Working Party
- Haverhill Area Working Party
- Rural Area Working Party
- Grant Working Party
- Sustainable Development Working Party
- West Suffolk Joint Emergency Planning Panel
- West Suffolk Joint Health and Safety Panel
- West Suffolk Joint Growth Steering Group
- Other informal working groups, as detailed in Section 1.6 below

1.1.4 The Cabinet is requested to review the membership and the terms of reference for its Working Parties, Joint Committees/Panels and other Groups for the year 2015/2016 as set out below.

1.2 Current Working Parties and Panels: Borough Council Membership only

1.2.1 The following Cabinet Working Parties currently operate in accordance with the Appendices attached as indicated in the table below:

SEBC Working Party or Panel	Members	Subs	Terms of Reference
Bury St Edmunds Area Working Party*	10	5	Not applicable at this stage
Haverhill Area Working Party*	10	5	Not applicable at this stage
Rural Area Working Party*	10	5	Not applicable at this stage
Grant Working Party*	7	3	Appendix A
Sustainable Development Working Party*	13	6	Appendix B

*membership is appointed with regard to the political balance – see Section 1.4 below

1.2.2 **Bury St Edmunds, Haverhill and Rural Area Working Parties**

The workload of the three Area Working Parties (AWPs) has diminished in recent years, and the number of meetings has reduced accordingly. In 2014/2015 a total of eleven AWP meetings were held, resulting in only three formal recommendations to Cabinet. This reflects a change in approach, particularly in the case of the Bury and Rural AWPs, which now have a member-led work programme which is designed to allow informal discussion between ward members and officers and partners on matters affecting their communities. This has reduced the resources required to support the AWPs. However, this new role does potentially duplicate the constitutional role of scrutiny committees and other working parties. There is also the chance to look at whether the future role of the AWPs should actually be focused on new ways of locality working with partners (linked to West Suffolk's own Families & Communities Strategy and Suffolk's Transformation Challenge Award (TCA) programme).

For this reason, the Cabinet would like to carry out more consultation on the future of the AWPs with all councillors and partners and report back to Cabinet at its next meeting on 23 June 2015.

1.2.3 **It is RECOMMENDED that for the reasons given in paragraph 1.2.2 of Report No: CAB/SE/15/032, further consultation be carried out with all councillors and partners on the future of the Bury St Edmunds, Haverhill and Rural Area Working Parties with the outcomes and potential way forward being reported back to Cabinet on 23 June 2015.**

1.2.4 **Grant Working Party**

The role and function of the Grant Working Party has been streamlined in recent years by making more use of the electronic voting system, and more recently, this Working Party was subject to separate review as part of the overall Grants review undertaken to develop the Families and Communities agenda. On 24 March 2015, a new approach to grant funding arrangements for implementation from 2015/2016 was resolved by the Cabinet (Report Nos: CAB/SE/15/028 and GWP/SE/15/002 refer). This new approach acknowledged the value of retaining the Grant Working Party for its views and

advice on how it considers future funding should be granted. It was agreed that applications for funding from the new Community Chest would be considered once a year, each November/December. The November/December Cabinet meeting will be preceded by a discussion of the Grant Working Party. It was also agreed that decisions on Rural Initiative Grant Scheme grants will remain the responsibility of the Grant Working Party until all of the funding has been allocated.

1.2.5 Other than the meeting referred to above, additional meetings would only be arranged during 2015/2016 as substantive business dictates.

1.2.6 As part of the above Grants review, the Cabinet also resolved to revoke the existing Grants Policy from April 2015, therefore this will require an amendment to its existing ToR, as suggested below and reproduced at Appendix B:

*'To consider grant applications and recommend the level of grants payable to organisations to officers or the Cabinet, based on the policies agreed by Council and in accordance with the relevant delegations detailed in Section 7 of this Grants Policy **criteria for Community Chest Grant funding and Rural Area Initiative Grant funding.***

1.2.7 It is **RECOMMENDED** that:

(a) the Grant Working Party continues to operate in accordance with its amended Terms of Reference, as detailed in Appendix A of Report No: CAB/SE/15/032; and

(b) the Service Manager (Legal) be given delegated authority to appoint Members and substitute Members to the Grant Working Party, in line with the political balance requirements (see Section 1.4 of Report No: CAB/SE/15/032), on the basis of nominations from the Group Leaders.

1.2.8 **Sustainable Development Working Party**

As Forest Heath District Council's Local Plan Documents (Core Strategy Single Issue Review (Policy CS7 Housing) and Site Specific Allocations) are not due for adoption until May 2017, it has been recommended to Forest Heath District Council's (FHDC) Cabinet that its Local Plan Working Group continues to operate and meetings be arranged as substantive business dictates.

1.2.9 Following adoption of these Documents, it will be the intention to disband both the Sustainable Development Working Party (SDWP) and FHDC's Local Plan Working Group, as common joint planning policies would develop through the West Suffolk Joint Growth Steering Group, as a West Suffolk Local Plan, as previously agreed by both Cabinets (see Appendix C for Terms of Reference and Section 1.3.2 below).

1.2.10 It is **RECOMMENDED** that:

(a) the Sustainable Development Working Party continues to operate at the present time in accordance with its current Terms

of Reference, as detailed in Appendix B to Report No: CAB/SE/15/032;

- (b) the Service Manager (Legal) be given delegated authority to appoint Members to the Sustainable Development Working Party, in line with the political balance requirements (see Section 1.4 below), on the basis of nominations from the Group Leaders; and**
- (c) the future direction of the Sustainable Development Working Party, as outlined in Section 1.2.9 of Report No: CAB/SE/15/032, be noted.**

1.3 Current Joint Panels and Steering Group: Joint Membership with Forest Heath District Council

1.3.1 The following Joint Panels and Steering Group have been established with Forest Heath District Council:

Joint Panels and Steering Group	Borough Council Members	Substitutes	Terms of Reference
West Suffolk Joint Growth Steering Group*	6	2	Appendix C
West Suffolk Joint Emergency Planning Panel	4	1	Appendix D
West Suffolk Joint Health and Safety Panel	3	1	Appendix E
West Suffolk Joint Staff Consultative Panel	3	2	Appendix F

*membership is appointed with regard to the political balance – see Section 1.4 below

1.3.2 West Suffolk Joint Growth Steering Group

This Steering Group continues to operate with its role developing, particularly given its close association with all three West Suffolk Strategic Priorities and its flexibility to be able to co-opt external representatives to assist it with specific issues or to provide particular areas of expertise. In addition, all common West Suffolk planning policies across the two districts will eventually be developed via this Group (see Section 1.2.9 above).

1.3.3 West Suffolk Joint Emergency Planning Panel, West Suffolk Joint Health and Safety Panel and West Suffolk Joint Staff Consultative Panel

It is suggested that the West Suffolk Joint Emergency Planning Panel, West Suffolk Joint Health and Safety Panel and West Suffolk Joint Staff Consultative Panel continue to operate to consider policy matters for recommending to Cabinet/Council for approval, in accordance with the remit of each Panel’s ToR.

1.3.4 Where recommendations to Cabinet and/or Council are not required, it is suggested that greater use of electronic means is exercised to keep Members informed of issues that would usually be noted by these Joint Panels. With greater emphasis now placed on Members' use of electronic devices, such information can be accessed more easily by email, within dedicated areas on the new emerging intranet, or via the existing Members' News.

1.3.5 The meetings for the above Joint Steering Group and Panels are scheduled as and when required as substantive business dictates and it is being suggested that this arrangement continues to operate for 2015/2016. However, subject to the agreement of the relevant Chairman of each of the Joint Steering Group and Joint Panels, this does not preclude Members suggesting that meetings be convened to discuss a specific topic that may arise from information provided electronically.

1.3.6 It is **RECOMMENDED** that:

(a) **the West Suffolk Joint Growth Steering Group, West Suffolk Joint Emergency Planning Panel, West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel continue to operate in accordance with their current Terms of Reference contained in Appendices C, D, E and F to Report No: CAB/SE/15/032 respectively;**

(b) **the Service Manager (Legal) be given delegated authority to appoint Members and substitute Members to the Joint Panels and Steering Group, as set out in Section 1.3.1 above, on the basis of political balance requirements, where appropriate (see Section 1.4 below) and on the nominations from the Group Leaders; and**

(c) **meetings of the Joint Steering Group and Panels set out in Section 1.3.1 of Report No: CAB/SE/15/032, continue to be scheduled as and when required but with regard to the discussion outlined in Section 1.3.4.**

1.4 **Political Balance**

1.4.1 The formula for the allocation of seats to the political groups of the Council will not be approved until the Annual Meeting of Council on 19 May 2015. It is therefore suggested that the allocation of seats to the Working Parties/Steering Group that have historically been calculated with regard to the political balance be considered following this meeting and appointments made under delegation, as reflected in the recommendations set out in Sections 1.2.7, 1.2.10 and 1.3.6 above.

1.5 **Joint Committees**

1.5.1 To comply with the Constitution, the Council's Joint Committees exercise executive functions on behalf of the Cabinet. St Edmundsbury Borough Council's membership of the Joint Committees indicated in 1.5.2 and 1.5.3 below are therefore required to comprise Cabinet Members:

Joint Committee	SEBC Full Members	SEBC Substitutes
Anglia Revenues and Benefits Partnership Joint Committee	2	2
Joint Development Management Policies Committee	3	2

1.5.2 **Anglia Revenues and Benefits Partnership Joint Committee**

The membership of the Anglia Revenues and Benefits Partnership Joint Committee currently comprises two Members and two Substitutes appointed from each of the Councils represented on the Partnership (Forest Heath District Council, St Edmundsbury Borough Council, Breckland Council, East Cambridgeshire District Council, Fenland District Council, Suffolk Coastal District Council and Waveney District Council). The Partnership has agreed that only one Substitute Member is now required to be appointed from each of the Councils represented on the Partnership. During 2015/2016, the Joint Committee may also decide to only have one Member representative from each of the Councils represented on the Partnership.

1.5.3 **Joint Development Management Policies Committee**

Adoption of the Joint Development Management Policies Document was undertaken by both Forest Heath District Council and St Edmundsbury Borough Council in February 2015, therefore, it is suggested that this Committee can now be disbanded, with any residual joint planning policy matters being taken through the West Suffolk Joint Growth Steering Group and Cabinet/Council.

1.5.4 It is **RECOMMENDED** that:

- (a) **the Service Manager (Legal) be given delegated authority to appoint two full Members and one substitute Member to the Anglia Revenues and Benefits Partnership Joint Committee, on the nomination of the Leader of the Council;**
- (b) **the potential requirement to only have one full Member representative from each of the Councils represented on the Anglia Revenues and Benefits Partnership Joint Committee, as set out in Section 1.5.2 of Report No: CAB/SE/15/032, be noted. Any required changes to the Council's representation on the Joint Committee be delegated to the Service Manager (Legal) and the Leader of the Council to action accordingly; and**
- (c) **following the adoption of the Joint Development Management Policies Document and subject to the approval of Forest Heath District Council, the Joint Development Management Policies Committee be disbanded, with any residual joint planning policy matters being taken through the West Suffolk Joint Growth Steering Group and Cabinet/Council.**

1.6. **Other Informal Working Groups**

1.6.1 The Cabinet also sets up from time to time informal Member/Officer Working Groups to consider specific issues usually on a task-and-finish basis and often as joint groups with Forest Heath District Council. These groups make recommendations directly to Cabinet or the appropriate Committee in the form of reports and it is proposed that the practice of setting up such informal groups to look at specific issues should continue as required, provided there are resources available to support them.

1.6.2 In relation to the groups currently operating, the situation going into 2015/2016 is as follows:

- (a) **Joint Diversity Working Party:** This informal Working Party was established with Forest Heath District Council in April/May 2013 to replace the pre-existing separate groups looking at equality and diversity issues. It will continue to be needed for the foreseeable future. **Retain.**
- (b) **The Apex Performance Panel:** this group was established in March 2013 to implement the findings of the two-year review. It will continue to be needed for the foreseeable future. **Retain.**
- (c) **Heritage Working Group:** This group has achieved its original objectives and has not met in recent times. **Disband.**
- (d) **Gypsy and Traveller Working Group:** Any previous functions of this group can be performed by portfolio holders, the Cabinet or other committees or working groups of the Council, in consultation with partners and ward members, as appropriate. **Disband.**
- (e) **Joint Member Learning and Development Group:** This is a joint group with Forest Heath District Council which was established in December 2012 as an informal group to contribute to and support member development opportunities. It will continue to be needed for the foreseeable future. **Retain.**

1.6.3 It is **RECOMMENDED** that:

- (a) **the Cabinet's existing informal Working Groups be retained or disbanded as indicated in Section 1.6.2 of Report No: CAB/SE/15/032; and**
- (b) **provided that resources are available to support them, further informal task-and-finish working groups continue to be established to consider specific issues as required throughout 2015/2016.**



St Edmundsbury
BOROUGH COUNCIL

Grant Working Party: Terms of Reference

To consider grant applications and recommend the level of grants payable to organisations to officers or the Cabinet, based on the policies agreed by Council and in accordance with the relevant delegations detailed in Section 7 of this Grants Policy **criteria for Community Chest Grant funding and Rural Area Initiative Grant funding.**

Amended version recommended for approval by Cabinet: 28 May 2015

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Sustainable Development Working Party: Terms of Reference

1. A joint Working Party comprising the relevant Portfolio Holders (i.e. those with responsibility for planning and transportation and environmental matters), the Chairman of the Development Control Committee, members of the Development Control Committee, Overview & Scrutiny Committee and Policy Development Committee to advise the Cabinet and Council:-
 - (i) on the formulation of the Local Development Framework for St Edmundsbury and associated planning policies specific to the district; and
 - (ii) consider and advise on strategic transportation matters and investment in highway schemes that are of more than local significance.
2. All Members of the Council will be invited to attend meetings of the Working Party.

Version approved by Cabinet: 21 November 2012 (minute 71 refers)

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West Suffolk Joint Growth Steering Group: Terms of Reference

Terms of Reference

1. To advise the Cabinets of Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) on:
 - (a) creating the conditions to encourage and support sustainable growth across the whole of the West Suffolk area;
 - (b) common planning policy affecting both districts; and
 - (c) monitoring the delivery of the West Suffolk Six Point Plan for Jobs and Growth.
2. The Steering Group comprises 12 Members, six from each Council. The Chairmanship and Vice-Chairmanship will rotate annually between the two Councils.
3. Membership of the Steering Group to be politically balanced, and each Council must ensure that its Development Control Committee and planning policy bodies (the Local Development Framework Working Group in the case of FHDC and the Sustainable Development Working Party in the case of SEBC) are represented, alongside Members of the two Cabinets.
4. Two Substitute Members be appointed to each 'side' of the Group in accordance with the political balance of each authority.
5. The quorum of the Steering Group be specifically defined as three Councillors from each Council (six in total).
6. The Group is given the flexibility to directly co-opt up to two voting or non-voting external representatives to its membership, in such a manner as it sees fit.
7. Meetings will be governed by normal Access to Information rules (The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012) in both Councils.
8. Frequency of meetings would initially be quarterly, but this be reviewed in the light of workload.

Version approved by SEBC's Cabinet: 11 February 2014 (minute 95 refers)

Version approved by FHDC's Cabinet: 18 February 2014 (minute 897 refers)

West Suffolk Joint Emergency Planning Panel: Terms of Reference

1. The Panel's membership will be drawn from both Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC).
2. The Panel will consider both authorities' emergency preparedness arrangements and who can provide guidance to support the development of executive action by officers of both authorities in times of emergency:
 - 2.1 To provide a group of members who can develop an enhanced level of understanding of emergency planning issues.
 - 2.2 To provide a forum for the discussion of emergency preparedness issues.
 - 2.3 To provide policy guidance on emergency planning arrangements to ensure alignment with corporate policies and direction.
 - 2.4 To provide a link with other members to promote resilience within communities
 - 2.5 To be authorised by both Cabinets to make recommendations directly to the Emergency Planning Officer on means to promote both emergency preparedness and community resilience within existing policies and budgets.
 - 2.6 To make recommendations to both FHDC and SEBC's Cabinets about policies and actions required to develop and maintain effective emergency preparedness arrangements and ensure that the authorities can support the emergency services and communities during emergencies.
 - 2.7 To assist both FHDC and SEBC's Cabinets with the dissemination of information to other members during an emergency.

- 2.8 At the discretion of the Chairman, in the event that either:
- (a) an emergency event arises which affects the area of either authority, or
 - (b) the risk of an emergency that affects the area of either authority is assessed as significant by Suffolk County Council's Head of Emergency Planning, an extraordinary meeting of the Panel may be called.

3. Membership

- 3.1 To comprise 8 members, 4 from each authority.
- 3.2 Each authority may nominate one substitute member who may attend in the absence of any member of their authorities.
- 3.3 A quorum will be three, with at least one member present from each authority.
- 3.4 At the discretion of the Chairman, members of either Council who are not members of the panel may be invited to attend/speak.

4. Chairmanship

- 4.1 The Panel will elect a Chairman and Vice-Chairman from its membership. The Vice-Chairman will be from the opposite authority to the Chairman.
- 4.2 Except if agreed otherwise, the Chairmanship will rotate between the two authorities on a two yearly basis (i.e. 4 programmed meetings).

5. Meetings

- 5.1 Meetings will be hosted alternately at the offices of the two Councils, unless an alternative location is agreed by the panel.

6. Meeting Frequency

- 6.1 Every 6 months, or as appropriate.

Version approved by SEBC's Cabinet: 22 May 2013 (minute 6 (5)(a) refers)
Version approved by FHDC's Cabinet: 14 May 2013 (minute 586 (6)(b) refers)

West Suffolk Joint Health and Safety Panel: Terms of Reference

1. Overview

- 1.1 The Panel's membership will be drawn from Councillors and staff of both Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC).
- 1.2 The Panel will consider both authorities' health and safety arrangements and provide guidance to support the development of executive action by officers of both authorities, including policy guidance.
- 1.3 To provide a group of Members who can develop an enhanced level of understanding of health and safety matters.
- 1.4 To make recommendations to the Cabinets and/or officers of both authorities about policies and actions required to develop and maintain effective health and safety arrangements.

2. Constitution

- 2.1 The West Suffolk Joint Health and Safety Panel shall comprise 12 Members. Three Councillors from both Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC), to be the 'employers' side'. Six members of staff from across the two authorities to be the 'employees' side', drawn from the officer Joint Health and Safety Group.
- 2.2 A substitute Member from each authority on the employer's side and two substitutes from the employees' side to provide a total of six full members and two substitute members on each 'side' shall be permitted.
- 2.3 It shall be the Health and Safety Manager's duty to attend and advise the Panel.
- 2.4 The Panel shall appoint a Chairman and Vice-Chairman from its members. When the Chairman is a Member of one side of the Panel, the Vice-Chairman shall be a Member of the other side.

2.5 The Panel may invite attendance of any person whose particular knowledge or experience may assist the Panel in its considerations. Such attendance shall be in a consultative capacity and only for the period during which the relevant subject is under consideration.

3. Terms of Reference

3.1 The Panel shall keep under review all matters relating to the health, safety and welfare of the Councils' employees, and to the protection of other persons against risks arising out of the work activities of the employees and of persons working under contract.

3.2 To review and monitor the Joint Health and Safety Policy and recommend amendments to the Officers and/or Cabinet of both authorities in accordance with their respective schemes of delegation. Specifically, the Panel will work directly with the Health and Safety Manager to review and implement revisions to the operational instructions and annexes contained in Part 5 of the Policy ("Arrangements") under his/her delegated authority to make such changes.

3.3 Without prejudice to the foregoing terms, items for particular consideration may include:-

- (a) the study of accidents and diseases, and in particular those notifiable to the Health and Safety Executive;
- (b) considering and making recommendations in respect of items submitted by the staff Joint Health and Safety Group;
- (c) consideration of reports and information from the Inspectors of the Health and Safety Executive;
- (d) consideration of reports submitted by Safety Representatives;
- (e) the development of safety procedures and safe systems of work;
- (f) recommending and monitoring the effectiveness of employee safety training;
- (g) the presentation of publicity on safety matters; and
- (h) inspecting or arranging for an inspection of any particular area or activity.

4. Arrangements and Procedures

- 4.1 Meetings shall normally be held three times a year but, exceptionally, the Chairman may decide, after consultation with the Health and Safety Manager, to convene an extraordinary meeting at any time or to cancel a scheduled meeting due to lack of business to transact. Meetings to alternate between a venue in SEBC and FHDC or as agreed by the Panel.
- 4.2 Agendas shall be prepared by the Democratic Services Section, after discussion with the Health and Safety Manager, and shall be made available at least five days before the meeting.
- 4.3 The quorum for the Joint Health and Safety Panel shall be four, comprising at least two employee representatives, and two Members, one from each authority.
- 4.4 Voting shall be by a show of hands and simple majority.
- 4.5 The report from the Joint Health and Safety Panel to the respective Cabinets shall be by way of presentation of the minutes or in a format agreed by the Cabinet.

Version approved by FHDC's Cabinet: 1 April 2014

Version approved by SEBC's Cabinet: 20 May 2014

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West Suffolk Joint Staff Consultative Panel: Terms of Reference

1. Overview

- 1.1 The Panel's membership will be drawn from Councillors and staff of both Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC). The definition of 'staff' includes all groups of employees covered by the National Joint Council for Local Government Services.
- 1.2 The Panel will consider both authorities' staffing arrangements and provide a regular forum to secure the largest measure of agreement between the Councils as employers and Trade Union employees regarding matters directly affecting employment by the Councils.
- 1.3 To provide a group of Members who can develop an enhanced level of understanding on staffing matters.
- 1.4 To make recommendations to the Cabinets of both authorities about policies and actions required to develop and maintain effective employee/employer arrangements.

2. Constitution

- 2.1 The Joint Staff Consultative Panel shall comprise 12 Members. Three Councillors from both FHDC and SEBC, which desirably reflects the political balance of each Council, to be the 'employers' side.
- 2.2 Six members of staff from across the two authorities to be the 'employees' side', nominated by the Trade Unions recognised by the Authorities in accordance with the formula set out below:-
 - (a) employee representatives appointed by each of the Trade Unions recognised by the authorities should be on a proportional basis to the total number of employees within the individual union compared to the total Trade Union membership; and
 - (b) each Trade Union recognised by the Authority shall have a minimum of one seat.

- 2.3 The Trade Unions recognised by the Authorities shall represent all Council employees. This will include raising issues on behalf of non-Trade Union members, should they be requested.
- 2.4 In the event of any failure to appoint/elect the number of representatives provided for by this Constitution, such failure to appoint/elect shall not invalidate the decisions of the Panel.
- 2.5 Two substitute Members shall be permitted from each authority on the 'employer's side' and four substitutes shall be permitted from the 'employees' side' to provide a total of 6 full Members and 4 substitute Members on each 'side'.
- 2.6 It shall be the duty of a senior Human Resource Officer to attend and advise the Panel.
- 2.7 The Panel shall elect a Chairman and Vice-Chairman from its members. When the Chairman is a Member of one side of the Panel, the Vice-Chairman shall be a Member of the other side. The Chairman of the Panel shall be rotated on an annual basis between the Employees' and Employers' side. The Chairman of the meeting shall not have a casting vote.
- 2.8 The Panel may invite attendance by any person whose particular knowledge or experience may assist the Panel in its considerations. Such attendance shall be in a consultative capacity and only for the period during which the relevant subject is under consideration. In addition, the Employee side may arrange for the attendance of a Trade Union official at any meeting of the Panel, subject to the prior agreement of the Chairman and Vice Chairman.

3. Terms of Reference

- 3.1 To establish and maintain methods of negotiation and consultation, to consult on matters affecting the employment of all groups of employees of the Councils, with a genuine commitment to seek consensus and enter into agreements, as appropriate.
- 3.2 These matters may include such subjects as:-
 - (a) application or implementation of National Agreements;
 - (b) application or implementation of Local Agreements or local conditions of service;
 - (c) productivity or performance arrangements;
 - (d) issues referred to the Panel by the Trade Unions as provided for by the formal 'Consultation Procedures' (Employment Restructuring & Redundancy);
 - (e) working conditions;

- (f) welfare and health of employees;
 - (g) personnel procedures including recruitment, sickness, discipline and handling of grievances and redundancies;
 - (h) training & development of employees;
 - (i) equality issues; and
 - (j) any issue referred to the Joint Staff Consultative Panel by the Cabinets.
- 3.3 Issues affecting individuals (e.g. pay, discipline) are excluded from consideration unless they represent matters of principle which are of general application to employees.

4. Authority of the Panel

- 4.1 Decisions of the Joint Staff Consultative Panel shall be in accordance with the voting arrangements set out in paragraph 5.4 below and shall be subject to the approval of the Cabinets, as provided for by the Councils' Schemes of Delegation.

5. Arrangements and Procedures

- 5.1 Meetings shall normally be held quarterly but, exceptionally, the Chairman may decide, after consultation with a Senior Human Resources Officer to convene an extraordinary meeting at any time or to cancel a scheduled meeting due to lack of business to transact. Meetings to alternate between a venue in SEBC and FHDC or as agreed by the Panel.
- 5.2 Agendas shall be prepared by the appropriate Committee Services Section, after discussion with a Senior Human Resources Officer, Chairman and Vice Chairman, and shall be circulated at least five working days before the meeting.
- 5.3 The quorum for the Joint Staff Consultative Panel shall be four, comprising at least two Employee representatives and two Members, one from each authority.
- 5.4 Voting shall be by a show of hands and simple majority. No motion shall be regarded as carried unless it has been approved by a majority of Employer representatives and a majority of Employee representatives present and voting.
- 5.5 The report from the Joint Staff Consultative Panel to the respective Cabinets shall be by way of presentation of the minutes/draft minutes or by way of a brief report in a format agreed by the Cabinet.

5.6 If the Panel is unable to agree and no local settlement can be achieved, the matter may be referred by either side to the Cabinets.

Approved by SEBC's Cabinet: 25 July 2012 (minute 26 refers)

Approved by FHDC's Cabinet: 31 July 2012 (minute 133 refers)

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	West Suffolk Joint Pay Policy Statement 2015/2016	
Report No:	CAB/SE/15/033	
Report to and dates:	Cabinet	28 May 2015
	Council	7 July 2015
Portfolio holder:	To be confirmed at the Annual Meeting of Council on 19 May 2015.	
Lead officer:	Karen Points Head of HR, Legal & Democratic Services Tel: 01284 757015 Email: karen.points@westsuffolk.gov.uk	
Purpose of report:	<p>Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement annually.</p> <p>A Joint Pay Policy Statement for 2015/16 has been produced, reflecting the shared workforce, and the single Pay and Reward Strategy now in place for the two West Suffolk Councils.</p> <p>The Joint Pay Policy Statement for 2015/16 being recommended for adoption by both Councils is attached at Appendix 1. This incorporates the outcomes of the 2013 collective agreement which established a modern reward framework for our integrated workforce.</p>	
Recommendation:	It is <u>RECOMMENDED</u> that subject to the approval of full Council, the West Suffolk Joint Pay Policy Statement for 2015/2016 contained in Appendix 1 to Report No: CAB/SE/15/033, be approved.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>	
Consultation:	<ul style="list-style-type: none"> Whilst there is no requirement to consult on this statement, it has been shared with Unison 	

Alternative option(s):		• None	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Legal Risk of non-compliance	Low	Formal approval by Cabinet 2015	Low
Transparency/reputational risk	Low	Formal approval as above, annual reviews, and transparency through website	Low
Ward(s) affected:		N/A	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		N/A	
Documents attached:		Appendix 1: West Suffolk Joint Pay Policy Statement 2015/2016	

1. Key issues and reasons for recommendation(s)

- 1.1 The Act and supporting guidance provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council each year. The statement can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of Chief Officers.
- 1.2 This Pay Policy Statement includes a policy on:-
 - (a) the level and elements of remuneration for Chief Officers (senior staff);
 - (b) the remuneration of the lowest paid employees;
 - (c) the relationship between the remuneration of the highest and lowest paid employees; and
 - (d) other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.
- 1.3 This Pay Policy Statement is a joint statement with Forest Heath District Council, which covers our integrated workforce and Leadership Team.
- 1.4 The Code of Practice for Local Authorities on Data Transparency provides guidance on good practice in this area. The Council's approach to data transparency is to establish the Council as an open and transparent Council that, in time, not only embraces the principles of the Code, but, publishes all information that is likely to be of benefit to the communities and economy of our area.
- 1.5 Data can already be access through the "open data" link on our website. The Pay Policy Statement is published in that section annually.

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West Suffolk Councils Joint Pay Policy Statement 2015/2016

1. Introduction

- 1.1 Both Councils recognise that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.
- 1.2 It is important that local authorities are able to determine their own pay policies and structures in order to address local priorities and to compete in the local labour market.
- 1.3 In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressures conflict. The Councils' ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial if the West Suffolk Councils are able to retain their current high performance levels and ensure that West Suffolk Services are protected during this continuing period of economic uncertainty.
- 1.4 In June 2013 a single pay and reward strategy was secured through collective agreement with Unison for all staff, except the Leadership Team, whose pay had been brought together in October 2012.
- 1.5 This Joint Pay Policy Statement has been produced for the Year 2015-16.

2. Legislation

- 2.1 Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement annually.
- 2.2 The Act, and supporting statutory guidance, provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement is approved formally by full Council annually. It must be published on the Council's website and be complied with when setting the terms and conditions of Chief Officer employees.
- 2.3 In October 2014 the Department for Communities and Local Government (DCLG), issued a Transparency Code for all public sector bodies. This code required us to publish specific data on our website from February 2015. We have published data on how we organise our structures, our senior salaries for those whose

remuneration is at least £50,000; the pay multiple and any trade union facility time given. The code was issued to as part of a drive to increase local accountability, giving local people the opportunity to contribute to the local decision making process and help shape their public services.

3. Scope

3.1 This Pay Policy Statement includes:-

- (a) the level and elements of pay for each Chief Officer;
- (b) the pay of the lowest paid employees;
- (c) the relationship between the pay of Chief Officers and other officers; and
- (d) other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.

3.2 Remuneration in this context is defined widely to include not just pay, but also charges, fees, allowances, benefits in kind, increases in enhancements of pension entitlements and termination payments.

4. Principles

4.1 The following principles were agreed with Unison to guide the development of the single pay and reward policy.

- Single terms and conditions across both workforces
- Affordable: within the Mid Term Financial Strategy (MTFS)
- Attractive: to recruit and retain
- Responsible: maintains reputation
- Legal: satisfies equality requirement
- Fair: minimises risk of challenge
- Drives: new organisational values
- Rewards excellent performance
- Manages unacceptable performance; and
- Capable of achieving collective agreement

4.2 The remuneration of Chief Officers has been agreed outside of the collective agreement process and in regard to pay; local arrangements are in place, as agreed by Councils in 2012, when the joint Chief Executive and the Leadership Team were appointed.

5. Senior Pay

5.1 In this policy the senior pay group covers posts in the top three tiers of the organisation. These include the Chief Executive, Directors and Heads of Service.

5.2 The Council currently has the following number of posts at this level, 1 x Chief Executive, 2 x Directors, 6 x Heads of Service.

5.3 The management structure of the Councils can be found on the Councils website and on the intranet.

5.4 Chief Executive

- (a) The salary for this joint post was established when the joint Chief Executive was appointed in April 2012, at a range £105,000 - £115,000. This is a local grade which was established in February 2012, following an analysis of the degree of responsibility in the role, the downward movement in market rates, benchmarking with other comparators and the ability to recruit and retain an exceptional candidate. This was increased by 1% in April 2013, (£106,050 - £116,150).
- (b) An appraisal and review of the Chief Executive took place in November 2013. The current salary (as at 1/3/15) of the Chief Executive, is at the midpoint of the band. There have been no additional bonuses, performance, honoraria or ex-gratia payments made.
- (c) Other Conditions of Service are as prescribed by the Joint National Council (JNC) for Local Authority Chief Executives National Conditions, apart from those determined locally, as detailed in this policy.
- (d) The employment costs (salary and on-costs) of the Chief Executive are shared between Forest Heath District Council and St Edmundsbury Borough Council, which significantly reduces the cost of employing a Chief Executive for each Council.

5.5 Directors and Heads of Service

- (a) The salary for these posts has been established as a local grade following an analysis of the degree of responsibility, using the LGA national recommended job evaluation scheme for senior posts. The posts fall within the following ranges and incremental points:-

Chief Officer Role	£	£	£
Director	77,417	79,997	82,578
Head of Service HS1	56,772	59,353	61,933
Head of Service HS2	61,933	64,514	67,094
Head of Service HS3	67,094	69,675	72,255

An additional payment of £5,000 per year is payable to those undertaking the statutory Monitoring Officer and Section 151 roles.

- (b) There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, emergency call rota, etc, paid to these senior staff, as they are

expected to undertake duties outside their contractual hours and working patterns without additional payment.

- (c) Other terms and conditions are as prescribed by the NJC for Local Authority Services apart from those terms agreed locally, as detailed in this policy.
- (d) The employment costs (salaries and on-costs) of the Directors and Heads of Service are shared between Forest Heath District Council and St Edmundsbury Borough Council, which reduces the cost of employing the Leadership Team to each Council.
- (e) It is important to ensure that our Leadership Team salaries remain competitive and are set at a level that will continue to attract highly effective and experienced applicants for these roles in the challenging local government labour market. It will be important at the point the economy starts to grow, and competition for leadership roles intensifies, to keep under review the pay policy for this group.

5.6 Additional Fees

- (a) The fees payable to the Returning Officer are set by statute for national elections, and are paid by central government. Fees are, also, payable to the Councils' Returning Officer for local elections. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

6. Pay Structure

- 6.1 The pay structure for all contractual employees, except those staff in the senior posts detailed above, is established using NJC for Local Authorities Services National Pay Spine from spinal column point 9 (£14,075 per annum) to spinal column point 58 (£53,935 per annum). The lowest paid contractual employee will be paid at spinal point 9, at a full time equivalent basic pay rate of £14,075 per annum. This is within Grade A of the locally agreed pay structure, which ranges from Grade A to I.
- 6.2 Employees who have satisfactorily completed the six months probation period are currently paid £7.88 per hour (equivalent rate of £15,207 per annum) which is in line with the current National Living Wage (outside London) of £7.85 per hour.

6.3 The detailed structure is shown below:

Band Name	Min SCP	Max SCP	Min (£)	Max (£)	Span (£)	Span (increments)
A	9	11	14,075	15,207	1,132	2
B	11	15	15,207	16,572	1,365	4
C	15	22	16,572	20,253	3,681	7
D	21	27	19,742	23,698	3,956	6
E	27	33	23,698	28,746	5,048	6
F	35	41	30,178	35,662	5,484	6
G	41	47	35,662	41,140	5,478	6
H	47	53	41,140	47,677	6,537	6
I	53	58	47,677	53,935	6,258	5

6.4 All posts, other than the senior posts, are evaluated using the NJC Job Evaluation Scheme, which is recognised by employers and trades unions nationally. This Scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

6.5 All employees receive the national NJC cost of living award. On 1st January 2015 the national pay award was agreed as part of a two-year pay deal for the period 1 April 2014 – 31 March 2016 and included (for scp 11 and above) a 2.2% pay increase, payable from 1 January 2015, with no backdating for the period 1st April 2014 - 31st December 2014. Staff on scp 26 – 49 also received the NJC agreed one off lump sum (value £3 - £93).

6.6 Progression within the grade for all staff is subject to performance, which is assessed annually, in accordance with the performance review scheme, which came into effect in April 2014. The first performance assessment progression payments were effective from 1 October 2014.

6.7 There is no 'time served' progression at either Council.

7. Pay Protection

7.1 Pay protection is applied to employees who are placed in a grade, through restructuring or a re-evaluation of a post, where the maximum salary of that grade is lower than their current earnings, in accordance with the Organisational Change and Redundancy Policies current at the time. Employees' pay is frozen at this rate, (with no cost of living or incremental increase) for up to one year, or until the maximum of the new grade has caught up or overtaken the current earnings due to annual pay increases.

With effect from 1 April 2015, pay protection is limited to one year.

Note: Pay protection excludes market supplement pay, essential user travel allowance, overtime allowances: it applies to basic pay only. These items are not protected.

8. Allowances and Benefits in Kind

8.1 Allowances and benefits typically follow nationally agreed rates. However, there are a number of locally agreed allowances which are payable following the collective agreement. Some are subject to eligibility criteria, as follows:

- Essential car user allowance at nationally prescribed lump sum and HMRC mileage rates, and
- Access to a lease car or a lease car scheme, both under strict eligibility criteria and where favourable to the Council
- Casual user mileage allowance at HMRC rates.
- First Aid (an allowance paid to staff to act as First Aiders in the workplace).
- Reimbursement of one professional subscription fee if beneficial to the performance of the role.

9. Payments/Charges and Contributions

9.1 The new Local Government Pension Scheme (LGPS) was implemented with effect from 1 April 2014.

9.2 The new LGPS is a 'CARE' (career average revalued earnings) scheme rather than a Final Salary Pension Scheme.

9.3 All staff who are members of the Local Government Pension Scheme make individual contributions to the scheme in accordance with the following table:

Local Government Pension Scheme – contribution bands with effect from 1 April 2015 Band	Salary Range	Contribution rate
1	Up to -£13,600	5.5%
2	13,601-£21,200	5.8%
3	£21,201-£34,400	6.5%
4	£34,401-£43,500	6.8%
5	£43,501-£60,700	8.5%
6	£60,701-£86,000	9.9%
7	£86,001-£101,200	10.5%
8	£101,201-£151,800	11.4%

9.2 The Council makes employer's contributions into the scheme, which are reviewed every three years by the actuary. The current rate is 23.7% for St Edmundsbury and 24.7% for Forest Heath. This rate includes pension liabilities that have accrued over time, rather than

on the current workforce only. There are, also, on occasions, lump sum payments made into the pension scheme, as agreed with the actuary, to ensure the Suffolk LGPS is funded adequately.

- 9.3 All West Suffolk councils staff, who park at work at the offices at West Suffolk House, Bury St Edmunds, pay car parking charges, currently 80p per day.

10. Multipliers

- 10.1 The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner was recommended in order to support the principles of Fair Pay (The Hutton Review of Fair Pay in the Public Sector 2011), and transparency.
- 10.2 The single pay and reward strategy was based on modelling the joint workforce onto the new payline. In addition, the Chief Officers and staff are now in shared, joint roles. The data, therefore, reflects the joint workforce and, as such, is the same for both Councils. The Councils current ratio in respect of the pay of the median earner compared to the pay of the highest earner is 4.8:1 ie. the Chief Executive (top earner) earns 4.8 times as much as the Councils' median earner (£22,937 per annum).
- 10.3 The median salary has slightly increased since last year, from £22,443 per annum to £22,937 per annum (which reflects the National Pay Award). This compares with the median for Local Government nationally of £24,958 per annum.
- 10.3 These multipliers are monitored each year within the Pay Policy Statement. The ratio has decreased slightly (from 4.9:1) which is positive.
- 10.4 The ratio of the Councils' current highest paid employee (April 2014) to the lowest paid employee is 7.3:1.

The Hutton Review recommended that the average pay ratio between the chief executive of most public sector organisations and the lowest paid member of staff is below 12:1. By comparison, the average estimated top-to-bottom pay ratio in FTSE 100 companies (which disclosed data) was 262:1 in 2011 (source One Society – most recent data available).

We, therefore, compare very favourably to these statistics, although Hutton warned against the difficulty of making direct comparisons between authorities.

- 10.5 These figures do not reflect the actual basic salary cost to each Council, as for example, the Chief Officers' salaries are shared between the two councils.

11. Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff, regardless of their pay level, up to a maximum of 104 weeks the following arrangements apply:

11.1 'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.'

As of 1 April 2015, this provides an overall lump sum of 1.5 times the statutory redundancy payment multiplier based on actual weeks pay. This is payable to employees made redundant with two or more years local government service regardless of their age.

11.2 Severance payments under regulation 6.

Severance payments with a value above £100,000 will be approved by Full Council, in accordance with guidance from the Secretary of State under Section 40 of the Localism Act 2011. Contractual and pension entitlements are not included in this figure as part of a severance payment requiring such approval.

No severance payments are routinely made, but employees aged 55 and over, who are retiring early in the interests of efficiency, receive immediate payment of their pension benefits, with no additional years service or compensatory payments. This forms part of the rules of the LGPS and in accordance with the Pensions Discretions Policy. The capital cost of the early payment of pension benefits will be met by the Council, but all such early retirements are subject to the costs being met by savings within a three-year period.

11.3 Additional membership for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007.

None awarded.

11.4 Additional pension under regulation 13 of same legislation.

None awarded.

12. Decision Making

12.1 Decisions on remuneration are made as follows:-

- (a) Senior pay bands local level approved by Full Council;
 - (b) Pay structure for all other posts approved by Full Council;
- and

- (c) Performance progression, in accordance with the locally agreed scheme, and as approved by officers under existing delegated powers.

13. Disclosure

13.1 This Pay Policy Statement will be published on the Council’s website. In addition, numbers and details of posts paid above £50,000 are disclosed on the council’s website in the annual Statement of Accounts and as part of the requirements of the Transparency Code.

For further information please contact:-

Karen Points
 Head of Human Resources, Legal & Democratic Services
 April 2015

Comparison Data

2013/14 or 2014/15 (most recent information available)	Ratio to median	Ratio to Lowest paid employee
Ipswich	4.6:1	Not published
West Suffolk	4.8:1	7.3:1
Suffolk Coastal	5.89:1	10.3:1
Waveney	6.28:1	10.3:1
Suffolk County Council	6:1	15:1
Breckland	Not published	Not published
East Cambs	Not published	Not published



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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Haverhill Town Centre Masterplan – Consultation Document	
Report No:	CAB/SE/15/034 [to be completed by Democratic Services]	
Report to and date/s:	Cabinet	28 May 2015
Portfolio holder:	To be confirmed at the Annual Meeting of Council on 19 May 2015.	
Lead officer:	Chris Rand Principal Planning Officer – Major Projects Tel: 01284 757352 Email: ian.gallin@westsuffolk.gov.uk	
Purpose of report:	To seek approval for the draft Haverhill Town Centre Masterplan document to go out to consultation	
Recommendation:	It is <u>RECOMMENDED</u> that the draft Haverhill Town Centre Masterplan document, contained in Appendix A to Report No: CAB/SE/15/034, be approved to go out to consultation (from 8 June to 17 July 2015)	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	<ul style="list-style-type: none"> • Consultation will take place from 8 June to 17 July 2015 	
Alternative option(s):	<ul style="list-style-type: none"> • None considered 	
Implications:		
Are there any financial implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> It is intended that the final masterplan will be adopted as a Supplementary Planning Document by St Edmundsbury Borough Council 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
That Members of Cabinet do not approve the document for consultation, resulting in significant implications for the timescale for the whole project	Low	Hold stakeholder workshops; regular monitoring by the One Haverhill Masterplanning Core Group; and experienced consultants leading the process	Low
Failure to engage the public in the consultation process	Medium	A variety of communication methods will be employed to highlight the consultation process	Low
Ward(s) affected:		All Haverhill Wards and surrounding parishes	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		Appendix A – Draft Haverhill Town Centre Masterplan document Appendix B – Issues and Options Consultation report	

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 ONE Haverhill was asked by St Edmundsbury Borough Council (SEBC) to lead on the development of a town centre Masterplan for Haverhill. A ONE Haverhill Masterplanning Core Group (OHMCG), chaired by Cllr Alaric Pugh, was set up and meets on a fortnightly basis to monitor the development of the Masterplan.

1.1.2 The final Masterplan will be a Supplementary Planning Document adopted by St Edmundsbury Borough Council.

1.1.3 The main purpose of the Masterplan will be to help implement the Haverhill Vision 2031, making the town centre a more attractive and vibrant place for residents, businesses and visitors. The masterplan will focus on:

- a) delivery;
- b) examining issues including the type and mix of uses that could be accommodated in the town centre;
- c) how people move around the town centre; and
- d) ways that town centre streets and spaces can be enhanced and made more attractive.

1.1.4 In late December 2014, ONE Haverhill appointed David Lock Associates (DLA), specialists in town planning and urban design, to develop the Haverhill Town Centre Masterplan.

1.1.5 DLA prepared a Haverhill Town Centre Masterplan Issues and Options Report to provide baseline data for the preparation of the Masterplan document. This went out to consultation between 9 March and 17 April 2015, which included drop-in sessions and surgeries for stakeholders, a stall on Haverhill Market together with a number of sessions with community groups and the general public at a variety of venues and businesses in the town. In addition, an online survey was available via the ONE Haverhill and West Suffolk council's websites. A total of 212 written responses were received to that consultation and a summary of the responses is attached at Appendix B.

1.2 Haverhill Town Centre Masterplan timetable

1.2.1 The main stages in the development of the Masterplan are:

- a) Stage 1: Analyse baseline data – **completed**.
- b) Stage 2: Issues and Options consultation – From 9 March to 17 April (6 weeks) – **completed**.
- c) Stage 3: Prepare draft masterplan – **completed**.
- d) Stage 4: Draft masterplan consultation – from Monday 8 June to Friday 17 July 2015 (6 weeks).
- e) Stage 5: Final masterplan completed – w/c 17 August 2015.
- f) Stage 6: Adoption and launch (it is intended that the final masterplan will be presented to SEBC full Council for adoption on 22 September 2015).

1.3 **Draft Masterplan consultation (8 June to 17 July 2015)**

1.3.1 This stage of the masterplanning process builds upon the information gathered through the Issues and Options stage and develops them into a document which will guide investment and development to help implement Haverhill Vision 2031. The document sets out a clear direction for development which is both realistic and deliverable.

1.3.2 The formal consultation process, led by DLA and ONE Haverhill, will include:

- a) a media launch on 12 June;
- b) drop-in sessions and surgeries for stakeholders including local schools and a variety of community groups;
- c) consulting with residents and visitors using the on-the-spot van in the High Street – 2,3 and 4 July;
- d) a number of sessions with community groups and the general public at in a variety of venues and businesses in the town – various dates from 27 June to 14 July; and
- e) an online survey available via One Haverhill and West Suffolk council's websites.

2. Additional supporting information

2.1 **Presentation on the draft Masterplan from David Lock Associates**

2.2 During this meeting of Cabinet, DLA will present their draft Masterplan document (attached as Appendix A). DLA will also outline the plans for the consultation period.

HAVERHILL TOWN CENTRE MASTERPLAN

DRAFT MASTERPLAN REPORT

PREPARED ON BEHALF OF
ONE HAVERHILL

BY
DAVID LOCK ASSOCIATES

MAY 2015



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1.0 INTRODUCTION

Project scope and purpose

1.1 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.

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.

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.

1.2 ONE Haverhill, together with St Edmundsbury Borough Council, want Haverhill to flourish, capitalising on the town’s existing assets and exploiting its strategic location.

An attractive environment - a town centre which develops its physical environment, celebrates its local heritage and encourages people to spend quality time in it.

1.3 In order to positively plan for growth St Edmundsbury Borough Council have produced the Haverhill Vision 2031. The Vision was adopted as the Local Plan for Haverhill in September 2014 and forms the planning policy framework for Haverhill. It sets out key growth ambitions and aspirations for the town.

1.5 In order to help achieve these aspirations ONE Haverhill has identified the need for a masterplan to be prepared for the town centre. The masterplan will 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 to be achieved. It contains proposals and initiatives that will deliver investment over the period to 2031, helping to implement the Haverhill Vision 2031.

1.4 In terms of the town centre the Vision recognises it as a key location, a focus for Haverhill and an asset for the whole community. ONE Haverhill’s aspirations for the town centre are that by 2031 Haverhill Town Centre will be:

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.

Above all, the masterplan is **aspirational**, sets out a clear direction for the future development of the town centre, but is also **realistic**, having regard to what is achievable and, importantly, **deliverable**.

Planning policy framework

1.6 The masterplan has been prepared in order to supplement and help implement policies set out within the Haverhill Vision 2031, which was adopted in September 2014, and the St Edmundsbury Core Strategy which was adopted in December 2010. The masterplan has been formally prepared as a **supplementary planning document** (SPD) thereby forming part of the statutory planning policy framework for Haverhill.

1.7 It will also replace the **Town Centre Masterplan** which was adopted in 2005. This document has provided a robust framework for regeneration in the town centre and has guided significant investment into the town centre particularly through securing enhanced leisure and retail provision.

1.8 Much work has already been undertaken by the Council and ONE Haverhill to establish a robust and supporting policy framework for the town centre. This provides a strong basis from which to take forward the projects and proposals identified in the masterplan.

Haverhill Vision 2031

1.9 The Vision 2031 sets out a number of policy ambitions and aspirations for the town. Of particular relevance to the town centre is **Aspiration 29** which seeks to ensure that:

“The town centre is vibrant and attractive with a varied retail offer.”

1.10 The actions required to achieve 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.**

1.11 The preparation of the masterplan is a key action towards securing the enhancement of the town centre.

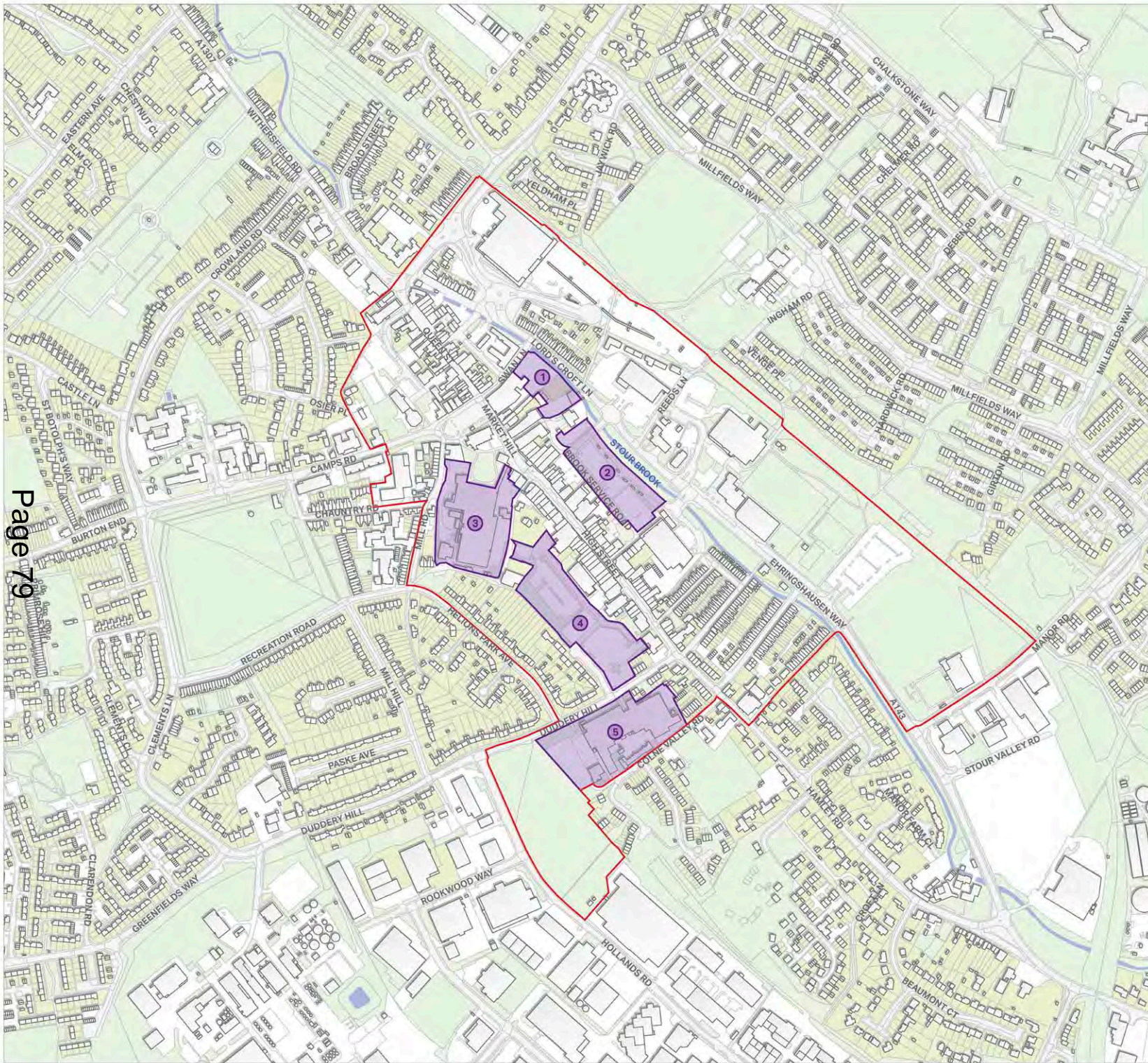
St Edmundsbury Core Strategy

- 1.12 The Core Strategy also provides planning policy context for the development of the masterplan. **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.
- 1.13 **Policy HV19** of the Vision 2031 recognises the importance of the town centre as a suitable location for regeneration and new development. The policy states that 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.
- 1.14 **Policy HV7** of the Vision 2031 also identifies five brownfield sites within the town centre. The urban sites are allocated for mixed use development which may include residential development and commercial uses (including retail) and car parking and comprise:
- Land to the rear of Argos and the Post Office adjoining Swan Lane.
 - Land at the Brook Service Road and car park.
 - Chantry Mill.
 - Cleales and Town Hall car park.
 - The former Wisdom Factory on Duddery Hill
- 1.15 These sites provide a focus for the masterplan identifying opportunities for the types of uses, built form and layout that could be accommodated on each.

Masterplan preparation and timescales

- 1.16 ONE Haverhill has appointed a team of town planning and urban design specialists, led by David Lock Associates (DLA), to produce the masterplan for the town centre. Supported by St Edmundsbury Council DLA has worked alongside ONE Haverhill to produce the masterplan.
- 1.17 The town centre masterplan has been drafted in four main project stages:
- **Stage 1: Baseline and information review (complete)**
 - **Stage 2: Issues and options to including engagement and consultation (complete)**
 - **Stage 3: Drafting the masterplan to include engagement and consultation from 08 June to 17 July (this document).**
 - **Stage 4: Finalising and handover with completion in September 2015.**

*Plan opposite:
Masterplan boundary and mixed-use brownfield development sites*



- ① REAR OF ARGOS / POST OFFICE
- ② BROOK SERVICE ROAD / CAR PARK
- ③ CHAUNTRY MILL, HIGH STREET
- ④ CLEALES / TOWN HALL CAR PARK
- ⑤ WISDOM FACTORY, DUDDERY HILL

Based on the Ordnance Survey's 1:2500 map of 2015 with the permission of The Controller of Her Majesty's Stationery Office © Crown Copyright David Lock Associates, 50 North Thirteenth Street, Central Milton Keynes MK9 3BP Licence number 100022533



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**Haverhill Masterplan
Town Centre Boundary**



Town Centre Analysis

1.18 As part of the Issues and Options stage of the masterplan preparation a review and analysis of the town centre was undertaken. This focused on four main areas:

- **Background documents comprising existing studies, appraisals, policies and plans;**
- **The physical character and function of the town centre focusing on its strengths, weaknesses and historic growth;**
- **Access and movement around the town centre; and**
- **The property market in Haverhill.**

1.19 The review and analysis led to the identified of ten broad themes. These were the subject of extensive consultation and form the basis upon which the masterplan has been drafted.

Theme 1: ENVIRONMENT
Providing for a locally distinctive and quality town centre environment.

Theme 2: IDENTITY
Celebrating Haverhill's past, promoting local history and heritage assets to enhance Haverhill's distinctive character.

Theme 3: ACCESSIBILITY
Ensuring that all uses across the town are easily accessible by sustainable modes of transport.

Theme 4: WALKABILITY
Providing convenient, safe and attractive routes to enable communities to meet their day-to-day needs without requiring them to drive.

Theme 5: ATTRACTIONS
Improving the attractiveness of the town centre for everyone both in terms of appearance and the range of facilities and uses on offer.

Theme 6: ECONOMY
Facilitating long term sustainable growth of the local economy, and in particular promoting employment opportunities for young people.

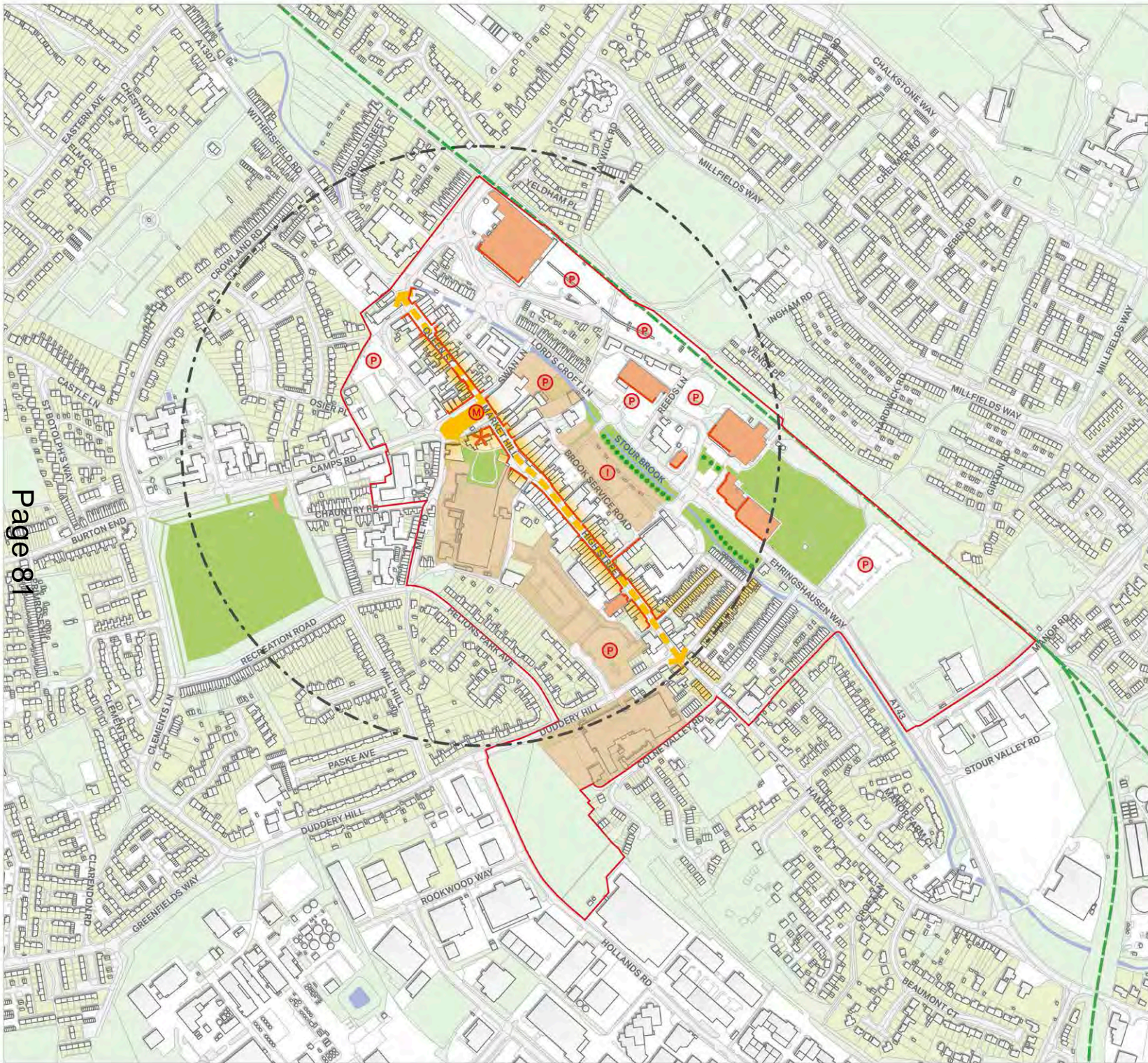
Theme 7: HOUSING
Providing the mix of housing needed by local people.

Theme 8: COMMUNITY
Bring together community activity by co-locating community meeting places and facilities.

Theme 9: POPULATION
Providing more services and facilities for older people as well as other sections of the community.

Theme 10: RESPONSIBILITY
Instilling community and civic pride in Haverhill through good design and effective town centre management

*Plan opposite:
Town Centre Strengths*



- SITE BOUNDARY
- ⓘ CENTRALLY LOCATED AND ACCESSIBLE BUS INTERCHANGE
- ATTRACTIVE GREEN SPACES AND MATURE TREES
- - - MEDIEVAL HIGH STREET AND MARKET SQUARE PROVIDE TRADITIONAL TOWN CENTRE FOCUS
- ┌┐└└ ACTIVE AND MIXED USE FRONTAGES LINE THE HIGH STREET
- ✱ CHURCH PROVIDES A DISTINCTIVE LOCAL LANDMARK
- ▭ STRONG LEISURE, RECREATION AND RETAIL OFFER ADJOINING THE HIGH STREET
- WALKABLE TOWN CENTRE WITH RESIDENTIAL NEIGHBOURHOODS CLOSE BY
- ▭ AREAS OF ATTRACTIVE TOWNSCAPE FRONTING HIGH STREET
- ▭ SIGNIFICANT MIXED USE DEVELOPMENT OPPORTUNITIES ALREADY IDENTIFIED
- Ⓟ PLENTIFUL CAR PARKING AVAILABLE
- Ⓜ POPULAR MARKET IS AN IMPORTANT ATTRACTOR
- - - LEISURE ROUTE

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Haverhill Masterplan Strengths

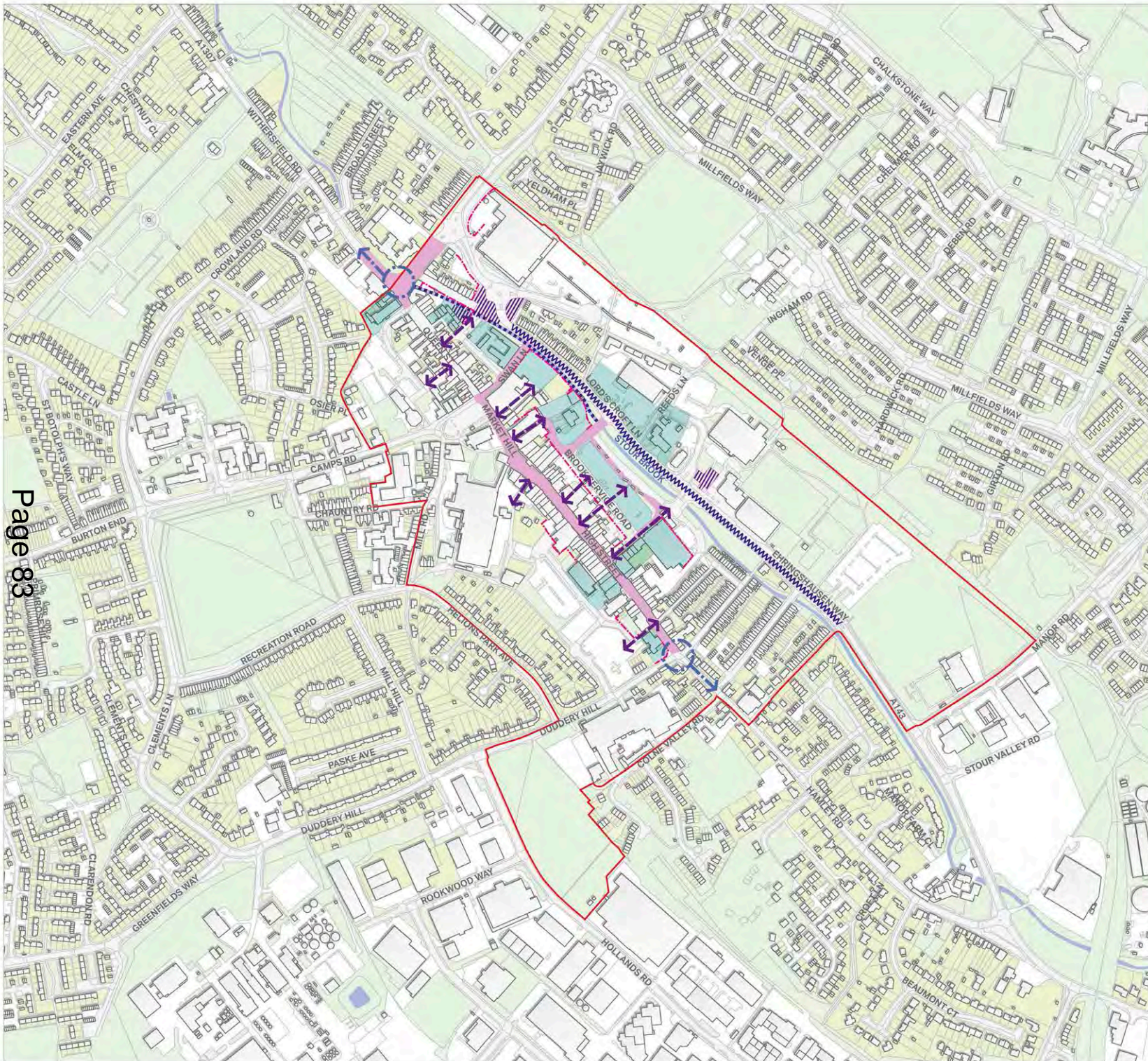


About the Draft Masterplan

1.20 The draft town centre Masterplan is structured around four main sections, in addition to this initial introduction:

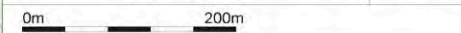
- **Section 2** sets out the masterplan strategy for the town centre introducing four interlinking element comprising Mixed-Use Quarters, Development Opportunities, Public Realm Opportunities and overarching masterplan design principles.
- **Section 3** provides detail on six principal Development Opportunities for delivering a mix of uses in the town centre.
- **Section 4** sets out a strategy for moving around the town centre and includes six public realm opportunities that will support the masterplan.
- **Section 5** provides a delivery strategy for the masterplan, setting out the likely timescale of projects in the town centre.

1.21 The draft masterplan will be subject to a further period of engagement and consultation before being finalised for delivery by ONE Haverhill working with the Borough Council and other stakeholders.



-  SITE BOUNDARY
-  POORLY USED AND DEFINED OPEN SPACES HAVE NO CLEAR ROLE OR FUNCTION
-  PUBLIC REALM IS TIRED IN PLACES AND INCONSISTENT ACROSS THE TOWN CENTRE
-  OPEN SERVICE YARDS AND REAR ELEVATIONS GIVE POOR IMPRESSION OF THE TOWN CENTRE
-  APPROACHES AND GATEWAY SPACES DO NOT SIGNAL ARRIVAL INTO THE TOWN CENTRE - HIGH STREET IS LESS 'VISIBLE' AS A RESULT
-  WEAK AND FRAGMENTED AREAS OF TOWNSCAPE DETRACT FROM OVERALL CHARACTER
-  WALKWAYS AND ALLEYS ARE NOT FULLY USED AND EXPLOITED AND BLANK ELEVATIONS TO SOME STREETS AND ALLEYS DISCOURAGE WALKING MAKING TOWN CENTRE FEEL LESS ACCESSIBLE THAN IT IS
-  EHRINGSHAUSEN WAY HAS AN ENGINEERED CHARACTER WITH LIMITED FORMAL CROSSING POINTS
-  STOUR BROOK NOT ALWAYS POSITIVELY CELEBRATED

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Haverhill Masterplan Weaknesses



2.0 THE MASTERPLAN STRATEGY

Four Interlinked Elements

- 2.1 It is important to provide a clear structure for Haverhill town centre. This helps to provide a basis for implementing the identified objectives for the town centre, **articulated through the Haverhill 2031 Vision**, by guiding and targeting development opportunities and projects.
- 2.2 In order to achieve this, the masterplan strategy focuses on four interlinked elements which are summarised below and described in more detail on the following pages:

One: Identification of distinct mixed-use quarters, each with its own character and identity, which together make up the town centre. The purpose of identifying **different quarters** is to make the various parts of the town centre more memorable, reinforcing the identity of the town centre as a whole, and helping to ensure that there are a better range of joined-up destinations available for residents, workers, visitors and investors. The quarters are focused around the five mixed use brown-field sites identified through **policy HV7** of the Haverhill Vision 2031.








Two: Development Opportunities are identified across the town centre within which a flexible mix of uses can be accommodated. Six development opportunities are identified within the masterplan. The structure of quarters will help to guide the location and layout of **new development** in the town centre making sure that potential opportunities can be progressed in a co-ordinated way which brings maximum benefit to Haverhill.

Three: An enhanced Public Realm, reinforcing the role, function and character of existing streets and spaces as well as proposing new ones. Proposals for enhanced **pedestrian friendly streets and pathways** form an important part of the masterplan, designed to ensure ease of mobility for everyone and maximising accessibility around the town centre area. This includes identifying the key approaches, improvements to the bus interchange, and linking destinations together the 'walkability' of the town centre.

Four: Overarching Design Principles that will guide development and enhance the quality, character and appearance of Haverhill. Proposals within the masterplan will be assessed against **overarching design principles**, against which development opportunities will be assessed. These are complemented by objectives for the design and layout of the public realm, produced to ensure it is useable, safe and convenient.

Plan opposite:
Masterplan Strategy



-  MIXED USE QUARTERS
-  DEVELOPMENT OPPORTUNITIES
-  PUBLIC REALM OPPORTUNITIES
-  TOWN CENTRE APPROACHES
-  RAILWAY WALK
-  STOUR BROOK CORRIDOR
-  MASTERPLAN STUDY AREA

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Mixed-use Quarters

- 2.3 In order to help enhance the identity of the town centre the masterplan defines four distinct but overlapping mixed-use quarters. The quarters are defined in part by the established character of different parts of the town centre but also by the potential to redefine or enhance that character. They also provide a framework within which to bring forward new development and focus enhancements to the public realm.
- 2.4 The four Quarters comprise the following, with key features and proposals for each described on the following pages:
- **Southside;**
 - **The 21st Century Market Place;**
 - **Commercial and Leisure Heart; and**
 - **Queen Street Quarter.**
- 2.5 The Quarters are deliberately mixed-use in character, and is a policy requirement of Haverhill 2031 Vision (policy HV7 refers). This is because town centres need to include a varied and diverse mix of uses in order to maintain vitality and viability.
- 2.6 Diversity is particularly important in terms of changing patterns of retailing. In addition to shops, town centres must provide other services and facilities including leisure opportunities, cafes, bars and restaurants, space for small businesses, cultural uses and housing. The latter enables choice for those who may want to live within close distance of the facilities and workplaces within the town centre.

Southside: Town Centre Living

2.7 Defining the southern edge of the town centre Southside will accommodate modern, high quality living, appealing to a range of occupiers across a mix of tenures. Using precedent examples from within Haverhill, Southside will establish a modern interpretation of the weaver's terraces that exist along Duddery Road, Eden Road and Waveney Terrace.

2.8 Objectives for Southside will include:

1. **Redevelopment of the former Wisdom Factory on Duddery Hill for a mix of residential and business uses, with potential for further education use, if required, on part of the site.**
2. **Retention and re-use of the Victorian factory building fronting onto Colne Valley Road.**
3. **Provision of new pedestrian and cycle linkages through the factory site to connect with the railway walk through to Duddery Hill and the town centre.**
4. **Retain existing and provide new tree planting to Duddery Hill.**
5. **Redevelop part of the Old Town Hall car park adjoining Duddery Hill and Hellions Walk to better define the corner through new frontage development.**
6. **Establish a town centre gateway at the junction of Hamlet Road and the High Street to signal arrival into the town centre.**

The 21st Century Market Place

2.9 Focused on the area around the Market Place, Market Hill, the St Mary's church and Chantry Mill the 21st Century Market Place is the historic heart of the town centre. Opportunities to enhance the area, making it more attractive and accessible through improvements to the public realm, and introducing new business uses through the refurbishment of the Mill will make the area more vibrant.

2.10 Objectives for the Quarter will include:

1. **Refurbishment and re-use of the listed Chantry Mill site for a mix of uses including business and employment opportunities.**
2. **Enhancement of the gardens between the Mill and the church.**
3. **Improvements to Swan Lane re-introducing two way traffic to enhance accessibility within the town centre.**
4. **New paving and public realm works to Market Hill to make it more attractive, establish a more cohesive design character with the Market Place, and improve access to the weekly market.**
5. **Enhancements to Camps Road to improve the pedestrian environment on an important approach into the town centre and enhance links to the recreation ground.**
6. **Explore opportunities to redevelop the telephone exchange, removing an unattractive building and replacing it with a more attractive built form addressing Camps Road and Chantry Road.**

Commercial and Leisure Heart

- 2.11 The largest quarter in the town centre represents a substantial opportunity for enhancement. The Commercial and Leisure Heart encompasses the High Street, Jubilee Walk, the bus interchange, the Stour Brook, Brook Service Road and Ehringshausen Way.
- 2.12 Here a substantial new retail-led development will be accommodated on part of the existing Brook Service Road car park providing opportunities for new shops, cafes and restaurants to complement the existing offer on the High Street and around the cinema. There will also be opportunities to consider hotel and residential uses above the retail space.
- 2.13 Enhanced public spaces will be provided along Jubilee Walk improving connections between the High Street and the cinema. In addition enhancements to Crown Passage will make it more attractive. In addition new passenger waiting facilities, including new public lavatories, will improve the bus interchange.
- 2.14 Finally, refurbishment of the public realm along the High Street will make it more attractive, improving access for pedestrians and reducing vehicle speeds outside the pedestrian only hours.

2.15 Objectives for the Commercial and Leisure Heart will include:

1. *Provision of a mix of new retail, café and restaurant uses on the site of the former coop and part of the Brook Service Road car park.*
2. *Enhancing Jubilee Walk creating a new public space and linking across Ehringshausen Way to the cinema.*
3. *Retaining the existing horse chestnut tree in Jubilee Walk and introducing new tree planting.*
4. *Improving the environmental quality and attractiveness of pedestrian walkways to the High Street including Crown Passage, Jubilee Walk, and the alleyway adjoining Barclays Bank.*
5. *Creating a 'town garden' around the Stour Brook.*
6. *Providing upper floor uses above the proposed new retail that could include apartments and a hotel.*
7. *Introducing enhanced passenger facilities and pedestrian connections to the bus interchange.*
8. *Rationalising car parking at Brook Service Road retaining short stay provision and service access to the rear of premises on the High Street.*
9. *Enhancing the appearance of the High Street through new paving and public realm improvements making it more attractive for pedestrians whilst retaining essential service and blue badge access.*
10. *Providing new uses and development that fronts onto the Stour Brook, and introducing new tree planting.*

Queen Street Quarter

- 2.16 The Queen Street quarter is focused around Queen Street, Swan Lane, Murton Slade, and the Wrating Road junction. Here the existing character of the area, which is defined in particular by the vibrant mix of independent retailers, services, cafes and business uses together with small scale residential uses, will be retained and enhanced.
- 2.17 This will be achieved through small scale interventions, working with landowners to introduce infill development to improve the range of premises available, targeting enhancements to pedestrian walkways across the area improving paving and lighting, and retaining car parking at Lower Downs Slade.
- 2.18 The approach into the town centre from the north along Withersfield Road will also be improved with enhancements to pedestrian crossings, new paving, and the potential for a gateway marker to be introduced at the junction with Queen Street.
- 2.19 Objectives for the Queen Street Quarter will include:
1. *Making alleyways and pedestrian routes more attractive, particularly between Lower Downs Slade and The Pightle.*
 2. *Considering opportunities for new infill development and redevelopment to improve the mix and range of uses.*
 3. *Work with landowners to improve and enhance the appearance of the area.*
 4. *Introduce enhancements along the approaches to Queen Street including the gateway at the junction with Withersfield Lane.*
 5. *Enhance Swan Lane and the area around the junction with Lords Croft Lane to improve accessibility.*
 6. *Explore options for redevelopment or re-use of the police station should it become vacated during the masterplan period.*

Development Opportunities: Accommodating Change

2.20 A number of key Development Opportunities are identified within each of the town centre quarters. The purpose of the Development Opportunities is to assist in the delivery of the masterplan, accommodating change and reinforcing the vitality and viability of the town centre.

2.21 The Development Opportunities also help to strengthen the identity and character of different locations within the town centre, introducing a mix of new uses with the aim of helping define the emerging quarters. Together with a number of public realm opportunities, set out in the next section of the masterplan, the Development Opportunities provide the basis for projects that can be shaped and delivered within the town centre.

2.22 The Development Opportunities, which are described in detail in **section 3** of the masterplan, comprise:

One: Former Wisdom Factory, Duddery Hill. A mix of new places to live, and commercial business units on the site of the former factory.

Two: Chantry Mill. Restoration of the listed Chantry Mill to provide a mix of small scale business and commercial premises including opportunities for new infill development.

Three: Jubilee Place. A substantial new retail-led development focused on the area around Jubilee Walks and the Brook Service Road car park, including the former Coop.

Four: Stour Brook View. An important series of small sites along the Stour Brook that will introduce a mix of places to live and commercial spaces address the Stour Brook.

Five: Town Hall Corner. Reinforcing the built form character of the junction between Duddery Hill and Helions Walk and retaining a substantial parking area.

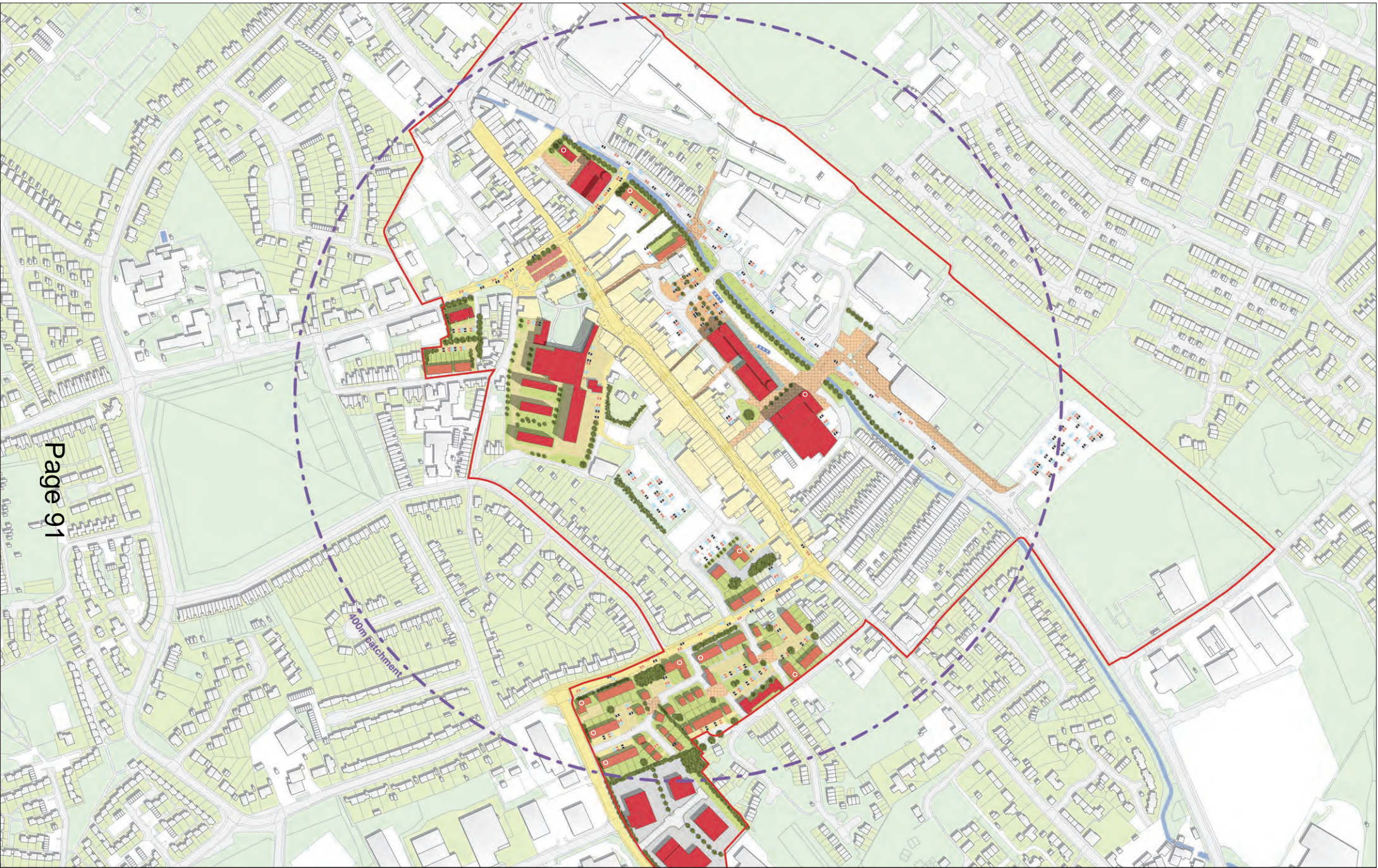
Six: Telephone Exchange. Considering options for the redevelopment of the telephone exchange to establish a more attractive building.

A Flexible Framework

2.23 It is important to recognise that the masterplan is a flexible document, and is not a blue-print for the town centre. Although the masterplan identifies six key opportunities, the dynamic nature of town centres will mean that other opportunities will come forward in Haverhill during the lifetime of the document.

2.24 These proposals will be assessed on their own merits, having regard to the design principles set out within this document, the contribution they make to the vitality and viability of the town centre as a whole, and the policies contained within the Haverhill Vision 2031.

*Plan opposite:
The Town Centre Masterplan*



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400m Catchment

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Haverhill Master Plan
Master Plan



The Public Realm: Getting Around the Town Centre

- 2.25 The public realm comprises the streets, footpaths and open spaces of Haverhill town centre which are contained by buildings and other structures. The design, quality and appearance of the public realm is an important component in defining the character of a place. It is also influences and shapes people's perceptions of place: well designed and cared for places are always more attractive than tired, run-down areas.
- 2.26 The public realm also has an important role to play in linking together the town centre both visually and physically, helping to make it easy for pedestrians to move around and visually distinguishing the wider town centre as well as more specific locations within it through the use of surface materials, street furniture and tree planting.
- 2.27 Movement through and around Haverhill town centre should ensure that the relationship between vehicular traffic, pedestrians, and cyclists maximises accessibility for all users. Haverhill already benefits from a compact and walkable town centre, and the masterplan aims to make the town centre even more attractive for the people that use it. This accords with the policy direction for travel within and around Haverhill that is established by the Suffolk Local Transport Plan 2011-2013, and the Haverhill 2031 Vision.
- 2.28 A network of connected streets and walkways will be enhanced which are appropriate in scale and design to a town centre environment. The town centre must be designed to ensure that people can walk easily and conveniently to where they need to be without being obliged to detour in order to cross busy, traffic dominated roads so increasing the 'walkability' of the town centre.
- 2.29 Streets and walkways should be well lit with surfacing materials that unobtrusively guide pedestrians and cyclists, signalling changes in movement or priority, through texture, tone and pattern. There must also be attractive and convenient pedestrian and cycle links between the town centre quarters and to the surrounding residential areas enhancing the accessibility of the town centre.
- 2.30 The quality of the streets and spaces is, in part, related to whether buildings are able to address them in a positive way. Blank elevations create monotonous and hostile environments, "no go" places that can feel unsafe. By establishing a network of building frontages which are animated and active, the character of the street or space is enhanced (see **Development Opportunities in section 3**).
- 2.31 Finally, enhancing the accessibility and usability of public transport in the town centre is also an important factor. The masterplan includes proposals for enhancing the bus interchange. .
- 2.32 Six key public realm projects are identified. They are described in more detail in **section 4** of the masterplan and comprise:
- **Queen Street**
 - **Market Place and Market Hill**
 - **High Street**
 - **Town Square, including the Bus Interchange**
 - **Stour Brook**
 - **Town Centre Approaches**

Masterplan Design Principles: Ensuring Quality

- 2.33 In order to ensure that the overall quality of development in the masterplan area is well detailed and of a consistently high quality, **six overarching design principles** are set out on the following pages. The principles offer broad guidance on a range of matters and should be considered as part of the design process of new development.
- One. Promoting a strong built form and contemporary architecture**
- 2.34 There is considerable scope for new buildings to provide high quality, contemporary additions to the existing built form of the masterplan area, adding greatly to its attractiveness and character. This will help to 'stitch' together the relatively fragmented urban form that currently exists within parts of the town centre, particularly around the Brook Service Road car park, and to create a pattern of well-defined frontage development.
- 2.35 The aim is to promote progressive design and architecture, ensuring that new development is of the highest quality and very much 'of its time'.
- 2.36 Key building elevations and frontages should be designed so that there is a clear and identifiable 'bottom', 'middle' and 'top', adding visual interest. The bottom of the building should meet the ground and enliven adjoining streets and spaces through the positioning of doors and windows. A higher frequency of entrances creates a busier street. This will be particularly important along Jubilee Walk and the area around the Brook Service Road.
- 2.37 The middle section of the building should give clues to its function. This can be achieved through the design and detailing of fenestration and the use of balconies and upper floor terraces. This also provides opportunities for the street to be overlooked, thus increasing passive surveillance within the town centre improving safety.
- 2.38 The top of the building must also be carefully considered. An interesting and dynamic roofscape adds visual interest. Ventilation arrangements, air conditioning, lighting, and servicing equipment must be carefully designed and integrated into the overall structure of the building and should be masked from public view points.
- 2.39 Landmark buildings can help signal important locations in the town centre, such as the corners of junctions between main streets, or key public spaces, and they emphasise the role or status that a particular building has within the town. Landmark buildings are not necessarily tall buildings but include those of special architectural quality and character, those that have distinctive and memorable features (clocks, statuary, etc.) or house special and unique uses. The Haverhill Arts Centre, and St Mary's church are both examples of landmarks in the town centre.
- 2.40 The pattern of different building heights and the location of landmarks play a significant role in helping people to understand the town centre, making it easier to locate important places, making the town 'legible'. New development proposals must reinforce this pattern, adding to the character, identity and legibility of the town centre as a whole. The masterplan identifies locations where landmark buildings will be appropriate and where particular features and corners should be emphasised through the design of the building.

Two. Designing for a mixed use environment

- 2.41 A mix of uses will be encouraged across the masterplan area. Different uses will help to ensure that the spread of activity taking place within the town centre is extended to different times of the day or night. New, higher density residential development within the town centre will also provide a new local population that can help to support existing services and facilities. This will be focused around the southern part of the town centre, including the former Wisdom factory, as well as part of other development opportunities.
- 2.42 In addition, the introduction of a wider mix of uses into the town centre has the benefit of informally 'policing' the area during the evenings and periods where shops and other businesses are closed. Increasing the actual and perceived surveillance of the town centre can play a role in crime prevention and reducing the fear of crime.
- 2.43 In considering the mix of uses within a building, particularly in terms of residential development, particular attention must be given to the amenity of future occupiers by ensuring issues of noise transmission and vibration, smell and light pollution are all adequately addressed. Care will need to be taken in the siting of extraction equipment and external lighting sources for example, and apartments and town houses will need to be designed to minimise noise and disturbance from adjoining uses through sound insulation measures.

Three: Accommodating servicing access, cars and bicycles

- 2.44 The location, design and layout of car parking must ensure that it is both safe and useable but that it does not become a dominant or intrusive element within the town centre. Car parks must be attractively laid out, well lit and safe – first impressions are very important and many visitors will be strongly influenced by the quality of parking facilities in the town centre.
- 2.45 In terms of numbers, the overall balance of parking provision should be maintained within the town centre, particularly where existing areas of car parking are proposed for redevelopment. This will be subject to a strategic review of overall car parking provision within the town centre to be undertaken by the Borough Council.
- 2.46 Parking must be secure, well lit and overlooked by adjoining development. Servicing areas should be distinct from areas of car parking. The use of close-boarded fences should be avoided in favour of using brick walls to establish safe and attractive courtyard environments.
- 2.47 Secure and useable cycle parking and storage facilities must be incorporated into new development schemes as part of the built structure, ensuring that facilities are safe to use, and that entrance points are well overlooked. Public cycle parking stands must be incorporated into the design of the public realm in key locations across masterplan area, particularly adjoining the bus interchange and within other parking areas.

2.48 Servicing yards and access points must be unobtrusively accommodated. This can be achieved through the careful design of servicing yards within the centre of development blocks in order that they remain hidden from view. Access points must be discretely located in places where there is minimum conflict with key pedestrian routes. When not in use, they should be gated to provide a continuous frontage within the streetscene and to shield the yard from view.

Four: Getting materials and detailing right

2.49 A palette of high quality materials will help to firmly establish the character and identity of the masterplan area, both in respect of the public realm and the built form of buildings and structures.

2.50 High quality materials that are unique to the town centre, or emphasise a particular location within it, must be utilised. This will help to build upon the existing character of Haverhill and should also introduce colour and texture, enriching the perception and appreciation of the place.

2.51 In the masterplan area, a restrained palette of materials should be specified, including buff and red brick, clay roof tiles, and more modern material including steel and glass as used at the cinema complex on Ehringshausen Way. The image of place will be reinforced by built form, construction materials, decorative detailing, such as towers or balconies, public art and even basic features such as windows and doorways. These features will also assist in making the area legible, familiar and distinctive. As a result, particular attention must be paid to the design and detailing of new development.

2.52 Bin and recycling storage facilities are important details that are often overlooked in new development resulting in impractical and unsightly bin and recycling storage enclosures. Particular regard must be given to design of these features with storage provided within the building envelope, or as an integral structure designed and specified as part of the building. Adequate design and provision for commercial premises and apartments will be a particularly important consideration. All bin and recycling storage areas must be accessible to refuse vehicles.

Five: Building in Sustainability

- 2.53 Ensuring that development proposals within the town centre have appropriate regard to sustainable design and resource efficiency will be an important consideration. Town centre locations, because of the mix of uses available, walkable catchment, and opportunities for linked trips are inherently sustainable locations because they can reduce the need to travel.
- 2.54 The masterplan approach to the public realm and moving around the town centre, set out in **section 4** of the masterplan, is predicated on enhancing opportunities for walking and cycling, as well as improving the bus interchange. The Development Opportunities set out in **section 3** of the masterplan promote a flexible mix of uses across the town centre.
- 2.55 Within the masterplan area opportunities to incorporate green or 'living' roofs into the development should be explored as well as opportunities for the installation of solar water heating panels and photo voltaic cells. These should be sited unobtrusively particularly within conservation areas.
- 2.56 In addition opportunities to ensure that water efficiency measures are incorporated into new development. This could include a sustainable drainage approach to surface water management for example. These important measures can contribute towards enhancing the sustainable development performance of the town centre.
- 2.57 Issues on sustainability and climate change are explored in greater detail within the Haverhill 2031 Vision, (**policy HV13** refers).

Six: A Public realm that is attractive and useable

- 2.58 In order that Haverhill has a public realm of the highest quality seven objectives will underpin the design approach to projects and proposals within the town centre:
1. **Restore street character.** The character of a town's streets plays a large part in people's understanding of and identification with a particular place. Where streets have become downgraded through insensitive development and poor surface materials, or broken apart with left over land and interrupted frontages then a negative impression is given. It is therefore important to restore street character with good quality frontage development and hard and soft landscape treatments.
 2. **Manage vehicular access.** Vehicles access and speeds should be controlled in order to enhance pedestrian comfort and safety. This will be achieved through careful design interventions, allowing essential access particularly for blue badge parking and deliveries, whilst discouraging rat-running. Vehicular access during the evening can contribute to a livelier night time economy through maximising town centre accessibility.
 3. **Simplify layout and eliminate street clutter.** A clutter of signs, bollards, servicing boxes, lampposts and pedestrian barriers not only undermines the quality and attractiveness of the public realm but can also act as a confusing barrier to people wishing to access the town centre. In addition, overly complex design and layout of spaces can also lead to clutter and confusion. Design simplicity must therefore be an important consideration. The removal of unnecessary elements and the co-ordination of signage and street furniture is an important aim. This must include reviewing the effectiveness of waymarking across the town centre.

4. **Pedestrian crossing points that reflect pedestrian desire lines:** all too often pedestrians are forced to cross streets and public spaces via the least direct route. A basic principle in the design and layout of all crossings and public spaces should be following the lines that people want to take, not forcing alternatives that then have to be guarded using safety barriers which also contribute to street clutter. This will be particularly important for pedestrian cross-routes around the town centre linking together existing walkways, Crown Passage and Jubilee Walk for example, and crossing principal routes including Ehringshausen Way.
5. **Increase tree planting:** Tree planting complements the public realm providing visual delight, increased biodiversity, and shade. . At present tree planting is relatively limited within the town centre – there are notable specimen Horse Chestnut trees at Jubilee Walk and the Old Town Hall car park; newly introduced pleached limes as well as ornamental flowering cherry at the church; willows along the Stour Brook; and a stand of Elms at Jubilee Plaza. Further opportunities for trees planting in these and other locations will be encouraged through the masterplan to help emphasise the identity of different parts of the town centre.
6. **High quality materials with simple detailing:** robust, low maintenance and timeless design must be a key component of any public realm works. A co-ordinated but limited palette of surface materials, such as stone and brick pavements, will provide a strong setting for development. It will also help to give image and identity to the whole town centre area unifying its appearance and character. The specification of street furniture components such as lamp stands, bus shelters, litter bins and seating, must also add to the overall identity, quality and character of the town centre.

7. **Animating the public realm:** Activity is one of the key generators of life and vibrancy within any town centre. Activity may take place within the streets, squares and open spaces that make up the public realm or within buildings and covered places. Where there is an interface between the two an active edge is formed such as a street café, bar or restaurant, a shop window, or a busy doorway or entrance point.

Haverhill town centre already benefits from a good range of different activity generators such as shopping, employment, leisure, transport interchange, and some housing. The Arts Centre and the market also provide strong attractors that are special to Haverhill.

Enhancing and extending the range of uses increases the amount of activity that takes place and the hours during which it takes place. The masterplan identifies development opportunity where a mix of different uses and activities could be introduced.

It will be also important to identify other opportunities to animate the public realm at various times of the day and night, and also provide options for different sections of the community to come and enjoy spending time in Haverhill. This could include additional speciality markets, festivals and open air performances.

3.0 DEVELOPMENT OPPORTUNITIES

Six key opportunities

3.1 In this section of the masterplan guidance is given on the six key Development Opportunities that have been identified within the town centre. The guidance aims to establish a strong framework within which development proposals can be shaped and ultimately assessed.

3.2 The masterplan is not intended to provide detailed advice on building designs, rather a basis from which proposals can be drawn up by landowners and development partners over the 2031 timescale of the document.

3.3 The guidance will also be important in giving certainty to the development industry over what is expected within the town centre, and will also help to deliver the aspirations for Haverhill as set out in the Vision 2031.

3.4 In describing the Development Opportunities reference is made to the following:

Development Aspirations: this sets out the rationale, form and type of development that could be brought forward on the site.

Mix of Uses: indicates the mix of different town centre uses that could be accommodated flexibly on the site.

Access Points and Entrances: provides guidance on the main points of pedestrian and vehicular access to the site.

Key Building Elevations and Active Edges: sets out where the most important and prominent building elevations should be located, and the main active edges which will accommodate principal entrances, shop windows and café and restaurant seating areas.

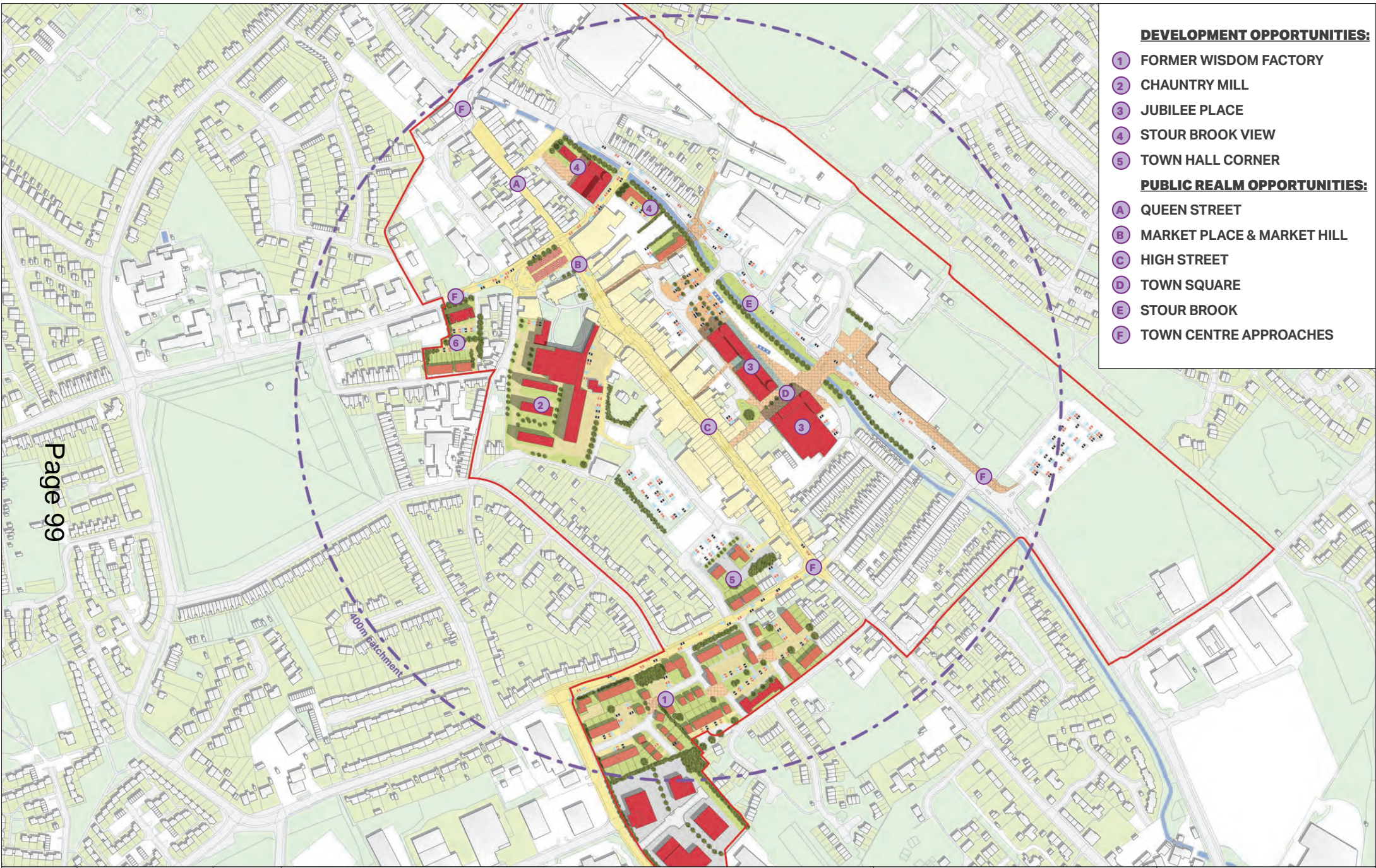
Storey Heights: guidance on the height of buildings proposed on the site having regard to prevailing heights in the immediate location and where particular prominence should be given to a particular location or town centre use.

Important Corners: important corners will be emphasised through the design of the built form, through either height or other detailing. They will typically be located on prominent junctions close to busy streets and pedestrian routes, giving prominence to important places.

Parking and Servicing: indicates where and how parking provision should be made, where it is accessed from, and how the site is serviced e.g. deliveries etc.

Implementation Issues: sets out particular *known* issues of relevance to bringing the site forward for development e.g. existing site features to be retained, land ownership etc.

*Plan Opposite:
Masterplan Development and Public Realm Opportunities*



DEVELOPMENT OPPORTUNITIES:

- 1 FORMER WISDOM FACTORY
- 2 CHAUNTRY MILL
- 3 JUBILEE PLACE
- 4 STOUR BROOK VIEW
- 5 TOWN HALL CORNER

PUBLIC REALM OPPORTUNITIES:

- A QUEEN STREET
- B MARKET PLACE & MARKET HILL
- C HIGH STREET
- D TOWN SQUARE
- E STOUR BROOK
- F TOWN CENTRE APPROACHES

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**Haverhill Master Plan
Development Opportunities & Public Realm Opportunities**



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One. Former Wisdom Factory, Duddery Hill

3.5 The site of the former Wisdom Factory is prominently located between Duddery Hill, Colne Valley Road, and Hollands Road. At present the main part of the site is occupied by a number of vacant factory and storage buildings together with associated parking areas and service yards.

3.6 The principal vehicular access into the site is from Colne Valley Road, with a secondary access onto Duddery Hill. There is a good row of trees adjoining Duddery Hill which contribute to the character of the area.

3.7 In architectural terms the site mainly comprises utilitarian factory and warehouse buildings. However, there is an attractive Victorian red brick building fronting onto Colne Valley Road, partly in residential use.

3.8 The site also comprises an area of privately owned allotments gardens and open space associated with the factory operation.

Development Aspirations

3.9 In order to reinforce the emerging character and identity of the Southside Quarter the site has significant potential for residential redevelopment. A mix of high quality homes could be accommodated within the site appealing to residents who would like to live close to the town centre.

3.10 The development should provide a contemporary interpretation of the existing terraced houses located in Duddery Road, Eden Road and Waverney Terrace establishing an ‘urban village’ character.

3.11 Important existing features of the site would be retained, including the tree planting along Duddery Hill, and the Victorian factory building adjoining Colne Valley Road. This could be converted to residential use in the form of apartments. Development at Colne Valley Road was laid out to preserve the setting of the building which, although not listed, forms part of the industrial heritage of Haverhill.

3.12 A second phase of development could be brought forward on the private open space adjoining Holland Road. A mix of uses here could include housing as well as small business and industrial units.

3.13 New pedestrian and cycle routes would be provided through the site, improving access between the town centre and the railway walk which is located to the south of the site off Fennels Close.

3.14 Key design and development considerations will comprise:

Mix of Uses: primarily residential providing a mix of different sizes across a range of tenures. This will include some apartments, smaller terraced houses, as well as larger semi-detached and detached houses. Opportunities for small light industrial and office premises will be explored as part of a second potential phase of development adjoining Holland Road, to include space for further education provision if required.

Access Points and Entrances: vehicular access will be retained from Colne Valley View and Duddery Hill. Access will also be established from Holland Road to serve the potential second phase of development. Pedestrian and cycle routes will be established through the development.



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Haverhill Master Plan
Illustrative Perspective of Development Site One:
Former Wisdom Factory Duddery Hill



Key Building Elevations: these will be established to all principal roads and pedestrian route through and around the site, particularly Colne Valley Road, Duddery Hill, and Holland Road. Development will be laid out to establish clear blocks of development distinguishing between the public fronts of buildings and more private rear garden areas.

Storey Heights: development proposals must reflect the prevailing height of surrounding areas, with predominantly two storey houses. As at Waverney Terrace some three storey development will also be appropriate particularly adjoining Duddery Hill, Colne Valley Road and Holland Road.

Important Corners: important corners will be provided to emphasis the junction between Duddery Hill and Holland Road, and also the main points of vehicular access to establish clear gateways into the site.

Parking and Servicing: parking will be provided across the site in the form of on-plot and small landscaped courtyards. Small groups of on-street parking will also add to the overall mix. Parking provision should reflect the proximity of the site to the town centre whilst still providing adequate spaces for future residents. Provision for cycle storage, refuse and recycling bins should be integrated into the built envelope of the buildings.

Implementation Issues: The site is within private ownership. It should be brought forward as part of a comprehensive scheme, potentially in two phases. Phase one will focus on the area occupied by the factory buildings. Phase two should focus on the remainder of the site.

There is an electricity substation located off Duddery Hill which will need to be taken into account as part of the design and layout of the site.

The Victorian factory buildings fronting Colne Valley View are an attractive asset and must be retained and reused.

The trees and planting lining Duddery Hill make an important contribution to the character of the area and should be retained.

A site should be made available off Hollands Road for further education needs if required, as set out within the Haverhill Vision 2031.

Two: Chantry Mill

- 3.15 Chantry Mill is a significant and prominent site within the town centre. The site has a long history of textile manufacture, one of the historic economic drivers in the town in the eighteenth and nineteenth centuries. Today although manufacturing no longer takes place from the site it is a storage, distribution and administrative centre for the clothing business D. Gurteen which also owns the site.
- 3.16 The site comprises a number of grade II listed buildings and other ancillary structures, and has been the subject of detailed negotiations between the site owners, the Borough Council and Heritage England to secure an appropriate scheme of restoration and reuse.
- 3.17 The site is the subject of a planning application that seeks the retention and restoration of a number of significant parts of the site, including the main three storey administrative building as well as the principal range of north-lit single storey factory buildings adjoining St Mary's Church. The factory buildings house an original steam engine, 'Caroline', which dates from 1880 and used to power the machinery on the site.
- 3.18 The application also seeks the demolition of other buildings on the site with the aim of securing a flexible, long term reuse of the site. This would see the main administrative buildings restored and converted to a number of small scale commercial uses, with the factory buildings maintained by D. Gurteen for storage and distribution. Over the longer term these buildings could be put to a number of uses, with windows reopened to front onto and address the churchyard of St Mary's.

- 3.19 Space cleared on the remainder of the site could be developed for a range of uses including small scale business and commercial units, live-work and residential development. Contextually sensitive design would reflect the listed status of the main buildings and a number of potential scenarios .

Development Aspirations

- 3.20 The restoration and development Chantry Mill site is an important part of the town centre masterplan. Given the well-considered proposals that have been developed and drawn up over a period of time on behalf of the site's owner the development aspirations for the site reflect those that form part of the planning application.
- 3.21 The principal three storey buildings on the site will be retained and converted for a mix of commercial, business and other uses. This, together with the retention of the most significant area of single storey factory space, adjoining St Mary's Church, will secure the preservation and re-use of the majority of the historic site.
- 3.22 Where other buildings are proposed to be demolished this has the potential to enhance the setting of the more significant structures that are retained, as well as provide opportunities for sensitive infill development enhancing the overall mix of uses within the town centre.
- 3.23 Key design and development considerations will comprise:

Mix of Uses: A flexible mix of uses will be appropriate for the site including small scale commercial and office space, retail, community uses and residential.

Access Points and Entrances: access points and entrances will be maintained from Mill Road and Market Hill. Opportunities to introduce increased pedestrian accessibility will be explored.

Key Building Elevations and Active Edges: key building elevations will be retained to the churchyard, the access route from Market Hill, and internal spaces created around the retained buildings on the site. Opportunities to enhance the frontages to Mill Road through either built form or enhanced landscape and tree planting.

Storey Heights: buildings heights for any new infill development will be carefully considered having regard to the setting of the adjoining listed buildings. Proposals of up to 2 stories, with some 3 storey development where appropriate may be acceptable.

Parking and Servicing: parking will be provided within the site accessed from existing entrances on Mill Road with more limited access from Market Hill. Parking will be sensitively accommodated with appropriate hard and soft landscape design measures to limit visual impact. Where possible use of undercroft parking for any new infill development should be considered.

Implementation Issues: the site is within a single private ownership. Development proposals have already been well progressed to planning application and listed building consent stage.

The setting of the listed factory buildings, other listed buildings including St Mary's Church and number's 2 and 4 High Street, and the character of the Queen Street conservation area will all need to be carefully considered.



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Haverhill Master Plan
Illustrative Perspective of Development Site Two:
Chantry Mill



Three. Jubilee Place

3.24 'Jubilee Place' is a substantial and important development opportunity within Haverhill town centre. It comprises land adjoining the Brook Service Road including areas of surface car parking, the bus interchange, part of the Stour Brook, and the former Coop premises fronting Jubilee Walk.

3.25 The development opportunity site is in close proximity to the High Street, with four pedestrian walkways providing linkages including Jubilee Walk and Crown Passage. The site is also close to the leisure facilities, cinemas and restaurants located at Ehringshausen Way and Jubilee Plaza.

3.26 Given its accessible location between the High Street and the leisure area there is significant scope for a comprehensive redevelopment to better integrate different locations and attractions in the town centre, provide a range of new facilities, and a clearly identified gateway from Ehringshausen Way into the town centre and High Street.

Development Aspirations

3.27 In order to enhance the mix of uses available within the town centre, a substantial retail-led redevelopment of the site should be undertaken. This will focus on providing a range of new retail premises of a size and format to suit the needs of modern retailers. It will also provide an attractive and modern built form adjoining Ehringshausen Way, making the town centre more visible and attractive than the current service yards and car park.

3.28 In addition, café and restaurant uses could also be accommodated focused on a new area of public space at 'Town Square'. This would be located at Jubilee Walk and provide more direct access across Ehringshausen Way to the cinema and leisure uses and would build on the evening economy.

3.29 The area around the Stour Brook will be retained and enhanced, providing a new town garden and introducing new tree planting and footpaths so that better use can be made of the area for informal leisure and recreation.

3.30 Enhanced bus interchange provision would be provided as part of the redevelopment with improved passenger waiting areas, real-time information, driver facilities, and public lavatories. A new canopy and canopied walkway would enhance the appearance of the interchange improving pedestrian accessibility back towards the High Street via the existing alleyway adjoining Barclays Bank.

3.31 Above the ground floor retail uses apartments could also be accommodated, alternatively the location could be suitable for a new town centre hotel. Some parking provision would be maintained as part of the scheme, particularly for short stay purposes during the day, and accommodating hotel customers and residents during the evenings.

3.32 Key design and development considerations will comprise:



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Haverhill Master Plan
Illustrative Perspective of Development Site Three:
Jubilee Place



Mix of Uses: This is a significant town centre site and as such maximum use should be made of it. A flexible mix of uses should be accommodated including retail floorspace, restaurant and café uses, improved passenger and driver facilities associated with the bus interchange, public lavatories, with residential and hotel uses considered above ground floor level.

Access Points and Entrances: The main point of vehicular access will be maintained from Ehringshausen Way. Pedestrian access will be provided from Jubilee Walk and the other pedestrian routes from the High Street. Enhanced access across Ehringshausen Way from Jubilee Walk will also be provided to provide a more unified character between the leisure facilities, the new development and the High Street.

Key Building Elevations and Active Edges: Key building elevations will be provided to Jubilee Walk, the new Town Square, the retained parking area, Ehringshausen Way, and the pedestrian walkway through the site. Active edges, comprising entrances, café, restaurant and shop frontages, will be established at Jubilee Walk, the new Town Square, and the retained parking area. Facilities associated with the enhanced bus interchange will front onto and be accessed from the existing pedestrian route through to the High Street.

Storey Heights: Development of up to three storeys in height will be acceptable in this location. The ground level floor to ceiling height should be of an appropriate scale to accommodate a mix of commercial uses.

Important Corners: Important corners should be defined through the design of the built form and be located to either side of the new Town Square, and adjoining the main car park entrance point all addressing Ehringshausen Way.

Parking and Servicing: An area of public parking will be retained for the development, accessed from Ehringshausen Way. An area of residents parking will also be retained adjoining the site of the former Coop building. Servicing provision, include access to the rear of premises fronting the High Street, will be retained from the Brook Service Road. Service access will also be retained to the rear of the site of the former Coop building.

Implementation Issues: Much of the site is within the control of the Borough Council. Redevelopment of the Coop would be subject to agreement.

The redevelopment of some of the existing public car parking will be within the context of a wider review of car parking in the town centre to be undertaken by the Borough Council.

Development will require the re-provision of public lavatories as part of the proposals, as the existing facilities will be subject to redevelopment.

Existing tree planting and open space around the Stour Brook will be managed and retained. The existing horse chestnut tree in Jubilee Walk will also be retained.

The public art located outside the former Coop will be relocated within the new Town Square.

Four: Stour Brook View

- 3.33 Stour Brook View is a sequence of interlinked sites that adjoin the Stour Brook, focused on one of the mixed-use development area identified with the Haverhill 2031 Vision.
- 3.34 The site includes the existing car park area adjoining Swan Lane, at the rear of Argos, the parking and service yard to the rear of the Post Office, and land to the rear of the former Bell public house.
- 3.35 In addition, consideration is given to the future potential of the police station should the site be vacated at some point in the future. It occupies a prominent site on the corner of Swan Lane and Lord's House Lane.

Development Aspirations

- 3.36 Stour Brook View has an important role to play in helping to shape and define the character of the town centre. Each of the sites has a prominent boundary adjoining the Stour Brook and Lord's House Lane. As such there is significant potential to enhance the appearance of an important route into the town centre.
- 3.37 This will be achieved through introducing new frontage development, providing a mix of uses that positively address the Stour Brook as well as providing space for new landscape and tree planting to soften its appearance and character.
- 3.38 In addition, there are three important east/west linkages running across Stour Brook View – Reeds Lane and Crown Passage; Swan Lane; and Murton Slade. There is significant potential to improve each through the introduction of new development that overlooks these routes, helping to make them safer and more useable.

3.39 Key design and development considerations will comprise:

Mix of Uses: Development will be suitable for a mix of town centre uses including residential in the form of terraced town house or apartments, retail, café or restaurant potential adjoining Swan Lane, or small office and business units.

Access Points and Entrances: Access to development sites will be from existing routes including Crown Passage, Swan Lane, and Murton Slade. It will be important to position doorways and entrances so that they provide opportunities for adjoining pedestrian routes to be well overlooked.

Key Building Elevations and Active Edges: Key building elevations will primarily address the Stour Brook, with active edges provided along Crown Passage, Swan Lane and Murton Slade.

Storey Heights: Development of two storeys will be appropriate adjoining Crown Passage and Murton Slade, with a maximum of three storeys adjoining Stour Brook and to either side of Swan Lane to create a local gateway into the town centre.

Important Corners: Important corners will be provided either side of the junction with Swan Lane, and at the corner of Murton Slade and the Stour Brook.

Parking and Servicing: Parking and servicing will be provided unobtrusively to the rear of development utilising existing access points from Swan Lane, Murton Slade and the Brook Service Yard. Parking provision should reflect the proximity of the site to the town centre whilst still providing adequate spaces for future residents. Provision for cycle storage, refuse and recycling bins should be integrated into the built envelope of the buildings

Implementation Issues: All of the sites are within private ownership and development would be subject to agreement and potential relocation of existing facilities.

Electricity sub-stations are located at Murton Slade and adjoining the Stour View medical centre off the Brook Service Road.

The Stour Brook performs an important drainage function. Development proposals must be drawn up in consultation, where necessary, with the Environment Agency.

The redevelopment of any existing public car parking will be within the context of a wider review of car parking in the town centre to be undertaken by the Borough Council.



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Haverhill Master Plan
Illustrative Perspective of Development Site Four:
Stour Brook View



Five: Town Hall Corner

3.40 Town Hall Corner is located adjoining Helions Walk and Duddery Hill. It currently forms part of the wider Old Town Hall car park located to the south west of the High Street and access via Helions Walk. The site is located within a mixed residential area opposite the site of the former Wisdom factory (see Development Opportunity One). It is on the southern edge of the town centre within the Southside Quarter identified in the masterplan.

Development Aspirations

3.41 The site has potential to come forward as part of wider proposals for the Southside Quarter, reinforcing the existing residential character of this part of the town centre. In addition, new residents will help to increase overlooking of the parking areas and public realm in this part of the town centre, particularly the pedestrian walkway linking into the High Street and giving access to the Arts Centre.

3.42 A mix of town houses and a small number of apartments could be accommodated on the site. This would also help to reinforce the built form of Duddery Hill through the introduction of new frontage development.

3.43 An area of public parking would also be retained, particularly for the use of visitors to the Haverhill Arts Centre. New tree planting would soften the character of the car park, with existing trees retained within the layout of the development.

3.44 Key design and development considerations will comprise:

Mix of Uses: the site is suitable for residential development reflecting the existing and proposed uses on immediately adjoining sites.

Access Points and Entrances: access to the site should be provided from Duddery Hill and from Helions Walk.

Key Building Elevations: these should be provided addressing Duddery Hill, Helions Walk and the retained public parking area.

Storey Heights: development of up to two storeys in height will be appropriate on the site having careful regard to neighbouring houses on Duddery Hill and Helions Walk.

Important Corners: an important corner should help define the junction with Helions Walk and Duddery Hill.

Parking : this will be laid out in the form of small parking courtyards. Provision should reflect the proximity of the site to the town centre whilst still providing adequate spaces for future residents. Space for cycle storage, refuse and recycling bins should be integrated into the built envelope of the buildings.

Implementation Issues: The site is controlled by the Borough Council. Redevelopment of some of the existing public car parking will be within the context of a wider review of car parking in the town centre to be undertaken by the Borough Council. Evening parking provision must be maintained for use by the Arts Centre.



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Haverhill Master Plan
Illustrative Perspective of Development Site Five:
Town Hall Corner



Six: Telephone Exchange

3.45 The telephone exchange is located on a prominent site between Camps Road and Chantry Road. It is within the 21st Century Market Place Quarter, as set out by the masterplan. The exchange is accessed from Chantry Road, and there is a change in levels across the site falling from Chantry Road to Camps Road.

3.46 The buildings on the site are utilitarian in design, with flat roofs and elevations comprising a concrete framework infilled with buff coloured brick. There are windows fronting onto Chantry Road, but more limited openings elsewhere. A tall, concrete chimney is a prominent feature of the building.

Development Aspirations

3.47 Given the prominent location of the site and the bland appearance of the existing buildings, there is an opportunity to consider partial or comprehensive redevelopment subject to operational requirements.

3.48 The site should be considered in two parts, accounting for the change in levels and the differing character of Chantry Road and Camps Road. The northern part of the site adjoining Camps Road could accommodate frontage development of a similar scale to the adjoining apartments, establishing a stronger and more attractive built form.

3.49 The southern part of the site should be more domestic in scale reflecting the height and size of housing along Chantry Road. Tree planting could be introduced along the frontage.

3.50 Key design and development considerations will comprise:

Mix of Uses: Given the surrounding uses the site would be suitable for residential redevelopment with apartments adjoining Camps Road and terraced town houses adjoining Chantry Road.

Access Points and Entrances: Access to the site will be split between Camps Road and Chantry Road, with no direct access between the two.

Key Building Elevations: These will be provided fronting onto Chantry Road and Camps Road.

Storey Heights: The height of proposals will reflect the prevailing character of the area with three storey development fronting onto Camps Road and two storey development fronting onto Chantry Road.

Important Corners: An important corner will be established adjoining Camps Road adjoining the vehicular entrance to the development.

Parking: vehicular parking will be provided within off-street private courtyards to the rear of the buildings.

Implementation Issues: The building is currently operational and any development proposals coming forward would be dependent on either the current use ceasing or re-provision either within the site or elsewhere which would need to be funded. On that basis the site is considered as a longer term opportunity within the 2031 timescale of the masterplan.



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Haverhill Master Plan
Illustrative Perspective of Development Site Six:
Telephone Exchange



Special Project Areas

- 3.51 In addition to the Development Opportunity Sites two Special Project Areas have been identified as part of the masterplan. The Special Project Areas cover broad locations to the east and west of the High Street and Queen Street. They focus on the 'backland' areas to rear of premises that front the High Street and Queen Street, particularly those that are visible from adjoining streets and spaces including the Brook Service Road, Murton Slade, Lower Downs Slade and Cleales.
- 3.52 The Special Project Areas are largely within fragmented land ownerships. Pockets of land are under used and overgrown, or very functional in appearance albeit providing valuable private parking, storage and service access. The aim will be to work with landowners to encourage environmental enhancement or incremental infill development and to improve the character and appearance of these areas.
- 3.53 Where appropriate it will also include the reuse and conversion of existing buildings to other uses. This can be a more sustainable alternative to demolition. It also helps maintain buildings of character and townscape quality through keeping them in use over time and reflects shifting patterns of land use over time. A good example of this are approved proposals for the former Bell public house on Market Hill.
- 3.54 In Haverhill, within the special project areas but also elsewhere across the masterplan area, conversion of buildings to new uses, particularly small scale commercial and employment generating uses, will be encouraged. The inclusion of new residential re-use will also be encouraged as this helps to increase the numbers of people living in the town centre, supporting shops and local services as well as extending the time that the town centre is populated.



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Haverhill Master Plan
Masterplan Perspective



4.0 PUBLIC REALM OPPORTUNITIES

A Strategy for Moving Around the Town Centre

Creating a walkable and cycle friendly town centre

4.1 The Strategy for moving around the town centre, supporting the masterplan, has been prepared on the basis of the Haverhill Vision 2031 which sets out that all development proposals should prioritise modes of transport in the following order:

- Walking
- Cycling
- Public transport (including taxis and community transport)
- Cars and other vehicles

4.4 Critical to the success of the masterplan is the requirement to create an outstanding pedestrian environment that is well connected, safe and a pleasure to use. Delivering on this objective means putting the needs of pedestrians and cyclists at the heart of the movement strategy.

4.5 Creating a walkable and bike friendly town is about making a fine place for people. It involves exploring the potential for extending the grid of “pedestrian priority” streets within the core town and retail area. Inter-related with this objective is the need to better manage vehicle access, car parking and servicing to the periphery of the existing pedestrian zone and within the core area of streets.

4.2 In developing the strategy, supported by six public realm opportunities, 3 interrelated transport aims/objectives have emerged:

1. **Creating a walkable and bike friendly town centre**
2. **A well connected and adaptable town centre**
3. **An efficient and legible town centre**

4.6 In respect to cycling the approach is to support a step change in cycling by promoting bicycle-friendly communities and improving overall safety for cyclists. The strategy also involves installing secure cycle parking facilities in key streets, and immediately adjacent to key destinations and public transport facilities.

4.3 In expanding on these objectives it should be noted that a central purpose of the movement strategy is to support and help deliver the strategies and proposals outlined in the Suffolk Local Transport Plan (LTP) 2011-2031 which identifies a series of priorities to support sustainable development of the town.

4.7 Creating a walkable and bike friendly town centre is about enhancing the urban environmental quality of the main streets and public spaces, through careful use of funding and investment and a consistent approach to street design, furniture, landscape and street lighting.

A well connected and adaptable Town Centre

- 4.8 A well connected and adaptable town centre is about delivering an easy to use, integrated transport system into and around the town centre. A well connected and adaptable town centre requires the provision of additional capacity for regeneration and economic growth (especially the North East Haverhill proposals for around 2500 homes) with real choice and reliability across all means of travel. An adaptable town centre will also require an ability to meet future challenges accommodating change within a flexible masterplan framework.
- 4.9 A well connected and adaptable town requires the provision of additional capacity for regeneration and economic growth within and outside the Town Centre, including the major growth proposals outlined in the Core Strategy. It also involves making enhancements to the existing system and making the transport network more resilient.
- 4.10 A well connected town centre also requires reconfiguring the key gateways to improve the quality of the public realm as well as walking and cycling facilities to the town centre. This includes introducing enhancements to the overall usability of public transport, such as proposals to improve the town's public transport interchange.
- 4.11 It also relates to the need to develop a network of cycle routes which are safe, convenient and attractive with segregated facilities, dedicated lanes and other major improvements. A well connected and adaptable town centre will also require simplifying the convenience and connectivity of the public transport network to make it easier to use.

An efficient and legible Town Centre

- 4.12 Getting the best use of existing infrastructure, roads, footpaths, parking spaces and the bus interchange, while considering the appropriate hierarchy of priority for walking, cycling, public transport and the private car is important. An efficient town centre is about making the movement network legible, or easy to understand, for all people. Considering this in respect to overall urban environmental quality is also an essential element of the strategy. The use of intelligent transport systems and overall "smart mobility" can also be of importance to making the town more efficient and easy to navigate.
- 4.13 An efficient and legible town centre is about making incremental, sometimes small scale, improvements to the existing transport network. It also involves the consideration of the use of Variable Message Signing (VMS) to maximise the convenience for visitors arriving by car for shopping and access to services to encourage greater use of town centre. Closely related to the use of VMS is the need to devise and deliver a car parking strategy. This will be undertaken by the Borough Council to provide better access to parking within and around the town centre and improve the pedestrian routes from car parks to the High Street and other part of the town centre.
- 4.14 A legible town centre will also require a modern way-finding system in order to improve legibility. The objective is to ensure the town centre is easy to move around, with simple navigation and connectivity, and good pedestrian amenity and safety. This should encourage more walking and cycling and is closely associated with the development of way-finding strategies for an integrated public transport system, particularly enabling access to an enhanced public transport interchange.

Emerging Movement Strategy Priorities

- 4.15 A series of priorities and interventions are considered as part of the movement strategy, which are outlined on the following pages. These, in turn, are supported by six public realm opportunities which help to underpin the masterplan.

Pedestrian Priority Streets

- 4.16 Pedestrian Priority Streets are places where pedestrian movement is prioritised. These streets include the High Street, Queens Street, Market Hill, Swan Lane, and the connecting alleyways that provide some of the main east west connections.
- 4.17 The movement strategy advocates that walking is the priority means of travel and in this respect the approach is to provide safe and convenient access to the town centre by considering both primary walking trips and the end journey from all other modes of travel (which is also walking). This means thinking about how people walk from the car parks, bus stops and taxi ranks as well their homes and places of business.
- 4.18 In respect to highway design in most cases the pavement will define the pedestrian streetscape with a uniform pavement to make the town centre more easy to navigate. The general approach will be for a continuous type of pavement to guide pedestrians from one street to the next with raised tables across side streets. Some sections of these streets could retain kerblines and accommodate traffic and buses, but the emphasis will be that the pedestrian is still King. Pedestrian priority at the main approaches and gateways is also an essential component of the strategy.

Cycle Improvements

- 4.19 Haverhill has a good network of walking and cycling routes but many are incomplete. The County Council are in the process of undertaking a review and preparing a cycle strategy and series of projects for cycling routes and facilities. These projects will be supported.
- 4.20 The strategy will also increase the number of dedicated cycle routes around the town, introduce conveniently located, secure, covered and illuminated bicycle shelters, create safe routes from villages close to the town to promote cycling and walking and introduce safe routes to schools where possible.

High Street Enhancements

- 4.21 Making improvements to the High Street, Queen Street, and Market Hill is about reinforcing a strong High Street. High Street Enhancements includes making improvements to the main street spine and the alleyways that connect the High Street environment with the car parks, bus interchange and key destinations (i.e. Leisure centre/retail stores).
- 4.22 The approach is about achieving an appropriate balance between pedestrian and vehicular access, supporting businesses whilst enhancing the pedestrian environment.

Breaking down the barrier of Ehringshausen Way

- 4.23 Breaking down the barrier created by Ehringshausen Way is about establishing a safer and more connected route between the core town centre area and the land to the east. It's about breaking down movement barriers, particularly east/west, from the High Street across Lord's Croft Lane/Ehringshausen Way. This will be delivered by increasing the opportunities to cross Lord's Croft Lane/Ehringshausen Way and other main roads which act as barriers to pedestrians.

Public Transport Interchange

- 4.24 This project is about improving the layout and facilities of the bus station to make it a more integrated transport hub. It includes better information, including accessing information online, by mobile phones, or from variable message signs. It's noted that the Local Transport Plan identifies potential enhancement to the bus route network, as well as the introduction of real time passenger information to indicate at bus stops when the next bus is due.
- 4.25 In particular, routes linking homes and jobs would be especially beneficial in increasing choices of modes of travel. Wider public transport plans involve improving public transport links including a fast bus service to Cambridge and Bury St Edmunds.
- 4.26 Closely associated with the public transport interchange proposals is the need to improve the quality of the connections across Ehringshausen Way and the walkways/alleyways that link the High Street area. There are also opportunities to enhance where possible the bus shelters around the town.

Managing vehicle circulation and reviewing car parking

- 4.27 Better managing vehicle circulation patterns applies to both through traffic and destination traffic. In this respect the movement strategy supports the need for the primary road networks to be safeguarded for the effective management of traffic and congestion and to improve overall road safety. This will be important for managing through traffic, but other tactics should be applied to managing destination traffic into the town centre.
- 4.28 The approach for destination traffic is to make sure vehicles can access the town car parks quickly and efficiently without the need to spend time circulating for spaces. In respect to the Borough Council's car parking strategy/review this needs to consider the consolidation of some car parks as part of development proposals as well as consideration of car park location, cost, convenience and signage to improve visitor experience and convenience.

Six Public Realm Opportunities

4.29 In order to help deliver wider improvements to the patterns of movement around the town centre six Public Realm Opportunities, linked to the identified Development Opportunities, form part of the overall masterplan strategy for Haverhill town centre. They are set out in the following pages and shown on the plan opposite.

A. Queen Street

4.30 Queen Street forms part of the northern gateway into Haverhill. It includes the junction with Wrating Road and pedestrian cross routes between Lower Downs Slade, Murton Slade, Queens Place and The Pightle.

4.31 As a key part of the town centre core, Queen Street extends from the High Street, and provides a mix of retailers, commercial and other services.

4.32 Queen Street itself is gated between the hours of 10am and 4pm for pedestrian priority, but opened up in the evening to help support a night-time economy. Recent initiatives within Haverhill have included the Queen Street enhancements which have greatly improved the town centre.

4.33 There are a number of very fine buildings and groups of buildings that positively address the street and make a strong contribution to the character and identity of the area. This is reflected in the designation of this area as a conservation area.

4.34 A number of improvements should be made to Queen Street in order to enhance its attractiveness as an important space within the town centre core:

Retain gated access along Queen Street to support a night-time economy within the town centre and to maintain vehicular access after 4pm.

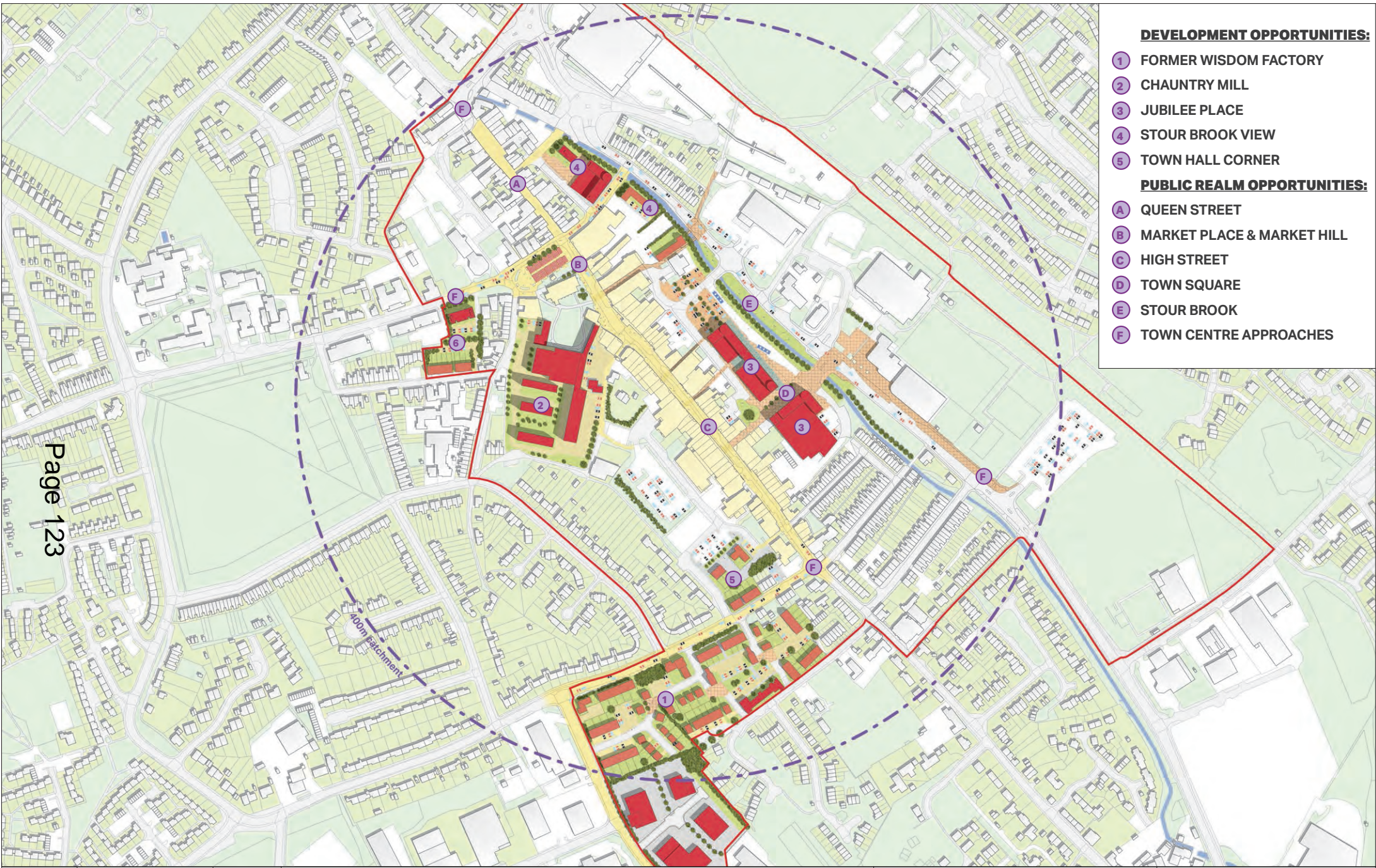
Continued efforts to improve the public realm within this area is important in enhancing the pedestrian environment and the setting of historically and architecturally important buildings contained within Queen Street.

Enhance the public realm environment within existing walkways to establish safe and attractive routes for pedestrians within the town centre core through new paving, lighting, opportunities for tree planting and small-scale infill and other environmental enhancements (see also **Special Project Areas** in **section 3**).

Repair existing paving to unify surface materials and to maintain and enhance the attractiveness of Queen Street reinforcing the character of the Queen Street Quarter (see **Mixed Use Quarters** in **section 2**).

Introduce a new gateway ‘marker’ to signal the northern entrance to the town centre, at the junction with Withersfield Road, and reinforce the status of Queen Street. The ‘marker’ could be designed to complement and reflect the bespoke gates currently in place, ensuring design consistency in the town centre, and could include practical features including lighting and seating.

Consider establishing a link between Lower Downs Slade and Swan Lane, improving accessibility for pedestrians, cyclists and vehicles, subject to agreement with landowners.



DEVELOPMENT OPPORTUNITIES:

- 1 FORMER WISDOM FACTORY
- 2 CHAUNTRY MILL
- 3 JUBILEE PLACE
- 4 STOUR BROOK VIEW
- 5 TOWN HALL CORNER

PUBLIC REALM OPPORTUNITIES:

- A QUEEN STREET
- B MARKET PLACE & MARKET HILL
- C HIGH STREET
- D TOWN SQUARE
- E STOUR BROOK
- F TOWN CENTRE APPROACHES

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B. Market Place and Market Hill

- 4.35 The Market Square provides a traditional town centre focus with the popular (award winning) market adding to the quality of the town's offer on Fridays and Saturdays. The market is an important attractor to the town and provides a space for community events and a place where people can have chance encounters.
- 4.36 St Mary's Church sits prominently adjacent to Market Place and Market Hill and provides a distinctive local landmark.
- 4.37 Parking spaces for blue badge holders can be found at Market Hill which enhances accessibility to the town centre for users who are mobility impaired.
- 4.38 The public realm within this area is tired in places and inconsistent across the wider town centre area. There are a number of walkways and alleyways in this area which are not fully utilised or exploited. Blank elevations to some streets and alleyways discourage walking making the town centre feel less accessible than it is.
- 4.39 The one-way gyratory system in combination with gated access along Queen Street, and restricted access to Market Square and the High Street on Saturdays (due to the market), provides confusion to visitors to the town and results in difficult U-turn manoeuvres back up Camps Road.
- 4.40 There are a number of improvements that should be made to the Market Place and Market Hill area in order to enhance its usability and attractiveness:

Maintain the character of the Market Place to enable the continued use of the Friday and Saturday market as an important attractor to the town centre. Improving accessibility along Swan Lane will also assist market access.

Re-introduce two-way traffic along Swan Lane to improve access into the town centre particularly on market days, potentially displacing traffic away from the High Street during the day, and enhancing the overall legibility within the town centre.

Provide a uniform surface paving scheme to seamlessly draw people through the space particularly between Queens Street and the High Street (see **Masterplan Design Principle 6** in **section 2**).

Introduce street tree planting along Swan Lane to soften its existing character particularly adjoining the Market Place.

Retain blue badge holder spaces at Market Hill to enable disabled users to continue to access the town centre readily.

Allow for delivery access to premises at Market Hill without rear access, and maintain access into the Chantry Mill.

Improve the environment along Quaker Lane to Cleales/Town Hall car park to improve the attractiveness of the walkway in accessing and arriving at the town centre. This could include new tree planting, improved lighting, wayfinding and coordinated surface materials.

C. High Street

4.41 The High Street provides the movement spine for the town centre. Medieval in origin The High Street extends from Market Hill to the junction with Duddery Hill. Active and mixed-use frontages line the High Street and define the space although the length of the street means that activity is somewhat diluted in places, and suffers from areas of vacancy.

4.42 The High Street is one-way with restricted access between 10am and 4pm, Monday to Friday, and on Saturdays no general access is permitted during the hours when the market is operating. The High Street remains open after 4pm to provide evening access to support the evening economy, in particular access to and fro the Haverhill Arts Centre.

4.43 The public realm along parts of the High Street is now beginning to look tired. There is an opportunity for public realm along the entire length of the High Street to be comprehensively enhanced. This should include opportunities for improving pedestrian routes between the High Street and the area around the Brook Service Road and bus interchange.

4.44 A number of key elements should be incorporated into the design and layout of the High Street:

Encourage the dovetailing of initiatives with those being progressed by ONE Haverhill including the 'Spring Clean', empty shop window decoration and up-lighting of key premises.

Retain one-way, limited access along the High Street at certain times to support the evening economy, clearly defining a carriageway and introducing design features to restrict vehicle speeds.

Ensure the retention of the Market through the design and layout of the High Street, allowing areas of level space for the location of stalls and considering the installation of electricity hook-up points if feasible.

Enhance the existing walkways at Crown Passage and Jubilee Walk to make the pedestrian environment more inviting and welcoming to visitors of the town. This will provide an important pedestrian connection to proposals at Opportunity Site Three (see Jubilee Quarter in **Section 3** of the masterplan).

Co-ordinate and unify surface materials using high quality paving to provide a uniform scheme to seamlessly draw people through the High Street.

Provide co-ordinated street furniture with the possibility of bespoke pieces to be designed to reinforce the identity and character of the High Street, which coordinate with the bespoke design of the gate in Queen Street.

Improve shop frontages by working together with shop owners and landowners to enhance the appearance and attractiveness of the High Street.

Introduce a gateway 'marker' at the junction with Duddery Hill using public art and/or signage to reinforce the space as the southern gateway to the town centre. The 'marker' could be designed to complement and reflect the bespoke gates currently in place at Queen Street, ensuring design consistency within the town centre, and could include practical features including lighting and seating.

D. Town Square

- 4.45 As part of the redevelopment proposals associated with the Leisure and Commercial Heart of Haverhill, set out as part of ‘Jubilee Place’ (see **Development Opportunity 3**) there is significant potential to create a new ‘Town Square’.
- 4.46 The Square would link together Jubilee Walk, the Bus Interchange, and the leisure and cinema development across Ehringshausen Way. It would also link into the area around Stour Brook providing a multi-use space and a setting for new development in this part of the town centre.
- 4.47 At present the area for the proposed square, located adjoining the former Coop building, has some seating, public art, and a fine horse chestnut tree located adjoining Jubilee Walk. However the area looks tired and dated, and would benefit from enhancement.
- 4.48 There are a number of opportunities that should be considered as part of the design and layout of the public realm in this important location:

Introduce new active edges and outdoor seating areas associated with the mixed-use redevelopment of ‘Jubilee Place’, with café and restaurant uses and new shops adjoining the square.

Retain the existing horse chestnut and introduce new tree planting to soften the space and provide a visual link with the Stour Brook and trees in Jubilee Plaza located across Ehringshausen Way.

Open up the square towards Ehringshausen Way to establish new pedestrian crossing points to enhance access between the leisure and cinema area and the High Street.

Provide new public transport interchange facilities including a new canopy, real-time timetable information, passenger and driver facilities, replacement public lavatories, and seating areas.

Introduce landscape and tree planting enhancement to the area around the Stour Brook to create a ‘town garden’ (see **public realm opportunity E. Stour Brook**).

Coordinate surface paving, street furniture and signage utilising high quality and contemporary designs to unify and enhance the Town square, bus interchange area and Jubilee Plaza establishing a single designed space with different functions within it (see **Masterplan Design Principle 6** in **section 2**).

Reinforce the usability of pedestrian routes between the High Street and Jubilee Place through new paving, lighting, opportunities for tree planting and small-scale infill and other environmental enhancements (see also **Special Project Areas** in **section 3**).

Retain service access to the rear of High Street premises as well as providing service access to new development at Jubilee Place. Service yards should be discretely accommodated (see **Development Opportunity 3 Jubilee Place**, and **Masterplan Design Principles** in **section 2**).

E. The Stour Brook

- 4.49 The Stour Brook is a minor tributary of the River Stour which runs through Haverhill town centre. It follows the alignment of The Pightle, Lord’s Croft Lane and Ehringshausen Way. Despite the many attractive qualities of the Stour Brook, it is not always positively celebrated.
- 4.50 There are two distinct areas within which the Stour Brook runs its course through the town which have a varied character. It is its more engineered character from The Pightle to Lord Croft’s Lane which is perceived less positively.
- 4.51 The second stretch of The Stour Brook along Ehringshausen Way is considered more attractive in character. In this area the Brook is softened by mature willow trees and landscape frontage. It is an underplayed resource and should be given greater prominence.
- 4.52 There are a number of key design interventions that should inform the design and layout of the public realm:

Maximise the Stour Brook’s amenity value as a natural asset for the town along its entire length, as part of Opportunity Site Four.

Maintain its function for drainage within the town to enable the Brook to respond to rainfall events, as required by the Environment Agency.

Design development frontages to be set back off Ehringshausen Way to create a landscape frontage, and sited in such a way that it does not compromise access to the Brook for maintenance purposes.

Provide high quality green infrastructure along the Stour Brook to enhance its setting and amenity value.

Additional tree planting to complement existing mature trees and establish a stronger, tree lined character that will draw people along the course of the Brook.

Maintain the soft edge along Ehringshausen Way by opening up landscape frontages for informal recreation.

Establish a Town Garden adjacent to Brook Service Yard, as part of Development Opportunity Site Three.

F. Town Centre Approaches

4.53 There are six principal approaches into Haverhill town centre. They comprise:

- **Withersfield Road**
- **Camps Road**
- **Hollands Road**
- **Hamlet Road**
- **Ehringshausen Way**
- **Reeds Lane (Haverhill Railway Walk)**

4.54 However, these gateway spaces do not signal arrival into the town centre and the High Street is less 'visible' as a result. It is not immediately apparent where the town centre begins, with the leisure and retail uses along Ehringshausen Way feeling divorced from the High Street, albeit in close proximity.

4.55 The town centre is highly walkable with residential neighbourhoods located close by (a number within 400m walking catchment). Pedestrian routes into the town centre do not encourage local residents to make journeys by foot. The Haverhill Railway Walk should be enhanced as an asset in this respect.

4.56 At present the gateways into the town centre are little more than traffic dominated junctions, although building frontages around these junctions provide an appropriate frame for width of the streets.

4.57 Opportunities to enhance existing routes and approaches need to be maximised to enable the town centre to be welcoming and attractive to visitors.

4.58 There are a number of opportunities that should be considered as part of the design and layout of the public realm at key town centre approaches:

Enhance signposting and wayfinding at each town gateway to improve accessibility between key locations in the town centre.

Introduce gateway treatment at the approaches to the town centre through differentiated surface materials and wayfinding to signal key routes into the town centre. This could include the use of public art to further distinguish the location and make the town centre more legible.

Capitalise on walkability by enhancing pedestrian routes and providing enhanced pedestrian crossing facilities into the town centre. This would encourage sustainable methods of travel from surrounding residential neighbourhoods.

Coordinate street furniture to improve place making to give a clearer identity to gateway locations, reducing visual clutter and providing for a clean and tidy environment.

*Photo opposite:
Cinema and Leisure Development on Ehringshausen Way*



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5.0 DELIVERING THE MASTERPLAN

Delivery Strategy

5.1 The development of the draft masterplan for Haverhill Town Centre has identified a number of sites for future development. These sites, together with the wide public realm and movement strategies, offer the opportunity for Haverhill town centre to meet the ongoing and future needs of its population, and those who visit and work in the town.

5.2 Key to the implementation of the masterplan, which will be ongoing over the period from now until 2031, is having a realistic approach to enabling delivery.

5.3 All development involves a process of unlocking land, overcoming obstacles, and securing market commitment based on evidence of need. The greater certainty there is regarding the issues to be overcome, the more likelihood there is that development will take place. The aim of the delivery strategy is therefore twofold:

Firstly to more closely identify and prioritise the development opportunities, outlining the issues and obstacles to be overcome

Secondly to provide a platform from which to take the necessary actions to unlock development, and promote the opportunities to the wider market.

Context

5.4 The key driver for development and investment in Haverhill is its planned growth. Haverhill’s population is currently around 27000, and is set to reach 35000 by 2031 through planned housing expansion. This represents a 30% increase over the next 15 years. In terms of its size compared to other centres, this puts it on a par with the following towns, based on the 2011 census:

Borehamwood	35,489	Woodley	35,470
Accrington	35,456	Billingham	35,392
Bridlington	35,154	Chadderton	34,818
Redhill	34,498	Coalville	34,575
Exmouth	34,432	Skelmersdale	34,455
Billericay	34,274	Hitchin	34,266

Source: Census 2011

5.5 Haverhill will potentially be larger than the likes of Haywards Heath, Letchworth Garden City, Bicester, Epsom, Sevenoaks and Chichester are now. These centres all support a substantially broader retail mix than is currently found in Haverhill, indicating the potential for further quantitative and qualitative improvement.

5.6 Planned growth will generate additional expenditure to support businesses in the town, and represents a step change in the role and function that the town centre will develop to provide over the next fifteen years and beyond. Development will be needed to manifest these changes.

The market

- 5.7 This will build on the significant improvements that have been made over the last 10 years, including the development of the cinema and Leisure scheme, the representation of Tesco in the town centre, and the provision of the research park opportunity and innovation centre.
- 5.8 Fundamental to delivery is the ongoing positive attitude towards development that characterises Haverhill, and the support for a sustainable mix of town centre uses from the local population. Change is inevitable. The aim is to ensure that the change proposed is right for those whose future is in Haverhill, and is managed and sustainable.
- 5.9 All development is subject to the fluidity of the markets that underpin it. Currently, the housing market is strong, and represents a firm foundation for underpinning the development of a mix of uses in the town centre.
- 5.10 The commercial markets are driven by a mix of local demand for retailing and leisure uses, and wider economic growth and specialist industry expansion for the commercial uses.
- 5.11 The retail sector is experiencing a national structural change as the ongoing impact of changes in the way people shop is being understood and accommodated. That said, there will always be a role for the shop in town centres, and a growing population represents the underpinning local expenditure that supports retail demand.
- 5.12 Research undertaken by DLA as part of the preparation of the masterplan has found evidence of existing retailer demand for representation in Haverhill from nationally represented retailers, and interest in the master plan opportunities and the growth prospects for the town.
- 5.13 To be in a position to meet such demand, and secure real commitment from occupiers that will add to the retail mix of the town will require the availability of suitable sites and the provision of units that meet modern retailer requirements. This is a core part of the delivery strategy for Haverhill.

- 5.14 The commercial sector has in place the fundamentals for expansion principally through the availability of the research park. The master plan also enables the expansion to existing employment areas close to the town centre and development of smaller business opportunities. Such development will be more reactive to demand and more market led, so the plan includes the flexibility to accommodate such uses to meet the expanding local employment needs of the growing population.
- 5.15 Research undertaken by DLA as part of the preparation of the masterplan has found evidence of demand for a further circa 50 bedroom hotel in Haverhill, and demand from warehouse/storage businesses, car related service businesses, and a self- store operator.
- 5.16 Increasingly, the benefits of people living in the town centre are recognised through the contribution this can make to feelings of safety and security, “ownership” of the public realm and the support for extended or flexible trading hours and an evening economy. The principle of mixed use, accommodating residential areas in the town centre runs through the masterplan.
- 5.17 The aim is to offer a range of opportunities that can accommodate younger people, families and the growth of the older generation for whom town centre living offers sustainable and more independent access to goods and services.
- 5.18 The masterplan is intentionally flexible in terms of the development opportunities. Suitable uses are suggested, but for the plan to guide delivery over the next 15 years a proscriptive approach could become an obstacle rather than an enabler to delivery. The intention is to create the right framework to harness market demand as it grows and changes, rather than to inhibit development that may not now be able to be anticipated.

Development and Public Realm Opportunities

- 5.19 A range of sites have been identified as suitable for development as established through policy HV7 of the Haverhill Vision 2013 and through the masterplanning process. These sites are explored in more detail below, and are categorised in each of the identified town Quarters.
- 5.20 In addition the masterplan identifies six key opportunities for improvements to public realm in the town centre. The delivery of these will be subject to the availability of funding, and the ability for these to be supported through associated developments. The table identifies the potential links between the public realm projects and the development projects, however the extent to which these can be supported through the use of planning obligations will be subject to viability testing.
- 5.21 It is therefore essential that these projects, together with the access and movement related projects, are included in any Infrastructure delivery Plan prepared by the Council, so that Community Infrastructure Levy (CIL) funding can be secured in the event that CIL is introduced at any time during the life of this plan.

Southside						
Site	Potential use	Indicative development and potential linkage with public realm improvements	ownership	Issues and obstacles	Outline process for implementation – actions for Haverhill One with the Borough Council	Indicative timescale
Former Wisdom Factory, Duddery Road	Phases 1 and 1 a Residential development	Up to circa 80-85 units of mixed housing and flatted development. Potential to accommodate retirement development if required. Potential for conversion of existing Victorian building for comprehensive residential use. Internal pedestrian and cycle linkage to existing routes Link to improvements to Duddery hill/High street intersection and town centre gateway	Private	Land in private ownership Potential for adverse ground conditions from former industrial use Loss of privately owned non statutory allotments Electricity sub-station – possible relocation or accommodate within design	<ul style="list-style-type: none"> Seek contact with the land owner to establish aspirations for the future of the site Work with the landowner to bring forward a suitable development brief Understand constraints, and provide support if appropriate in overcoming obstacles to development Promote the site as a development opportunity Bring forward first phase on former factory site Bring forward second phase on allotment land 	2-5 years
	Phase 2 Commercial development	Potential for circa 3,300 M2 of additional employment use building on existing employment uses in Hollands road		Dependant on market demand	As above	4-7 years
Town Hall Corner	Residential development	10-15 units, mix of housing and flatted development Link to improvements to pedestrian access to High Street	Council owned land		<ul style="list-style-type: none"> Development Brief Marketing and disposal of site 	2-5 years

The 21 st Century Marketplace						
Site	Potential use	Indicative development and potential linkage with public realm improvements	ownership	Issues and obstacles	Outline process for implementation – actions for Haverhill One with the Borough Council	Indicative timescale
Chantry Mill	Mixed use	[Description to go in] Link to enhancement of the gardens between the mill and the church	Gurteens		<ul style="list-style-type: none"> • Consider Planning Application • Private sector disposal and implementation 	Immediate 2-10 years
Telephone Exchange	Residential development	Mix of houses and flatted development to provide in the region of 30 units. Link to improvements to pedestrian environment of Camps Road	BT/Telreal	Dependant on ongoing operational requirements of BT and on land ownership	<ul style="list-style-type: none"> • Open direct discussions with BT/Telreal • Establish detailed planning parameters • Establish open support for the principle of redevelopment 	5-12 years

Commercial and Leisure Heart						
Site	Potential use	Indicative development and potential linkage with public realm improvements	ownership	Issues and obstacles	Outline process for implementation – actions for Haverhill One with the Borough Council	Indicative timescale
Jubilee Place (former co-op building, Brook Service Road and areas of car parking)	Retail led mixed use	<p>Ground floor retail uses that could accommodate retail uses of circa 3590M2, including 3 + major modern retail units, additional smaller restaurant or retail uses of circa 600M2 plus servicing and some car parking to the rear.</p> <p>The upper levels can accommodate either residential or mixed use development, possibly including a town centre hotel, for which there is known demand. In total there is estimated capacity for circa 38 residential units, or a reduced residential component of up to say 24 units plus a hotel providing up to 50 bedrooms.</p> <p>Additional facilities include revised bus station layout, enhanced passenger and driver facilities and publicly accessible toilets.</p>	St.Edmunds bury/West Suffolk Borough council	<p>Priority need to negotiate surrender of existing lease from Co-op before the unit is re-let on a sublease</p> <p>Prioritise review of car parking provision to enable car parking space to be freed up</p> <p>Potential (short/medium term) impact on revenue account</p> <p>Potential for direct Council led development, possibly in conjunction with occupiers, to replace lost revenue and maximise financial viability.</p> <p>Negotiations required with bus service providers to establish a revised bus facility with associated driver facilities</p> <p>Need to consider re-provision of public access to toilets</p>	<ul style="list-style-type: none"> Establish the project as a One Haverhill/Council priority, and set up a dedicated project team Secure possession of the site, through negotiation of leases/relations as required De-risk site through detailed site investigation and due diligence Establish clear and detailed planning requirements, but with flexibility to meet market demand, through development of a planning brief Establish contact and lines of communication with potential end occupiers Progress implementation, either via marketing the site to secure a development partner, or through a direct development approach via an appointed development manager. NB a property realistic timescale for this process from inception to 	4-7 years

		<p>Linked public realm projects include the development of a “town garden” around the Stour Brook and the Town Square</p> <p>Enhanced Jubilee Walk and pedestrian links including Crown Passage and the link adjacent to Barclays Bank.</p>			<p>completion is circa 4-7 years.</p>	
<p>Stour Brook View: 2 sites fronting Stour Brook.</p>	<p>Residential led mixed use development, with the potential for ground floor commercial/retail uses.</p>	<p>Circa 5 + town houses, 8 + flats and ground floor commercial uses, possibly including small offices/retail, subject to demand. Flexible to meet emerging market demand.</p> <p>Improves gateways to the town centre and frontage to the Stour Brook, linked to public realm improvements to Swan Lane.</p>	<p>Combination of Quasi Public and Private, land to the rear of the Post Office, and land to the rear of Argos</p>	<p>Likely to be longer term opportunities that will require operational decisions for significant service providers such as the Post Office</p>	<ul style="list-style-type: none"> Engage with landowners, to establish timescales for potential development opportunities to come forward, and explore possible opportunities for partnership to enable relocations Development of a planning brief for the area, signifying the development opportunity 	<p>5-12 years</p>

Queen Street Quarter						
Site	Potential use	Indicative development and potential linkage with public realm improvements	ownership	Issues and obstacles	Outline process for implementation – actions for Haverhill One with the Borough Council	Indicative timescale
Stour Brook View: 1 sites fronting Stour Brook.	Residential led mixed use development, with the potential for ground floor commercial/retail uses.	<p>Circa 12 + flats and commercial uses, possibly including small offices/retail, subject to demand. Flexible to meet emerging market demand.</p> <p>Improves gateways to the town centre and frontage to the Stour Brook, linked to public realm improvements to Swan Lane and pedestrian connections to Tesco, and possibly to Murton Slade and links to the Queen Street Quarter.</p>	Public land currently accommodating the Police Station and associated facilities.	Mix of short and longer term opportunities that will require operational decisions for re-provision of required services provided by the Police	<ul style="list-style-type: none"> Engage with Police to establish timescales for potential development opportunities to come forward, and explore possible opportunities for partnership to enable relocations. Include discussions with other blue light services. Development of a planning brief for the area, signifying the development opportunity 	2-5 years

Indicative phasing:	High short term priority
	Short to Medium term priority
	Longer term priority

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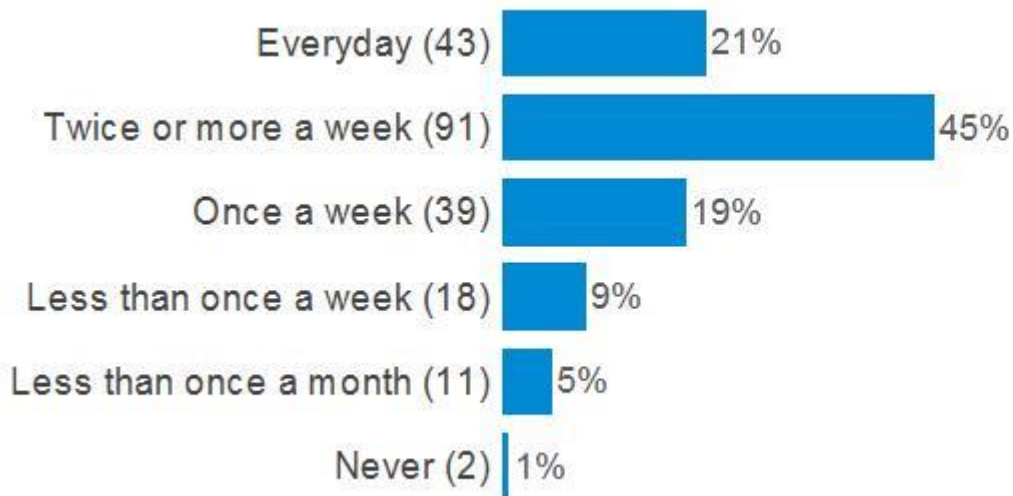
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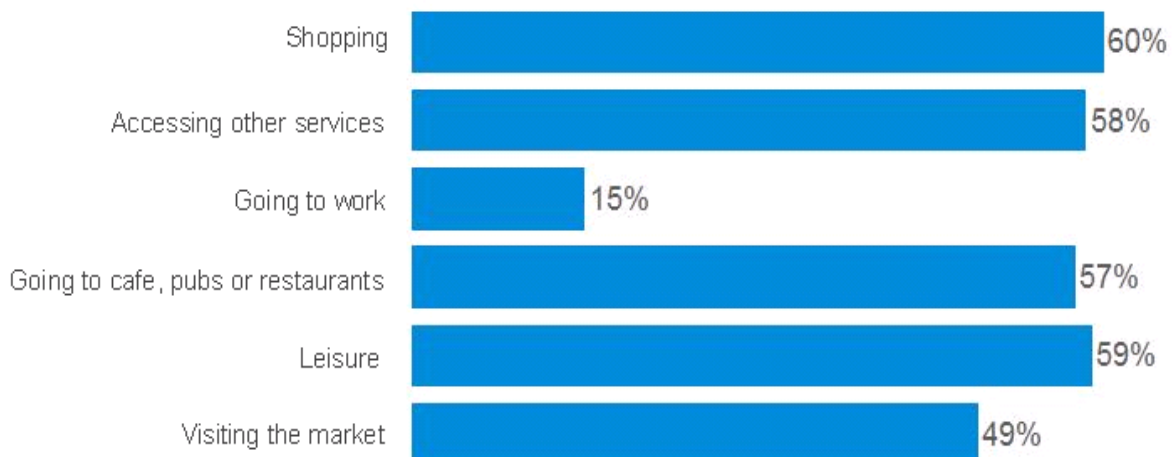
APPENDIX B

This report was generated on 12/05/15.
A filter of 'All Respondents' has been applied to the data.
The following charts are restricted to the top 12 codes.

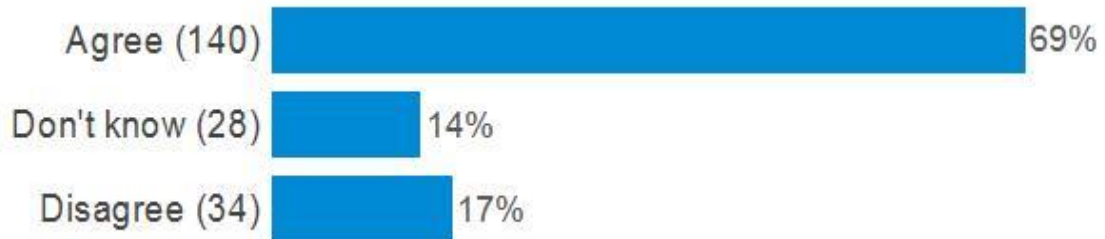
Q1 How often do you visit Haverhill town centre?



Q2 What do you normally do in the town centre (tick all that apply)?



Q3 Have the town centre strengths and weaknesses been summarised appropriately (see extract from page 11 of the Issues and Options report below)?



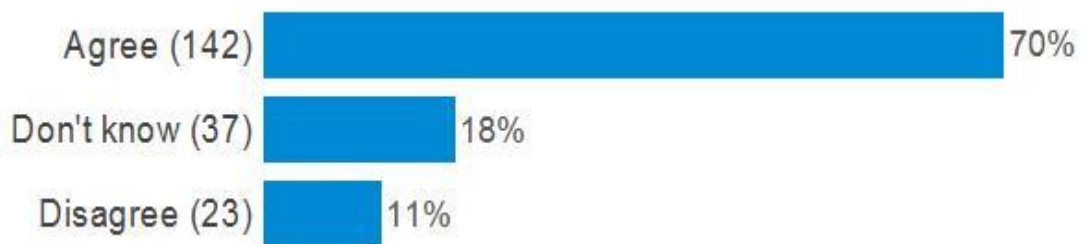
Q4a High Street spine - consisting of Queen Street, Market Hill, High Street and the alleyways and local streets that connect the High Street environment with the car parks, bus interchange and key destinations (i.e. Leisure centre/retail stores).

The focus is to understand how traffic, pedestrians, cyclists, car park users, bus users, etc use the High Street spine and consider ways of improving both the movement and place functions.



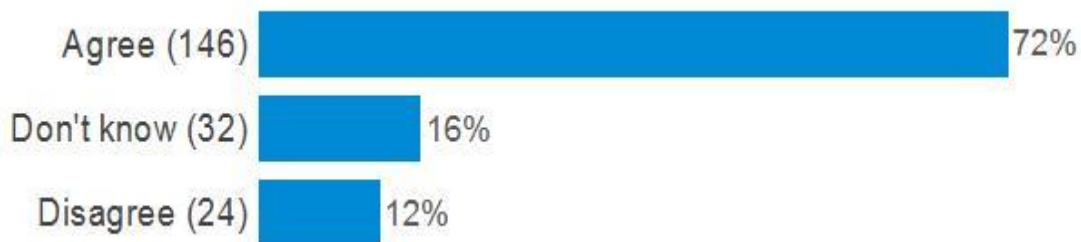
Q4b Street circulation pattern - this shows general vehicle circulation around the town, whether this is through traffic or destination traffic. Closely associated with general traffic circulation is the strategic routes that provide the connections to the surrounding towns and villages in Suffolk.

The objective is to understand the pattern and/or complexity of movement across the different means of transport and see how any issues can be tackled using a hierarchy of user priority with pedestrians and cyclists on top.



Q4c One-way streets - the town centre has a one-way system in and around the High Street which provides a number of different transport and access functions, like restricting northbound movement. But the one-way system can also distort peoples' overall image and perception of this important part of the town centre.

The objective will be to understand the benefits of this traffic device and to examine the extent to which this particular system is valid, necessary and/or desirable in the future.



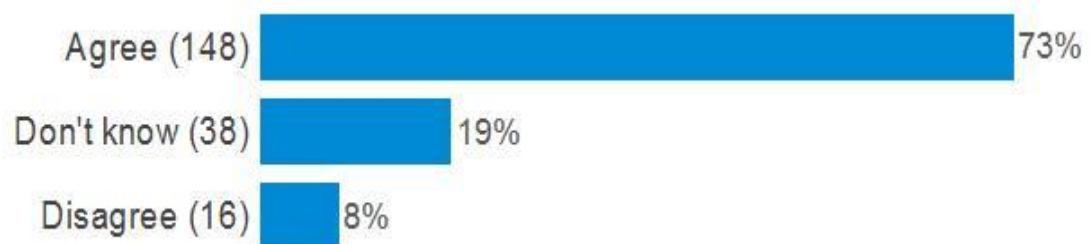
Q4d Interchange - the town centre bus station/interchange provides connections to bus services in the wider area and has some passenger waiting facilities.

The aim will be to see whether future enhancements are required to the existing facilities and how any improvements can be made to better integrate the bus interchange with its surroundings. This relates to the connections across Ehringshausen Way and the walkways/alleyways that link the High Street area.

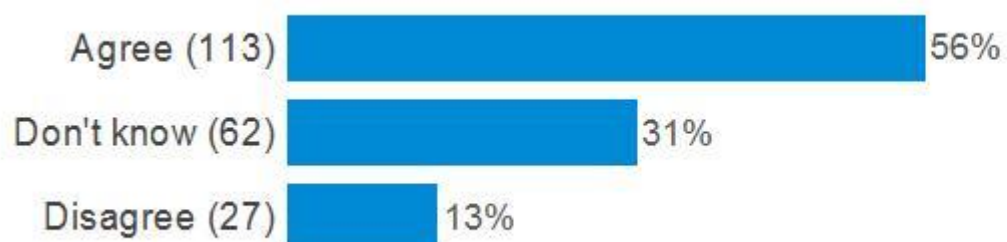


Q4e Long stay and short stay parking - the town currently has plenty of surface car parks that provide a good level of parking across the town.

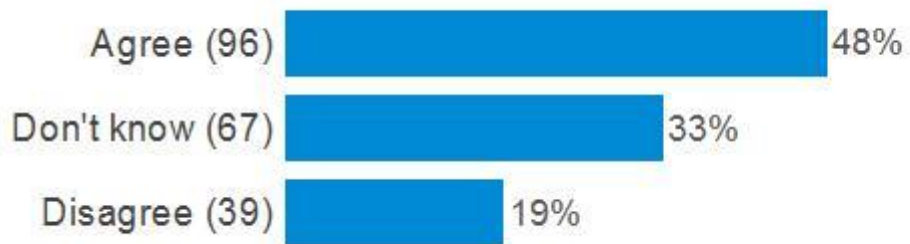
The accessibility, and general capacity/demand for car parking will need to be considered in the event that some car parks are redeveloped.



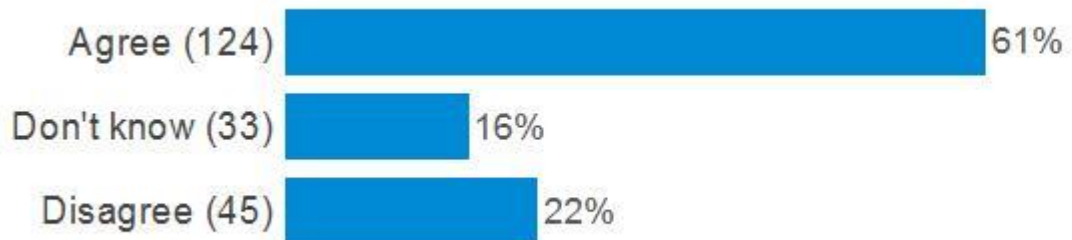
Q5a There is a strong supply of affordable employment land and development opportunities for new businesses.



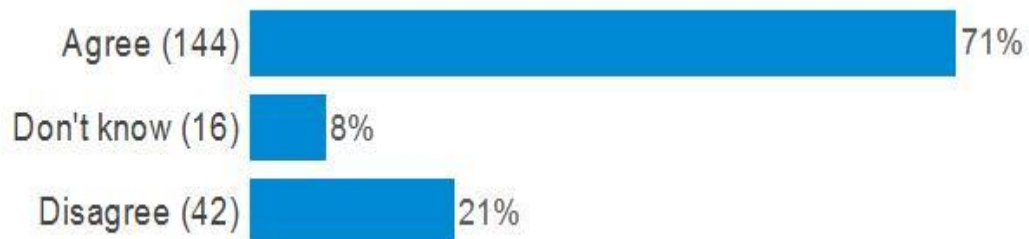
Q5b There is a local skilled and relatively young workforce.



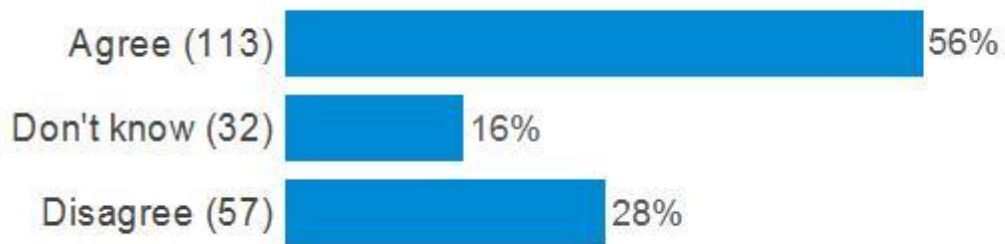
Q5c There is clear potential for housing growth.



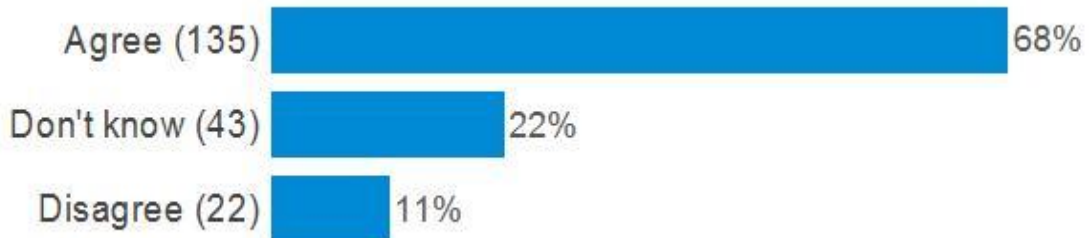
Q5d There is good proximity to key infrastructure - M11, Stansted and Cambridge.



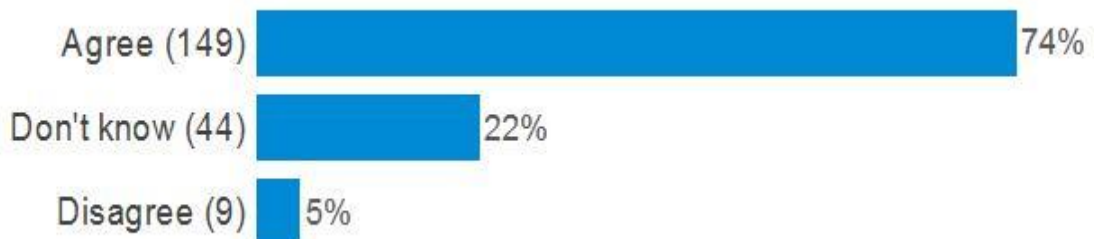
Q5e There is evidence of recent investment.



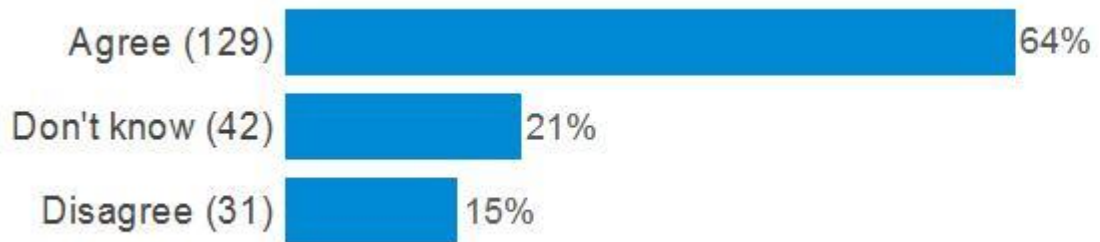
Q5f There is an appetite for change and sustainable development.



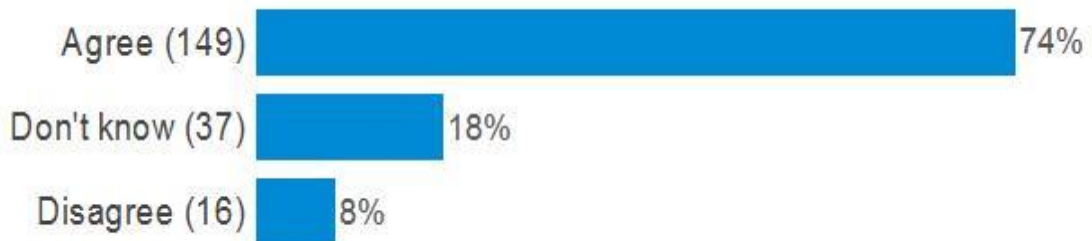
Q5g Haverhill is not immune to the nationally challenging context for town centres.



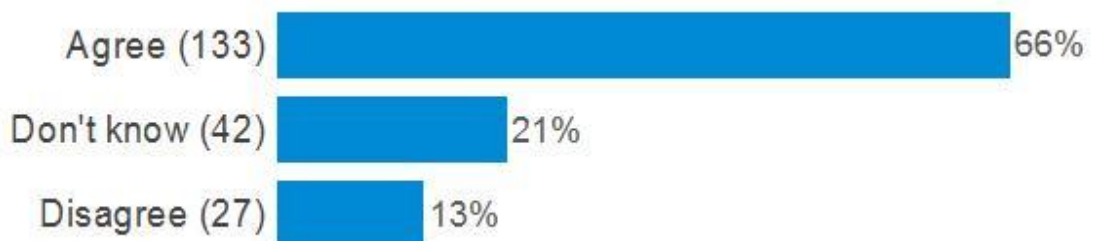
Q5h There is a better perception of Haverhill from within than from without.



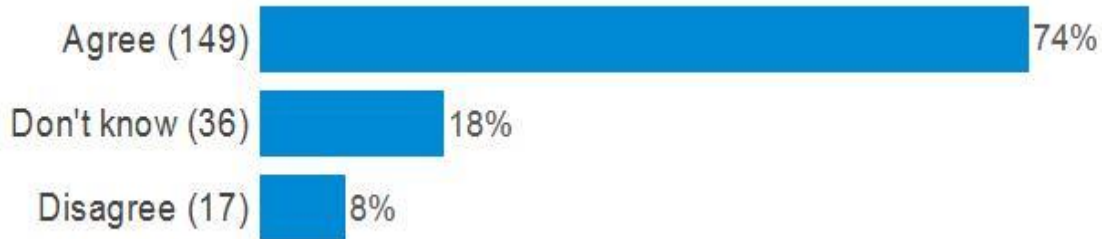
Q6a Promoting the town and improving its image.



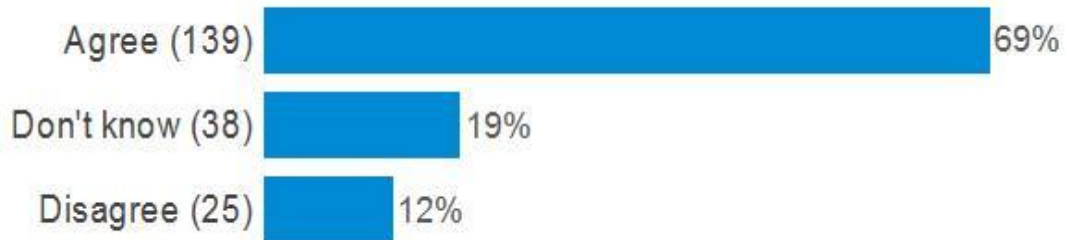
Q6b Providing opportunities for enhancing the historic environment.



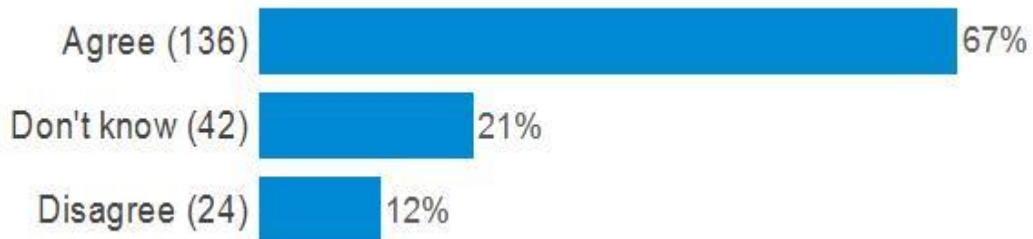
Q6c Contributing towards initiatives that will build Haverhill's character and identity.



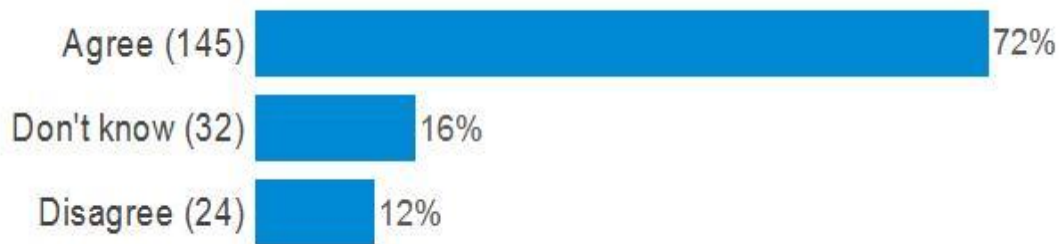
Q6d Highlighting the town's many strengths.



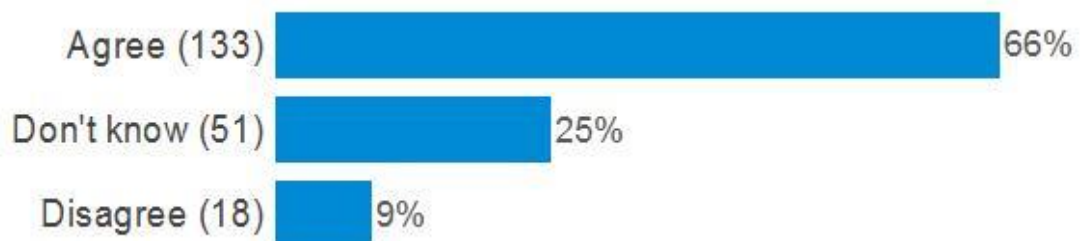
Q6e Creating an improved 'welcome' reinforcing town centre gateways.



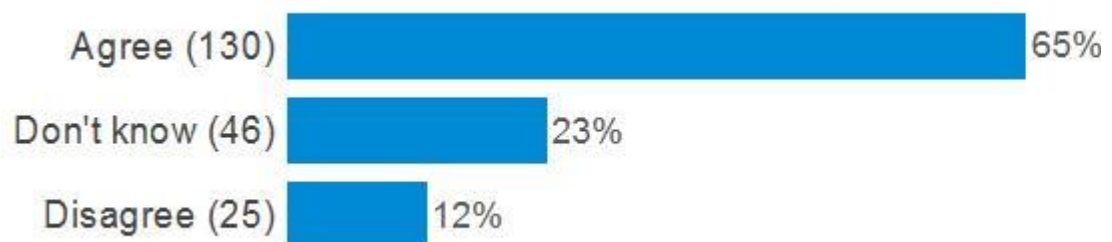
Q6f Providing good quality green infrastructure within the town centre.



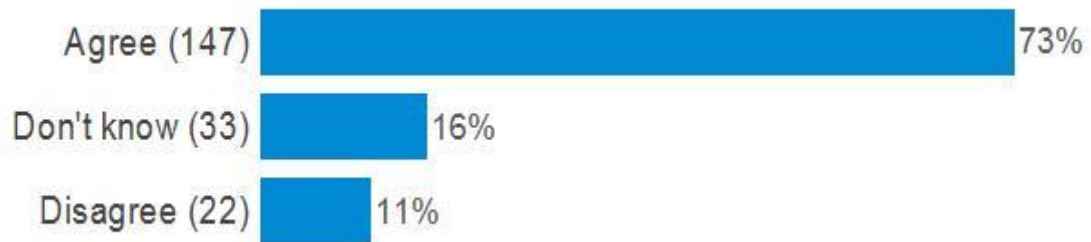
Q6g Maximising the Stour Brook's amenity value as an asset.



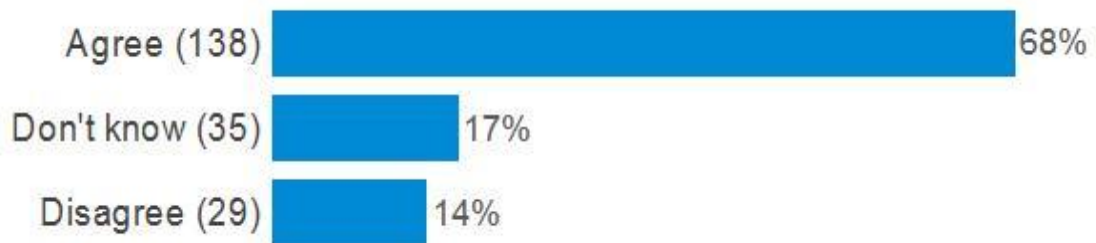
Q6h Rationalising parking areas and the bus interchange whilst maintaining accessibility.



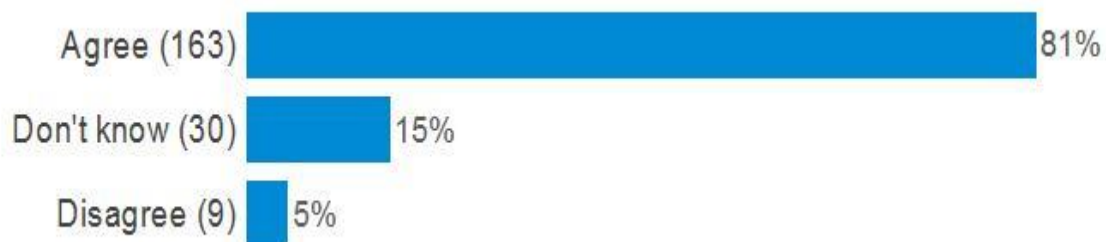
Q7a Improving the layout and facilities of the bus station to make it a more integrated transport hub.



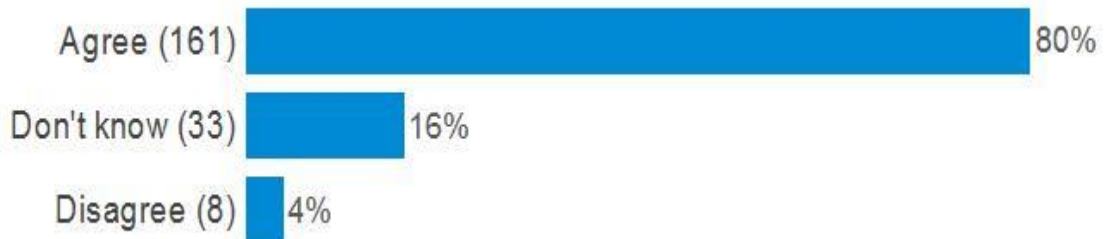
Q7b Encourage people to make cross-town trips by non-car modes.



Q7c Establishing a safer and more comfortable environment in which pedestrians and other non-car users move around through improved linkages.



Q7d Breaking down movement barriers, particularly east/west, from the High Street across Lord's Croft Lane/Ehringshausen Way better using existing alleys and walkways promoting and improving links to 'Railway Walk' and beyond.



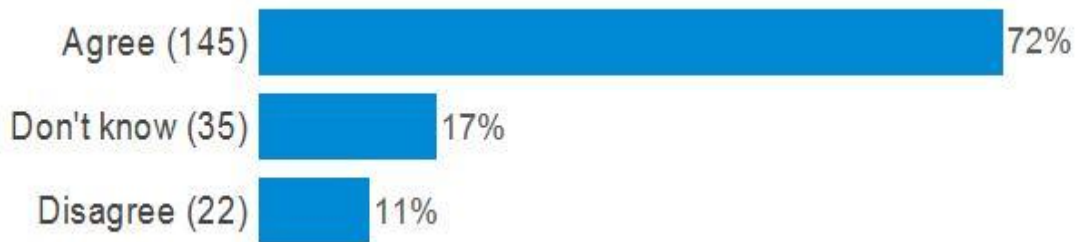
Q8a Further improving the appearance and facilities of the town centre, enhancing the High Street and Market Place, giving Haverhill a stronger heart and a focal point.



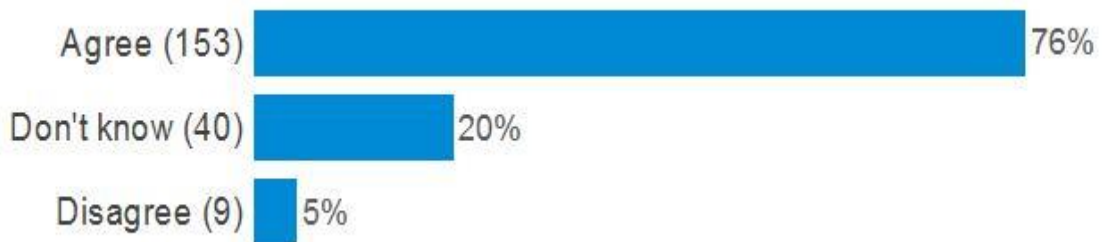
Q8b Meeting the shopping, cultural, leisure, housing and employment needs of residents of Haverhill and the surrounding villages by designing viable mixed use schemes on identified sites.



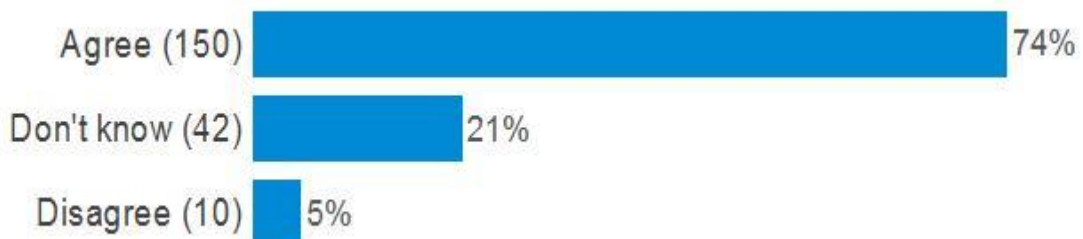
Q8c Managing the town centre providing opportunities for a coordinated schedule of events to bring in footfall and promote the town.



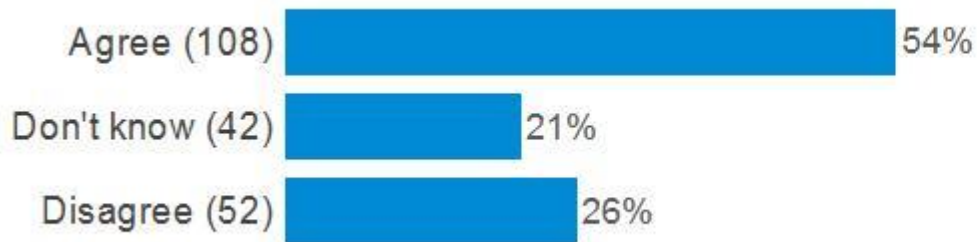
Q8d Identifying a clear role and function for underused areas of open space in the town centre as part of a comprehensive public realm strategy.



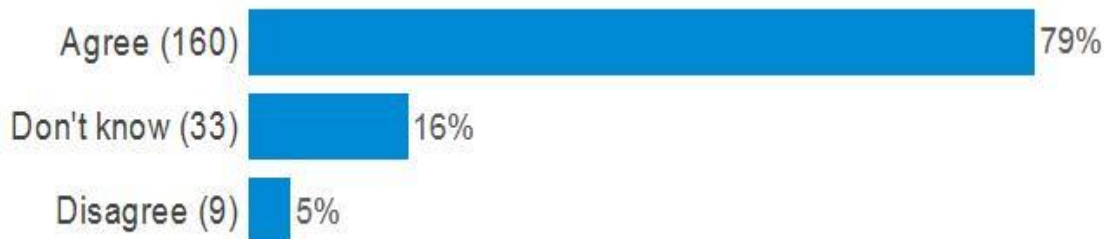
Q9a Maintaining, developing and diversifying the economic base of the town centre by identifying opportunities to meet the needs of existing and future businesses.



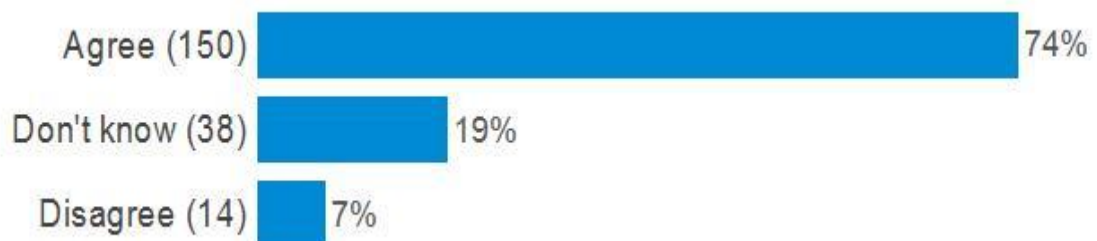
Q9b Providing new housing in the town centre (few people currently live in the centre itself) including affordable housing.



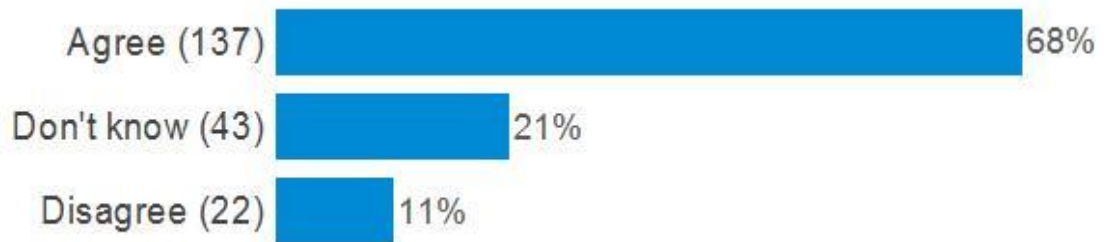
Q9c Encouraging the regeneration and improvement of key sites identified in the town centre to provide new job opportunities.



Q10a Provision of community facilities where local people can meet, to provide a location for leisure activities and a base for community and voluntary groups.



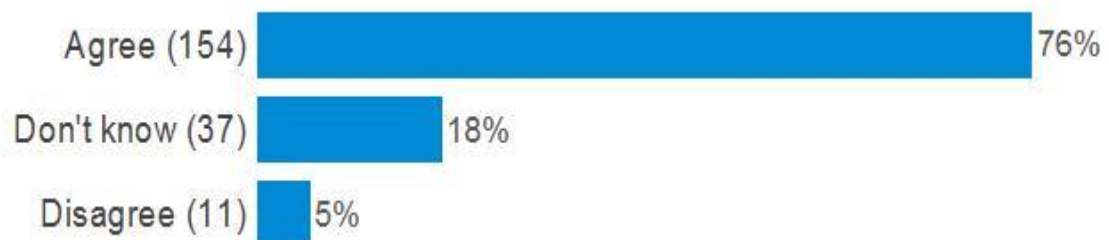
Q10b Integrate new cultural and leisure facilities with new school and community provision.



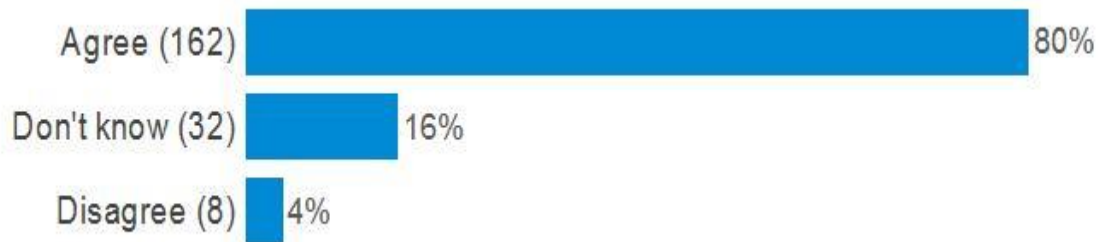
Q10c Bringing people together in an attractive town centre environment strengthening a sense of belonging to a distinctive local community.



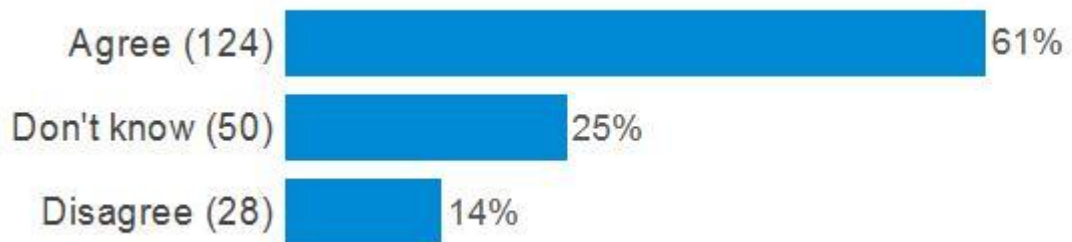
Q10d Considering the needs of all sections of the community, including older people, tailoring facilities for them.



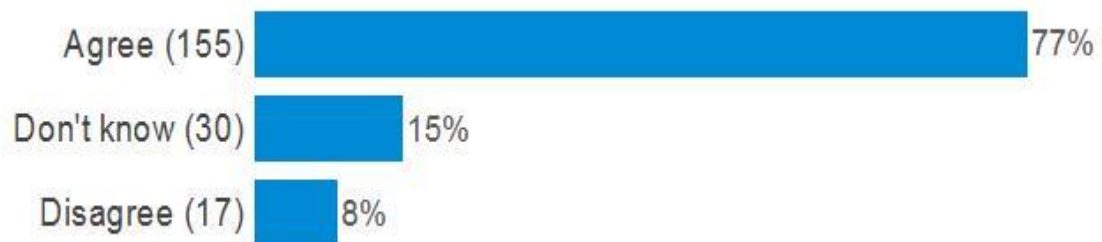
Q11a Promoting a sense of community through making the town centre safe and attractive to all.



Q11b By introducing more activity into the town centre, including residential development to help combat instances of crime and antisocial behaviour.



Q11c Making the town centre easier to walk and cycle around creating a healthier environment.



Q11d Encouraging school and community projects and involvements that promotes pride in Haverhill.



Haverhill Masterplan consultation – free text analysis

During the analysis of the free text, a number of recurring themes were identified. Some of the themes did not always carry a general consensus.

These central themes included:

Parking

General comments:

- Should be free/cheaper
- More/better parking facilities on the High Street
- No/less parking facilities on the High Street and ancillary roads
- Should be protected/retained
- Too much
- Better information, online and around the town

Appearance of the town centre

General comments:

- Needs updating
- Run down and scruffy
- Poor pavement/road quality
- Needs to be cleaner/more attractive
- Retain/enhance historical links
- Modernise some areas
- Communal/greenspace areas lacking

Shopping and retail offer

General comments:

- Better quality/variety of shops
- Too many charity, betting shops and estate agents
- Little to attract shoppers to the town
- Business rates and rents too high

Transport and infrastructure

General comments:

- Better bus services to outlying villages/towns
- Improve bus station and waiting areas
- Better provision for cycling
- Better signage to a from town centre
- More/better information on bus links

Pedestrianisation

Respondents largely remained split on the subject.

Ehringhausen Way – Bus station – Stour Brook intersect

A number of comments, especially when putting forward positive and constructive ideas, focused on this general area.

External issues

A number of external themes were also identified in the analysis, referencing issues and options either outside the designated town centre area or beyond the remit of the masterplan.

These included references to:

- Wider transport and infrastructure; specifically the A1307 and reinstating the railway line
- Health and welfare; specifically its provision and availability
- Housing; and the issues associated with key developments



Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 May 2015 to 31 May 2016

Publication Date: 24 April 2015

The following plan shows both the key decisions and other decisions/matters taken in private, that the Cabinet, Joint Committees or Officers under delegated authority, are intending to take up to 31 May 2016. This table is updated on a monthly rolling basis and provides at least 28 clear days' notice of the consideration of any key decisions and of the taking of any items in private.

Executive decisions are taken at public meetings of the Cabinet and by other bodies provided with executive decision-making powers. Some decisions and items may be taken in private during the parts of the meeting at which the public may be excluded, when it is likely that confidential or exempt information may be disclosed. This is indicated on the relevant meeting agenda and in the '*Reason for taking the item in private*' column relevant to each item detailed on the plan.

Members of the public may wish to:

- make enquiries in respect of any of the intended decisions listed below;
- receive copies of any of the documents in the public domain listed below;
- receive copies of any other documents in the public domain relevant to those matters listed below which may be submitted to the decision taker; or
- make representations in relation to why meetings to consider the listed items intended for consideration in private should be open to the public.

In all instances, contact should be made with the named Officer in the first instance, either on the telephone number listed against their name, or via email using the format firstname.surname@westsuffolk.gov.uk or via St Edmundsbury Borough Council, West Suffolk House, Western Way, Bury St Edmunds, Suffolk, IP33 3YU.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
26/05/15 (Deferred from 10 February 2015)	Draft Haverhill Town Centre Masterplan The Cabinet will be asked to approve the draft Haverhill Town Centre Masterplan for consultation.	Not applicable	(D)	Cabinet	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Haverhill East; Haverhill North; Haverhill South; Haverhill West	Report to Cabinet.
26/05/15	Revenues Collection Performance and Write-Offs Item removed – no decision required.				Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245		
26/05/15 (Brought forward from 9 June 2015)	Joint Pay Policy Statement 2015/2016 The Cabinet will be asked to recommend to full Council approval of the Pay Policy Statement for 2015/2016 which has been jointly produced with Forest Heath District Council.	Not applicable	(R) - Council 07/07/2015	Cabinet/ Council	Cabinet Member for Resources and Performance Tel: TBC	Karen Points Head of HR, Legal and Democratic Services Tel: 01284 757015	All Wards	Report to Cabinet with recommendations to Council.
26/05/15	Annual Review and Appointment of Cabinet Working Parties, Joint	Not applicable	(D)	Cabinet	Leader of the Council Tel: TBC	Karen Points Head of HR, Legal and	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Committees/Panels and Other Groups The Cabinet will be asked to consider a review of its Working Parties, Panels and Steering Group and make appropriate appointments accordingly.					Democratic Services Tel: 01284 757015		
10/06/15 (Deferred from 19 March 2015)	Anglia Revenues and Benefits Partnership Strategic Review As part of its Strategic Review, the Anglia Revenues and Benefits Partnership Joint Committee will be asked to consider options and the potential role of Anglia Revenues Partnership Trading (ARPT) as a limited company and how this could integrate with the existing Partnership. Its recommendations would be forwarded to the relevant partner authorities for consideration accordingly.	Not applicable	(R) - Council 07/07/2015	Anglia Revenues and Benefits Partnership Joint Committee/ Council	Cabinet Member for Resources and Performance Tel: TBC	Liz Watts Director Tel: 01284 757252	All Wards	Recommendations from the Anglia Revenues and Benefits Partnership Joint Committee to Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
23/06/15 (Deferred from 10 February 2015) Page 166	Review of Pedestrianisation of Abbeygate Street, Bury St Edmunds The Cabinet will be asked to consider a response to Suffolk County Council's forthcoming review of the pedestrianisation scheme in Abbeygate Street, Bury St Edmunds.	Not applicable	(D)	Cabinet	Cabinet Member for Economic Growth Tel: TBC	Mark Walsh Head of Operations Tel: 01284 757300	Abbeygate	Report to Cabinet.
23/06/15 (Deferred from 5 November 2013)	Station Hill, Bury St Edmunds Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking adoption of the Masterplan for Station Hill, Bury St Edmunds.	Not applicable	(R) - Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Abbeygate; Eastgate; Fornham; Minden; Moreton Hall; Northgate ; Risbygate ; Southgate; St Olaves; Westgate	Recommendations from the Sustainable Development Working Party to Cabinet and Council.
23/06/15	Public Service Village	Not applicable	(R) - Council	Cabinet/	Leader of the	Steven Wood	All Wards	Report to

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
Page 16	Phase II: Progression to Next Stage The Cabinet will receive an update on the Public Service Village Phase II project and will be asked to recommend to full Council that a further forward funding allocation to progress the project be approved.		07/07/2015	Council	Council Tel: TBC	Head of Planning and Growth Tel: 01284 757306		Cabinet with recommendations to Council.
23/06/15 (Deferred from 26 May 2015)	Debt Management: Shared Recovery Policy The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and Anglia Revenues and Benefits Partnership (ARP) Joint Committee in respect of seeking approval for a shared recovery policy applicable for all seven ARP partners.	Not applicable	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Recommendations of the Overview and Scrutiny Committee and Anglia Revenues and Benefits Partnership Joint Committee to Cabinet.
23/06/15	Local Housing Investment Options:	Not applicable	(D)	Cabinet	Cabinet Member for Housing	Simon Phelan Head of Housing	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
(Deferred from 9 June 2015) Page 102	Update The Cabinet will be asked to consider the current situation regarding the establishment of a Housing Company with Forest Heath District Council, prior to the full business case being presented later in 2015.				Tel: TBC	Tel: 01638 719440		
23/06/15 (Deferred from 10 February 2015)	Erskine Lodge, Great Whelnetham Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the adoption of the Development Brief for Erskine Lodge in Great Whelnetham.	Not applicable	(R) – Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Horringer & Whelnetham	Recommendations of the Sustainable Development Working Party to Cabinet and Council.
23/06/15	Amendments to Article 4 Directions in Bury St Edmunds' Conservation Areas – Post	Not applicable	(KD)	Cabinet	Cabinet Member for Planning and Regulation Tel: TBC	Christine Leveson Principal Conservation Officer	Abbeygate ; Eastgate; Minden;	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	<p>Consultation The Cabinet will be asked to consider amendments to Article 4 Directions in the two Conservation Areas in Bury St Edmunds, following consultation.</p>					Tel: 01284 757356	Northgate ; Risbygate ; Southgate; St Olaves; Westgate	
23/06/15 (Deferred from 10 February 2015)	<p>Environmental Enhancement Grant The Cabinet will be asked to consider whether an application should be made for central government's Environmental Enhancement Grant.</p>	Not applicable	(D)	Cabinet	Cabinet Member for Waste and Property Tel: TBC	Alex Wilson Director Tel: 01284 757695	All Wards	Report to Cabinet.
23/06/15 (Deferred from 2 Sept 2014)	<p>Epicentre – Haverhill Research Park (Haverhill Innovation Centre) The Cabinet will be asked to consider options for supporting the delivery of the Innovation Centre in Haverhill.</p>	Not applicable	(KD)	Cabinet	Leader of the Council Tel: TBC	Andrea Mayley Service Manager (Development and Growth) Tel: 01284 757343	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
23/06/15 (Deferred from 2 Dec 2014) Page 104	Hopton Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking adoption of the Development Brief for Hopton.	Not applicable	(R) – Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Barningham	Recommendations of the Sustainable Development Working Party to Cabinet and Council.
23/06/15 (Deferred from 2 Sept 2014)	North East Bury St Edmunds Masterplan Whilst full Council adopted the North East Bury St Edmunds Masterplan in June 2014, Members requested that the Transport Assessment which will accompany the forthcoming planning application should firstly be considered by the Sustainable Development Working Party (SDWP) before the planning application is determined by the Development Control Committee. The Cabinet will be asked to	Not applicable	(D)	Cabinet	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Abbeygate Eastgate; Fornham; Great Barton; Minden; Moreton Hall; Northgate Risbygate Southgate; Westgate	Recommendations from the Sustainable Development Working Party to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	consider the recommendations from the SDWP relating to this issue.							
23/06/15 (Deferred from 2 Dec 2014)	South East Bury St Edmunds Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the South East Bury St Edmunds Masterplan.	Not applicable	(R) – Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Abbeygate ; Eastgate; Minden; Moreton Hall; Northgate; Risbygate; Rougham; Southgate; St Olaves; Westgate	Recommendations from the Sustainable Development Working Party to Cabinet and Council.
23/06/15 (Deferred from 2 Dec 2014)	Definitions and provisions made for political parties and pressure groups in revised Market Licence Regulations With the exception of the topics listed above, approval was given by Cabinet for revised Market Regulations on 2 September 2014. The Cabinet will be asked to	Not applicable	(D)	Cabinet	Cabinet Member for Economic Growth Tel: TBC	Mark Walsh Head of Operations Tel: 01284 757300	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
Page 166	consider a further report on these topics for appropriate wording to be incorporated as an amendment to the approved Market Regulations.							
23/06/15 Page 166	West Suffolk Hospital, Bury St Edmunds Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the adoption of the Masterplan for West Suffolk Hospital in Bury St Edmunds.	Not applicable	(R) – Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Southgate	Recommendations of the Sustainable Development Working Party to Cabinet and Council.
23/06/15	Land to East of Barrow Hill, Barrow Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect	Not applicable	(R) – Council 07/07/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Barrow	Recommendations of the Sustainable Development Working Party to Cabinet and Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	of seeking approval for the adoption of the Development Brief for Land to East of Barrow Hill, Barrow.							
23/06/15 Page 167	Leisure Development Proposals for West Stow Country Park: Outcome of 'Application to Bid' Process The Cabinet will be asked to make recommendations to full Council, following consideration of the outcomes from the 'Application to Bid' process for leisure development proposals for West Stow Country Park.	Paragraph 3	(R) to Council – 07/07/2015	Cabinet/ Council	Cabinet Member for Leisure, Culture and Heritage Tel: TBC	Richard Hartley Commercial Manager Tel: 01284 757055	All Wards	Exempt Report to Cabinet with recommendations to Council
23/06/15	West Suffolk Sundry Debt Management and Recovery Policy The Cabinet will be asked to consider a new West Suffolk Sundry Debt Management Policy, which reflects revised practices	None	(D)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Jo Howlett Service Manager (Finance and Performance) Tel: 01284 757264	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
Page 168	that have been adopted in this area as a result of shared services across St Edmundsbury Borough and Forest Heath District Councils and the implementation of the shared financial management system.							
23/06/15	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.
23/06/15	West Suffolk Operational Hub: Business Case The Cabinet will be asked to consider and make recommendations to Council in respect of seeking approval for the business case for the West Suffolk Operational Hub (Waste) at Hollow Road	Paragraph 3	(R) to Council – 07/07/2015	Cabinet/ Council	Leader of the Council Tel: TBC	Mark Walsh Head of Operations Tel: 01284 757300	All Wards	Report to Cabinet with exempt appendices and recommendations to Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Farm, Bury St Edmunds. This will also be subject to approval by Suffolk County Council and Forest Heath District Council.							
23/06/15 Page 169	Suffolk Waste Partnership – Organic Waste Options The Cabinet will be asked to recommend to Council options for the handling of organic waste, which will also be subject to approval of the authorities that comprise the Suffolk Waste Partnership.	Paragraph 3	(R) to Council – 07/07/2015	Cabinet/ Council	Cabinet Member for Waste and Property Tel: TBC	Mark Walsh Head of Operations Tel: 01284 757300	All Wards	Report to Cabinet with exempt appendices and recommendations to Council.
23/06/15	Facilities Management Joint Venture Company The Cabinet will be asked to recommend to Council proposals for a Facilities Management Joint Venture Company, which is also being considered by Forest Heath District Council.	Paragraph 3	(R) to Council – 07/07/2015	Cabinet/ Council	Cabinet Member for Waste and Property Tel: TBC	Mark Walsh Head of Operations Tel: 01284 757300	All Wards	Report to Cabinet with exempt appendices and recommendations to Council.
08/09/15	Haverhill Town Centre Masterplan The Cabinet will consider the recommendations of	Not applicable	(R) - Council 22/09/2015	Cabinet/ Council	Cabinet Member for Economic Growth, Cabinet Member for	Steven Wood Head of Planning and Growth Tel: 01284	Haverhill East; Haverhill North;	Recommendations from the Sustainable Development

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	the Sustainable Development Working Party in respect of recommending to full Council the adoption of the Haverhill Town Centre Masterplan.				Housing, Cabinet Member for Planning and Regulation Tel: TBC	757306	Haverhill South; Haverhill West	Working Party to Cabinet and Council.
08/09/15 (Deferred from 10 February 2015)	Public Service Village (PSV) Phase Two - Revisions to Existing Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the revisions to the existing PSV Masterplan.	Not applicable	(R) - Council 22/09/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Minden; Risbygate ; St Olaves	Recommendations from the Sustainable Development Working Party to Cabinet and Council.
08/09/15	Animal Boarding, Dog Breeding Establishments and Pet Shops - Licensing Conditions The Cabinet will be asked to consider the recommendations of the	Not applicable	(R) - Council 22/09/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Tom Wright Business Regulation and Licensing Manager Tel: 01638 719223	All Wards	Recommendations from the Licensing and Regulatory Committee to Cabinet and Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Licensing and Regulatory Committee regarding proposed revised licensing conditions for Animal Boarding, Dog Breeding Establishments and Pet Shops, following consultation.							
08/09/15 (Deferred from 21 Oct 2014)	<p>Local Housing Investment Options</p> <p>The Cabinet will be asked to recommend to Council the business cases for:</p> <ul style="list-style-type: none"> - Wholly Council owned Housing Company - the provision of commercial loan(s) to Registered Providers/Not for Profit Community Organisations. 	Paragraph 3	(R) - Council 22/09/2015	Cabinet/ Council	Cabinet Member for Housing Tel: TBC	Simon Phelan Head of Housing Tel: 01638 719440	All Wards	Report to Cabinet with recommendations to Council.
08/09/15	<p>Delivery of Haverhill Town Centre Masterplan: Post Adoption</p>	Not applicable	(D)	Cabinet	Cabinet Member for Economic Growth, Cabinet Member for	Steven Wood Head of Planning and Growth Tel: 01284	Haverhill East; Haverhill North;	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	The Cabinet will be asked to consider how the Council proposes to deliver the actions contained in the final adopted Haverhill Town Centre Masterplan.				Housing, Cabinet Member for Planning and Regulation Tel: TBC	757306	Haverhill South; Haverhill West	
08/09/15 Page 172	Wickhambrook Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking adoption the Wickhambrook Development Brief.	Not applicable	(R) - Council 22/09/2015	Cabinet/ Council	Cabinet Member for Planning and Regulation Tel: TBC	Steven Wood Head of Planning and Growth Tel: 01284 757306	Wickham -brook	Recommendations of the Sustainable Development Working Party to Cabinet and Council.
08/09/15	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.
20/10/15 (Deferred)	Street Vending Policy The Cabinet will be asked to consider the	Not applicable	(D)	Cabinet	Cabinet Member for Planning and Regulation	Tom Wright Business Regulation and	All Wards	Recommendations from the Licensing

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
from 10 Dec 2013)	recommendations of the Licensing and Regulatory Committee in terms of seeking approval for a revised Street Vending Policy				Tel: TBC	Licensing Manager Tel: 01638 719223		and Regulatory Committee to Cabinet.
20/10/15 Page 173	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.
08/12/15	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.
09/02/16	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	in the exempt appendices.							
29/03/16 Page 174	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.
24/05/16 Page 174	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Cabinet Member for Resources and Performance Tel: TBC	Rachael Mann Head of Resources and Performance Tel: 01638 719245	All Wards	Report to Cabinet with exempt appendices.

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended)

The public may be excluded from all or part of the meeting during the consideration of items of business on the grounds that it involves the likely disclosure of exempt information defined in Schedule 12(A) of the Act, as follows:

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

In accordance with Section 100A(3) (a) and (b) of the Local Government Act 1972 (as amended)

Confidential information is also not for public access, but the difference between this and exempt information is that a Government department, legal opinion or the court has prohibited its disclosure in the public domain. Should confidential information require consideration in private, this will be detailed in this Decisions Plan.

NOTE 2: KEY DECISION DEFINITION

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme;
 - (iii) comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.
- (b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

N.B. The tables in (a), (b) and (c) below list the current Leader, Deputy Leader, Portfolio Holders and their respective portfolios. This information is subject to change following the Borough Council elections on 7 May 2015, and the election of the Leader of the Council and appointment of the Cabinet at the Annual Meeting of Council on 19 May 2015.

(a) Membership of the Cabinet and their Portfolios:

Cabinet Member	Portfolio
Councillor John Griffiths Councillor Sara Mildmay-White	Leader of the Council Deputy Leader of the Council/Health and Communities
Councillor Terry Clements Councillor Anne Gower Councillor Alaric Pugh Councillor David Ray	Portfolio Holder for Planning and Regulation Portfolio Holder for Housing Portfolio Holder for Economic Growth Portfolio Holder for Resources and Performance
Councillor Sarah Stamp	Portfolio Holder for Leisure, Culture and Heritage
Councillor Peter Stevens	Portfolio Holder for Waste and Property

(b) **Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council , St Edmundsbury Borough Council and Waveney District Council**

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Councillor Paul Claussen Councillor William Smith	Councillor David Ambrose-Smith Councillor Lis Every	Councillor John Clark Councillor Chris Seaton	Councillor Stephen Edwards Councillor Nigel Roman	To be confirmed To be confirmed	Councillor David Ray Vacancy	To be confirmed To be confirmed
Substitute Breckland Cabinet Member	Substitute East Cambridgeshire District Council Cabinet Member	Substitute Fenland District Council Cabinet Member	Substitute Forest Heath District Council Cabinet Member	Substitute Suffolk Coastal District Council Cabinet Member	Substitute St Edmundsbury Borough Council Cabinet Member	Substitute Waveney District Council Cabinet Member
Vacancy Vacancy	Vacancy Vacancy	Vacancy Vacancy	Councillor James Waters Vacancy	To be confirmed To be confirmed	Councillor Terry Clements Councillor John Griffiths	To be confirmed To be confirmed

(c) **Membership of the Joint Development Management Policies Committee (Forest Heath District Council and St Edmundsbury Borough Council):**

Full Forest Heath District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member
Councillor Rona Burt Councillor David Bowman Councillor Warwick Hirst	Councillor Terry Clements Councillor Anne Gower Councillor Peter Stevens
Substitute Forest Heath District Council Cabinet Member	Substitute St Edmundsbury Borough Council Cabinet Member
Councillor Robin Millar Councillor James Waters	Councillor John Griffiths Councillor David Ray

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