

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title:	Agenda																		
Date:	Tuesday 5 December 2017																		
Time:	5.00 pm																		
Venue:	Conference Chamber West Suffolk House Western Way Bury St Edmunds IP33 3YU																		
Membership:	<p style="text-align: center;">Leader John Griffiths</p> <p style="text-align: center;">Deputy Leader Sara Mildmay-White</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Councillor</u></th> <th style="text-align: left;"><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>Carol Bull</td> <td>Future Governance</td> </tr> <tr> <td>Robert Everitt</td> <td>Families and Communities</td> </tr> <tr> <td>Sara Mildmay-White</td> <td>Housing</td> </tr> <tr> <td>John Griffiths</td> <td>Leader</td> </tr> <tr> <td>Ian Houlder</td> <td>Resources and Performance</td> </tr> <tr> <td>Alaric Pugh</td> <td>Planning and Growth</td> </tr> <tr> <td>Jo Rayner</td> <td>Leisure and Culture</td> </tr> <tr> <td>Peter Stevens</td> <td>Operations</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	Carol Bull	Future Governance	Robert Everitt	Families and Communities	Sara Mildmay-White	Housing	John Griffiths	Leader	Ian Houlder	Resources and Performance	Alaric Pugh	Planning and Growth	Jo Rayner	Leisure and Culture	Peter Stevens	Operations
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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 Democratic Services Officer Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk																		

Public Information



St Edmundsbury
BOROUGH COUNCIL

Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01284 757176 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above address at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The Borough Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public participation:	Members of the public who live or work in the Borough are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.	
Disabled access:	West Suffolk House has facilities for people with mobility impairments including a lift and wheelchair accessible WCs. However in the event of an emergency use of the lift is restricted for health and safety reasons. Visitor parking is at the car park at the front of the building and there are a number of accessible spaces.	
Induction loop:	An Induction loop is available for meetings held in the Conference Chamber.	
Recording of meetings:	The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded). Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.	

Agenda

Procedural Matters

1. Apologies for Absence

2. Minutes

1 - 14

To confirm the minutes of the meetings held on 10 October 2017 and 17 October 2017 (copy attached).

Part 1 - Public

3. 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.

4. Public Participation

Members of the public who live or work in the Borough are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.

A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.

There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

5. West Suffolk Operational Hub

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Report No: **CAB/SE/17/061**

Portfolio Holder: Peter Stevens Lead Officer: Mark Walsh

6. Statement of Licensing Policy and Cumulative Impact Policy Renewal

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Report No: **CAB/SE/17/062**

Portfolio Holder: Alaric Pugh Lead Officer: Peter Gudde

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<p>7. Report of the West Suffolk Joint Growth Steering Group: 31 October 2017</p> <p>Report No: CAB/SE/17/063 Chairman of the Steering Group: Alaric Pugh Portfolio Holders: Alaric Pugh and Sara Mildmay-White Lead Officer: Julie Baird</p>	43 - 50
<p>8. Bury St Edmunds Town Centre: Masterplan</p> <p>Report No: CAB/SE/17/064 Portfolio Holder: Alaric Pugh Lead Officers: Julie Baird and Chris Rand</p>	51 - 58
<p>9. Report of the Overview and Scrutiny Committee: 8 November 2017</p> <p>Report No: CAB/SE/17/065 Chairman of the Committee: Diane Hind Lead Officer: Christine Brain</p>	59 - 62
<p>10. Recommendations from the Performance and Audit Scrutiny Committee: 29 November 2017 - Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017)</p> <p>Report No: CAB/SE/17/066 Portfolio Holder: Ian Houlder Lead Officer: Rachael Mann</p>	63 - 66
<p>11. Recommendations from Performance and Audit Scrutiny Committee: 29 November 2017 - Delivering a Sustainable Budget 2018/2019</p> <p>Report No: CAB/SE/17/067 Portfolio Holder: Ian Houlder Lead Officer: Rachael Mann</p>	67 - 72
<p>12. Local Council Tax Reduction Scheme 2018/2019</p> <p>Report No: CAB/SE/17/068 Portfolio Holder: Ian Houlder Lead Officer: Rachael Mann</p>	73 - 80
<p>13. Council Tax Base for Tax Setting Purposes 2018/2019</p> <p>Report No: CAB/SE/17/069 Portfolio Holder: Ian Houlder Lead Officer: Rachael Mann</p>	81 - 92
<p>14. Draft West Suffolk Strategic Framework 2018-2020</p> <p>Report No: CAB/SE/17/070 Portfolio Holder: John Griffiths Lead Officer: Davina Howes</p>	93 - 122

- 15. Recommendations of the Grant Working Party:
6 November 2017 - Applications for Community Chest
Grant Funding 2018/2019** **123 - 130**

Report No: **CAB/SE/17/071**

Portfolio Holder: Robert Everitt Lead Officer: Davina Howes

- 16. St Genevieve Lakes (formerly Park Farm, Ingham):
Masterplan** **131 - 188**

Report No: **CAB/SE/17/072**

Portfolio Holder: Alaric Pugh Lead Officer: Chris Rand

- 17. Decisions Plan: December 2017 to May 2018** **189 - 208**

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

Report No: **CAB/SE/17/073**

Portfolio Holder: John Griffiths Lead Officer: Ian Gallin

- 18. Exclusion of Press and Public**

To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against each item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 – Exempt

- 19. Exempt Minutes: 17 October 2017 (para 3)** **209 - 212**

To confirm the exempt minutes of the meeting held on 17
October 2017.

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(Informal Joint) Cabinet



St Edmundsbury
BOROUGH COUNCIL

Notes of informal discussions of the SEBC/FHDC **Cabinets** held on
Tuesday 10 October 2017 at 6.40 pm in the **Conference Chamber West,**
West Suffolk House, Western Way, Bury St Edmunds IP33 3YU

Present: Councillors

St Edmundsbury Borough Council (SEBC)

John Griffiths (in the Chair for the informal discussions)

Sara Mildmay-White	Jo Rayner
Ian Houlder	Peter Stevens
Alaric Pugh	

Forest Heath District Council (FHDC)

James Waters

David Bowman	Stephen Edwards
Andy Drummond	Robin Millar

In attendance: Ruth Bowman (FHDC) Susan Glossop (SEBC)

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

(1) General Data Protection Regulations

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

The Chairman/Leader of St Edmundsbury Borough Council, welcomed all those present to West Suffolk House. The Service Manager (Democratic Services) and Monitoring Officer firstly advised on the format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

Under their Constitutions, both Cabinets listed as standing agenda items: an 'Open Forum', which provided the opportunity for non-Cabinet Members to discuss issues with Cabinet and also 'Public Participation', which provided the

opportunity for members of the public to speak. Therefore, as any matters arising from the discussions held during these agenda items may have some bearing on the decisions taking during the separate formal meetings, non-Cabinet Members and members of the public were invited to put their questions/statements prior to the start of the joint informal discussions.

1. **Open Forum**

No non-Cabinet Members in attendance wished to speak.

2. **Public Participation**

There were no members of the public in attendance.

3. **General Data Protection Regulations (Report Nos: CAB/SE/17/047 and CAB/FH/17/046)**

The Cabinets considered the above report, which sought support for the necessary action being taken to ensure the West Suffolk Councils were compliant with the new requirements of the General Data Protection Regulations.

Data Protection was currently governed by the Data Protection Act (DPA) 1998. On 25 May 2018, the General Data Protection Regulations (GDPR) would come into effect, and replace the Data Protection Act. Since the Data Protection Act came into force, the way that organisations dealt with and processed data had dramatically changed in an ever increasing digital world. The GDPR sought to provide a more modern framework for the handling of personal data, increasing the safeguards provided to individuals and improve their rights to access data held by organisations about them. Organisations that failed to comply, resulting in breaches in the way they handled data, could face significant financial penalty.

Councillors Ian Houlder and Stephen Edwards, SEBC's and FHDC's respective Portfolio Holders for Resources and Performance, drew relevant issues to the attention of both Cabinets, including the key differences between GDPR and the Data Protection Act, as outlined in Appendix 1 attached to the report; how the Council was responding to the changes required; and what the changes would mean for Councillors.

Attention was also drawn to the fact that in order to ensure the Councils were compliant with the new requirements of GDPR, approval was sought for a budgetary request of £80,000, which was proposed to be allocated from existing budgetary underspends on a 50:50 basis shared between the two West Suffolk Councils, as outlined in paragraph 2.5 of the report.

A detailed discussion was held on the implications of GDPR on the Councils in general and specifically, on councillors and staff. Emphasis was placed on ensuring suitable training of the changes was put in place for staff and councillors, together with demonstrating that robust procedures and processes were adopted to ensure compliance, particularly given that where organisations fail to comply with GDPR, maximum fines of €20million/4% turnover could be enforced.

The recommendations set out on page 1 of the report were unanimously supported by both Cabinets.

On the conclusion of the informal joint discussions at 6.56 pm and St Edmundsbury Borough Council's Cabinet meeting, the Chairman then formally opened the meeting of Forest Heath District Council's Cabinet at 6.57 pm in the Conference Chamber West.

Minutes of SEBC Cabinet overleaf....

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 10 October 2017 at **6.56 pm** in 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)

Ian Houlder
Alaric Pugh

Joanna Rayner
Peter Stevens

In attendance:
Susan Glossop

373. **Apologies for Absence**

Apologies for absence were received from Councillor Robert Everitt.

374. **Open Forum**

This item had already been considered during the informal discussions in relation to Item 4. on the agenda (Item 1. above within the notes of the informal discussions refers).

375. **Public Participation**

This item had already been considered during the informal discussions in relation to Item 4. on the agenda (Item 2. above within the notes of the informal discussions refers).

376. **General Data Protection Regulation (GDPR) (Report No: CAB/SE/17/047)**

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/17/047, it was proposed, seconded and

RESOLVED:

That:

- (1) Support be given for the necessary action being taken to ensure compliance with the General Data Protection Regulations (GDPR), ensuring the Council continues to maintain high standards in the holding, keeping and maintenance of personal and sensitive data; and
- (2) a budget allocation of £80,000 be approved to support compliance with GDPR, to be allocated on a 50:50 basis between the two West Suffolk Councils, as outlined in paragraph 2.5 of Report No: CAB/SE/17/047.

The meeting concluded at 6.56 pm

Signed by:

Chairman

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 17 October 2017 at 4.00 pm in 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)

Ian Houlder
Alaric Pugh

Joanna Rayner
Peter Stevens

By Invitation:

Sarah Broughton,
Susan Glossop,
Carol Bull,
David Nettleton and
David Roach

(Chairman of the Performance and Audit
Scrutiny Committee)

(Vice-Chairman of the Overview and
Scrutiny Committee)

In attendance:

Carol Bull
David Nettleton

David Roach

377. Apologies for Absence

Apologies for absence were received from Councillor Robert Everitt.

378. Minutes

The minutes of the meetings held on 19 September 2017 and 26 September 2017 (extraordinary meeting) were confirmed as correct records and signed by the Chairman.

379. Open Forum

No non-Cabinet Members in attendance wished to speak under this item.

380. Public Participation

There were no members of the public in attendance.

381. Report of the Overview and Scrutiny Committee: 13 September 2017

The Cabinet received and noted Report No: CAB/SE/17/048, which informed the Cabinet of the following items discussed by the Overview and Scrutiny Committee on 13 September 2017:

- (1) Annual Presentation by the Cabinet Member for Planning and Growth;
and
- (2) Work Programme Update

In the absence of the Chairman of the Committee, Councillor Susan Glossop, Vice-Chairman, drew relevant issues to the attention of Cabinet, including that the relatively new practice of Committee Members submitting key questions to the Portfolio Holder in advance of the meeting was working well as this contributed to effective preparation of the annual presentation and assisted the debate.

382. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 26 September 2017

The Cabinet received and noted Report No: CAB/SE/17/049, which informed the Cabinet of the following items discussed by the Anglia Revenues and Benefits Partnership Joint Committee on 26 September 2017:

- (1) Highlight Report and Balance Scorecard;
- (2) Finance Report;
- (3) Joint Committee Quoracy;
- (4) ARP Strategic Priorities; and
- (5) Welfare Reform Update.

Councillor Ian Houlder, Portfolio Holder for Resources and Performance, drew relevant issues to the attention of Cabinet, including that the Joint Committee had resolved to reduce the number of Members of the Joint Committee required to be present at meetings to ensure they were quorate from seven to five, subject to a proxy arrangement being put in place in the absence of the appointed Member and their two substitutes. This was as a result of some recent meetings needing to be cancelled due to insufficient Members (or their substitutes) being able to attend.

A review of the Partnership's strategic priorities had also been reviewed and the Joint Committee had resolved to approve the revised set.

383. Report of the Performance and Audit Scrutiny Committee: 20 September 2017

The Cabinet received and noted Report No: CAB/SE/17/050, which informed the Cabinet of the following items discussed by the Performance and Audit Scrutiny Committee on 20 September 2017:

- (1) Ernst and Young – Presentation of the Annual Results Report to those Charged with Governance;
- (2) West Suffolk Local Code of Corporate Governance;
- (3) West Suffolk Annual Governance Statement 2016-2017;

- (4) 2016-2017 Annual Statement of Accounts;
- (5) Annual Corporate Environmental Performance 2016-2017; and
- (6) Work Programme Update.

Councillor Sarah Broughton, Chairman of the Performance and Audit Scrutiny Committee (PASC) drew relevant issues to the attention of the Cabinet, including that a separate report containing recommendations of the Committee in respect of Item (2) above, would be considered next on the Cabinet agenda.

She added that the Committee had under its delegated powers, approved the Letter of Representation on behalf of the Council, issued by external auditors Ernst and Young, in connection with the audit and financial statement for the year 31 March 2017. In addition, the Statement of Accounts 2016/2017 and the Annual Governance Statement 2016/2017 had been approved by the Committee under its delegated powers.

A discussion was held on the Annual Environmental Statement, which had detailed the Council's environmental performance for 2016/2017, and the rationale behind some of the targets set.

384. **Recommendations of the Performance and Audit Scrutiny Committee: 20 September 2017 - West Suffolk Local Code of Corporate Governance**

The Cabinet considered Report No: CAB/SE/17/051, which sought approval for the West Suffolk Local Code of Corporate Governance.

In 2016, the Chartered Institute of Public Finance and Accountancy (CIPFA) / Solace updated their guidance, which strongly advocated the production of local Codes of Corporate Governance by local authorities so that they could review and account for their own individual arrangements to effectively discharge their functions and demonstrate their own compliance with good practice.

In light of this, St Edmundsbury Borough and Forest Heath District Councils (the West Suffolk councils) had taken the opportunity to review their Code which was last produced jointly in 2013.

Councillor Ian Houlder, Portfolio Holder for Resources and Performance, drew relevant issues to the attention of Cabinet.

RECOMMENDED TO COUNCIL:

That the West Suffolk Local Code of Corporate Governance, attached as Appendix A to Report No: PAS/SE/17/021, be approved.

385. **Report of the West Suffolk Joint Growth Steering Group: 9 October 2017**

The Cabinet received and noted Report No: CAB/SE/17/052, which informed the Cabinet of the following substantive items discussed by the West Suffolk Joint Growth Steering Group on 9 October 2017:

- (1) Growth Priorities – Evidence Base;
- (2) Future Housing Delivery Options;
- (3) Planning Technical Guidance Note: Minimum Space Standards;
- (4) Response to Hargrave Neighbourhood Plan: Pre-Submission Version 2017-2031; and
- (5) Work Programme 2017/2018 and Terms of Reference.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of Cabinet, including that a separate report containing recommendations of the Steering Group in respect of Item (4) above, would be considered next on the Cabinet agenda.

Members noted that extensive work was currently being undertaken to produce an overarching West Suffolk Growth and Investment Strategy, and the Steering Group had received an extremely informative presentation, which had generated considerable discussion, on the elements that would comprise the proposed framework for growth and investment.

The Cabinet held a discussion on the forthcoming proposed technical guidance note for minimum space standards and how that once approved, regard to it could be given when considering planning applications. It was the intention for the guidance note to become policy within the new West Suffolk Local Plan, once adopted; following which, weight could be given to it as a material planning consideration.

386. Recommendation of the West Suffolk Joint Growth Steering Group: 9 October 2017: Response to Hargrave Neighbourhood Plan: Pre-submission Version 2017-2031

The Cabinet considered Report No: CAB/SE/17/053, which sought endorsement of comments to form the basis of a formal response to the Pre-submission version of the Hargrave Neighbourhood Plan 2017-2031.

St Edmundsbury Borough Council had a duty to support Hargrave Parish Council in the development of their Neighbourhood Plan and were required to consider whether the Plan met the requirements of the Localism Act, which was at this Pre-submission (Regulation 14) stage.

Officers had previously reviewed the draft Plan, and had generally found it broadly accorded with the strategic policies within the Local Plan and the requirements of the Localism Act, and also addressed the standards set out within the Service Level Agreement between St Edmundsbury Borough Council and Hargrave Parish Council.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinet, including that the comments contained in Report Nos: JGG/JT/17/004 had been agreed by the West Suffolk Joint Growth Steering Group (WSJGSG), subject to the inclusion of additional comments/typographical errors set out in paragraphs 1.8 and 1.9 of Report No: CAB/SE/17/053 and should form the basis of the Council's consultation response on the Pre-submission version of the Neighbourhood Plan, which was required by the Parish Council by 31 October 2017.

Councillor Pugh added that this was the first (draft) Neighbourhood Plan submitted to the Borough Council under the new regime, and the WSJGSG had been delighted with the overall quality of the Plan and compliance with the Borough Council's strategic policies. Following consultation, a final version would be submitted to the Borough Council for approval in due course.

The Cabinet commended the work of the Parish Council on the production of the Plan and its service to its local community in recognising the aspirations of the parish and its role in the Local Plan process. It was hoped this would inspire other rural parishes to acknowledge the benefits of producing their own Neighbourhood Plans.

RESOLVED:

That:

- (1) The comments contained within Report No: JGG/JT/17/004 be endorsed to form the basis of a formal response to the Pre-submission Version of the Hargrave Neighbourhood Plan 2017-2031, subject to the inclusion of the further comments/typographical errors, as set out in paragraphs 1.8 and 1.9 of Report No: CAB/SE/17/053; and
- (2) it be agreed that the Hargrave Neighbourhood Plan accords with the strategic policies of the St Edmundsbury Borough Council Local Plan, in addition to meeting the requirements of the Service Level Agreement between Hargrave Parish Council and St Edmundsbury Borough Council.

387. Norfolk and Suffolk Economic Strategy

The Cabinet considered Report No: CAB/SE/17/054, which sought endorsement of the New Anglia Local Enterprise Partnership's (NALEP) Norfolk and Suffolk Economic Strategy.

Local authorities, businesses, universities and colleges had been working together with NALEP to develop a new economic strategy for Norfolk and Suffolk, the final version of which was attached as Appendix A. It provided a clear and comprehensive framework for the next steps towards delivery.

Section 3 of the report provided details regarding the implications the content of the strategy would specifically have on West Suffolk. Paragraphs 3.5 to 3.27 inclusive explained the contribution West Suffolk could make to achieving the aims and also what impact those aims would have.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of Cabinet including that the benefits of this Strategy were recognised in setting out the ambitions for the East (of England). It was complementary to West Suffolk's own aspirations in terms of delivery without being inhibiting, as described in the report.

RESOLVED:

That:

- (1) the Norfolk and Suffolk Economic Strategy be endorsed, as contained in Appendix A to Report No: CAB/SE/17/054, as guidance to support the strategy for growth in West Suffolk; and
- (2) the next steps for the delivery of outcomes for West Suffolk communities be agreed, as set out in Section 3 of Report No; CAB/SE/17/054.

388. Suffolk Business Park Vision

The Cabinet considered Report No: CAB/SE/17/055, which sought approval for the vision for Suffolk Business Park and associated matters.

The vision for Suffolk Business Park was needed to deliver the long term employment needs of the Borough's and neighbouring residents; to encourage the right mix of jobs and innovation (such as engineering, tech and high end manufacturing) to increase salary levels and aspirations.

This action met the Council's strategic priorities to increase opportunities for economic growth; and homes for our communities by the development of Suffolk Business Park and the construction of the Eastern Relief Road.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of Cabinet, with particular reference to paragraph 3.4, which detailed the range of factors integral to the vision for the Park.

The Cabinet fully supported the approach, which having considered the evidence base, provided a clear understanding of the ambitions and aspirations that could be achieved for the site in collaboration with developers/promoters and other partners.

In response to a question from Councillor Sara Mildmay-White regarding the potential need for additional signage along the new Eastern Relief Road to direct road users to the centre of Rougham village, Members were informed that a written reply would be provided following discussions with Suffolk Highways.

RESOLVED:

That the vision for Suffolk Business Park, as set out in Section 3 of Report No: CAB/SE/17/055, be agreed and Officers' be supported in their endeavours to work with the developers/promoters and other partners to achieve this vision.

389. [UPDATED] Decisions Plan: October 2017 to May 2018

The Cabinet considered Report No: CAB/SE/17/056, which was the executive Decisions Plan covering the period October 2017 to May 2018. This version of the Decisions Plan had been updated since it was last presented to Cabinet on 19 September 2017.

Members took the opportunity to review the intended forthcoming decisions of the Cabinet; however, no further information or amendments were requested on this occasion.

390. Exclusion of Press and Public

As the next item on the agenda was exempt, it was proposed, seconded and

RESOLVED:

That the press and public be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against the item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

391. Exempt: Investing in our Commercial Asset Portfolio (para 3)

The Cabinet considered Exempt Report No: CAB/SE/17/057, which sought approval for delegated authority to be given to progress an addition to the Council's commercial asset portfolio, together with associated funding required.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of Cabinet.

Following a detailed discussion, the Cabinet supported the recommendations as proposed in the exempt report.

RECOMMENDED TO COUNCIL:

The decision is contained in the exempt version of these minutes.

The meeting concluded at 4.37 pm

Signed by:

Chairman

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	West Suffolk Operational Hub	
Report No:	CAB/SE/17/061	
Report to and date/s:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Peter Stevens Portfolio Holder for Operations Tel: 07775 877000 Email: peter.stevens@stedsbc.gov.uk	
Lead officer:	Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	To update Members on project progress, seek approval to secure additional funding, exercise the Council's option on land at Hollow Road Farm and enter into a construction contract.	
Recommendations:	<p>It is <u>RECOMMENDED</u> that, subject to the approval of Council, the Cabinet:</p> <ol style="list-style-type: none"> (1) Notes this report and its appendices; (2) Approves the allocation of an additional £1,095,000 to the Council's Capital Programme funded in line with paragraphs 5.14 - 5.17 of Report No: CAB/SE/17/061; (3) Subject to receiving a planning consent: <ol style="list-style-type: none"> (a) Exercises the Council's option to procure land at Hollow Road Farm; (b) With Suffolk County Council and Forest Heath District Council, enters into a contract for the construction of the West Suffolk Operational Hub at Hollow Road Farm; and (4) Agrees for the Council's Section 151 Officer to make the necessary changes to the Council's 2017/18 prudential indicators as a result of recommendation (2) above. 	

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"/> As it is a decision of full Council.	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>			
Consultation:		<ul style="list-style-type: none"> Two pre-application public consultations have taken place relating to these proposals on 06MAR15 to 20APR15 and 08JAN16 to 19FEB16. A third public consultation has taken place as part of the Development Control process to determine the planning application. 	
Alternative option(s):		<ul style="list-style-type: none"> Detailed in previous reports 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See report section 6 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See report paragraph 5.13 	
<i>Are there any ICT implications? 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"> Legally the project must comply with planning law and guidelines and procurement must comply with EU Procurement Directives. 	
<i>Are there any equality implications? 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)
Once planning consent is granted, objectors seek a Judicial Review leading to delay and additional costs	Medium	Ensure planning process is robust with supporting evidence. Legal advice and external support being sought at key stages.	Medium
Delay in project programme results in additional cost, for example, through tender inflation and longer engagement of project consultants.	Medium	Delays to programme to date have impacted. Continue to monitor throughout the project lifecycle	Medium

Risk that the project does not proceed or is abandoned at some later stage resulting in the council having to fund its share of abortive costs on the project to date from revenue budgets.	Medium	Keep Members fully informed of progress and risks. Continue to manage and mitigate risks through robust project management and appropriate external advice.	Medium
Further design development (inc utilities and services) could lead to increased costs	Medium	Appoint contractor on 2-stage design and build to obtain greater cost certainty earlier in the project lifecycle.	Medium
The decision by SEBC DCC to issue planning consent for the chosen site is called in by the Secretary of State leading to delay, additional costs	Medium	Ensure planning process is robust with supporting evidence. Legal advice and external support being sought at key stages.	Low
Environmental permitting for the chosen site is refused or leads to high mitigation costs and delay.	Medium	Engaging with Environment Agency early in project lifecycle.	Low
Further archaeology finds could result in increased costs and delay.	Medium	Preliminary survey undertaken. Managing contingency for design development	Low
Savings and income targets may not be achieved.	Medium	Estimates based upon identified opportunities which have been valued realistically.	Low
Cost of borrowing may increase when borrowing is required.	Medium	Linked to PWLB rates. Monitor as part of treasury management activities.	Low
Lack of resources, skills and capacity to deliver project	Medium	External support engaged and further support will be called upon as required. Sharing officer resources with SCC.	Low
Ward(s) affected:	All Wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	St Edmundsbury Borough Council report F51 dated 30 June 2014 St Edmundsbury Borough Council report CAB/SE/15/015 dated 10 February 2015 Forest Heath District Council report CAB/FH/015/001 dated 17 February 2015 Suffolk County Council report to Cabinet dated 24 February 2015 agenda item 8 St Edmundsbury Borough Council report CAB/SE/15/040 dated 23 June 2015 Forest Heath District Council report CAB/FH/15/030 dated 14 July 2015 St Edmundsbury Borough Council		

	report CAB/SE/15/050 dated 8 September 2015 Forest Heath District Council report CAB/FH/15/040 dated 15 September 2015 St Edmundsbury Borough Council report CAB/SE/16/024 dated 14 June 2016 Forest Heath District Council report CAB/FH/16/023 dated 14 June 2016
Documents attached:	Appendix A – What is the West Suffolk Operational Hub project and why is it required? Appendix B – Chronology of Major Events

Glossary of Abbreviations

EfW	Energy from Waste (facility at Great Blakenham, near Ipswich)
FHDC	Forest Heath District Council
HGV	Heavy Goods Vehicle
HWRC	Household Waste Recycling Centre
IAPOS	Identification and Assessment of Potential Options and Sites (report)
LGA	Local Government Association
MoT	Ministry of Transport (vehicle safety test)
NPPF	National Planning Policy Framework
OPE	One Public Estate
PSV	Public Service Village
QS	Quantity Surveyor
RCV	Refuse Collection Vehicle
RPI	Retail Prices Index
SA	Sustainability Appraisal
SCC	Suffolk County Council
SEBC	St Edmundsbury Borough Council
SWP	Suffolk Waste Partnership
TCA	Transformation Challenge Award
WCA	Waste Collection Authorities (FHDC / SEBC)
WDA	Waste Disposal Authority (SCC)
WSOH	West Suffolk Operational Hub
WTS	Waste Transfer Station

1. BACKGROUND

Previous Report approved by Council

- 1.1 At its meeting on 14 June 2016 Cabinet considered a report on the West Suffolk Operational Hub (WSOH) – Report No: CAB/SE/16/024. Recommendations from this report were subsequently approved by Full Council on 28 June 2016. These included:
- The progression of a project to deliver the West Suffolk Operational Hub;
 - The preparation and submission of a detailed planning application for a West Suffolk Operational Hub on land at Hollow Road Farm; and
 - Approval of a gross budget of £12.7m to fund St Edmundsbury Borough Council's portion of the project (this being a partnership project with Suffolk County Council and Forest Heath District Council)
- 1.2 This previous report set out the context of dealing with our waste across Suffolk which currently costs our taxpayers £35m each year and is set to increase as the number of homes in the county grows. It also outlined the need for a WSOH given the limitations of our current depot facilities, the urgent need for a suitably located Waste Transfer Station (WTS) in West Suffolk and the opportunity to join facilities on a single site for greater efficiency.
- 1.3 As well as clearly setting out all the political and policy factors impacting upon the project, the report outlined the second public consultation undertaken in early 2016. The main elements of the consultation that the public were asked to consider were; the need for a single site, the site selection criteria that had been used (including a call to suggest alternative sites) and a Sustainability Appraisal.
- 1.4 The report made significant reference to key documents in its appendices which were finalised after the consultation. These were:-
- a. **Consultation report** prepared to report back on the second round of public consultation, in;
 - b. **Identification and Assessment of Potential Options and Sites (IAPOS) report** which included the background to the project, a chronology of events to date, the criteria and assessments used to determine whether co-locating services to a single site was the optimal course to take and the most suitable site for that co-location (Hollow Road Farm); and
 - c. **Sustainability Appraisal (SA)** undertaken to test if a single site approach was the most suitable and the sustainability of the most suitable site identified (Hollow Road Farm).
- 1.5 The report also highlighted the clear and urgent need to invest in new waste and street scene services infrastructure in West Suffolk. With the councils more dependent on locally derived income, modern facilities and further capacity will maximise income growth.

- 1.6 A brief description of the West Suffolk Operational Hub project and the reasons why it is required can be found at Appendix A. Full details can be found in the background papers referenced above.
- 1.7 A chronology of the major milestones on the project, up until the submission of a planning application, can be found at Appendix B.

2. RECENT PROGRESS

Community Liaison Group

- 2.1 Throughout the project partners have continued to meet with local interest groups through a Community Liaison Group. Membership of the group is made up of local Parish Council chairs, a local resident with waste industry experience and local companies (Steve Lumley Planing and British Sugar). This group has convened at key stages of the project and provides a forum for information to be exchanged. Over the last year or so meetings have taken place to discuss consultation feedback and changes to the proposed scheme designs (26 September 2016 and 9 December 2016) and the detailed planning application (15 March 2017).

Design development

- 2.2 Site design resumed in July 2016 after a period of over a year was taken to undertake the second round of public consultation and review. Significant changes included a re-orientation of the transfer station building, further development of the site access / egress and moving buildings to the bottom of the site to minimise visual impact. Designs were also developed for hard and soft landscaping, re-sizing of the waste transfer station (due to new legislation), the depot and workshop building, the landscapes building, fire and security measures, vehicle parking and circulation, vehicle fuelling and cleansing areas, the drainage strategy and off-site highways work.

Planning application

- 2.3 Following a procurement process, the project team was re-cast and work began on preparing a detailed planning application from the autumn of 2016. A full planning submission was made on 13 March 2017 which included the following elements:-

Planning Statement	Odour Management Plan	Flood Risk Assessment
Drainage Statement / Plan	Heritage and Archaeology	Landscape and Visual Impact Assessment
Lighting Assessment	Noise Assessment	Air Quality Assessment
Biodiversity and Ecology Assessment	Statement of Community Involvement	Transport Assessment
Topographical Surveys	EIA screening opinion request / response	Architectural Plans and Elevations
Land Ownership Plan	Design and Access Statement	Sustainability Statement

- 2.4 Following a short period of validation by the Planning Development Team, information was placed in the public domain and a further public consultation on the planning application got underway in late March 2017. This was the project's third period of public consultation. The consultation period was extended and a special SEBC Development Control Committee meeting to determine the application was scheduled for 19 July 2017.
- 2.5 At the SEBC Development Control Committee meeting on 19 July 2017, Members of that committee considered for the development on Land North of Hollow Road Farm, Hollow Road, Fornham St Martin, as contained in Report No: DEV/SE/17/031, the Committee agreed that the decision be deferred to enable officers to source further information on the following matters for reporting back to the Committee:
- 1) Whether provision of the proposed shared path could be removed from the application;
 - 2) Whether vehicular access to the proposed development could be facilitated from the southern roundabout at Compiegne Way; and
 - 3) Whether in the interests of pedestrian and highway safety, any traffic calming measures could be introduced along the A134 and C735 Fornham Road.
- 2.6 These matters were duly considered by the joint applicants and revisions to the application and further supporting information were submitted to planners on 10 August 2017. The revision to the application included removing the shared path from the A134 roundabout down Barton Hill (including the revised drawings and documents to reflect this). Information was also provided detailing:-
- a. Why access could not be facilitated from the southern roundabout at Compiegne Way;
 - b. The measures and signs to calm traffic around the development;
 - c. Further information on the provision of electric vehicle charging points and future proofing for increased numbers in future; and
 - d. Additional information on routes and vehicles;
- This additional information was subject to an additional 17 day consultation period and the deferred meeting of Development Control Committee took place on 21 September 2017.
- 2.7 At a reconvened SEBC Development Control Committee meeting on 21 September 2017, Members of that committee again considered application reference DC/17/0521/FUL including the further information they requested outlined in 2.6 above. During the meeting a challenge was raised for the first time concerning the planning policies against which Members were determining the application and seeking to make a decision. Following the meeting and on the advice of planning officers, the Chairman requested that further information

is provided to the committee regarding this challenge and the Development Plan.

- 2.8 A third special meeting of the SEBC Development Control Meeting was convened on 2 November 2017 to consider afresh application DC/17/0521/FUL. At this meeting, subject to the Secretary of State (upon consultation) confirming he does not intend to call in the planning application for his own determination, Members of the Development Control Committee granted planning consent for the West Suffolk Operational Hub at Hollow Road Farm. 38 separate Planning Conditions have been applied to this consent.

3. PROGRAMME DELAY

- 3.1 Work on the Hollow Road Farm scheme for the WSOH stopped in the spring of 2015 when, in response to public concerns, the decision was made to undertake a second, non-site specific consultation for the project. Work on the Hollow Road Farm scheme did not resume again until over a year later.
- 3.2 Having re-cast the project programme in the autumn of 2016, the anticipated date for submission of a planning application was February 2017 with approval in June. There was a slight delay in the development of the planning application which meant that the planning application was actually submitted in mid-March. However, the planning process has been lengthy with the application being considered at three Development Control Committee meetings, approval to grant planning permission was finally granted (subject to Secretary of State call-in) given by the Committee on 2 November 2017. The project will not proceed in terms of land acquisition and entering a construction contract until such time that the recommendations in this report are approved by Full Council, the Secretary of State for Communities and Local Government has considered the application and confirmed that he will not be seeking to call it in for his own determination and formal planning consent is issued (per 2.8 above).

4. PROCUREMENT

- 4.1 The design and construction of the WSOH at Hollow Road Farm is being awarded on the basis of a 2-stage design and build contract off a framework arrangement. For the clients, this approach provides advantages in terms of the programme, competitive pricing, a higher level of cost certainty as early as possible and is relatively low risk on a project where functionality is considered more important than architectural presence.
- 4.2 A compliant Suffolk County Council Construction Framework is being utilised rather than using an open or restricted OJEU process. A framework process is quicker and less costly whilst maintaining strong competition between the bidding contractors. As employer, the partner councils provided the tenderers with an Employer's Requirement against which stage 1 quantitative and Qualitative assessments were made. In May 2017, the partner councils entered into a Pre-Construction Services Agreement with one of the framework contractors to develop the scheme design and costs. We are now ready for stage 2 and this report seeks Member permission to enter into a full

construction contract in order for the construction of the WSOH to get underway.

5. FINANCE

Previous report and implications

- 5.1 The previous report CAB/SE/16/024 dated 14 June 2016 set out the finances for the project in terms of its anticipated capital cost, the project financing and the impact on annual revenue budgets for SEBC. In considering the financial implications of the project the report contextualised the position. Specifically, it outlined the fact that many of the services provided from the proposed WSOH are statutory, in other words we have a legal obligation to provide them and therefore must invest in the appropriate plant, equipment and facilities to support their delivery. We also know the cost of that statutory obligation is going to increase significantly due to the growth of housing (and with it bins to empty, streets to clean and grass to cut) of more than 20%. Normal return on investment thinking is therefore not wholly appropriate in this case.
- 5.2 The previous report set-out the estimated capital cost for West Suffolk's share of the WSOH and stated the specific share of this for SEBC. Full Council approved a gross capital budget allocation of £12.663m for SEBC's share of the capital cost. The report outlined the anticipated impact on the council's revenue position in terms of savings and costs (including the cost of borrowing). It also outlined the risk of losing the support of partners and their funding and having to spend considerable sums maintaining a depot that would have to be vacated at some point in any event.
- 5.3 The project has long term implications for the collection and disposal of waste, the delivery of other street and grounds services and fleet management in West Suffolk and beyond. The financial case therefore needs to be considered alongside other factors and drivers for the project, which include:
- Our statutory obligations in terms of the services we have to deliver;
 - Future housing, population and business growth in the area and the pressure this will place on the existing Bury St Edmunds depot (which provides services such as fleet maintenance for all of West Suffolk);
 - The development opportunity on the Bury St Edmunds depot site following its relocation;
 - The changing nature of waste collection and disposal; and
 - The benefits of co-locating and operating waste facilities currently controlled by separate tiers of local government on dispersed sites.

Expenditure on the project to date

- 5.4 Work has been ongoing on this project for over three years. This has included significant external support on technical design and professional services. The nature of this work has changed throughout this period as the project has moved from options appraisal, site review, securing a land option, developing specific site designs, public consultation, review, further public consultation, review, design development and planning. Funding for feasibility work on the project was initially approved by SEBC on 30 June 2014 (£100,000). At their

Cabinet meeting on 24 February 2015, SCC approved match funding for the project and on 22 September 2015 and 14 October 2015 SEBC and FHDC respectively approved further funding to the project of £220,000 which was further match funded by SCC.

- 5.5 The total approved feasibility funding for the project from the three partner councils of £640,000 has been spent along with an additional £20,000 funding allocated as part of the LGA / Cabinet Office OPE programme. As the project has progressed current expenditure is coming from the capital allocation which has an element for professional fees. The notional split of feasibility funding between the three partner councils is on a ratio of 50:32.5:17.5 for SCC:SEBC:FHDC respectively.
- 5.6 The total expenditure on the project to date across the three councils amounts to £940,000. This includes costs for reviewing options, developing the project, public consultations, site surveys and investigations, preparing and submitting a planning application, procurement and detailed scheme design. If the project were not to proceed, abortive costs would likely exceed this amount.

Capital costs

- 5.7 The capital costs quoted in the previous report were based upon high level estimates provided by a Quantity Surveyor engaged to support the project in its early stages. Land costs were assumed as those fixed through the Hollow Road Farm land option agreement that the councils have in place and estimates were also obtained for specialised fit-out. Costs were apportioned on the basis of the transfer station and HWRC (SCC) and the depot (West Suffolk) and the associated land take for these elements.
- 5.8 With further delay and the refinement of design, the project’s current Quantity Surveyors had advised that the previous estimate may need to increase. This information has now been augmented by costs from the marketplace via our proposed construction contractors as well as firm costs from a number of specialist fit-out contractors. Capital costs for the West Suffolk elements of the WSOH project that were previously reported in June 2016 are shown below in table 1:

Estimated cost at June 2016	West Suffolk £000
Previous construction estimate (04/16)	13,164
Land cost	2,052
Fit-out allowance	900
Previous total	16,116
Previous FHDC capital allocation	3,453
Previous SEBC capital allocation	12,663

Table 1 – Previous capital cost estimate reported June 2016

- 5.9 The current capital requirements for the West Suffolk elements of the WSOH based on costs from our contractor and Quantity Surveyor are shown below in table 2:

Estimated cost at October 2017	West Suffolk £000
Current construction estimate	15,248
Land cost	2,052
Fit-out allowance	500
Total	17,800
FHDC capital allocation	4,042
SEBC capital allocation	13,758
Additional FHDC capital allocation	589
Additional SEBC capital allocation	1,095
Total additional capital allocation	1,684

Table 2 – Current capital cost estimate

- 5.10 The major elements of the cost increase attributable to West Suffolk's parts of the project are further detailed in table 3 below. These are a combination of costs associated with project delay and specific scope changes through design development, statutory authority requirements and utility provider input:

Reason	Description	£000
Further project delay	The original high level cost estimate was based upon a Tender Price Index (TPI) of 293 for 3 rd quarter of 2017. The current BCIS TPI is 302 which adds £400,000 to the cost of the project.	400
Ground and foundations	Ground investigation, ground water monitoring, geophysical survey leading to a piled foundation solution to main buildings.	511
Walls	Additional retaining and push wall structures due to site contour modelling.	107
Drainage	Developed surface water and foul drainage solution. Drainage strategy not previously known and noted as provisional in previous cost plan estimate.	683
Sprinkler design	Full sprinkler capability in line with insurer's requirements.	24
CCTV & security	Performance specification produced by our security consultant – details not previously known	38
Additional overheads and fees	Additional overheads applied to increased construction costs. Additional professional fees supporting extended programme.	90

Table 3 – Elements of cost increase

Options to reduce specification and Value Engineering (VE)

- 5.11 Opportunities to decrease the specification have been reviewed throughout the course of the project. These include fit-out items (workshop) which have enabled this budget to be reduced from the previous £900K to the current £500K. Further VE is likely to compromise the site design and reduce its potential in the medium to long term. This may result in further costly delays

for redesigned and potential changes that need to be cleared through planning and other statutory authorities.

The estimated impact on annual revenue budgets

5.12 Annual revenue cost savings and income include are largely unchanged from those previously reported in June 2016 and include:

- Premises savings;
- Management savings;
- Staff savings;
- Remodelled collection rounds (vehicle, staff and fuel savings);
- Additional income from commercial services (including fleet);
- Shared site supervision and administration;
- Haulage cost savings;
- Equipment savings; and
- WDA recharges to WCA.

5.13 Premises savings include a reduction in building maintenance costs through having fewer sites and sharing assets. They also include energy savings through building to the latest environmental standards and utilising green technology like roof-mounted photovoltaic cells. Premises savings also include negating the running costs for the Mildenhall depot and realising an annual income from leasing the building.

REVENUE	TOTAL £,000	FHDC £,000	SEBC £,000
West Suffolk savings	371	129	241
West Suffolk income	235	83	153
West Suffolk Sub-Total	606	212	394
Suffolk CC net savings	450		
Suffolk Total	1,056		
CAPITAL COSTS			
West Suffolk capital cost	17,800		
Unallocated capital receipt	-6,250		
Notional West Suffolk capital borrowing requirement for illustrative purposes	11,550	4,042	7,508

Figure 4 – Table outlining the financial case

Financing the project

5.14 This section sets out the proposed project financing for SEBC only. In line with the Council's Investment Framework, this project has been assessed on the basis of prudential borrowing (for the life of project) for the residual borrowing requirement of £7.508 million. Taking into account the estimated £2.25 million detailed in Appendix A paragraph 2b that would otherwise have been needed within the next 5 years, a £4 million contribution from unallocated capital

receipts to reflect the notional value from vacating the existing site and the capital contribution from FHDC a net financing amount of £7.508 million would be required from SEBC.

- 5.15 It should be noted that although this section looks at this project on the basis of investment principles to cover borrowing requirements, the project’s drivers and factors (set out at appendix A paragraph 2) are primarily linked to the Councils’ statutory service delivery obligation and to address the medium to long term pressure on the current depot location from future housing, population and business growth. This project also removes the risk to the West Suffolk councils of a reliance on a ‘tipping away payment’ from SCC (initially estimated at £240,000 per year).
- 5.16 The table in figure 5 below includes the full cost of prudential borrowing, however actual borrowing would only take place when the council’s treasury management activities identify such a need. For example, this could be when the Council’s cash flow management activities anticipate that an external cash injection is required to maintain the appropriate level of cash balances for the council to operate and fulfil its budget and service delivery requirements. The cost of borrowing is currently lower than it was in June 2016, and this has been reflected in the table below.

Borrowing Costs	£
Interest @ 2.75% (40 year PWLB rate)	206,500
Minimum Revenue Provision (over 40 year - 2.50%)	187,500
Total SEBC Borrowing Costs	394,000
Total SEBC Savings/Income share	394,000
Net financial benefit / (cost)	0

Figure 5 – Table outlining the project borrowing costs

- 5.17 The council currently manages funds in excess of this and therefore external borrowing is not expected during the short to medium term for this project in isolation, releasing further savings into the council’s revenue budget.

6. PROJECT TIMING

- 6.1 An outline timing programme for the project is shown below in figure 6. This is considered tight but achievable and is subject to the project risks identified in the appropriate section at the beginning of this report.

Name	End
Development Control Committee meeting	02NOV17
Obtain formal planning approval	15DEC17
Obtain Council approvals	20DEC17
Enter into LoI / contract with contractor	FEB18
Conclude Archaeology	APR18
Discharge pre-commencement planning conditions	MAY18
Construction start	MAY18
Construction end	JUL19
Site operational	AUG19

Figure 6 – Outline project timing programme

7. CONCLUSIONS AND RECOMMENDATIONS

- 7.1 There remains a clear need to urgently invest in new waste and street scene services infrastructure in West Suffolk. Current arrangements for the transfer and haulage of waste are unsustainable and costly to the taxpayer. Significant growth is planned for West Suffolk which will see a considerable increase in housing and business activity over the next 10 to 20 years. This will result in increased demand for our frontline services. The current facilities from which these services are delivered are at capacity and we are already facing the need to relocate. The condition of the SEBC depot and workshops in particular is such that they are costly to run and will require significant investment in the short term to maintain existing service levels. With the reduction in funding from central government, the Councils are more dependent on locally derived income. Modern facilities and further capacity will be required to maximise income growth potential.
- 7.2 Whilst the planning process has been underway, detailed design has continued to develop which has informed the cost of the project. This has been informed by further technical site surveys and input from the construction contractor and their technical team, the statutory authorities (including Highways and the Local Planning Authority) and utilities providers.
- 7.3 Whilst costs have increased, these are shared with our partners who will also share in the benefits of the scheme. Taking the cost of borrowing into account, the known benefits for the scheme still breakeven with the status quo financial position whilst providing modern facilities and capacity for significant future growth. The scheme also relocates the current St Edmundsbury depot allowing the delivery of further development at Western Way.
- 7.4 Approval of the recommendations in this report will allow the project to proceed to the construction phase.

What is the West Suffolk Operational Hub project and why is it required?

1. The West Suffolk Operational Hub is a partnership project that proposes combining the facilities needed for waste and street services on a single site near to Bury St Edmunds. The partner councils are those involved in collecting waste, Forest Heath District Council and St Edmundsbury Borough Council, and disposing of it, Suffolk County Council. The proposal is that FHDC and SEBC vacate their depots at Holborn Avenue in Mildenhall and Olding Road in Bury St Edmunds and relocate to a single site shared with a new SCC waste transfer station and a new Household Waste Recycling Centre relocating from the existing facility at Rougham Hill, on the edge of Bury St Edmunds. The project does not include the closure or relocation of the existing SEBC depot in Haverhill nor the closure / relocation of any other HWRCs.
2. Key drivers for the WSOH project include:-
 - a) Significant housing growth in West Suffolk over the next 20 years or so with an estimated increase of more than 22% (from around 75,000 to 92,000 households), the increased demand meaning the existing Depots are not fit for purpose;
 - b) Buildings at the Olding Road depot are ageing and require significant investment in the short term (estimated at around £2.25 million) with more significant development and sums likely to be required in the long term;
 - c) Savings through co-location of the current FHDC and SEBC depot facilities;
 - d) Increased efficiency would also be gained through the potential sharing of facilities with SCC's waste transfer station and HWRC;
 - e) Reduced waste miles, fewer trips, more efficient collection rounds, fewer staff and vehicles (or increased capacity needed for future growth): and
 - f) Better facilities, and the flexibility to reconfigure them to deal with future demand, would bring significant opportunities to increase commercial income to the Council to the benefit of our taxpayers.
 - g) The project supports political and policy factors like the One Public Estate (OPE) Programme as well as the national and local waste strategies detailed in the IAPOS document.
3. Further information on the need for this project can be found in the 'background papers' section above and the project web pages at www.westsuffolk.gov.uk/wsoh.
4. It is worth noting that the current buildings at the Olding Road depot are situated within the approved Western Way Masterplan area and their relocation are a critical milestone to releasing the land for future development. This will support the Councils masterplan aspirations for the site, including the further co-location of public sector services.

Chronology of Major Events

1. In spring 2010 the Suffolk Waste Partnership were discussing the need for a network of transfer stations across Suffolk to support the new EfW facility being planned for a site at Great Blakenham. Part of the discussion included whether there was an opportunity to co-locate transfer station and depot facilities in West Suffolk. This was before FHDC and SEBC had entered into a formal shared service arrangement and a combined depot for both councils at this juncture would not have been deliverable.
2. Between 2011 and 2013, following a period of research, officers advised that a waste transfer station needed to be located in or close to Bury St Edmunds. A thorough search of sites in the Bury area was then undertaken by SCC in 2012 which concluded that the only suitable location for their needs was the existing HWRC site at Rougham Hill (including some adjoining land owned by SEBC). A planning application for the redevelopment of the site to include a waste transfer station and repositioned HWRC was submitted and gained approval in October 2013.
3. In late 2011, FHDC and SEBC decided to adopt a shared services structure whereby a combined team of officers would deliver services on behalf of both councils. A joint chief executive was appointed in April 2012 and a joint senior management team was in place by November 2012. This significant change streamlined decision-making between the two councils and allowed options for further integrated working to be considered.
4. In July 2014 council members at FHDC and SEBC proposed that co-locating facilities on an alternative site might be a better solution. The West Suffolk councils were working more collaboratively, the OPE and TCA initiatives had been launched and the sale of the DHL / NHS logistics facility adjacent to West Suffolk House was ushering forward the next phase of development at Western Way.
5. The West Suffolk councils began to look at relocating together their Holborn Avenue and Olding Road depot facilities along with the potential to co-locate with other public sector partners including the SCC waste facilities. Building on the site selection work undertaken by SCC for their transfer station, the West Suffolk councils investigated further options for a larger combined facility.
6. In the autumn of 2014 West Suffolk and SCC officers commenced work on the assessment of options which by February 2015 had arrived at a proposal for consideration. The outcome of the work was a proposal that a WSOH was the optimal solution and that there were no suitable or available allocated (through the local plan) or previously developed (brownfield) sites in the search area of sufficient size on which to locate it. Following sequential planning policy requirements the councils had to consider greenfield sites with three possible options being identified. Land at Hollow Road Farm emerged as the site the councils considered to be the most suitable, available and deliverable for the facilities required.

7. Once work on a planning process started, a pre-application public consultation was organised to help develop it through further engagement with local residents and statutory consultees. It took place from 6 March 2015 to 20 April 2015.
8. This phase of pre-application public consultation generated a significant number of concerns and objections. Key concerns and options expressed included:
 - Concerns about the location;
 - Loss of agricultural land;
 - Highways and traffic impact;
 - Noise, odour, landscape and visual impact;
 - Planning policy;
 - Justification for a single site option;
 - Site selection criteria; and
 - Site selection process.
9. In response to this feedback the councils agreed to put the planning application for Hollow Road Farm on hold, and undertake a second phase of public consultation.
10. The second round of public consultation took place between 8 January 2016 and 19 February 2016. The councils wanted to ensure everyone with an interest in the project across West Suffolk had the opportunity to scrutinise the process that the councils had gone through so far, and the research they had carried out, so that the most suitable site for a WSOH could be identified. The consultation included an invitation to suggest alternative sites for consideration.
11. The outcome of the second round of public consultation was reported to respective Cabinet and Council meetings in June 2016. Both councils approved the recommendations outlined in 1.1 in the main report.
12. Following the decision of the respective councils, the project team was revised to work on the preparation and submission of a planning application for the development at Hollow Road Farm. This was carried out through the latter part of 2016 and into early 2017.
13. A Planning Application was submitted to SEBC as the Local Planning Authority on 13 March 2017.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Statement of Licensing Policy and Cumulative Impact Policy Renewal	
Report No:	CAB/SE/17/062	
Report to and dates:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Councillor Alaric Pugh Portfolio Holder for Planning and Growth Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Lead Officer:	Amanda Garnham Licensing Team Leader Tel: 01284 758050 Email: Amanda.garnham@westsuffolk.gov.uk	
Purpose of report:	To review and seek adoption of the updated mandatory Statement of Licensing Policy and the incorporated Cumulative Impact Policy for Bury St Edmunds Town Centre.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that, subject to the approval of Council:</p> <p>(1) the proposed Cumulative Impact Area of Bury St Edmunds Town Centre contained within the Statement of Licensing Policy at Appendix 3 to Report No: LIC/SE/17/011, be amended to cover the area shown on <u>either</u> Map 1 or Map 2, attached as Appendices A and B to Report No: CAB/SE/17/062; and</p> <p>(2) subject to the agreement of (1) above, the revised Statement of Licensing Policy incorporating the amended Cumulative Impact Policy, attached as Appendix 3 to Report No: LIC/SE/17/011, be adopted.</p>	

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:		• See Report No: LIC/SE/17/011	
Alternative option(s):		• See Report No: LIC/SE/17/011	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: LIC/SE/17/011	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: LIC/SE/17/011	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: LIC/SE/17/011	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: LIC/SE/17/011	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: LIC/SE/17/011	
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 Report No: LIC/SE/17/011			
Wards affected:		Risbygate, Abbeygate Wards	
Background papers:		<p>St Edmundsbury current Statement of Licensing Policy: http://www.westsuffolk.gov.uk/Business/Regulation and Licensing/Licensing/Alcohol and entertainment/upload/Statement-of-Policy-2012-to-2017-final.pdf</p> <p>Home Office Amended Guidance issued under section 182 of the licensing Act 2003 (March 2015) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418114/182-Guidance2015.pdf</p> <p>LRC12 10 15 RepD160 dated October 2012 Proposed Amendments to Licensing Statement of Policy</p>	

Documents attached:	<p>Appendix A: Revised Cumulative Impact Area, <i>as proposed to be amended by the Licensing and Regulatory Committee</i> (Map 1)</p> <p>Appendix B: Revised Cumulative Impact Area, <i>as proposed by Officers following consideration by the Licensing and Regulatory Committee</i> (Map 2)</p> <p>For information:</p> <p>Appendix C: Previous Cumulative Impact Area (Map 3)</p> <p>Appendix D: Revised Cumulative Impact Area, as originally proposed to the Licensing and Regulatory Committee (Map 4)</p>
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1. Key issues and reasons for recommendation

1.1 Key Issues

- 1.2 Section 5 of the 2003 Act requires a licensing authority to prepare and publish a statement of its licensing policy at least every five years. Such a policy must be published before the authority carries out any function in respect of individual applications and notices made under the terms of the 2003 Act.
- 1.3 St Edmundsbury Borough Council adopted the current Statement of Licensing Policy in 2012 (Report [D160](#) refers). Under the scope of the Policy, the Council re-adopted a special area policy covering certain parts of the town centre of Bury St Edmunds where the cumulative impact of significant number of licensed premises concentrated in the area is considered to have a potential impact on the promotion of the licensing objectives.
- 1.4 On 31 October 2017, the Licensing and Regulatory Committee considered Report No: LIC/SE/17/011, which set out proposals to re-adopt both the Statement of Licensing Policy and Cumulative Impact Policy area for Bury St Edmunds town centre, based on a review of the current legislative framework, the effectiveness of the current policy on crime and disorder in the area and a consultation carried out in accordance with statutory guidelines that apply.
- 1.5 Attached to Report No: [LIC/SE/17/011](#), were a number of appendices:
- ([Appendix 1](#)) - Crime statistics
 - ([Appendix 2](#)) - Summary of the Consultation Responses
 - ([Appendix 3](#)) - Statement of Licensing Policy including proposed Policy wording and the proposed map extension of the Cumulative Impact Policy
 - ([Appendix 4](#)) - Residents' consultation responses
 - ([Appendix 5](#)) - Police consultation
 - ([Appendix 6](#)) - British Beer and Pub Association consultation response.

2. Licensing and Regulatory Committee

- 2.1 Councillor David Nettleton, one of the Ward Members for Risbygate addressed the Committee on the proposal to extend the Cumulative Impact Policy (CIP) into his Ward, which included St Johns Street North, Bury St Edmunds and hoped the CIP would not be extended into these areas. He felt the CIP did not deliver what its advocates said it would.

Although he opposed it right from the start, he explained that if Councillors Joanna Rayner and Andrew Speed, Ward Members for Abbeygate did not object to its extension to cover the area north, beyond Abbeygate Street to the ward boundaries with Risbygate and Eastgate, he was not objecting, as they were the Ward Members.

He added that Bury St Edmunds had a thriving town centre and felt the CIP would not be beneficial as a whole.

Councillor Patricia Warby, Ward Member for Eastgate who was present at the meeting as a member of the Committee, did not comment upon the impact of the proposals on the eastern side of St Johns Street, which was located in her ward.

- 2.2 Having listened to Councillor Nettleton's representation, the Licensing and Regulatory Committee subsequently reviewed the Statement of Licensing Policy and Cumulative Impact Policy Renewal.
- 2.3 The Committee was reassured that the proposal to extend the CIP had been requested by the Police, and would not prevent new businesses from applying for an alcohol licence or an extension to their existing licensing hours, but would mean when applying for a licence the applicant would have to provide additional evidence to support their application with the burden of proof that their activities, if approved, would not increase crime, disorder or anti-social behaviour. The proposals would not exclude restaurants and cafés, and was mainly aimed at premises wishing to sell alcohol after 11pm. The proposal to extend the area would encompass the two night clubs, and premises selling late-night refreshments and take-aways, which should have been included in the original CIP.
- 2.4 Several members of the Committee felt that the night time economy was paramount to the town and did not want to make it too onerous for new businesses to apply the additional burden of risk assessment and proposals for mitigation as part of their licence application, and therefore felt they could not support the proposed extension to the CIP area. Members also had some concerns about the need for housing and a thriving town centre.
- 2.5 The Committee felt that Councillor Nettleton, Ward Member for Risbygate had made some reasonably valid points and suggested that the CIP should include the town centre, but not St Andrew Street North and that the proposed map on page 39 of Appendix 3 (Map 4 attached as Appendix D to this report) should be amended to not include the north of Risbygate Street and Brentgovel Street, as shown on Map 1 attached as Appendix A to this report.

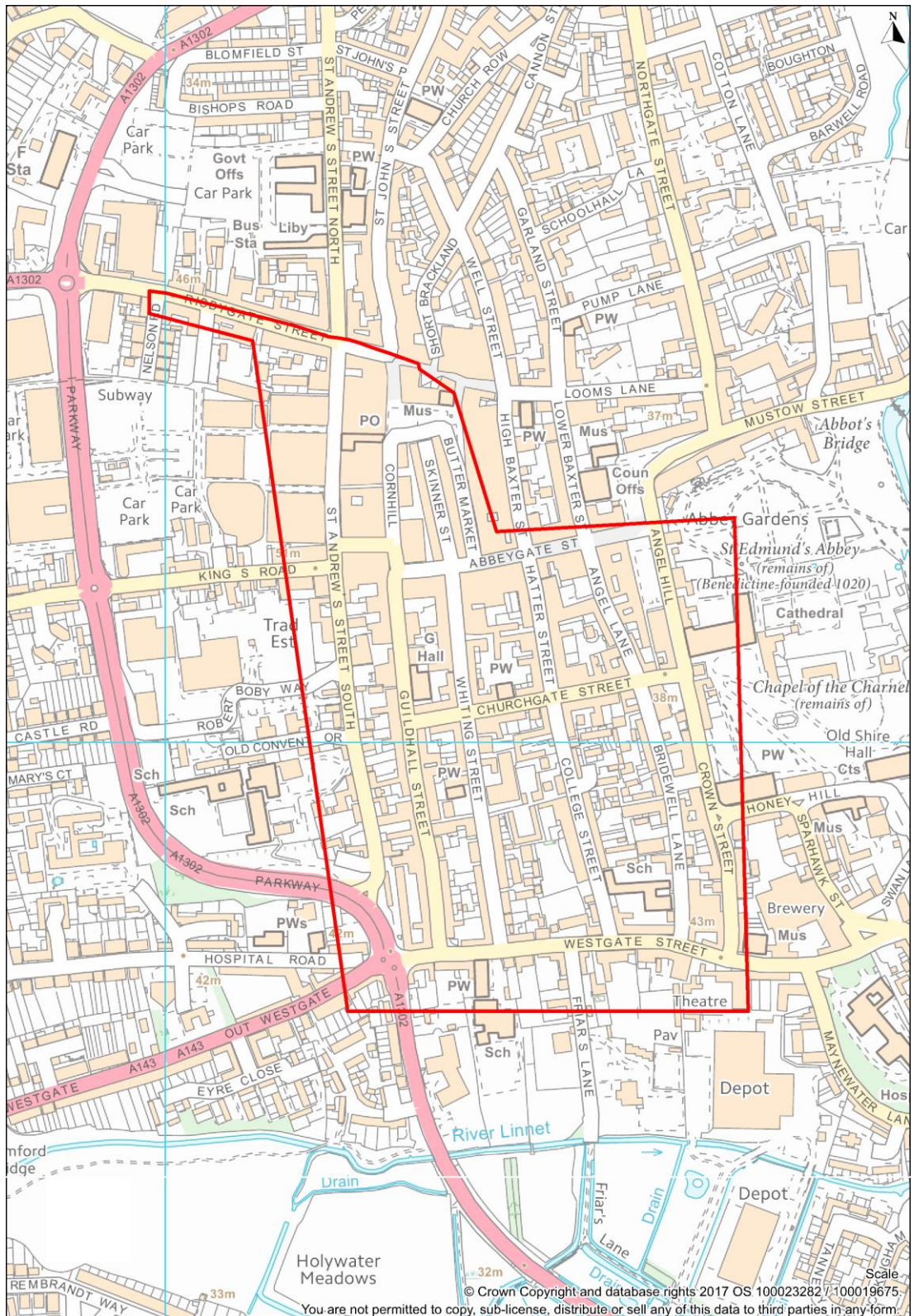
3. Recommendations

- 3.1 As a result of the above discussions, **the Licensing and Regulatory Committee has RECOMMENDED** that Map 1, attached as Appendix A to this report be the revised cumulative impact area for Bury St Edmunds Town Centre.
- 3.2 As a result of the deliberations of the Licensing and Regulatory Committee and its recommendation, **Officers RECOMMEND** that Map 2, attached as Appendix B to this report be the revised cumulative impact area for Bury St Edmunds Town Centre. This area includes the Abbeygate ward and removes most of the Risbygate ward apart from a small section of St Andrews Street North. The reason for this is to retain all current late night premises that have a detrimental cumulative impact on the town, such as noise, crime, anti-social behaviour and damage, within the cumulative impact area.

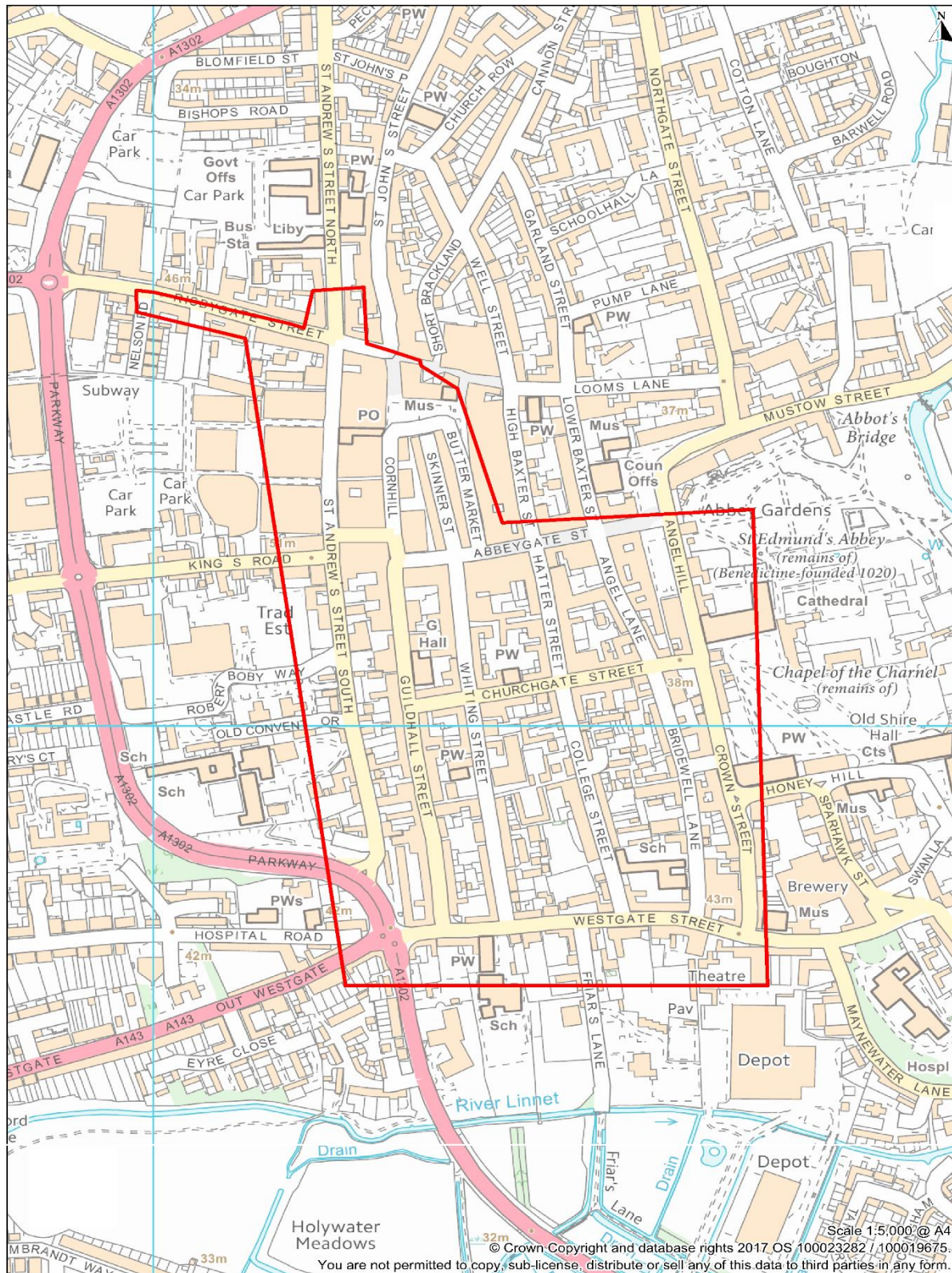
Continued over....

- 3.3 The Cabinet is asked to recommend to Council, approval of either Map 1 (Appendix A) or Map 2 (Appendix B) as the revised cumulative impact area for Bury St Edmunds Town Centre, for incorporation into the Council's Statement of Licensing Policy.
- 3.4 The full recommendations required to be considered are set out on page one of this report.

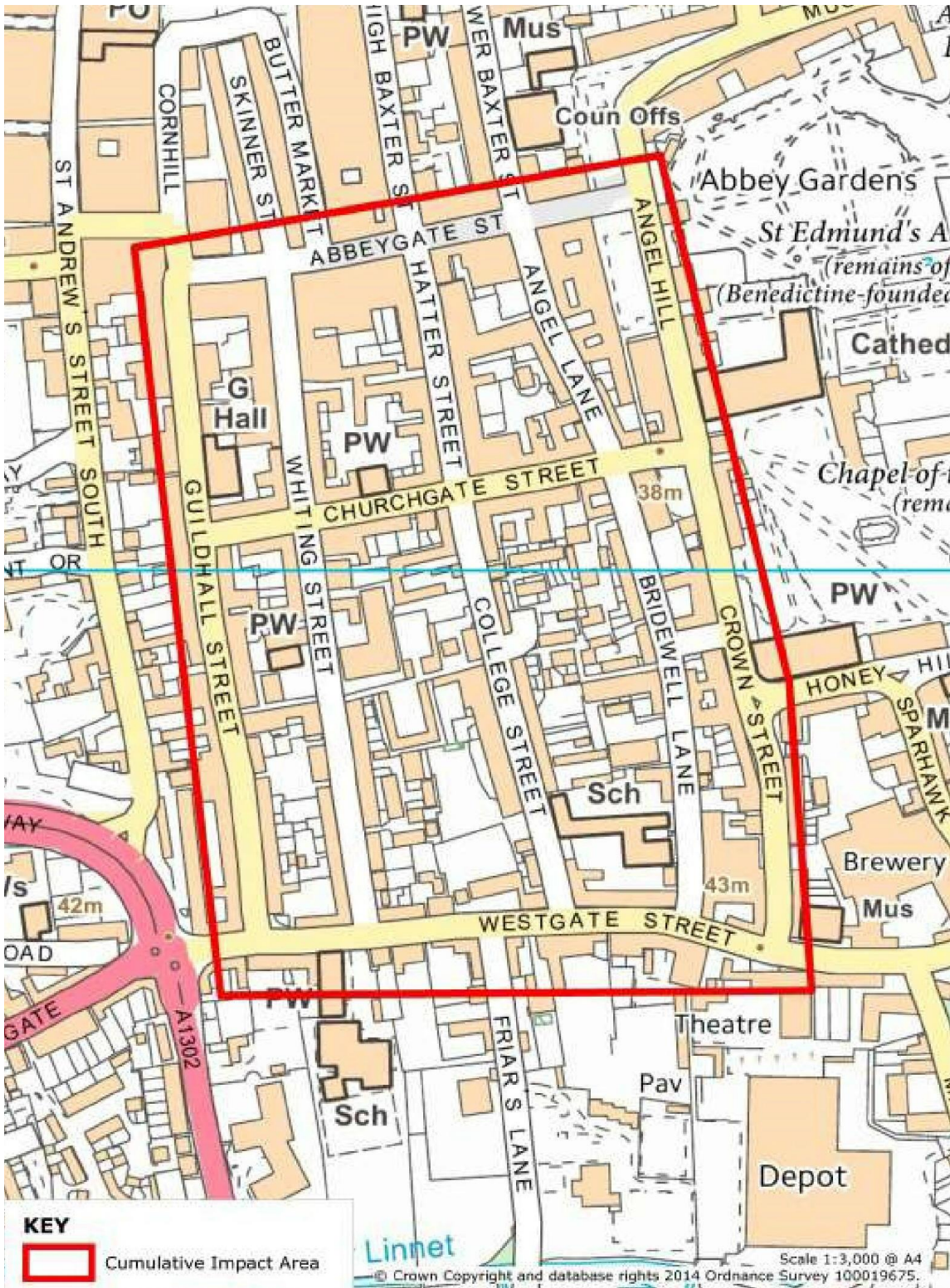
Cumulative Impact Area, as amended and recommended to Cabinet and Council by the Licensing and Regulatory Committee for adoption (Map 1)



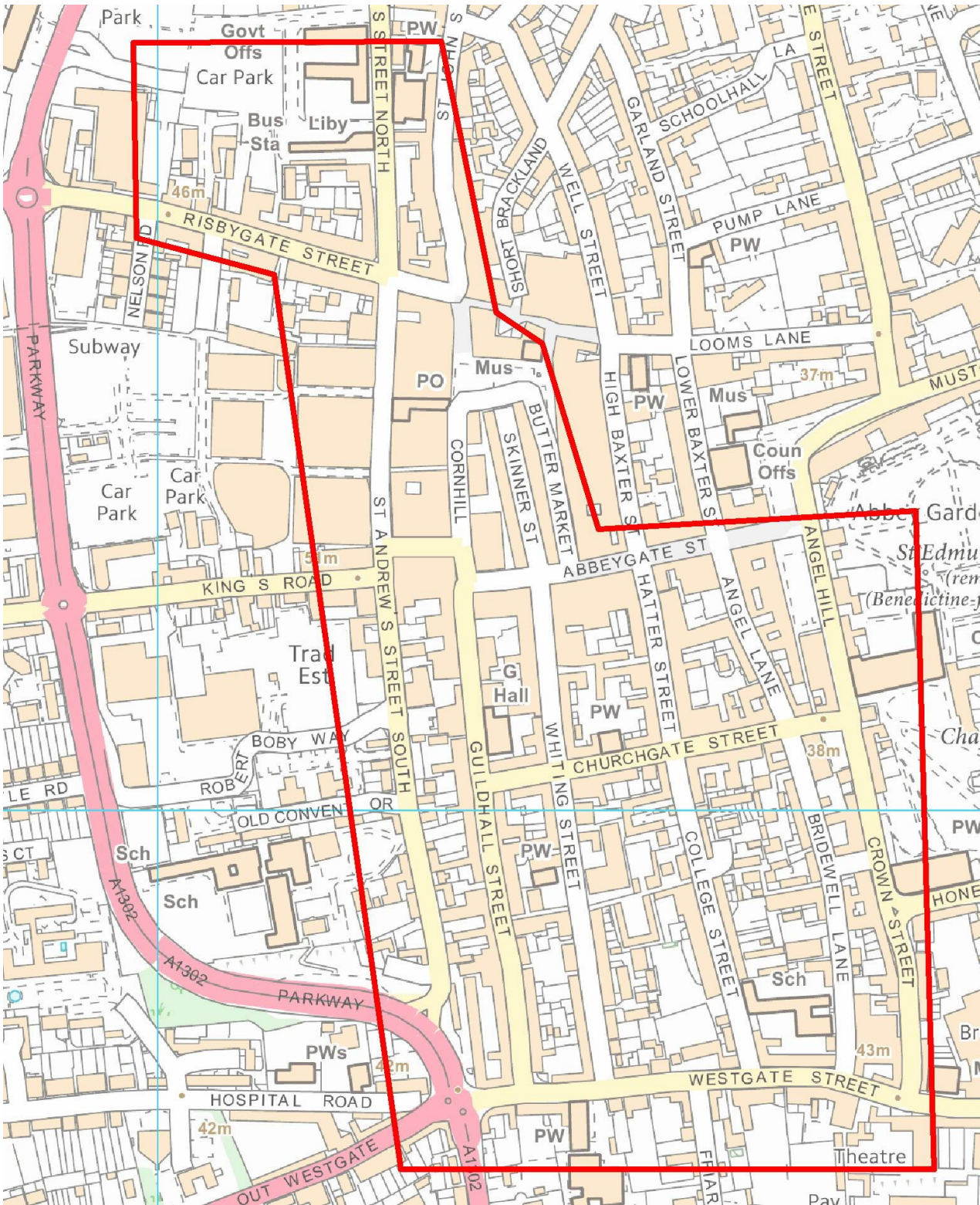
Cumulative Impact Area, as amended and since consideration by the Licensing and Regulatory Committee, is recommended to Cabinet and Council by the Officers for adoption (Map 2)



Previous Cumulative Impact Area (Map 3)



Cumulative Impact Area Proposed to Licensing and Regulatory
Committee (Map 4)



Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the West Suffolk Joint Growth Steering Group: 31 October 2017	
Report No:	CAB/SE/17/063	
Report to and date:	Cabinet	5 December 2017
Portfolio Holder and Chairman of the Steering Group:	Councillor Alaric Pugh Portfolio Holder for Planning and Growth and Chairman of the West Suffolk Joint Growth Steering Group Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Lead officer:	Julie Baird Assistant Director (Growth) Tel: 01284 757613 Email: Julie.baird@westsuffolk.gov.uk	
Purpose of report:	On 31 October 2017, the West Suffolk Joint Growth Steering Group considered the following items: (1) DCLG Consultation: 'Planning for the Right Homes in the Right Places' (2) Bury St Edmunds Town Centre Masterplan (3) Work Programme 2017/2018 (4) Future Housing Delivery Options	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report No: CAB/SE/17/063, being the report of the West Suffolk Joint Growth Steering Group.	
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 checked="" type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	See Reports listed under background papers below	
Alternative option(s):	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"/> 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"/> 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"/> 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"/> 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"/> 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			
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Please see background papers, which are listed at the end of the report	
Documents attached:		None	

1.1 **DCLG Consultation: 'Planning for the Right Homes in the Right Places'**

- 1.1.1 The Service Manager (Strategic Housing) presented Report No: JGG/JT/17/006 which provided Members with an update on the key proposals contained in the consultation paper 'Planning for the Right Homes in the Right Places', which was announced as part of the recent Housing White Paper.
- 1.1.2 The Steering Group was asked to consider the potential implications of the proposals upon West Suffolk and was invited to make any further comments which would then be included within West Suffolk's response to the consultation.
- 1.1.3 The Steering Group made the following comments on the consultation paper:
- In relation to the proposals for a standard method for calculating local housing need with the aim of making it simpler, quicker and more transparent, Members queried as to why one of the components being proposed was a cap to limit any increase when formula/ratio calculations were also being proposed for the calculation of housing numbers.
 - In relation to the proposals for improving the use of Section 106 Agreements, Members were keen to ensure that local people, Parish Councils and other relevant organisations etc. became involved in the process at an early enough stage.
 - In relation to the seeking of further views on how homes could be built out more quickly, Members wished recognition to be given that meeting housing need should not be entirely reliant upon building new homes, as across the country there were large numbers of empty homes which could be directed at being brought back into use.
- 1.1.4 The Officer confirmed that the comments, as set out in paragraph 1.1.3 above, would be included within the West Suffolk response to the consultation paper. The final response would be signed off by the SEBC/FHDC Portfolio Holders for Planning and Growth and for Housing, for submission by the deadline of 9 November 2017. The Steering Group and Cabinet Members would be provided with the West Suffolk response, once submitted. It was also noted that a Suffolk-wide response and a Cambridge Sub-Region response were also being prepared for submission by the required deadline.

1.2 **Bury St Edmunds Town Centre Masterplan**

- 1.2.1 The Principal Growth Officer provided a presentation to the Steering Group which on the development of the Bury St Edmunds Town Centre Masterplan (MAP), including the findings from the recent consultation and engagement exercise.
- 1.2.2 The draft Bury St Edmunds Town Centre Masterplan (MAP) set out the aspirations for the town centre, based on the options put forward by the

public, that aimed to address the issues identified through research, analysis and consultation. The overall aim was to set out a coordinated plan to provide for the needs of existing and new communities and support economic development in Bury St Edmunds, as set out in the Vision 2031. The draft MAP:-

- proposed a range of measures that would improve the way people moved around the town centre, with a particular focus on more sustainable forms of transport;
- proposed a number of opportunities for supporting and increasing the range of uses that take place in the town centre; and
- provided a structure for the town centre drawing together existing streets, spaces, uses and areas of activity that took place and celebrating the historic character and identity of Bury St Edmunds.

1.2.3 The draft MAP identified nine Character Areas across the town centre, these being:

1. Cornhill, Buttermarket and The Arc.
2. The Northern Gateway
3. St Andrews Quarter
4. Churchgate
5. Ram Meadow
6. Parkway
7. Kings Road and Robert Boby Way
8. Lark and Linnet Riverside
9. Across the Town Centre

1.2.4 Character Areas were specific locations defined by their appearance, historical interest or the uses that take place there. They were also places where change could be made to improve the town centre making sure that it offered something for everyone and was a safe, welcoming and attractive place to spend time in. All changes needed to recognise and respond to the particular characteristics of each identified area.

1.2.5 The MAP sets out aspirations that aimed to address the issues and options identified as part of the research, analysis and consultation. Aspirations were not restricted to those areas identified on the MAP. Others would be considered on their own merits having regard to the MAP objectives, deliverability and how they contributed to the identity, function and structure of the town centre character areas as proposed within the MAP. For each, key priorities were included relating to the themes of movement, activity and place. Aspirations were also listed together with project leads from the many partners involved. In addition, each character area was assessed against the MAP objectives to ensure that they contributed towards delivering positive change for the town centre and the communities who use it, as agreed by those communities.

1.2.6 The draft MAP alone could not deliver the vision in the local plan. A delivery strategy would be produced and which set out project leads, timescales, known issues, potential areas of funding and investment, related projects and areas of further work. It would test, as far as possible, whether the proposed aspirations were possible, viable and deliverable:

- Project leads and partners (the 'who') - Although the MAP would form part of the Council's official planning guidance, the delivery of the priorities and aspirations within it would be led by a range of partners. The roles of these organisations would be to assess each aspiration to ensure it could be delivered and work together to progress individual projects.
- Funding and investment (the 'what') - Each aspiration had to be fully assessed and costed to ensure it could be delivered before being taken forward.
- Influencing and doing (the 'how') - St Edmundsbury Borough Council would undertake some projects where land was owned by a public body, funding was available and the legal powers of the Council allowed this. The majority of projects would, however, be done in partnership with other organisations. Going forward the MAP would inform and be supported by additional studies that would be prepared in parallel. The studies would look at a range of issues including economic growth, housing density, as well as transport and movement in the town centre.
- The MAP in context – the 'where' - The MAP was not a stand-alone document, rather it was set within and was informed by, a range of studies, policies and work taking place and due to take place, in the town centre.
- Timescales – the 'when' - It would take a number of years to put some of the significant changes in place, as the MAP covered the period up to 2031. The delivery strategy would set out short, medium and long term targets for delivery and would be responsive to different rates of growth.

1.2.7 The key consultation findings showed:

- A strong positive response when asked *'is the proposed structure for the town centre clear and helpful in understanding the different areas and uses?'*
- A high proportion of respondents considered the Character Areas helpful in setting out where and why changes were proposed.
- A significant number of people had felt that the right Character Areas had been identified.
- Under half of the respondents considered the aspirations for St Andrews Quarter had addressed the issues. In response to all other Character Areas, a majority of responses considered the aspirations proposed, addressed the issues.

1.2.8 Following this consultation, further actions would be taken, prior to the final MAP being presented to the St Edmundsbury Borough Cabinet and Council meetings in December 2017 for adoption:-

- The updating of the aspirations, taking into account the comments received.
- The amendment of the factual Character Area overviews and priorities where necessary.
- Refining and populating of the delivery strategy.

- 1.2.9 There being no decision required, the Steering Group **noted** the presentation and subsequent actions, for the adoption of the Bury St Edmunds Town Centre Masterplan in December 2017.

Note: The Cabinet is asked to consider Report No: CAB/SE/17/064 , at Agenda Item 8, which recommends adoption of the Bury St Edmunds Town Centre Masterplan.

1.3 **Work Programme 2017/2018**

- 1.3.1 The Assistant Director (Growth) reported that the following proposed growth topics had been received from Members for future consideration by the Group, which broadly centred around the areas of:

- *Housing* (supply; demand; suitability)
- *Economy* (commercialism; tourism; rural communities)
- *Technology* (mobile phone/internet usage)
- *Political* (impact of Brexit on local communities/businesses)
- *Influencing/Enabling* (inspiration; promotion of opportunities)
- *Infrastructure* (integrated transport; internal tourism)
- *Resources* (recognition of successful employees)

- 1.3.2 Members also recognised that when considering these items, appropriate criteria would also need to be set to allow for the Group to be able to identify appropriate outcomes/actions.

- 1.3.3 With there being no decision required, the Steering Group **noted** the future topics for consideration, as set out in paragraph 1.3.1 above.

- 1.3.4 The Chairman also advised the Steering Group that a draft Masterplan had been prepared in respect of the proposed tourist and leisure facilities at St Genevieve Lakes near Ingham. Due to the tight time constraints, it had not been possible to bring a report to the Steering Group in time for the Masterplan to be considered for adoption. Therefore, it had been agreed that the details of the Masterplan would be circulated to the Members of the Steering Group, prior to consideration of the proposal by the St Edmundsbury Borough Council Cabinet and Council, with the opportunity for any observations by Members to be reported.

Note: The Cabinet is asked to consider Report No: CAB/SE/17/072 , at Agenda Item 16, which recommends adoption of the St Genevieve Lakes Masterplan.

1.4 **Future Housing Delivery Options** (Confidential Item)

1.4.1 **New Housing Development and Eastbourne Housing Investment Company**

Ian Fitzpatrick, Director, Eastbourne Borough Council/Lewes District Council was in attendance for this item and provided the Steering Group with a presentation which explained how the Council was delivering a mixed programme of directly delivered new housing and regeneration, with a focus on a priority electoral Ward (Devonshire).

- 1.4.2 Whilst discussing this item, the Steering Group asked questions of the Officer, which centred around:
- The percentage levels which the Councils had set for the provision of affordable housing.
 - The structure and governance framework for the Eastbourne Housing Investment Company.
 - Striking a balance between risk, returns and yield.

1.4.3 There being no decision required, the Steering Group **noted** the presentation.

1.4.4 Graven Hill Village Development, Bicester

The Assistant Director (Growth), on behalf of Karen Curtin, Managing Director, Graven Hill Village Development Company, provided the Steering Group with a presentation which outlined the merits of this development, including the provision of up to 1,900 homes (including kit homes and self-build) on the former Ministry of Defence site in Graven Hill, Bicester.

1.4.5 Whilst presenting this item, the Assistant Director (Growth) also informed the Steering Group that an invitation had been extended to the Group (and other Members who may be interested) to visit this development.

1.4.6 There being no decision required, the Steering Group **noted** the presentation and also **confirmed** that they would wish to accept the invitation for the Group (and other interested Members) to visit the Graven Hill Village Development in Bicester.

2. Background Papers

2.1.1 DCLG Consultation: 'Planning for the Right Homes in the Right Places' ([Report No: JGG/JT/17/006](#))

2.1.2 Bury St Edmunds Town Centre Masterplan (https://www.westsuffolk.gov.uk/planning/Planning_Policies/BSEmasterplan/index.cfm)

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Bury St Edmunds Town Centre: Masterplan	
Report No:	CAB/SE/17/064	
Report to and date/s:	Cabinet	5 December 2017
Portfolio holder:	Alaric Pugh Portfolio Holder for Planning and Growth Tel: 01284 757357 Email: alaric.pugh@stedsbc.gov.uk	
Lead officer:	Chris Rand Principal Planning Officer (Major Projects) Tel: 01284 757352 Email: chris.rand@westsuffolk.gov.uk	
Purpose of report:	To inform Members of the progress of the Bury St Edmunds Town Centre Masterplan process; to outline the outcomes of consultation into the draft masterplan and consequential amendments to the document; and to recommend its approval.	
Recommendation:	It is <u>RECOMMENDED</u> that subject to the approval of Cabinet and full Council, the masterplan for Bury St Edmunds Town Centre, as detailed in Appendix A to Report No: CAB/SE/17/064, be adopted as a Supplementary Planning Document.	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<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"/>	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>		

Consultation:		<ul style="list-style-type: none"> The draft masterplan consultation took place between 31 July and 8 September 2017 and included 11 public events at various locations and static displays at five other locations. Information was also provided and updated on the Council's Facebook page. In addition, public meetings were held by partner groups. 	
Alternative option(s):		<ul style="list-style-type: none"> Not to prepare a masterplan. This option would result in the uncoordinated approach to the development of the town; and many missed opportunities. The masterplan will eventually become a Statutory Planning Document. As such, there is a mandatory process to go through in terms of options appraisals. 	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> When the Masterplan is adopted as a Supplementary Planning Document it will become a formal planning policy document. 	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The process is subject to the council's Statement of Community Involvement. The Council has a duty to consider the needs of all when preparing the Masterplan document. For example, officers have set up an Accessibility Consultation Group in order to hear the views of those people who can sometimes be harder to reach. 	
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)
Failure to adopt the draft masterplan could inhibit the Council's ability to attract and influence investment within and regeneration of the town centre.	High	Adopt the masterplan as a Supplementary Planning Document.	Low

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:	<p>Appendix A: Draft Bury St Edmunds Town Centre Masterplan document</p> <p>Appendix B: Draft Bury St Edmunds Town Centre Consultation report (due to length of documents, consultation responses are not attached, but available to view here.)</p>

1. Key issues and reasons for recommendation(s)

1.1 Background and Governance

- 1.1.1 The Bury St Edmunds Vision 2031 document was adopted by St Edmundsbury Borough Council (SEBC) in September 2014. The preparation of a masterplan for Bury St Edmunds town centre is referred to in Policy BV27 of this document.
- 1.1.2 The aim of the masterplan is to set guidelines for the future growth and development of Bury St Edmunds town centre and to provide the framework for individual development proposals to be assessed when they come forward.
- 1.1.3 The Council is legally responsible for the masterplan; the final masterplan will become a formal Supplementary Planning Document.
- 1.1.4 The governance is provided by the councillor representation for Bury St Edmunds, jointly with Cabinet.
- 1.1.5 The masterplan is being co-produced; as such, a Bury St Edmunds Town Centre Masterplan Working Group has been created, which consists of:
- a) Portfolio Holders for Planning and Growth (Chair of the Working Group), and Families and Communities;
 - b) St Edmundsbury Borough councillors;
 - c) Bury St Edmunds Town councillor;
 - d) Suffolk County councillors;
 - e) Business representative groups;
 - f) Trader association representative; and
 - g) Heritage/environment representative groups.
- 1.1.6 Bury St Edmunds' ward members also have a governing role and are invited to attend meetings at strategic points in the process.
- 1.1.7 Town Planning experts, David Lock Associates and Peter Brett Associates, were appointed in early November 2016 to deliver the masterplan, working closely with officers and other stakeholders.

1.2 Timescales

- 1.2.1 Indicative timescales for the masterplan are outlined below:
- a) **Stage 1**: Analysis and baseline review - w/c 7 November 2016;
Completed
 - b) **Stage 1a**: Presentation of initial findings - w/c 12 December 2016;
Completed
 - c) **Stage 2**: Preparation of issues and options report – w/c 19 December 2016; **Completed**
 - d) **Stage 2a**: Issues and options consultation period – w/c 27 February 2017; **Completed**
 - e) **Stage 3**: Production of draft masterplan - w/c 24 April 2017;
Completed

- f) **Stage 3a:** – Consultation lead-in and preparation – w/c 17 July 2017; **Completed**
- g) **Stage 3b:** Draft masterplan consultation period – w/c 31 July 2017;**Completed**
- h) **Stage 4:** Finalise masterplan – w/c 11 September 2017;
- i) **Stage 5:** Handover – Week 50 – w/c 6 November 2017; and
- j) Full Council adoption of Masterplan as Supplementary Planning Guidance – by 19 December 2017.

1.3 **Draft Masterplan consultation (31 July to 8 September 2017)**

- 1.3.1 Consultation took place between Monday 31 July and Friday 8 September 2017.
- 1.3.2 During the formal consultation periods there were public displays at several venues, including:
 - a) West Suffolk House reception
 - b) Apex
 - c) Library
 - d) Abbeycroft Leisure Centre
 - e) St Edmundsbury Cathedral

At each public display there were information posters, copies of the draft Master Plan, roller banners, hard copy questionnaires, a ballot box (to post questionnaires), business cards (with a link to the online survey).
- 1.3.3 There were also several events which took place throughout the consultation period, for example:
 - a) Market stalls - 1 Wednesday, 1 Saturday;
 - b) Evening drop-in following market day in a central location (e.g. Apex);
 - c) Sessions at main supermarkets – Waitrose, Sainsbury’s, Tesco and Asda
 - d) Session at the library
 - e) Session at the Leisure Centre
 - e) Weekend session at Charter Square, The Arc and;
 - f) Presence at the Food and Drink Festival over the bank holiday weekend.
- 1.3.4 Each event was staffed by members of the project team and where possible members of the Working Group.
- 1.3.5 In addition, a public meeting was hosted by The Bury St Edmunds Society in partnership with the Churchgate Area Association. This was attended by members of the project team.
- 1.3.6 In addition, committee members of nine of the 11 residents associations in the town were directly consulted at a meeting.
- 1.3.7 Information was also provided on the Council’s Facebook page, which was constantly monitored and updated. The Facebook engagement reached more than 24,000 people.

- 1.3.8 Through these events, in excess of 24,000 people were directly engaged in the masterplan process and a total of 400 responses with over 2,000 separate comments were received with an impressive number of high quality and constructive replies. In addition, more than 1,500 masterplan documents (MAPS) were distributed. Details of all replies, together with Officer comment and consequential changes to the masterplan document are included in the Consultation Report which can be viewed online at [Appendix B](#).
- 1.3.9 The report identifies that those responding to the masterplan were overwhelmingly supportive of the document and its key aims. However, some important issues were raised, some of which required changes or additions to the document, while others required clarification. The changes and additions are too numerous to list, but are clearly identified in the appendices to this report. However, one key element which was widely misinterpreted related to the St Andrews Quarter, where people thought the masterplan was proposing the closure of the bus station. This revised version now reaffirms the commitment to retaining bus facilities in the town centre.
- 1.3.10 The draft Masterplan (incorporating post-public consultation amendments) is attached at **Appendix A** of this report.

Although primarily a land use document aimed at accommodating and directing inward investment in the town, the aspirations also identify a range of opportunities which may come forward during the life of the document. This has required the development of a high level delivery plan. To do this we have and will continue to work on:

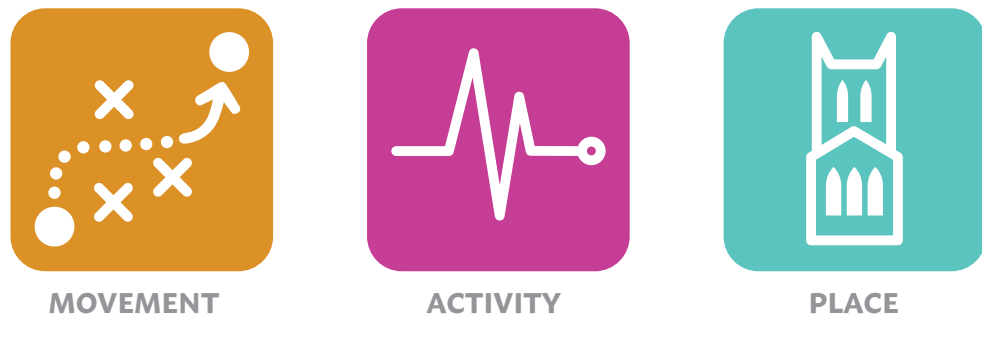
- A detailed analysis of each aspiration
- Understand the scope, viability, risks, interdependencies and opportunities for each aspiration coming forward
- Anticipated time scales, initial budget for viability work as well as expected overall budget
- Anticipated time scales, initial budget for viability work as well as expected overall budget.
- Possible avenues for funding

Included within the key projects will be improvements to the link between the historic town centre and the arc, pedestrianisation of St Andrews Street South and the provision of additional town centre car parking.

- 1.3.11 Adoption of the draft Masterplan will be a key element in guiding investment and development opportunities to accommodate growth within Bury St Edmunds Town Centre helping to implement an important part of Bury St Edmunds Vision 2031.

THE BURY ST EDMUNDS MAP

A Masterplan for the Town Centre



The Bury St Edmunds MAP (the MAP) is a masterplan focused on the town centre. The MAP is a policy response to the Vision 2031 and has been produced to inform development proposals. As such it proactively identifies opportunities and improvements to help address the current and future needs of the town centre, as set out in the Bury St Edmunds Vision 2031. The Vision 2031 is the adopted local plan for Bury St Edmunds, providing the policy background against which the MAP has been produced.



WHAT IS THE BURY ST EDMUNDS MAP?

The MAP is adopted by St Edmundsbury Borough Council as a Supplementary Planning Document (SPD) and, together with the Vision 2031, supports the statutory planning policy for the town centre. It supplements existing policies in the Vision 2031, providing more detail and guidance on their implementation, and is supported by a Delivery Strategy. Only the Vision 2031 and subsequent Local Plans can contain policies allocating sites for specific land uses. The MAP will also help support other Council documents, particularly the 2009 Streetscape Manual, and will be considered as part of the Local Plan review process.

As well as supporting current planning policy the aspirations set out in the MAP will also be used to shape the future of the town centre by encouraging a diverse, vibrant and modern economy to increase jobs and enhance prosperity. The town centre will continue to be a vibrant place that people enjoy for a variety of reasons, as a home, a place to relax and shop, for recreation or to work.

WHY ARE WE PRODUCING A MAP?
Change within the town centre is inevitable. It is known that our local population will grow. West Suffolk is a desirable place in which to live and we need to look to 2031 and beyond to make sure we have the right mix of town centre facilities to support our growing population.

Bury St Edmunds has one of the best retail, culture and leisure centres in the region and continues to attract people from across Suffolk and neighbouring counties. Our ambition is for our town to continue to be vibrant and prosperous, especially as other centres are looking to increase their offer – so we need to start planning for the future.

We know that there are current pinch points to the parking and roads infrastructure, the MAP gives us the opportunity to tackle these issues for car and other road users, plan for

growth in St Edmundsbury to improve and support the economy, encourage more jobs, enable housing development, create opportunities and support the well-being of communities.

As such the MAP draws together a range of related and complementary initiatives covering economic development, community activities, leisure and wellbeing, accommodating growth, and preserving and enhancing the historic and cultural environment of the town.

Without masterplans, all local authorities can do is react to planning applications submitted by developers and others on an 'as they arrive' basis. A masterplan enables St Edmundsbury Borough Council to be proactive, tell developers what the people of Bury St Edmunds want to see and provide encouragement and certainty for investors, residents and visitors in our town. The MAP also provides a positive framework for the town centre that demonstrates to the outside world that we are 'open for business' setting out clearly what has to be met when preparing planning applications.

future growth and ensure that the town centre is accessible for people with a range of different needs, including pedestrians, cyclists and public transport users.

Without masterplans, all local authorities can do is react to planning applications submitted by developers and others on an 'as they arrive' basis. A masterplan enables St Edmundsbury Borough Council to be proactive, tell developers what the people of Bury St Edmunds want to see and provide encouragement and certainty for investors, residents and visitors in our town.

The MAP also provides a positive framework for the town centre that demonstrates to the outside world that we are 'open for business' setting out clearly what has to be met when preparing planning applications.

PREPARATION OF THE MAP

The MAP has been prepared in four main stages.

The first stage was analysis and review of all existing information about the town centre. The second stage (Issues and Options) was the identification of key issues facing the town centre and options for how the MAP might address those. This stage was subject to extensive public consultation and engagement.

Stage three was the production of the draft MAP, which included aspirations directly based on the results and public comments from the Issues and Options consultation. The Draft MAP was also subject to further consultation and engagement. The fourth and final stage were revisions to the MAP based on the outcomes of the consultation. This has produced the final masterplan which the Council has adopted as a supplementary planning document (SPD).

Production of the MAP has been overseen by a Working Group comprising elected members from St Edmundsbury Borough Council, Bury St Edmunds Town Council

and Suffolk County Council. The Working Group also includes representatives from The Bury Society, Suffolk Chamber of Commerce (in Bury St Edmunds), Our Bury St Edmunds (Business Improvement District), Bury St Edmunds Town Trust, the Market Traders Association and St Edmundsbury Cathedral. A consultant team comprising David Lock Associates and Peter Brett Associates have supported St Edmundsbury Borough Council in producing the MAP.

It has been shaped with input from the Bury Assembly of Associations, representing all residents' associations in the town, the Bury Accessibility Group consisting of a range of organisations representing people with additional needs, and Suffolk MIND through their Suffolk's Needs Met wellbeing model. This has helped to ensure that an inclusive range of mobility, health and wellbeing considerations have been built into this work from the start.

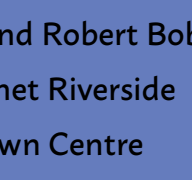
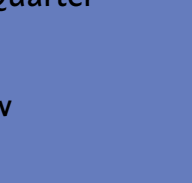
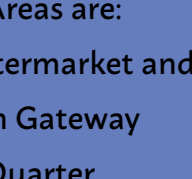
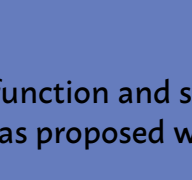
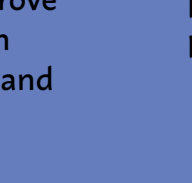
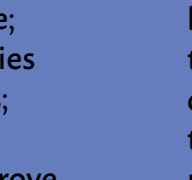
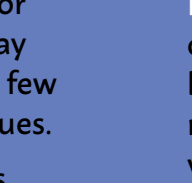
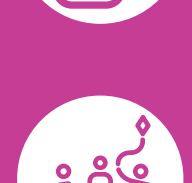
November 2017
Prepared on behalf of
St Edmundsbury Borough Council
by David Lock Associates with Peter Brett Associates



WHAT ARE THE ISSUES AND OPTIONS?

As part of the preparation of the MAP, analysis of the town centre was undertaken including a review of existing studies, proposals, and policy documents. An engagement and consultation exercise was also undertaken by the Borough Council and its partners. This was a two-stage process initially targeted at stakeholders including residents' associations, businesses and community groups. An Issues and Options report was then prepared which was subject to a second stage of consultation and engagement. In total over 1,100 responses and close to 6,000 comments were submitted at this stage.

The Issues and Options consultation asked residents, visitors, workers and students whether they agreed with eight key objectives that had been developed from the town centre analysis and initial consultation. These objectives, have shaped the development of the MAP and are:



Objective 1: Accommodating and supporting growth
Capitalising on Bury St Edmunds' status as the sub-regional centre for west Suffolk through supporting the continued growth of the economy, offering a town rich with employment and retail opportunities, green and blue open spaces (rivers and waterways) and historic and cultural assets. 89% of respondents agreed with this objective.

Objective 2: Maintaining a strong, historic heart for Bury St Edmunds
Recognising that Bury St Edmunds serves a wider catchment than the town itself, it is important that Bury continues to serve as a destination for visitors and tourists owing to its important heritage assets and character. 97% of respondents agreed with this objective.

Objective 3: Identifying an arc of opportunity
Recognising and acting upon opportunities presented by key development sites that adjoin the town centre. 78% of respondents agreed with this objective.

Objective 4: Supporting thriving mixed-use neighbourhoods
Maintaining a mix of uses in those areas principally residential in character, to support those living in the town centre. 89% of respondents agreed with this objective.

Objective 5: Providing welcoming gateways and approaches
To identify opportunities for enhancing the experience of arriving in Bury St Edmunds and address the impression of disconnection between different locations. 88% of respondents agreed with this objective.

Objective 6: Encouraging vibrant, well-designed streets and spaces
Improving the attractiveness of streets and spaces within the town centre. 77% of respondents agreed with this objective.

Objective 7: Managing and enabling accessibility for all
Promoting sustainable modes of transport and ensuring that all uses across the town are easily accessible by users of all types of mobility. 96% of respondents agreed with this objective.

Objective 8: Capitalising on green and blue spaces
Enhance access to and the quality of the green and blue edges to the town centre, recognising the leisure and health benefits which green infrastructure can provide. 97% of respondents agreed with this objective.

Overall, the top ten suggestions for improvement in the town centre (by number) were:

- Increase places to sit and relax in the town centre including social spaces.
- Discourage vehicles in the town centre and provide more pedestrian areas including pedestrianisation.
- Improve the quality of public spaces and undertake maintenance and repairs.
- Improve routes into and around the town centre for cyclists and pedestrians.
- Enhance the environment of the town centre with additional tree planting, planters and displays.
- Park & Ride or similar provision.
- Increase provision of public toilets.
- Address litter with more bins in convenient locations.
- Improve bus provision and accessibility to/from and around Bury St Edmunds.
- Provide safe access to and around the town centre including better pedestrian crossings.

Looking at all the responses received through the public consultation they can be summarised and grouped under three main themes – **movement** in and around the town centre; **activities** that go on in the town centre; and the character and appearance of the town centre – what sort of **place** it should be.

The most mentioned issues (problems) and options (suggestions) by the public to tackle them) to the Issues and Options consultation are summarised below.



MOVEMENT ISSUES AND OPTIONS

Issues and options put forward in the consultation responses fall into three main categories – **Pedestrians and cyclists, Public transport, and Parking and vehicle access.**

Pedestrians and cyclists	Public transport	Parking and vehicular access
<p>Issues – unsafe and unclear pedestrian and cycle access, conflict between cars and pedestrians/cyclists, accessibility issues for people with mobility difficulties.</p> <p>Options – Increasing safety and ease of access through providing more pedestrian areas in the town centre and improvements to existing routes, including cycle lanes and walkways and the link between the arc shopping centre and the established town. Improving convenience through better signage and increased cycle parking. Removing obstacles to accessibility including street furniture and A-board signs.</p>	<p>Issues – poor links between key locations and lack of public transport options.</p> <p>Options – Improved links between key locations in the town, such as the railway station and Ram Meadow car park by providing safer and clearer routes. Options include providing a 'hopper' bus and a Park and Ride or similar facility. Increased access to, from and around the town centre by bus, including improved information.</p>	<p>Issues – widespread illegal parking, lack of choice over long stay/short stay options, insufficient parking provision, cost of parking and road layout.</p> <p>Options – Review parking charges; improve enforcement especially on-street; introduce pay on exit parking; provide free parking for first half hour; enhance existing provision to make it more attractive; and consider provision of more parking to serve the town. Improve highway infrastructure to enable traffic to get in, out and around the town centre.</p>

ACTIVITY ISSUES AND OPTIONS

Activity Issues and options put forward in the consultation responses fall into three main categories – **Housing in the town centre, Retail and leisure, and Community and the arts.**

Housing in the town centre	Retail and leisure	Community and the arts
<p>Issues – lack of affordable housing in the town centre, concerns about unsympathetic development, parking and demand on local facilities associated with new residential development.</p> <p>Options – provide mixed-use development such as retail and community facilities with housing, to include affordable homes in all developments; provide well-designed housing for mixed generations and utilise spaces above shops. Ensure new housing includes consideration for parking.</p>	<p>Issues – concerns about becoming a generic town centre indistinguishable from others, need to retain the town as a destination for shoppers, improvements needed to social spaces and leisure provision.</p> <p>Options – Increase and encourage key retailers as well as a focus on independent traders which are special to Bury St Edmunds. Increase cultural, leisure and sports activities, venues and events in the town including those for children/young people. Encourage more cafe space and outdoor seating.</p>	<p>Issues – inadequate visitor information, lack of display space for local artists and few community-focused venues.</p> <p>Options – Increase access to and information about community spaces in and around the town centre; increased health provision including a drop-in centre; ensure appropriate facilities are available for residents; increase provision of arts venues and facilities; improve visitor experience through information (e.g. an app) and signs.</p>

PLACE ISSUES AND OPTIONS

Place Issues and options put forward in the consultation responses fall into three main categories – **Heritage and design, Places and spaces, Environment and management.**

Heritage and design	Places and spaces	Environment and management
<p>Issues – the town does not celebrate its heritage enough, buildings can be left empty, maintenance and preservation is vitally important.</p> <p>Options – improve and increase the museum offer, increase heritage-led community celebrations, ensure historic buildings are used and open to the public, ensure new development is sympathetic to the historic context and prioritise maintenance and preservation.</p>	<p>Issues – surfaces of walkways and public spaces in poor repair, few green/peaceful spaces in the town centre apart from Abbey Gardens, rivers/water meadows areas little known and not always accessible.</p> <p>Options – walkway improvements and repairs using appropriate materials, increased green/peaceful spaces throughout the town centre, improved publicity of open access to rivers and water meadows areas.</p>	<p>Issues – inadequate seating and public spaces to meet throughout the town centre, lack of clear and appropriate lighting, signage and information, litter, preference for centrally located toilets, desire for more greenery.</p> <p>Options – increased seating and social meeting places, centrally located toilets, more and well located litter bins, more trees and planting and improved, coordinated and accessible signage and lighting.</p>

HOW DOES THE MAP ADDRESS THE ISSUES?

The MAP sets out aspirations for the town centre, based on the Options put forward by the public, that aim to address the issues identified through research, analysis and consultation. The overall aim is to set out a coordinated plan to provide for the needs of existing and new communities and support economic development in Bury St Edmunds, as set out in Vision 2031.

The aspirations put forward in the MAP refer to specific 'Character Areas' across the town centre, as described on the other side of this document. The aspirations are organised around the overarching themes of **movement, activity** and **place**. Many are closely interlinked supporting one or more themes. Consultation in the MAP and the aspirations has been undertaken, and changes have been made to reflect and take account of the comments received. Overall the majority of people who took time to comment were supportive of the MAP and the aspirations.

The MAP and the aspirations are supported by more detailed work on deliverability. They will be subject to the availability of funding and land, the work of other partners. Details on delivery priorities are set out in a separate Delivery Strategy.



MOVEMENT

The MAP proposes a range of measures that will improve the way people move around the town centre, with a particular focus on more sustainable forms of transport. These include:

- Pedestrianisation or part pedestrianisation of specific areas of the town centre to enable safer and easier travel together
- Easier and safer pedestrian and cycle routes into, out of and around the town centre
- Increasing car parking capacity to improve choice and ease current and potential parking issues
- Encouraging vehicle routes and access that support the mix of uses within the town centre
- Making improvements to bus travel



ACTIVITY

The MAP proposes a number of opportunities for supporting and increasing the range of uses that take place in the town centre. These include:

- Improvements to the town centre, making it easier, safer and more convenient to move around and access the activities that take place.
- Supporting the retail and leisure offer in the town centre by providing opportunities for new and expanded businesses
- Enabling mixed use developments (for example, shops, restaurants and accommodation) to be developed, making the town more interesting and attractive to spend time in
- Identify areas within the town with the potential to become the sites for new activities
- Bring the town centre together with activities and spaces in its surroundings



PLACE

The MAP provides a structure for the town centre drawing together existing streets, spaces, uses and areas of activity that take place and celebrating the historic character and identity of Bury St Edmunds. This includes:

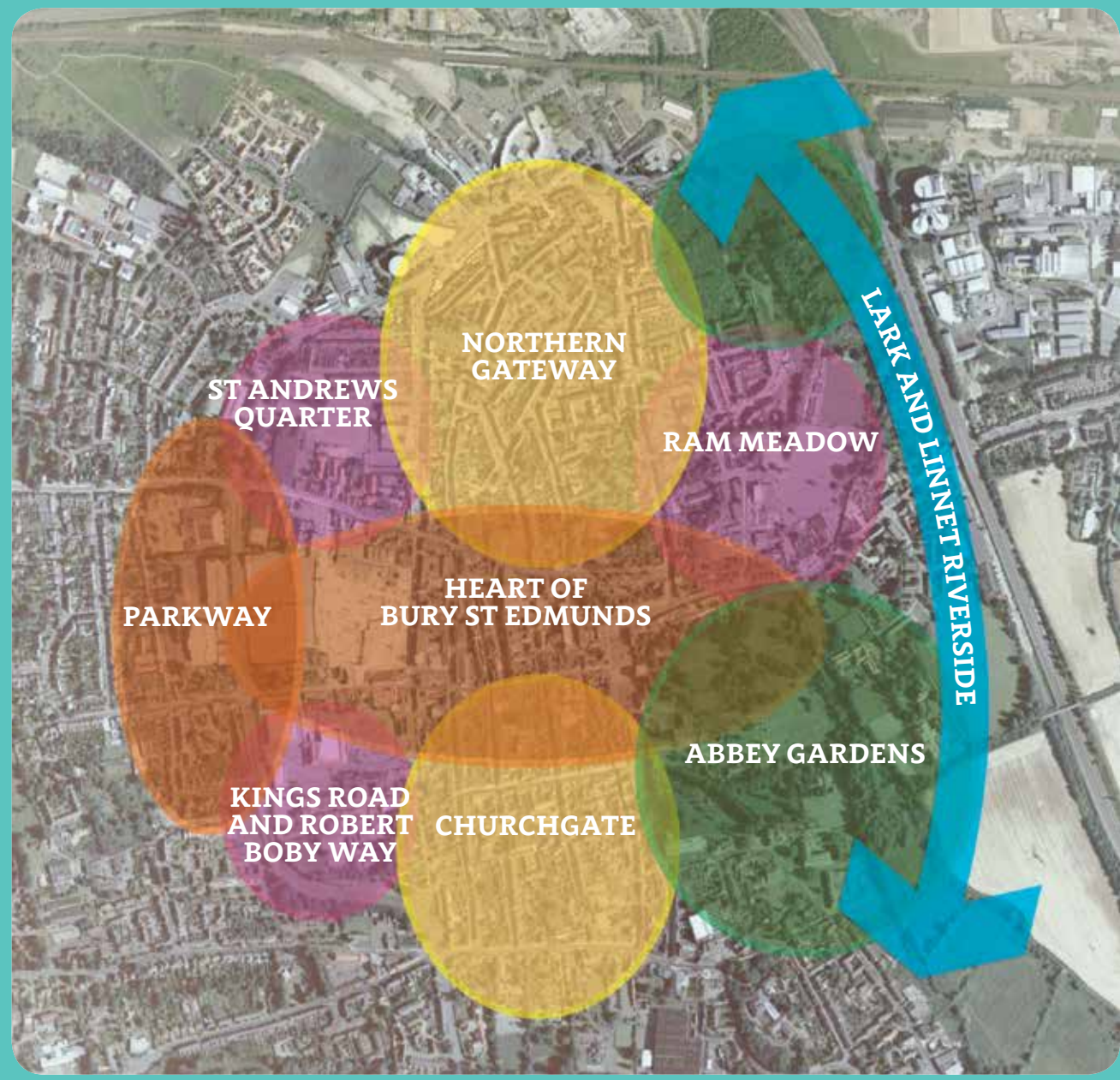
- Setting out the town centre Character Areas, defined by their appearance, historical interest or the uses that take place there.
- Making the Character Areas easier to get around by better linking them together, particularly for pedestrians and cyclists.
- Improving opportunities for physical exercise and enhanced mental wellbeing, by making the town centre safer, easier to get around and more attractive.
- Recognising the importance of the historic environment, preserving and enhancing key locations.
- Use the adopted Streetscape Guidance to inform the design of the streets and spaces in the town centre.

MAP: UNDERSTANDING THE STRUCTURE OF THE TOWN CENTRE

The unique historic legacy of a Norman grid street layout for Bury St Edmunds and the former Abbey has created a number of distinctive and memorable spaces. However, public consultation suggests that this can cause confusion and make it hard for people to easily and comfortably find their way around, particularly if visiting for the first time. It also makes the town centre seem much larger than it is because it is not obvious how to get from one location to another.

In order to help better understand the town centre the MAP proposes a clear structure. This structure recognises different town centre Character Areas that are identifiable through their appearance, historical interest or the uses that take place there. These Character Area are for the purpose of the MAP only.

Together this helps reinforce **movement, activity** and **places** in the town centre making the MAP work for everyone.



DELIVERING THE MAP

The masterplan has identified a range of projects to be delivered over the short, medium and longer term. These range from relatively minor works of public realm improvement to major development opportunities, and will involve a wide number of stakeholders in the delivery process, including SEBC, SCC, the BID, the LEP, private landowners, developers, local interest groups and ongoing consultation as appropriate.

A comprehensive programme of projects has been developed to identify a high-level project plan for each area of work. This identifies the process, resources, budget, timescales for delivery, dependencies and interrelationships for each separate area of action. This essential work needs to be put in place before work on the ground can begin. The outline delivery principles for each character area is summarised as part of the MAP.

Project Leads and Partners – the 'Who'	Funding and Investment – the 'What'	Influencing and Doing – the 'How'	The MAP in context – the 'Where'	Timescales – the 'When'
<p>Delivery is a high priority for the Council, but will be complex and will be progressed over time. To ensure continuity and understanding of the issues affecting delivery, a MAP Implementation Group will be formed to monitor delivery of the entire programme. This group comprises Chamber of Commerce, Our Bury St Edmunds, Market Traders, Bury Trust, Town Council, The Bury Society, and Suffolk County Council and will provide regular feedback on progress</p>	<p>Each aspiration has to be fully assessed and costed to ensure it can be delivered before being taken forward. This will include looking at timing, effects on related pieces of work and areas and how each project will be financed. Potential sources of finance and investment include:</p> <ul style="list-style-type: none"> Private investment in new sites and redevelopments £106 contributions (the funding provided by developers for infrastructure and community facilities) St Edmundsbury Borough and Suffolk County Council investment External funding (for example secured from central Government) Other funding sources including the Local Enterprise Partnership (LEP) 	<p>The Borough Council will use its influence and powers to ensure aspirations are taken forward in a timely manner. This will include working with landowners and other partners to identify and bring forward new sites and opportunities for redevelopment. Going forward the MAP will inform and be supported by additional studies examining a range of issues including economic growth, housing density, as well as transport and movement in the town centre.</p>	<p>The MAP isn't a stand-alone document, rather it is set within and is informed by a range of studies, policies and work taking place and due to take place, in the town centre. These include but are not restricted to:</p> <ul style="list-style-type: none"> The Delivery Strategy The Local Plan St Edmundsbury Retail and Leisure study Car park studies Streetscape Strategy St Edmundsbury employment land review; St Edmundsbury green infrastructure study; Joint infrastructure and environmental capacity appraisal; Joint strategic flood risk and water cycle study; and Bury St Edmunds Vision 2031 infrastructure delivery plan. 	<p>It will take a number of years to put some of the significant changes in place, as the MAP covers the period up to 2031. The Delivery Strategy sets out short, medium and long term targets for delivery and will be responsive to different rates of growth. An early stage of delivery preparation will be to work with the County Council as the local highways authority to develop proposals for each area. This will include where these areas overlap and identify and cost a comprehensive programme of works to roads and footpaths.</p> <p>It is important to look both at individual areas and across the town centre to identify works that can be carried out in more than one area at the same time, saving time and money and reducing disruption. Once a project is identified, assessed and costed, an individual project plan will be developed, including identification of potential funding and funding gaps. These plans will be linked, where possible, to site specific developments. Key steps in the MAP Delivery Strategy include:</p> <ul style="list-style-type: none"> Identification and prioritisation of projects Identification of specific sites for development and associated works for each project Detailed financial appraisal to assess value, costs and overall deliverability and to identify funding gaps Development of project teams: Lead, stakeholders, roles and responsibilities Development of individual project plans, setting out the detailed approach to and process for delivery including securing funding, attracting market interest and the timescale for delivery.
<p>Delivery Risk:</p> <p>Whilst every effort will be made to deliver the aspirations set out in the masterplan there are a number of risks that are outside of the Council's control that could affect delivery. The timescales identified within the Character Areas are indicative and could also change due to the risks listed below:</p> <ul style="list-style-type: none"> Multiple land owners State of the economy and the property market Market confidence Grant availability Interdependent projects 				

1. Cornhill, Buttermarket and arc – the heart of the town centre

OVERVIEW
Historic Cornhill and Buttermarket are the commercial heart of Bury St Edmunds. Together with the award winning market and the arc shopping centre, this part of the town centre attracts visitors all year round. In order to capitalise on this success, and ensure it continues into the future, additional investment is required. This will help to enhance the historic environment, introduce additional retail and other uses in the area, and make it easier, safer and more comfortable for people to find their way around.



Artist's impression of Cornhill showing pedestrianised square

PRIORITIES
Movement
Give greater priority to pedestrians by reducing/removing traffic and parking in Cornhill and Buttermarket during the day. In addition, improve the connections between Cornhill and the arc by making the Market Thoroughfare more attractive and removing through traffic from St Andrews Street South next to the arc up to the corner of Risbygate Street. Improve the top of Cornhill to create better pedestrian links with St Johns Street.

Activity
Ensure the market retains its place as the key activity in Cornhill and Buttermarket. Allow for the expansion of the arc to meet the need for new retail uses in the town centre. Consider further redevelopment opportunities, particularly between the arc and Cornhill, to better integrate and connect the two locations.

Place
Unify the paving and appearance of the whole area to enhance the character and appearance linking the arc to the historic location in the town centre. Remove barriers to access by creating a clear, safe and direct pedestrian route from the arc, across St Andrews Street South, through to Cornhill to Buttermarket.

ASPIRATIONS
Market Thoroughfare – improvements to provide continuity from the historic centre to the arc.
St Andrews Street South between Risbygate Street and Woolhall Street – close to through traffic, retain service access, and reroute buses providing new stops in convenient and accessible locations.
Cornhill top – improve maintenance and connectivity with St Johns Street.
Develop area between the arc and Cornhill i.e. St Andrews Street South to provide for a mix of uses and to establish closer integration.
Enable retail provision through extension of the arc to meet the needs of the town.
Access pedestrianisation or part pedestrianisation of Cornhill and Buttermarket.
SEBC will be the lead working with SCC Highways and MAP implementation group.
An individual project plan will be developed for each area of activity.
Further feasibility studies will be carried out.
By working with private sector partners to assess option and implementation processes and programmes.
Through use of a mixture of public and private sector funding.
By pursuing other grant funding opportunities.

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Market Thoroughfare, Cornhill Top, Cornhill, Buttermarket and St Andrews Street South.
Dependencies: Working with the existing businesses adjacent to Market Thoroughfare. Option appraisal for car parking around the town. Agreement of alternative routes with Bus and Taxi Operators. Public Consultation on the proposed options for pedestrianisation.
When: Market Thoroughfare – short term
Cornhill top – medium term
Pedestrianisation St Andrews St South – short term
Pedestrianisation – Cornhill and Buttermarket – medium term

MEETING MAP OBJECTIVES
Aspirations at Cornhill, Buttermarket and the arc will contribute to meeting MAP objectives 1, 2, 4, 5, 6, 7, and 8.

2. The Northern Gateway

OVERVIEW
The Northern Gateway Character Area of Innovation focuses on the part of the town centre between the main town centre and the railway station, and primarily the corridors along St Andrews Street and St Johns Street. The Gateway has a mixed character with edge-of-centre uses along Tayfen Road, car showrooms etc., contrasting with the residential character closer to the heart of the town centre. Key opportunities focus on better connecting the railway station with the rest of the town centre, linking into proposals for St Andrews Quarter and the area around Station Hill.



Artist's impression of a new pedestrian crossing from the railway station and development adjoining Tayfen Road

PRIORITIES
Movement
Enhance and encourage pedestrians and cyclists to move between the main town centre and the railway station, with a focus on St Andrews Street and St Johns Street, whilst maintaining access for cars. Provide a more attractive pedestrian environment along Tayfen Road to improve the gateway to the town centre.

Activity
Introduce new uses that will better front onto streets and spaces and create a more active, attractive and safer environment.

Place
Through enhancements improve the image and character of this part of the town centre, making it a more attractive and welcoming gateway for Bury St Edmunds.

ASPIRATIONS
New pedestrian crossings over Tayfen Road.
Improved signage, wayfinding and cycle access to and from Town and Station.
Landscape improvements – paving and tree planting to Tayfen Road and St Andrews Street North.
New frontage development along Tayfen Road and St Andrews Street North.
Outside the MAP area, Campaign Way gateway and Station Hill are key locations. It is critical to ensure these are integrated into the wider town centre.

Who: SEBC will be the lead working with SCC Highways, and MAP implementation group.
How: An individual project plan will be developed for each area of activity. Highways assessments will be undertaken to inform design. Further feasibility studies will be carried out. By working pro-actively with private sector partners and landowners to enable development. Through use of a mixture of public and private sector funding. By pursuing other grant funding opportunities.
Where: Tayfen Road. St Johns Street/Spurth Street. Linkages from this area to the Station and Cornhill.
Dependencies: Land being brought forward for development. Highways and junction/crossing design. Availability of funding.
When: New Crossing – short term
Environmental and signage improvements – medium term
Frontage development – long term

MEETING MAP OBJECTIVES
Aspirations at The Northern Gateway will contribute to meeting MAP objectives 1, 2, 3, 4, 5, 6, and 7.

3. St Andrews Quarter

OVERVIEW
The St Andrews Quarter Character Area is focused on the site of the existing car park between St Andrews Street North and Parkway. The area also includes the bus station and Government offices, Triton House and St Andrews House. There is a significant opportunity to redevelop the area for a mix of uses and also improve the character and appearance of the town centre.



Artist's impression of St Andrews Street North adjacent to the library

PRIORITIES
Movement
Optimise car parking provision to serve the town centre and accommodate growth. Improved pedestrian links to the arc and Cornhill. Provide bus facilities to meet the needs of the town and improve the pedestrian environment along St Andrews Street North alongside a review of traffic movement.

Activity
Explore all redevelopment opportunities including potential for new housing, student accommodation, hotel, parking and business opportunities.

Place
Redevelopment has significant potential to establish a higher quality and standard of development, particularly along St Andrews Street and Tayfen Road. The proposals must protect the amenity of local residents through careful design.

ASPIRATIONS
Provision of additional parking with access from Parkway and St Andrews Street.
Provide bus facilities to meet the needs of the town.
Mixed use development to improve road frontages and mix of active uses.
SEBC will be the lead working with SCC Highways and MAP implementation group including:
An individual project plan will be developed for each area of activity.
Review of options for additional car parking.
Review of options for bus facilities.
Liaison with third party public and private sector land owners.
A number of the projects will be publicly funded with some private sector enabling funding.
Other grant funding opportunities will be pursued.
Further detailed feasibility studies will be carried out.
By working with private sector partners to assess option and implementation.

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Land between Tayfen Road and St Andrews Street, including existing government offices, car parking and bus station. Street frontages.
Dependencies: Relocation of existing public sector uses. Option appraisal for car parking development. Availability of third party land. Agreement to any alterations to bus station with Bus Operators and County Highways. Public Consultation on the proposed development options.
When: Car parking – short term
Bus facilities – medium term
New development – long term

MEETING MAP OBJECTIVES
Aspirations at St Andrews Quarter will contribute to meeting MAP objectives 1, 2, 3, 4, 5, 6, and 7.

4. Churchgate

OVERVIEW
The Medieval grid of Churchgate is a distinct and characterful part of the town centre. In excess of 350 listed buildings contribute to an outstanding townscape rich in heritage. The mixed-use nature of the area is more evident to the north, between Churchgate Street and Abbeygate Street, with a more residential character to south between Churchgate Street and Westgate Street. The area also has a strong community focus particularly in relation to the two schools located there. It is important to ensure that the character of Churchgate is preserved and enhanced, with a particular focus on traffic management and street maintenance. There are also opportunities to consider how key locations, including Angel Hill, are used.

PRIORITIES
Movement
Limit vehicle access through the Churchgate area to minimise rat-running, improve safety, and enhance the character of the area.

Activity
Maintain the mixed-use character of the area, particularly to the north of Churchgate Street, and acknowledge the predominantly residential nature of the remainder of the area.

Place
Carry out a programme of enhancement and repair to streets, spaces and pavements raising the overall quality of the environment appropriate with its historic identity. Recognise the importance of large gardens to amenity and character of the area and surrounding properties

ASPIRATIONS
Reinforce identity of Angel Hill as a multi-functional space.
Review of vehicle restrictions on Abbeygate Street.
Traffic calming and improved traffic management particularly in relation to predominantly residential streets and around the schools.
Review of one-way operation and identification of options for improvement.
New crossing point on Crown Street/Angel Hill.
SEBC will be the lead working with SCC Highways, The Bury Society and MAP implementation group.
An individual project plan will be developed for each area of activity.
Traffic assessments will be carried out.
Highway design solutions will be developed for further consultation.
A programme of cultural events for Angel Hill will be identified and promoted, in partnership with relevant third parties.
Projects will be publicly funded supported by private sector enabling funding where appropriate/available.
Other grant funding opportunities will be pursued.
Angel Hill, Crown Street and Abbey Gate.
Adjacent/link locations affected by any proposed highways alterations.
Securing relevant SCC highways agreements and solutions.
Traffic orders.
Outcomes of future consultation.
Angel Hill multi event space – ongoing
Traffic calming assessments – medium term

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Angel Hill, Crown Street and Abbey Gate.
Dependencies: Securing relevant SCC highways agreements and solutions. Traffic orders. Outcomes of future consultation.
When: Angel Hill multi event space – ongoing
Traffic calming assessments – medium term

MEETING MAP OBJECTIVES
Aspirations at Churchgate will contribute to meeting MAP objectives 2, 4, 5, 6, and 7.

6. Parkway

OVERVIEW
The Parkway Character Area covers the western most edge of the town centre. It runs from the end of Tayfen Road, across the junction with Risbygate Street and south along Parkway. Areas around the Risbygate junction, including the Lloyds Bank building and B&Q, as well as the car park to the west of Parkway are all included. Parkway plays an important role and function in movement terms, bypassing the main town centre, provides parking facilities, and is an important and historic route into the town centre.

PRIORITIES
Movement
Enhance and improve pedestrian access across Parkway particularly at Risbygate and the arc. Maintain vehicle movement along Tayfen Road and Parkway to facilitate access to the town centre. Accommodate redirected bus routes along Risbygate and Parkway to improve the pedestrian environment of St Andrews Street South.

Activity
Consider redevelopment opportunities around the Risbygate/Parkway junction.

Place
Reconfigure the Risbygate/Parkway junction to make it a more attractive to pedestrians and to emphasise the historic route of Risbygate into the town centre.

ASPIRATIONS
Seek opportunities to improve pedestrian linkages across Parkway.
Improve traffic movement, including prioritisation of pedestrian and cycle routes.
Introduce mixed use development to frontage of Risbygate, Parkway and corner of the junction.
Redesign and enhance the character of Risbygate as a key historic gateway.
SEBC will be the lead working with SCC Highways input as required, and MAP implementation group.
An individual project plan will be developed for each area of activity.
Promotion and interpretation of Risbygate, through highway and streetscape design work and associated consultation.
Identify and test feasibility of options for new car parking and associated Land assembly issues.
Develop and test design for enhanced pedestrian routes.
Actively work with land owners, occupiers and developers to enable developments that positively contribute to improved frontages and pedestrian links.
Utilise a mix of public and private sector funding.
Other grant funding opportunities will be pursued as appropriate.

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Risbygate, Parkway and connected landholdings.
Dependencies: Rerouting of buses. Viable highways design. Availability of land for development and parking. Co-operation of land owners/occupiers.
When: Securing improvements to junction and redefinition of character – medium term
Implementation of development and associated environmental improvements – long term

MEETING MAP OBJECTIVES
Aspirations at Parkway will contribute to meeting MAP objectives 1, 2, 3, 5, 6, and 7.

5. Ram Meadow

OVERVIEW
The Ram Meadow Character Area is a functional, mixed-use location to the east of the town centre. It has an extensive, long-stay car park, is home to the local football club and has vehicle showroom and servicing uses fronting onto Cotton Lane. It is an allocated housing site identified within the Vision 2031.

PRIORITIES
Movement
Maintain existing number and potentially increase parking provision within any redevelopment. Improve pedestrian routes and accessibility into the town centre and also consider the options for shuttle services with other locations in the town centre, potentially using electric vehicles.

Activity
Provide enhanced routes towards and around the riverside area and maintain areas of space for ecological value. Increase the mix of uses within the area including residential development to make a more cohesive town centre neighbourhood.

Place
Introduce attractive, well designed buildings into the area to further enhance its appearance and character. Create attractive built street frontage onto Cotton Lane complementing its residential neighbourhood.
Ensure sustainable flood measures and the preservation of and access to the water meadows and river corridor are integrated into any redevelopment.

ASPIRATIONS
Increase public access to the river side.
Plan for a new residential-led neighbourhood.
Enhancements to key approaches to the Town Centre through improved signage, paving, lighting and traffic management.
SEBC will be the lead working with SCC Highways input as required, and MAP implementation group.
An individual project plan will be developed for each area of activity.
A detailed Development Brief will be drawn up and consulted on for the establishment of a new residential neighbourhood, enabling increased public access to the river side.
Land assembly and access issues will be addressed.
Design for enhanced pedestrian routes will be developed and feasibility tested.
Enhancement Projects will be publicly funded supported by private sector enabling funding where appropriate/available, and through associated residential development.
Other grant funding opportunities will be pursued.

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Ram Meadow. Eastgate and Mustow Street. Pickwick Crescent and Pump Lane.
Dependencies: Relocation of football ground. Relocation of Vauxhall Dealership. Approval of Design Brief. Outcomes of future consultation. Addressing flood risk. Development proposals coming forward.
When: Development of Planning Brief – short term
Securing land assembly – medium/long term
Implementation of development and associated environmental improvements – long term

MEETING MAP OBJECTIVES
Aspirations at Ram Meadow will contribute to meeting MAP objectives 1, 3, 4, 6, 7, and 8.

8. Lark and Linnet Riverside

OVERVIEW
The Lark, the Linnet and associated river meadows are an important asset providing ecological and wildlife interest, opportunities for walking and informal recreation, as well as quieter and more peaceful areas away from the bustle of the main town centre. In addition, the water meadows are important in terms of natural and sustainable flood alleviation. The Abbey Gardens, Cathedral and the Great Churchyard are also closely related to the riverside area. There is a significant opportunity to enhance awareness of these areas and better connect them together, making them a better known resource as well as a setting for the town centre. Importantly, the heritage significance of this area is vital to the character and identity of the town, and enhancements to heritage conservation and interpretation has potential to increase visitor numbers to the benefit of the local economy.

PRIORITIES
Movement
Improve the character and quality of existing links between the town centre and the Lark and the Linnet. Expand and enhance riverside pathways past the town centre towards Moreton Hall and the Leg of Mutton.

Activity
Promote the informal recreation, health and wellbeing benefits associated with exercise and the natural environment.

Place
Improve awareness of town centre pedestrian and cycle routes that include the riverside areas.

ASPIRATIONS
Improve links between Abbey Gardens and Ram Meadow, including passive security.
Enable public access to the riverside and improvements to flood defences as part of any waterfront development.
Expansion of Abbey Gardens into Eastgate Nursery.
SEBC will lead, with MAP implementation group and the Abbey of St Edmund Heritage Partnership.
An individual project plan will be developed for each area of activity.
Through preparation of a suitable development brief for Ram Meadow (see Ram Meadow).
Through improved signage as part of overall development package.
Through sensitive overlooking from new development to improve security, secured in negotiation with developers.
Detailed design and feasibility of integration of Abbey Gardens, the Cathedral, Great Churchyard and Eastgate Nursery.
Ram Meadow and riverside.
The Crankles.
No Man's land meadow.
Abbey Gardens and Eastgate Nursery.
Ram Meadow development.
Financial viability.
Securing mechanism for improved access, linkages and environmental enhancement – medium term
Implementation of improvements – medium term
Integration of nursery and Abbey Gardens – medium term

Who: SEBC
How: An individual project plan will be developed for each area of activity.
Where: Ram Meadow and riverside. The Crankles. No Man's land meadow. Abbey Gardens and Eastgate Nursery.
Dependencies: Ram Meadow development. Financial viability.
When: Securing mechanism for improved access, linkages and environmental enhancement – medium term
Implementation of improvements – medium term
Integration of nursery and Abbey Gardens – medium term

MEETING MAP OBJECTIVES
Aspirations at Lark and Linnet riverside will contribute to meeting MAP objectives 4, 7, and 8.

9. Across the Town Centre

OVERVIEW
The aspirations in this section are those which benefit more than one, and in many cases all, of the above Character Areas. They will assist in bringing the town centre together through providing a consistent approach throughout the area and help to make using the town centre a more pleasurable experience for all. As part of the implementation of all proposals across the town centre there will be a need to maintain a strategic overview to ensure that the scale of development and associated access and parking requirements are fully considered and assessed. Wider strategic issues will also be considered as part of the Local Plan review process.

PRIORITIES
Movement
Enhance movement for pedestrians and cyclists throughout the town centre. Improve opportunities to stop, sit and enjoy the town centre.

Activity
Improve access to a range of activities, including links between the different areas of town.

Place
Preserve and enhance the character and appearance of the town centre, making it more attractive, accessible and convenient for everyone who uses it. Ensure consistency with adopted Street Scene Strategy.

ASPIRATIONS
As part of a programme provide consistent, well designed and convenient street furniture to include more public seating and a review of the litter bins and waste facilities relocating increasing as required.
Repair and maintain pavements and walkways using sympathetic and appropriate materials.
Provide dedicated cycle facilities including secure parking.
Include provision of additional tree planting, planters and displays in all schemes where appropriate and possible.
Identify new opportunities for on street parking and the provision of electric vehicle charging points.
Optimise access into and around the area for people with disabilities and mobility difficulties. This could be achieved by addressing issues such as dropped kerbs, street clutter, surfacing and access to shops and businesses.
Improve information about the town centres heritage and areas of interest for visitors and residents alike.
Review options for park and ride/walk/cycle provision and shuttle bus services.
Seek opportunities to improve provision of publicly accessible lavatories.
Work with businesses and landowners to improve the appearance and maintenance of buildings within the town centre.
SEBC/SCC will lead as appropriate to each case, with MAP implementation group.
Each activity will be reflected in the project plans for character area specific works, to ensure a comprehensive town wide approach.
Through monitoring of aspirations by the MAP implementation Group.
As part of relevant Development Brief preparation and planning processes.
Through negotiation and discussion with developers as part of implementation of relevant development projects.
Across all project areas in the town centre, and as part of any town wide initiative.
Identified Character Area projects coming forward.
Availability of funding.
Financial viability.
Land availability (e.g. for Park and Ride etc.)
Over the entire programme of project delivery, 2018 to 2031 with an early focus on repair and maintenance.

Who: SEBC/SCC
How: Each activity will be reflected in the project plans for character area specific works, to ensure a comprehensive town wide approach.
Where: Across all project areas in the town centre, and as part of any town wide initiative.
Dependencies: Identified Character Area projects coming forward. Availability of funding. Financial viability. Land availability (e.g. for Park and Ride etc.)
When: Over the entire programme of project delivery, 2018 to 2031 with an early focus on repair and maintenance.

MEETING MAP OBJECTIVES
Aspirations Across the Town Centre will contribute to meeting MAP objectives 2, 3, 5, 6, 7 and 8.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the Overview and Scrutiny Committee: 8 November 2017	
Report No:	CAB/SE/17/065	
Report to and date:	Cabinet	5 December 2017
Chairman of the Committee:	Diane Hind Chairman of the Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 8 November 2017, the Overview and Scrutiny Committee considered the following items:</p> <ol style="list-style-type: none"> (1) Draft West Suffolk Strategic Framework; (2) Development of a West Suffolk Growth Investment Strategy; (3) Anglia Revenues Partnership Debt Recovery Process; (4) Annual Presentation by the Cabinet Member for Operations; and (5) Work Programme Update. <p>A separate report is included on this Cabinet agenda for Item (1) above.</p> <p>Recommendations from item (2) above were considered and approved by Cabinet on 14 November 2017 during a joint meeting with Forest Heath District Council's Cabinet.</p>	

Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/SE/17/065, 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:			
<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 listed under background papers below
<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 listed under background papers below
<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 listed under background papers below
<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 listed under background papers below
<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 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			
Wards affected:	All Wards		
Background papers:	Please see background papers, which are listed at the end of the report.		
Documents attached:	None		

1. Key issues and reasons for recommendation

1.1 Anglia Revenues Partnership Debt Recover Process (Report No: OAS/SE/17/028)

- 1.1.1 Following a request from the Committee, Report No: OAS/SE/17/028 was produced by the management team at Anglia Revenues Partnership (ARP) explaining the processes they follow to recover debt. Debt recovery was identified as a matter the Committee wanted to explore further as effective collection of revenue due to the Council was essential for the Council's finances, as Councillors were asked to approve certain debts to be written off.
- 1.1.2 The report and supporting PowerPoint presentation provided a review of the processes ARP followed to recover debts; which included a summary of performance in this area; the collection process; enforcement; housing benefits overpayments; support provided and a case study illustrating the sometimes lengthy and time consuming recovery of a debt. Attached at Appendix 1 to the report was a flowchart showing the debt recovery process.
- 1.1.3 Members considered the contents of the report and presentation and reviewed the process that ARP followed to recover debt. Discussions were held on fraud overpayments and how this would be collected when Universal Credit was introduced; the reminder process from first reminder to court summons; and whether ARP held a definitive list of property owners / landlords.
- 1.1.4 In particular, discussions were held on the Council Tax instalment process and suggested that ARP could be more proactive in advertising that payments could be made over 12 months, rather than the statutory 10 months.
- 1.1.5 The Committee **RECOMMENDS to the Anglia Revenues Partnership:** That the Anglia Revenues Partnership be asked to make the option of being able to pay Council Tax over a twelve month period more prominent when sending out Council Tax bills.

1.2 Annual Presentation by the Cabinet Member for Operations (Report No: OAS/SE/17/029)

- 1.2.1 The Cabinet Member for Operations, Councillor Peter Stevens, was invited back to give an annual update on his portfolio. Report No: OAS/SE/17/029 set out the focus for the annual update.
- 1.2.2 Prior to the meeting taking place, the Cabinet Member was provided with some key questions from Scrutiny Members on what they would like included in the update, and responses were set out the report.
- 1.2.3 The Cabinet Member thanked the Committee for the invitation and welcomed the new format in providing questions in advance of the meeting.
- 1.2.4 The Committee asked follow-up questions relating to brown bin subscriptions; recycling; fleet management and the Christmas Fayre, to which comprehensive responses were provided.

1.2.5 There being no decision required, the Committee **noted** the annual update.

1.3 **Work Programme Update (Report No: OAS/SE/17/030)**

1.3.1 The Committee received and **noted** Report No: OAS/SE/17/030, which updated Members on the current status of its rolling work programme of items for scrutiny during 2018 (Appendix 1).

1.3.2 The Committee noted that the Portfolio Holder for Leisure and Culture would be attending its meeting on 10 January 2018, and identified in advance a number of questions they would like the Portfolio Holder to cover in his annual update.

2. Background Papers

2.1.1 Report No: [OAS/SE/17/028](#), [Appendix 1](#), and [Supporting Presentation](#) to the Overview and Scrutiny Committee: Anglia Revenues Partnership Debt Recovery Process

2.1.2 Report No: [OAS/SE/17/029](#) to the Overview and Scrutiny Committee: Annual Presentation by the Cabinet Member for Operations

2.1.3 Report No: [OAS/SE/17/030](#) to the Overview and Scrutiny Committee: Work Programme Update

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017 – Mid-Year Treasury Management Performance Report and Investment Activity (1 April – 30 September 2017)	
Report No:	CAB/SE/17/066	
Report to and dates:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio Holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Chairman of the Committee:	Sarah Broughton Chairman of the Performance and Audit Scrutiny Committee Tel: 01284 787327 Email: sarah.broughton@stedsbc.gov.uk	
Lead Officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	<p>On 29 November 2017, the Performance and Audit Scrutiny Committee will receive Report No: TMS/SE/17/004 and Appendix 1 which was scrutinised by the Treasury Management Sub-Committee on 20 November 2017.</p> <p>The report provides information on the Council's Mid-Year Treasury Management Report summarising the investment activities for the period to 30 September 2017.</p>	

Recommendations:	It is <u>RECOMMENDED</u> that, subject to the approval of Council, the Mid-Year Treasury Management Report for 2017-2018, including the change to the Annual Treasury Management and Investment Strategy and associated Code of Practice, attached as Appendix 1 to Report No: TMS/SE/17/004, be approved.		
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"/> As it is a full Council decision		
Consultation:	<ul style="list-style-type: none"> • See Report No: TMS/SE/17/004 		
Alternative option(s):	<ul style="list-style-type: none"> • See Report No: TMS/SE/17/004 		
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 Report No: TMS/SE/17/004
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 Report No: TMS/SE/17/004
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 Report No: TMS/SE/17/004
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 Report No: TMS/SE/17/004
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 Report No: TMS/SE/17/004
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 Report No: TMS/SE/17/004			
Wards affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Annual Treasury Management and Investment Strategy 2017-2018 (Report No: COU/SE/17/002 refers)	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Mid-Year Monitoring Report 2017-2018 and Investment Activity (April to September 2017)

1.1.1 Following the Treasury Management Sub-Committee's consideration of Report No: TMS/SE/17/004 on 20 November 2017, the Service Manager (Finance and Performance) will verbally report on the Sub-Committee's consideration of the report, which provided a summary of investment activities for the first six months of 2017-2018.

1.1.2 **Mid-Year Monitoring Report 2017/18**

Full details of treasury management activities during the period 1 April to 30 September 2017 are included in **Appendix 1** of Report No: TMS/SE/17/004. Below is a summary of those investment activities:

INTEREST EARNED & AVERAGE RATE OF RETURN SUMMARY			
	Budget	Actual	Difference
Investment Interest Earned	£126,500	£155,841	+ £29,341
Average Rate of Return	0.55%	0.57%	+0.02%

- The over-achievement of interest earned was primarily due to higher cash balances being available for investment than expected. These increases in balances are due to timing differences in the collection and payment of Council Tax, NNDR and other revenue streams, and underspends relating to the budgeted capital programme.
- As at 30 September 2017 we held £51,200,000 of investments.

INVESTMENT ACTIVITY SUMMARY	
	2017/18 £
Opening Balance 01 April 2017	46,350,000
Investments made during the year (including transfers to business reserve accounts)	64,250,000
Sub Total	110,600,000
Investments realised during the year (including withdrawals from business reserve accounts)	59,400,000
Closing Balance 30 September 2017	51,200,000

The mid year report also includes a request to revise the 'Red' percentage of portfolio limit from 35% to 50%. This is due to the majority of the banks now having a Sector Colour Code rating of 'Red' (there are no longer any Purple or Blue UK banks and only two Orange UK banks). The maximum investment with any one 'Red' institution will remain at £11m.

1.1.2 The Treasury Management Sub-Committee on 20 November 2017 scrutinised the investment activity from 1 April to 30 September 2017, and the request to revise the "Red" percentage of portfolio limit from 35% to 50%.

1.1.3 The Sub-Committee also discussed the General Fund Reserve held by the Council and questioned whether the amount held was a graduated amount, depending on the size of the authority.

1.2 **Performance and Audit Scrutiny Committee**

1.2.1 The Performance and Audit Scrutiny Committee will consider the report on 29 November 2017, which is after the despatch and publication of this report. Should the Committee amend the recommendations set out in Report No: TMS/SE/17/004, then these will be verbally reported at the Cabinet meeting.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017 – Delivering a Sustainable Medium Term Financial Strategy 2018-2021	
Report No:	CAB/SE/17/067	
Report to and dates:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio Holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Chairman of the Committee:	Sarah Broughton Chairman of the Performance and Audit Scrutiny Committee Tel: 01284 787327 Email: sarah.broughton@stedsbc.gov.uk	
Lead Officers:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	On 29 November 2017, the Performance and Audit Scrutiny Committee will consider Report No: PAS/SE/17/034 and Appendix A updating Members on progress made towards delivering a balanced budget for 2018/19 and sustainable budget in the medium term, and to recommend to Cabinet inclusion of the proposals in the report to progress securing a balanced budget for 2018/19 and sustainable budget in the medium term.	

Recommendation:	It is <u>RECOMMENDED</u> that:		
	<p>(1) the budget assumptions (outlined in Appendix A to Report No: PAS/SE/17/034) and timetable (at paragraph 6.1), along with the progress made to date on delivering a balanced budget for 2018-2019 and sustainable budget in the medium term, be noted; and</p> <p>(2) the proposals, as detailed in Section 5 and Table 2 at paragraph 5.1 of Report No: PAS/SE/17/034, be included in securing a balanced budget for 2018-2019.</p>		
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<p>Is this a Key Decision and, if so, under which definition?</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> <p>As it is a full Council decision</p>		
Consultation:	<ul style="list-style-type: none"> See Report No: PAS/SE/17/034 		
Alternative option(s):	<ul style="list-style-type: none"> See Report No: PAS/SE/17/034 		
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Report No: PAS/SE/17/034 	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Report No: PAS/SE/17/034 	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Report No: PAS/SE/17/034 	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Report No: PAS/SE/17/034 	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See Report No: PAS/SE/17/034 	
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 Report No: PAS/SE/17/034			
Wards affected:		All Wards	

<p>Background papers: <i>(all background papers are to be published on the website and a link included)</i></p>	<p>COU/SE/17/004 - Budget and Council Tax Setting 2017/18</p> <p>CAB/SE/15/048 - West Suffolk Strategic Plan and Medium Term Financial Strategy 2016-2020</p> <p>CAB/SE/17/008</p> <p>OAS/SE/17/026 and Appendix B - Draft West Suffolk strategic Framework</p>
<p>Documents attached:</p>	<p>None</p>

1. Key issues and reasons for recommendation

1.1 Future budget pressure and challenges

- 1.1.1 St Edmundsbury continues to face considerable financial challenges as a result of increased cost and demand, plus pressures and constraints on public sector spending (Revenue Support Grant) from central government, as evidenced by the proposed four year government settlement. It is clear that even without the proposed reductions in Revenue Support Grant (RSG), the Council has underlying net cost pressures. This includes costs rising faster than income inflation.
- 1.1.2 The Medium Term Financial Strategy (MTFS) 2017-2021, approved by Council on 21 February 2017 (Report No: COU/SE/17/004), sets out the current and future financial pressures and challenges facing St Edmundsbury.
- 1.1.3 The budget gap for years 2018-2019 to 2020-2021 are projected in Table 1 of the report. The current budget assumptions for 2018-2019 to 2020-2021 and for the period of the MTFS are detailed in Appendix A.
- 1.1.4 The implementation towards a 100% Business Rates Retention (BRR) scheme and the review of the needs based assessment/formula that underpins our financial needs settlement from central government are both planned to be implemented in 2020/21. Both changes create significant uncertainty to the Council's medium term financial planning assumptions.
- 1.1.5 The worst case scenario for the review of the needs based assessment/formula could be to re-set our financial needs settlement right back to a steady level of growth from 2013 rather than that actually experienced in St Edmundsbury, thus removing the majority of the growth we retain under the current 50% BRR scheme. This would remove a significant amount of income (£0.7m) from the budget in 2020/21. This situation will be monitored and reviewed as information becomes available. We will continue to lobby and input into Department for Communities and Local Government (DCLG) consultations in order to make our position clear.
- 1.1.6 Report No: PAS/SE/17/034 will be considered by the Performance and Audit Scrutiny Committee on 29 November 2017, which provides information on the future budget pressures and challenges; budget gap and budget assumptions; methodology for securing a balanced budget 2018/2021; budget proposals for 2018-2021 and the proposed budget timetable.
- 1.1.7 **Extract from Report No: PAS/SE/17/034**

5. Budget proposals for 2018-21

- 5.1 *The Performance and Audit Scrutiny Committee is asked to support and recommend to Cabinet the **inclusion of the following proposals**, as detailed in **Table 2 below** in order to progress securing a balanced budget for 2018/19.*

Table 2: Budget proposals for 2018-21

		18/19 Pressure/ (Saving) £000	19/20 Pressure/ (Saving) £000	20/21 Pressure/ (Saving) £000
Existing MTFS Position		0	0	0
Revised Council Tax	SE (0% from 2%) - Subject to February 2018 Council Neutralised by Reserves movements, in part carried forward in part from 2017/18 Budget Process	132 (132)	270 (270)	414 (414)
Housing Options	Increase in volume of people requiring assistance - Costs	167	250	275
	Increase in volume of people requiring assistance - HB Recovery	(128)	(140)	(154)
	New Burdens Grant	(36)	(41)	0
	Emergency Winter accommodations costs	60	60	60
Families & Communities	Resource to address Anti-social Behaviour issues in Bury Town centre.	20	20	20
Waste Collection	Brown Bin Income - Rephasing of Budget, keeping in line with the service being funded by users of the service.	(54)	0	0
Trade Waste	Additional staffing to reflect current and future service demand	85	85	86
	Increased Trade Waste Income to fund additional staffing levels	(85)	(85)	(86)
Industrial & Business Units	Change in Budget assumption to reflect 17/18 income trend	0	(36)	(36)
Environmental Management	Delay in rent a roof capital programme item impacting revenue assumptions.	33	15	(2)
Land Charges	LLC1 Search Income lost due to transfer to HMLR mid 18/19	26	41	42
Developmental Control	Increase in Pre-Application Planning Income	(15)	(34)	(52)
	Change in Budget assumption to reflect 17/18 income trend	(14)	(18)	(19)
Building Control	Change in Budget assumption to reflect 17/18 income trend and current market share.	51	54	54
Finance & Performance	Additional EELGA & Bailiff Income	(10)	(10)	(11)
	Budget Correction linked to inflationary changes from 17/18 budget movements	7	36	33
Other Changes (<£10k)	Net Impact of smaller Budget assumption changes	(10)	(10)	(11)
Salary Budget	Final position following payroll review	TBC	TBC	TBC
Capital Programme	Revenue impact of changes to capital programme	TBC	TBC	TBC
Total Budget Gap		96	186	199

* The budget gap as reported in the table above is still subject to ongoing work as part of the budget setting process, and an updated position will be presented to this committee at its January meeting.

6. Budget timetable

6.1 The table below outlines the timetable of budget information through the committees and to Full Council.

Table 3: Committee timetable for budgets

Task	Date
<i>Performance and Audit Scrutiny Committee - consider progress report on 'Delivering a Sustainable Budget 2018/19'</i>	<i>29 November 2017</i>
<i>Cabinet to consider recommendations from Performance and Audit Scrutiny Committee - 29 November 2017</i>	<i>5 December 2017</i>
<i>Council approval of the 2018/19 Tax Base including any Council Tax technical changes</i>	<i>19 December 2017</i>
<i>Council approval of Local Council Tax Reduction Scheme and Council Tax technical changes 2018/19</i>	<i>19 December 2017</i>
<i>Member Development Session – Local Government Finance</i>	<i>18 January 2018</i>
<i>Performance and Audit Scrutiny Committee - updated report on 'Delivering a Sustainable Budget 2018/19'</i>	<i>31 January 2018</i>
<i>2018/19 Budget and Council Tax Setting - Cabinet.</i>	<i>6 February 2018</i>
<i>2018/19 Budget and Council Tax Setting - Full Council.</i>	<i>20 February 2018</i>

1.2 Performance and Audit Scrutiny Committee

1.2.1 The Performance and Audit Scrutiny Committee will consider the report on 29 November 2017, which is after the despatch and publication of this report. Should the Committee amend the recommendations set out in Report No: PAS/SE/17/034, then these will be verbally reported at the Cabinet meeting.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Local Council Tax Reduction Scheme 2018/2019	
Report No:	CAB/SE/17/068	
Report to and date:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Lead officer:	Paul Corney Head of Anglia Revenues Partnership Telephone: 01842 756437 Email: Paul.Corney@angliarevenues.gov.uk	
	Rachael Mann Assistant Director (Resources and Performance) Telephone: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To consider and review the Local Council Tax Support Reduction Support Scheme (LCTRS) and proposals to take effect from 1 April 2018.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that Cabinet:</p> <p>Takes into consideration the consultation and engagement feedback detailed in section 7 of Report No: CAB/SE/17/068, and recommends to Council the following changes to the current Local Council Tax Reduction Scheme to take effect from 1 April 2018:</p> <p>(a) Update the “applicable amounts” to 2015 prices as detailed in paragraph 5.1;</p> <p>(b) incorporating changes that have occurred as a result of the Government’s welfare reforms as detailed in paragraph 5.2, regarding family premiums; dependence</p>	

	<p>allowances where there are 2 or more children; and eligibility of foreign nationals; and</p> <p>(c) modernise the scheme as detailed in paragraph 5.3, so that claimants in receipt of Universal Credit don't need to make a separate application to qualify for Council Tax Discount.</p>		
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<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> <p>As it is a decision of full Council.</p>		
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>			
Consultation:	As detailed in the body of the report		
Alternative option(s):	As detailed in the body of the report		
Implications:			
<p>Are there any financial implications? If yes, please give details</p>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	As outlined in the body of the report	
<p>Are there any staffing implications? If yes, please give details</p>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<p>Are there any ICT implications? If yes, please give details</p>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<p>Are there any legal and/or policy implications? If yes, please give details</p>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Each year the Council is required to review its Local Council Tax Support Reduction Support Scheme (LCTRS). This report advises Cabinet about the conclusion of the 2017 annual review and the resultant proposals for the LCTRS scheme to take effect from 1 April 2018.</p>	
<p>Are there any equality implications? If yes, please give details</p>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Officers have completed an Equality Impact Assessment of the proposals. No equality concerns were raised during the consultation.</p>	
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)
<p>Reduction in collection rates Council Tax collection rates could decrease over the year, reducing the scheme revenues</p>	High	ARP closely to monitor non-payment from working age claimants.	Medium

<p>Demand. There is a risk of a higher demand on the LCTR Scheme.</p>	High	<p>ARP to closely monitor caseload. The major precepting authorities will share the financial risks associated with LCTRS. Representatives from St Edmundsbury and other Suffolk billing authorities and Suffolk County Council are continuing to work together to monitor the county-wide framework.</p>	Medium
<p>Hardship The changes to the scheme may create financial hardship for some claimants.</p>	Medium	<p>ARP to monitor impact to claimants. Exceptional hardship fund is available under the scheme.</p>	Low
<p>Ward(s) affected:</p>		<p>All wards are affected.</p>	
<p>Background papers: <i>(all background papers are to be published on the website and a link included)</i></p>		<p>Report No: D224 - Local Council Tax Support 2013/2014 (scheme introduction)</p> <p>Report No: CAB/SE/16/065 - Local Council Tax Reduction Scheme and Council Tax Technical Changes 2017/18</p> <p>Background Paper A – DCLG - ‘Vulnerable People Key Local Authority Duties’</p> <p>Background Paper B - New Policy Institute - ‘Have cuts to Council Tax Support in England led to rising Council Tax arrears?’</p>	
<p>Documents attached:</p>		<p>None</p>	

1. Background

- 1.1 Since 1 April 2013, St Edmundsbury Borough Council has operated a Localised Council Tax Reduction Scheme (LCTRS) to replace the previous, centrally administered Council Tax Benefit (Report D224 provides further background). St Edmundsbury's scheme is aimed at:
- making provision to protect vulnerable people; and
 - supporting work incentives for claimants created by the Government's wider welfare reform.
- 1.2 St Edmundsbury's initial scheme for 2013-14 required working age claimants to pay 8.5% more of the council tax charge than previously. This requirement has been continued over the subsequent 4 financial years, 2014-15, 2015-16, 2016-17 and 2017-18. St Edmundsbury also protected War Pensioners (pensioners are protected by the Government changes) from the reduction in maximum benefit and removed Second Adult Rebate for working age claimants.
- 1.3 St Edmundsbury developed a LCTRS that mirrored the previous Council Tax Benefit rules. The scheme pays maximum benefit of 91.5% for working age claimants, previously 100%, and otherwise is, in most areas, the same as the default prescribed LCTRS scheme applied to pensioners. It should be noted the old Council Tax Benefit scheme and rules complied with protections for vulnerable groups, including the disabled, to mitigate the effects of child poverty, duty to prevent homelessness as well as the Equality Duty (see background paper A 'Vulnerable People Key Local Authority Duties').
- 1.4 Each year the Council is required to review its Local Council Tax Support Reduction Support Scheme (LCTRS). This report advises Cabinet about the conclusion of the 2017 annual review and the resultant proposals for the LCTRS to take effect from 1 April 2018.

2. Scheme Review – Financial Impact

- 2.1 Table 1 below, shows the collectible council tax for all cases that has at some point in the year received a discount under the LCTRS, alongside the amount collected to date. The debit shown includes the whole amount charged for the year including the discounted periods. Table 1 also shows the overall council tax performance for St Edmundsbury and the amount collected.

	Debit raised	CTax collected	% collected
Council Tax 2015/16	£55,069,745	£54,125,710	98.29
Council Tax 2016/17	£56,969,268	£55,979,435	98.26
LCTRS awarded 2015/16	£5,229,556		84.4
LCTRS awarded 2016/17	£5,131,461		84.9
LCTRS Caseload	April 2015 6,699	April 2016 6,366	April 2017 6,103

- 2.2 Council Tax accounts where there has been a period of LCTRS awarded show lower collection rates against those without LCTRS and the initial target of 90%. As expected collection has partly relied upon a significant increase in arrangements to deduct Council Tax from Department for Works and Pensions (DWP) Benefits.
- 2.3 St Edmundsbury has seen a reduction in LCTRS caseload of approximately 5%. A very small number of LCTRS customers have also received Housing Benefit reductions attributed to the Welfare Reform changes since April 2013, namely the Spare Room Subsidy Restriction and the Benefit Cap, with little demand for Exceptional Hardship payments.

3. Behavioural and Administrative impacts

- 3.1 The Council's aim in designing the scheme was to achieve a balance in charging an amount of council tax to encourage customers back in to work whilst setting the amount charged at an affordable and recoverable level.
- 3.2 By setting the amount payable at 8.5% of the charge, in most cases, where a customer is not paying we can affect recovery through attachment to benefit within a year and so, the charge with costs is recoverable. If the amount payable was much higher then it is likely that debt would not be recoverable and there would be a danger of creating a culture of non-payment of council tax.
- 3.3 The Joseph Rowntree Trust has released data concerning councils' schemes where higher charges have been passed on to customers. This evidence suggests that volumes of calls, reminders and summons are still at the high levels and so the cost of recovery is higher and recovery in a year will become more difficult where customers default.
- 3.4 The New Policy Institute released a report highlighting that nationally Council Tax arrears have risen by 13%, particularly for councils requiring customers to pay more than 8.5%, whilst councils who retained a 100% scheme have seen a decrease in uncollected tax. (See background paper B 'Have cuts to Council Tax Support in England led to rising Council Tax arrears?')

4. Setting the 2018-19 scheme

- 4.1 Councils are required to review their LCTRS schemes annually. Where it is determined to retain the existing scheme this must be decided by 31 January of the preceding year.
- 4.2 Where councils seek to amend their scheme it will be necessary to consult/engage preceptors and stakeholders in order to inform final scheme design by 28 February of the preceding year.
- 4.3 Given the nature of the changes proposed in section 5 below (i.e. either beneficial to council tax payers, or only affecting new claimants, who are not possible to identify), it is considered that a proportionate and sensible form of engagement would be to:

- a) Write to all preceptors explaining the proposed changes; and
- b) Hold an engagement meeting with relevant stakeholder groups e.g. Citizens Advice and Poverty / disability action groups, explaining the impact of the changes and seeking their views on any unintended consequences / equality implications or possible alternatives.

5. Proposals for the 2018-19 scheme

- 5.1 **Upating benefit rates to 2015 rates for all claimants.** The benefit rates used in the scheme have not been uprated in line with the Prescribed Scheme for Pensioners nor Housing Benefit since 2013. The cost to the Borough is small (under £1,000, £4,000 for Suffolk County Council (SCC)); it should be noted that benefit rates only require uprating to 2015 rates, as Government determined to freeze rates at 2015 values in 2016 for four years. This would impact positively on all existing claimants.
- 5.2 **Harmonise the Scheme to the DWP Welfare Reforms introduced in the Prescribed Scheme for Pensioners and Housing Benefit for new claimants.** These measures include restricting new claims to two children, removing the family premium and changes to the entitlement rules for persons from abroad. Due to the fluctuating nature and volume of these cases we cannot predict the impact although we believe it to be small. Such changes will align administration and enable a consistent customer service.
- 5.3 **Introduce links to the award of Universal Credit (UC) for new claimants;** the Council shall be in the UC Full Service from March 2018, meaning all new claims will be affected from 2018-19. The present scheme takes into account the award of UC in a similar way to other DWP Benefits. The proposal is to make LCTRS entitlement conditional upon UC entitlement, thereby removing the requirement to make a separate application.
- 5.4 Those customers not claiming UC who are entitled to do so will be supported to make a claim. Customers not entitled to UC due to their financial circumstances will be in a similar position to existing customers whose income exceeds entitlement to LCTRS. Thus, the Council will continue to support customers in work on a low income using existing DWP calculation rates – the support will be tapered, eventually ceasing, once income exceeds DWP levels.
- 5.5 It is proposed that St Edmundsbury determines additional classes of applicant who will not be required to satisfy the UC entitlement requirement, that being; War Pensioners, customers receiving Armed Forces payments and customers in receipt of Industrial Injuries Disablement Benefit, this list is not exhaustive.
- 5.6 Changes at 5.2 and 5.3 above will affect people needing to make a new claim either through change in financial circumstances or making a claim for the first time. Existing claimants will have transitional protection until specific changes in their circumstances. We expect the number of people to be effected by these changes to be proportionately small.

6. Other options considered but discounted

- 6.1 Restricting maximum Council Tax band used to assess entitlement to Band D – would affect approx. 30 customers, a small number relative to the gain for the Council (£2,000 for St Edmundsbury, £10,000 for SCC).
- 6.2 Restricting savings cap from £16,000 to £6,000 – would affect approximately 40 customers, some of whom are likely to requalify once their savings reduce. The financial impact for the Council being (£3,000 for St Edmundsbury, £19,000 for SCC).
- 6.3 Increasing customer contribution rate to more than 8.5% – the possible increase in Council Tax collected for the Council is considered to be less than the additional costs of recovery (additional recovery staff, postage and enquiries to customer services), including the inability to recover the debt in year by deduction from DWP benefits. Such an approach will have a negative impact on Council Tax collection as detailed in the findings at Background Paper B.

7. Consultation and Engagement

- 7.1 The consultation and engagement process described in paragraph 4.3 started in October 2017 when ARP held a stakeholder engagement meeting and discussed the proposed changes to the scheme. At the end of October we; posted a leaflet on both the ARP and West Suffolk websites; posted the link to a short survey developed using Smart Survey; sent letters to the major preceptors: SCC and the police; directly emailed the leaflet and a link to Smart Survey to a number of stakeholders and landlords covering credit unions, drug rehabilitation centres, accommodation services, armed forces charities, disability charities and care services.
- 7.2 Stakeholders at the ARP meeting did not raise any concerns about the proposals for changes in applicable amounts and welfare reform. There was an interest with how linking universal credit applications and council tax discount will operate, but no opposition to the premise. In terms of the major preceptors, SCC and the Police, had not opposition nor comments on the changes. We have had two responses from the online Smart Survey, both from stakeholders and both answering on behalf of St Edmundsbury and Forest Heath. They approved all the proposed amendments and made no additional comments.
- 7.3 Overall, the results of the consultation have shown a lack of concern for the changes proposed.

8. Equality and Diversity

- 8.1 The existing LCTRS scheme continues the DWP's previous Council Tax Benefit scheme conventions established over many years, regarding protections for vulnerable groups, including children, the disabled and the Armed Forces. The impact assessment has not raised additional concerns about the impact of the proposed scheme on groups with protected characteristics.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Council Tax Base for Tax Setting Purposes 2018/2019	
Report No:	CAB/SE/17/069	
Report to and date/s:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Lead officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To set out the basis of the formal calculation for the Council Tax Base for the financial year 2018/2019.	
Recommendation:	<p>It is RECOMMENDED that, subject to the approval of Council:</p> <p>(1) the tax base for 2018/2019, for the whole of St Edmundsbury is 36,490.95 equivalent band D dwellings, as detailed in paragraph 1.4 of Report No: CAB/SE/17/069; and</p> <p>(2) the tax base for 2018/2019 for the different parts of its area, as defined by parish or special expense area boundaries, are as shown in Appendix 2.</p>	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<p>Is this a Key Decision and, if so, under which definition?</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>	
<p>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</p>		

Consultation:		<ul style="list-style-type: none"> The tax base figures provided within Appendix 2 of the report have been communicated to town and parish councils so they can start to factor these into their budget setting process. 	
Alternative option(s):		<ul style="list-style-type: none"> Not applicable 	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The council tax base calculations are used to determine the New Homes Bonus received by the Council, and the level of council tax set by the Council. Once approved, the tax base for council tax collection purposes of 36,490.95 will be included in the Council's Medium Term Financial Strategy.	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any equality implications? If yes, please give details		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)
The Council's ability to collect Council Tax income in the current economic climate.	High	Two separate collection rates have been applied to the taxbase calculations in respect of collectability. Communication plan in place.	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:		Appendix 1: CTB Return made to Central Government on 10 October 2017. Appendix 2: 2018/2019 Tax Base for each Parish and Town Council and for St Edmundsbury Borough Council.	

1. Key issues and reasons for recommendation(s)

1.1 The Council Tax Base

- 1.1.1 The council tax base is the total taxable value at a point in time of all the domestic properties in the council's area. It is a yearly calculation and represents the estimated number of chargeable dwellings after allowing for exemptions and discounts, projected changes in the property base and after applying an estimated collection rate.
- 1.1.2 The total taxable value referred to above is arrived at by each dwelling being placed in an appropriate valuation band determined by the Valuation Office, with a fraction as set by statute being applied in order to convert it to a 'band D equivalent' figure. These band D equivalent numbers are then aggregated at a district wide level and are also sub totalled for parishes. This has to be done by the council responsible for sending the bills out and collecting the council tax ('the billing authority'). In two tier areas, district councils fulfil this function.
- 1.1.3 The council tax base is used in the calculation of council tax. Each authority divides the total council tax income it needs to meet its budget requirement by the tax base of its area to arrive at a band D council tax.

1.2 Calculation of the tax base for tax setting purposes

- 1.2.1 The calculation of the tax base for tax setting purposes consists of three stages:
- (a) calculation of the tax base for New Homes Bonus purposes as at 3 October 2016 (DCLG return – CTB);
 - (b) analysis of Band D equivalents over each of the parish areas; and
 - (c) adjustment of the band D equivalents to reflect changes in the tax base as a result of any technical changes, projected changes in the property base and a collection rate.

1.3 Tax base for New Homes Bonus purposes

- 1.3.1 The tax base return 'CTB' is used by central government for data collection and the calculation of New Homes Bonus (see Appendix 1). This return shows the analysis of properties across the eight bands for the following classifications of liability:
- (a) properties attracting 100% liability;
 - (b) properties with an entitlement to a 25% discount;
 - (c) properties with an entitlement to a 50% discount;
 - (d) properties with an entitlement to a 100% discount;
 - (e) exemptions;
 - (f) local council tax reduction scheme discounts; and
 - (g) disabled relief adjustments.

1.3.2 The figures used to make the above calculations are derived from the Valuation List as deposited on 11 September 2017, and as amended to reflect any errors or omissions so far detected in reviewing that list.

1.4 **Analysis/Adjustment of Band D Equivalent Properties**

1.4.1 The band D properties figure as at 2 October 2017 of 36,744.3 as quoted in line 31 of the CTB form has been updated as at 31 October 2017 to allow for:

- (a) any changes to the Local Council Tax Reduction Scheme 2018/2019 (outlined in Report No: CAB/SE/17/068, contained elsewhere on this Cabinet agenda);
- (b) any technical changes to discounts and exemptions such as empty properties, second homes etc (see 1.4.2 below); and
- (c) potential growth in the property base during 2018/2019 taken from an average of the housing delivery numbers for those sites within the local plan and those that have planning permission, adjusted for an assumed level of discounts/exemptions.

1.4.2 In 2013, councils were given the discretion to make certain technical changes to some discounts and exemptions: to charge up to 100% for some previously exempt properties; to charge up to 100% in respect of furnished empty properties (usually referred to as holiday homes); to charge up to 100% in respect of second homes; and to charge up to 50% empty homes premium for properties that had been empty for over 2 years, with the aim of bringing them back into use. All of these changes have a direct impact on the taxbase. There are no proposals to make any technical changes to those previously outlined in Report No: [CAB/SE/16/065](#) – Local Council Tax Reduction Scheme and Council Tax Technical Changes 2017/2018.

1.4.3 After updating the band D properties figure as detailed above, an allowance is then made for losses on collection, which assumes that the overall collection rate for 2018/19 will be 98%. In addition to this collection rate, a further adjustment has been made to allow for the collectability of the council tax arising from the Local Council Tax Reduction Scheme, which has been assessed at 85%.

1.4.4 The resulting tax base for council tax collection purposes has been calculated as 36,490.95 which is an increase of 233.68 on the previous year.

1.4.5 The table below shows the actual number of dwellings in each tax band based on the current valuations which are discounted to 1 April 1991 and the percentage in each band. There has been no national revaluation since that date.

Band	Tax Band values as at 01/04/1991 (£)	Actual Number of dwellings (Note 1)	Actual Number of dwellings as a percentage	Number of Chargeable dwellings (Note 2)	Relevant Proportion	Relevant Amount (Note 3)
@ (Note 4)				4.9	5/9	2.7
A	Up to 40,000	5,441	11.2%	3,021.8	6/9	2,014.5
B	40,001 to 52,000	17,831	36.8%	13,632.5	7/9	10,603.0
C	52,001 to 68,000	9,654	19.9%	8,200.3	8/9	7,289.1
D	68,001 to 88,000	7,434	15.3%	6,515.4	9/9	6,515.4
E	88,001 to 120,000	4,519	9.3%	4,119.3	11/9	5,034.6
F	120,001 to 160,000	1,993	4.1%	1,859.0	13/9	2,685.3
G	160,001 to 320,000	1,520	3.1%	1,433.0	15/9	2,388.4
H	Over 320,000	133	0.3%	105.7	18/9	211.3
Total		48,525	100.0%	38,891.7		36,744.3
Actual tax base after applying technical changes, an allowance for potential growth and collection rate						36,490.95

Note 1: This is the total number of dwellings on the Valuation List before making any adjustments (line 1 of the CTB return at Appendix 1).

Note 2: This is the number of chargeable dwellings after adjusting for discounts, exemptions and local council tax support but before applying the relevant proportion (ratio to band D) (line 29 of the CTB return at Appendix 1).

Note 3: This is the total number of band D equivalent dwellings as shown on line 31 of the CTB return at Appendix 1. The final figure for New Homes Bonus setting purposes (37,039.3 – line 33) is arrived at after making an adjustment for contributions in lieu of MOD properties (line 32).

Note 4: Disabled reduction results in charging the property at one band lower (1/9th) than its actual band. The "@" figure relates to band A properties which are eligible for a disabled reduction (1/9th below a band A charge).

1.5 **Precept Payment Arrangements for 2018/2019**

1.5.1 In line with the delegated authority to administer the Council's financial affairs as outlined in the Constitution, the arrangements for the scheduling of the precept payments for 2018/2019, will be determined by the Assistant Director (Resources and Performance) (Chief Financial Officer).

1.5.2 It is expected that the payments schedule for parish and town Councils will take the same form as previous years of full payment by 30 April 2018.

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CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Please select your local authority's name from this list

Check that this is your authority : **St Edmundsbury**E-code : **E3535**Local authority contact name : **Sharon Goddard**Local authority contact telephone number : **01842 756464**Local authority contact e-mail address : arfinance@angliarevenues.gov.uk**CTB(October 2017) form for St Edmundsbury***Completed forms should be received by DCLG by Friday 13 October 2017*

**Dwellings shown on the Valuation List
for the authority on
Monday 11 September 2017**

Part 1

Band A
entitled to
disabled relief
reduction
COLUMN 1

Band A
COLUMN 2

Band B
COLUMN 3

Band C
COLUMN 4

Band D
COLUMN 5

Band E
COLUMN 6

Band F
COLUMN 7

Band G
COLUMN 8

Band H
COLUMN 9

TOTAL
COLUMN 10

1. Total number of dwellings on the Valuation List		5,441	17,831	9,654	7,434	4,519	1,993	1,520	133	48,525.0
2. Number of dwellings on valuation list exempt on 2 October 2017 (Class B & D to W exemptions)		341	585	381	304	149	46	25	7	1,838.0
3. Number of demolished dwellings and dwellings outside area of authority on 2 October 2017 (please see notes)		2	0	0	1	0	0	0	0	3.0
4. Number of chargeable dwellings on 2 October 2017 (treating demolished dwellings etc as exempt) (lines 1-2-3)		5,098	17,246	9,273	7,129	4,370	1,947	1,495	126	46,684.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 2 October 2017		9	70	52	50	32	25	17	15	270.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	9	70	52	50	32	25	17	15		270.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	9	5,159	17,228	9,271	7,111	4,363	1,939	1,493	111	46,684.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 2 October 2017	3	3,311	5,867	2,454	1,584	672	235	170	13	14,309.0

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

9. Number of dwellings in line 7 entitled to a 25% discount on 2 October 2017 due to all but one resident being disregarded for council tax purposes	0	30	194	92	70	42	17	13	0	458.0
10. Number of dwellings in line 7 entitled to a 50% discount on 2 October 2017 due to all residents being disregarded for council tax purposes	0	6	9	7	4	6	9	14	6	61.0
11. Number of dwellings in line 7 classed as second homes on 2 October 2017 (b/fwd from Flex Empty tab)		34	62	39	37	36	20	23	1	252.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 2 October 2017 (b/fwd from Flex Empty tab)		102	189	98	60	44	13	11	0	517.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 2 October 2017 and not shown in line 12 (b/fwd from Flex Empty tab)		4	21	6	3	3	2	0	1	40.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 2 October 2017 (b/fwd from Flex Empty tab)		24	23	12	8	4	1	3	2	77.0
15. Total number of dwellings in line 7 classed as empty on 2 October 2017 (lines 12, 13 & 14).		130	233	116	71	51	16	14	3	634.0
16. Number of dwellings that are classed as empty on 2 October 2017 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		81	84	46	37	21	11	10	3	293.0
16a. The number of dwellings included in line 16 above which are empty on 2 October 2017 because of the flooding that occurred between 1 December 2013 and 31 March 2014 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 2 October 2017 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

17. Number of dwellings that are classed as empty on 2 October 2017 and have been for more than 6 months and fall to be treated under empty homes discount class D (formerly Class A exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a and 16b above.		0	5	2	2	3	1	0	1	14.0
18 Line 16 - line 16a - line 16b - line 17. This is the equivalent of line 18 on the CTB(October 2016) and will be used in the calculation of the New Homes Bonus.		81	79	44	35	18	10	10	2	279.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	6	1,784	11,114	6,699	5,442	3,636	1,675	1,293	89	31,738.0
20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	3	3,375	6,114	2,572	1,669	727	264	200	22	14,946.0
21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.0	15.5	0.4	0.5	0.0	0.0	0.0	0.0	0.0	16.4
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	8.3	4,313.3	15,704.7	8,632.7	6,698.3	4,183.2	1,871.8	1,441.8	105.7	42,959.6
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place) (line 22 x line 23)	4.6	2,875.5	12,214.7	7,673.5	6,698.3	5,112.8	2,703.7	2,402.9	211.3	39,897.3
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2017-18 (to 1 decimal place)										295.0
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										40,192.3

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Part 2

27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	8.25	4,313.25	15,704.67	8,632.70	6,698.30	4,183.20	1,871.80	1,441.75	105.65	42,959.6
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	3.36	1,291.46	2,072.21	432.44	182.94	63.95	12.76	8.72	0.00	4,067.8
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	4.9	3,021.8	13,632.5	8,200.3	6,515.4	4,119.3	1,859.0	1,433.0	105.7	38,891.7
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	2.7	2,014.5	10,603.0	7,289.1	6,515.4	5,034.6	2,685.3	2,388.4	211.3	36,744.3
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2017-18 (to 1 decimal place)(line 25)										295.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										37,039.3

Certificate of Chief Financial Officer

I certify that the information provided on this form is based on the dwellings shown in the Valuation List for my authority on 11 September 2017 and that it accurately reflects information available to me about exemptions, demolished dwellings, disabled relief, discounts and premiums applicable on 2 October 2017 and, where appropriate, has been completed in a manner consistent with the form for 2016.

Chief Financial Officer :

Date :

Parish Taxbase Figures 2018/2019

Parish/Town	Taxbase 2018/2019 (Number of Band D Equivalent Dwellings)
Ampton, Timworth & Little Livermere	55.09
Bardwell	312.49
Barnardiston	57.92
Barnham	233.94
Barningham	344.15
Barrow cum Denham	714.51
Bradfield Combust with Stanningfield	216.39
Bradfield St Clare	69.97
Bradfield St George	154.18
Brockley	129.94
Bury St Edmunds	13,033.47
Cavendish	423.30
Chedburgh	244.89
Chevington	267.49
Clare	830.86
Coney Weston	165.67
Cowlinge	132.01
Culford	185.31
Denston	62.32
Depden	86.61
Euston	59.19
Fakenham Magna	59.97
Flempton-cum-Hengrave	145.72
Fornham All Saints	316.58
Fornham St Martin-cum-St Genevieve	486.68
Great & Little Whelnetham	357.82
Great Barton	942.97
Great Bradley	155.49
Great Livermere	79.27
Great Thurlow	88.40
Great Wratting	89.57
Hargrave	116.70
Haverhill	7,336.27
Hawkedon	66.93
Hawstead	133.07
Hepworth	216.12
Honington-cum-Sapiston	299.80
Hopton	236.29
Horringer	411.65
Hundon	433.87
Ickworth	9.11
Ingham	161.67
Ixworth cum Ixworth Thorpe	779.96

Parish Taxbase Figures 2018/2019

Parish/Town	Taxbase 2018/2019 (Number of Band D Equivalent Dwellings)
Kedington	691.82
Knettishall	10.39
Lackford	103.10
Lidgate	100.74
Little Bradley	21.07
Little Thurlow	108.77
Little Wratting	62.19
Market Weston	101.04
Nowton	68.99
Ousden	113.86
Pakenham	337.52
Poslingford	85.13
Rede	51.93
Risby	271.58
Rushbrook with Rougham	496.34
Stansfield	89.93
Stanton	913.72
Stoke By Clare	227.20
Stradishall	164.19
The Saxhams	126.32
Thelnetham	98.28
Troston	272.36
West Stow	78.50
Westley	97.41
Whepstead	214.87
Wickhambrook	480.82
Withersfield	324.80
Wixoe	66.43
Wordwell	8.04
Total (District Taxbase)	36,490.95

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Draft West Suffolk Strategic Framework 2018-2020	
Report No:	CAB/SE/17/070	
Report to and date/s:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Councillor John Griffiths Leader of the Council Tel: 01284 757136 Email: john.griffiths@stedsbc.gov.uk	
Lead officer:	Ian Gallin Chief Executive Tel: 01284 757001 Email: ian.gallin@westsuffolk.gov.uk	
Purpose of report:	To approve the West Suffolk councils' draft Strategic Framework.	
Recommendation:	It is <u>RECOMMENDED</u> that the draft West Suffolk Strategic Framework 2018-2020, as contained in Appendix A to Report No: CAB/SE/17/070, is recommended to Council for adoption.	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<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>	
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>		
Consultation:	<ul style="list-style-type: none"> • The draft document was discussed by Overview and Scrutiny Committee on 8 November 2017. • The more detailed proposals contained in the document have arisen as a result of ongoing engagement by councillors and officers with a wide range of stakeholders, for example, business, residents, communities and voluntary groups. This engagement includes formal consultations, 	

	surveys and monitoring of feedback, as well as more informal dialogue.		
Alternative option(s):	<ul style="list-style-type: none"> It is not compulsory for councils to have strategic planning documents in place. However, this can result in a lack of strategic direction and agreement on the vision and purpose of the organisation, or the outcomes that councillors and staff are working towards. 		
Implications:			
Are there any financial implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> The draft strategic framework document is aligned with the Medium Term Financial Strategy and budget setting process for 2018-19. 	
Are there any staffing implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> 	
Are there any ICT implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> 	
Are there any legal and/or policy implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> The draft document will set the framework within which future West Suffolk policies are set. 	
Are there any equality implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> The draft document includes a number of priorities where a particular emphasis is placed on meeting the needs of different groups. Where appropriate, individual policies and projects referred to in the draft Strategic Framework document have already undergone, or will undergo, an Equality Impact Assessment. 	
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)
Lack of funding to support full set of projects listed in appendix A	Medium	Finance team involvement in business planning to fully assess value for money of detailed proposals	Low
Future changes in the wider economic environment affect the delivery of economic development and housing objectives	Medium	Ongoing monitoring of local economic conditions. Wider changes in model of service delivery to allow prioritisation of	Low

		economic and housing priorities	
Unable to meet public's expectations of what the councils will deliver	Medium	Effective communications to educate residents about new ways of working	Low
Ward(s) affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Strategic Plan 2014-16 https://www.westsuffolk.gov.uk/Council/Policies Strategies and Plans/upload/WestSuffolkStrategicPlan2014-16-full-version.pdf	
Documents attached:		Appendix A: Draft Strategic Framework 2018-2020	

1. Key issues and reasons for recommendation(s)

1.1 Development of West Suffolk Strategic Framework 2018-2020

- 1.1.1 The report seeks Cabinet's approval for the draft West Suffolk Strategic Framework 2018-2020. The strategic framework represents a revision of the existing West Suffolk Strategic Plan 2014-2016.
- 1.1.2 The report summarises the work that has been carried out so far on the development of a draft West Suffolk strategic framework and seeks the Cabinet's approval of the draft document.

2. Draft Strategic Framework – progress so far

- 2.1 Work has been underway by Portfolio Holders from both Forest Heath (FHDC) and St Edmundsbury (SEBC) councils since summer 2017 on the development of a revised Strategic Framework for 2018-2020.
- 2.2 The most recent strategic plan for West Suffolk covered the period 2014-2016. It was then agreed to extend the vision and priorities in that plan until the outcome of the devolution process in Norfolk and Suffolk was clear. It is now considered timely for a new strategic framework document to be agreed, especially given that the both councils have now agreed to proceed with proposals for creating a single council for West Suffolk.
- 2.3 The development work so far has involved the formulation of a draft **vision and strategic priorities**, based on a review of West Suffolk's existing priorities, and set against a background of evidence about West Suffolk and the issues we are facing. The three priorities that emerged from this work continue to be **growth; resilient families and communities; and housing**.
- 2.4 Each of the three strategic priorities is supported by a draft set of **projects and actions**. These cover the projects and actions already underway as well as those that have been agreed but not yet started.
- 2.5 The final element of the strategic framework is the '**ways of working**' section which outlines *how* the councils will work together in taking forward the ambitious set of projects and activities, in order to support improvements in quality of life in West Suffolk.

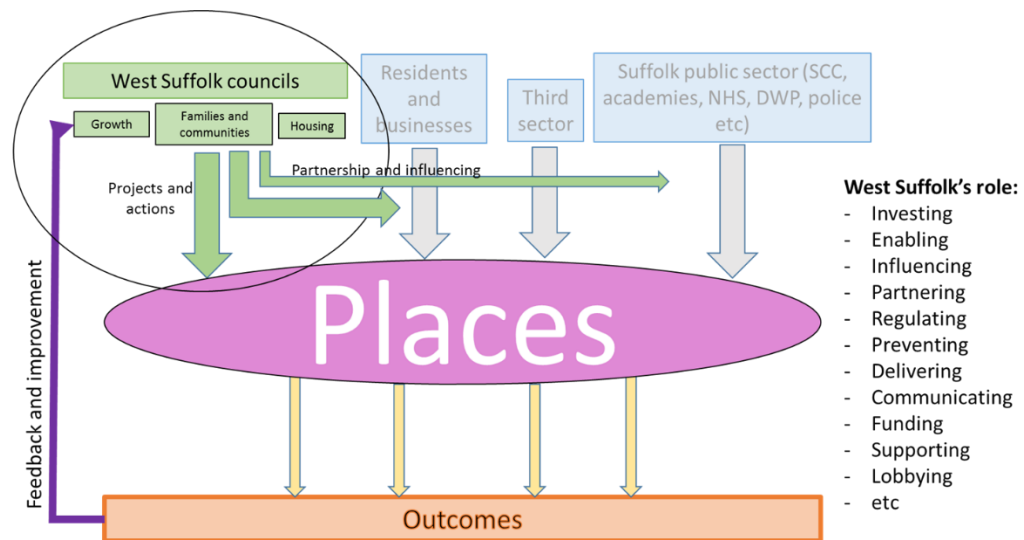
3. Key points to note

3.1 *The document is not comprehensive*

- 3.1.1 The aim of the Strategic Framework document is to provide councillors, staff, partners and residents with an overview of the councils' strategic direction and its distinctive ways of working, as opposed to a complete description of the activities the councils will be carrying out. The content is therefore necessarily high-level and focused on areas that are changing, with the detail and business as usual activities being fleshed out in individual plans, strategies and service-specific business plans.

3.2 **West Suffolk's contribution is only part of the picture**

- 3.2.1 The diagram below shows how the councils are contributing to outcomes in West Suffolk alongside others, including residents, families and communities, businesses, the voluntary sector and other public sector partners, including Suffolk County Council (SCC) and town and parish councils.
- 3.2.2 For this reason, the draft document takes account of the plans and strategies of others, including SCC, the Local Economic Partnerships, and feedback from communities through our ongoing engagement work.



Appendix A: Scope of West Suffolk strategic plan 2018-2020

3.3 **There is a new emphasis on place**

- 3.3.1 The draft document has a greater emphasis on place than the previous strategic plan, in recognition of the distinctive character of the different towns, villages and more sparsely populated rural areas across West Suffolk.
- 3.3.2 A number of examples of places where projects and actions are already planned are included within the draft document. These are necessarily selective as it is not possible to refer to all places within West Suffolk, but efforts have been made to ensure a variety of examples are given within the text.

3.4 **The document is evidence-based**

- 3.4.1 As set out in section three of the document, the priorities, projects and actions have been developed based on analysis and insight around the challenges and opportunities facing residents, communities and businesses in West Suffolk.

3.5 ***The document sets the framework for a new single council***

- 3.5.1 As the draft framework document covers the period 2018-2020, it will set the strategic direction for the new single council for West Suffolk, if this is created as a result of the current Government process. As such, the framework is aligned with the councils' business case that was submitted to the Secretary of State in autumn 2017.

4. Input from Overview and Scrutiny Committees

- 4.1 A number of issues were raised by members of SEBC and FHDC Overview and Scrutiny Committees at their meetings on 8 and 9 November 2017 respectively. These are set out below, alongside the changes that have been made to the draft, or handled in a different way. (Page numbers refer to the pages in the Overview and Scrutiny report version (the bracketed numbers refer to the pages in the agenda pack)).

SEBC

Issue raised by committee	Response
Work on the Haverhill Epicentre (Research Park) began in 2014 when planning permission was received. Should it therefore still be included in the document?	Keep reference in to demonstrate the councils' continuing commitment
Would like to see a reference to St Edmundsbury's support for a rail link between Haverhill and Cambridge	Include reference on p 11 (25) under point 4.
The Haverhill Masterplan has been in place for a while. What is happening on it?	Update given in meeting – no changes to document proposed.
Need to clarify that the timetable for the closure of RAF Mildenhall not definite.	Amend wording to read "in anticipation of the United States Air Force leaving the site in 2024 "at the earliest". p11 (25)
Change wording of A1307 to "A1307 corridor"	Change wording as suggested
Duplicate text on p21 and p24	This is intentional to show the totality of the priorities on p21 and then the amplification of each in turn in each of the sections on Growth, Families and Communities and Housing
Apparent contradiction between saying West Suffolk is 'well-connected' on p 6 (20) and then saying that infrastructure improvements are needed on p11 (25)	Add phrase 'to enable West Suffolk to continue to flourish' on p11 (25)
Document needs tidying up	Proof read, design and typeset the document before publication
How will we evaluate what we will	This is covered on p18 (32) of the

achieve or hope to achieve?	document.
The issue of homelessness needs to be prioritised at the current time	The councils' actions on homelessness are covered on p16 (30)
What data will be included in the document (infographics) and will it all be 2011 data and at ward level?	Add infographics covering economy, housing, demographics etc, at lowest possible geographical level and for most recent years available
The framework refers to a number of areas where the councils are behaving more commercially. If these initiatives fail, what is the 'plan B'?	Each of the income generating initiatives that will be brought forward in the context of the strategic framework will be appraised individually through business cases, including an analysis of risks.
What guarantees can be given around investment in rural areas?	The framework covers all of West Suffolk's places, whether towns, villages or isolated hamlets. The strategies and plans that sit 'underneath' the framework will address where funding will be targeted, according the particular needs of each of the places and recognising the specific challenges and opportunities facing rural areas. Add stronger references to rural communities in document.
Add reference to the role of the voluntary and community sector in dealing with problems in Homes of Multiple Occupation (HMOs) on p16 (30), point 8	Add reference as suggested.

FHDC

Issue raised by committee	Response
How will the document be made use of?	The document will provide the overarching framework for staff and Members, to set out the direction for the councils. It aligns with how financial resources have been and will be allocated for 2018-2020, and sets the framework for business planning and performance management.
How will the councils know if they are making any difference in local places?	The performance framework described on p19 of the draft document outlines how we will measure progress against the priorities in the document. Performance against the framework will be reported through the performance management

	framework, including to Performance and Audit Scrutiny Committee.
Add reference to growth sites in Forest Heath in the second bullet point in the Growth section	Add "Plus, depending on the outcome of the Forest Heath Local Plan examination North Lakenheath, North Red Lodge and West Mildenhall."
Amend "self sufficient" to "financially self sufficient" on p29	Amend as suggested
Add reference to the role of the Citizens Advice Bureau and Registered Providers as well as Anglia Revenues Partnership	Amend as suggested
Data and intelligence need to be made available to Parish Councils through online mechanisms.	This will be included in the work programme for data and intelligence.
Add reference to the Medium Term Financial Strategy.	Reference is included in section "Resourcing our priorities"

5. Publication and launch

- 5.1 Following Cabinet consideration, the draft West Suffolk Strategic Framework is due to be considered by both councils' full Councils later in December 2017. Subject to agreement being reached, the framework would then be published. A full communications plan has been developed to share the framework and the priorities that guide the work of the authorities and new single council. This includes communicating internally with staff and Members as well as externally with residents, businesses and partners, including parish councils, and the wider voluntary and public sector.
- 5.2 Communications will continue throughout the framework period to help embed the vision and priorities in the culture of the organisation as well as explain the strategic aims of the councils. Priority areas will also be highlighted with practical examples of case studies and successes during this time to bring emphasis on aspects of the councils' ambitions, services and projects being delivered. Where appropriate this will involve Leaders and Portfolio Holders.
- 5.3 The priorities and vision set out in the framework will also be an integral part of communications work of the council and its messaging.

Forest Heath & St Edmundsbury councils

West Suffolk
working together

West Suffolk Strategic Framework

2018-20

Contents

Foreword from the Leaders of the Councils	3
West Suffolk Councils' role in transforming local places	4
About West Suffolk: current challenges and opportunities	5
Vision and strategic priorities	10
Ways of working	11
Our plans for 2018-2020	12
Measuring our progress	21

Foreword from the Leaders of the Councils

This is West Suffolk Councils' second strategic plan, cementing our place nationally as transformational councils. Since the last plan we have concentrated our efforts on delivering high quality services while investing in growth and working alongside businesses, residents and partners to create opportunities, jobs and prosperity. We have pioneered new ways of working with communities, aiding local solutions and opportunities to be created by residents to meet their aspirations.

This new framework sets out our vision and aims that the councils and the new West Suffolk Council¹ will be working with others to achieve over the next two years, as follows:

Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all.

West Suffolk is a national success story – a place people love to live and support their families and businesses to grow. With unique countryside, good quality of life and part of the UK economic engine bound together by communities, good neighbours and local groups that look out for one another.

We have been at the forefront nationally of changing the way local government works for its communities and economy. We are making sure our area can meet the challenges such as reduced funding, pressures on housing, increasing demand on health services and the need to attract investment, while being in a better position to bring jobs and prosperity and still deliver vital services. We are also mindful the needs and opportunities for our rural villages and areas as well as supporting our market towns.

To make sure West Suffolk continues its success story onto the next chapter we will focus our energies on three main strategic priorities.

We believe our communities want to see:

- Growth in West Suffolk's economy for the benefit of all our residents and UK plc.
- Resilient families and communities that are healthy and active
- Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.

It is truly an exciting and ambitious time in West Suffolk with the creation of a new single council giving us a louder voice to champion our area; better ability to take advantage of commercial opportunities but being the right size to concentrate locally on place and communities, supporting both our rural and urban residents and businesses.

This framework document is likely to also cover the creation of the West Suffolk Council between 2018 and 2020. Our priorities flow from what we have achieved so far and our approach will see us behaving more commercially while supporting our families and communities and delivering inclusive growth. We will be using data to give us a greater focus on place to help achieve these aims with our communities and partners.

But we cannot achieve these aims alone. That is why we have pioneered new ways of working with communities, partners, businesses and local groups to achieve these ambitions together. We will continue to work in this innovative way to ensure the people and businesses of West Suffolk continue to thrive and champion our communities locally, nationally and internationally.



Councillor James Waters
Leader, St Edmundsbury
Borough Council



Councillor John Griffiths
Leader, Forest Heath
District Council

¹NB To avoid undue complexity, the document refers throughout to West Suffolk Councils. In the event of a new West Suffolk Council being formed in May 2019, all references would then refer to West Suffolk Council.

West Suffolk Councils' role in transforming local places

West Suffolk Councils – Forest Heath District Council and St Edmundsbury Borough Council – are uniquely placed to support our local places as they seek to grow and prepare for the next decade, and to improve quality of life for all.

As district councils, we play a central part in shaping the future in west Suffolk, alongside residents, businesses, the third sector and other public sector partners.

Our role includes the following:

Role of West Suffolk Councils		
invest	enable	influence
partner	regulate	prevent
deliver	communicate	fund
support	lobby	protect

Using evidence and insight (see following section) the councils have identified the most significant challenges and opportunities that are facing West Suffolk's towns, villages and other rural areas over the next few years. Based on this, and on our vision for what we believe a future West Suffolk should look like, we have identified those areas of West Suffolk Councils' responsibility where we can have the greatest impact and make the biggest difference in our local areas, using the resources that have been entrusted to us. In doing so, we have been mindful of the role of other partners and their plans and strategies, for example, Suffolk County Council, the two Local Enterprise Partnerships covering West Suffolk, parish and town councils, the third sector, community and representative groups and other public sector partners.

This document describes this strategic framework which will shape our resourcing and decision-making over the period 2018-2020.



About West Suffolk: current challenges and opportunities

West Suffolk Councils are committed to making decisions about the future based on evidence and insight. The priorities described in this document are therefore based on analysis that has been carried out to determine what are the most significant challenges and opportunities facing the area. Our approach has drawn on:

- published national data sources
- data from public sector partners
- internal operational data
- insight from local communities, residents, councillors and staff

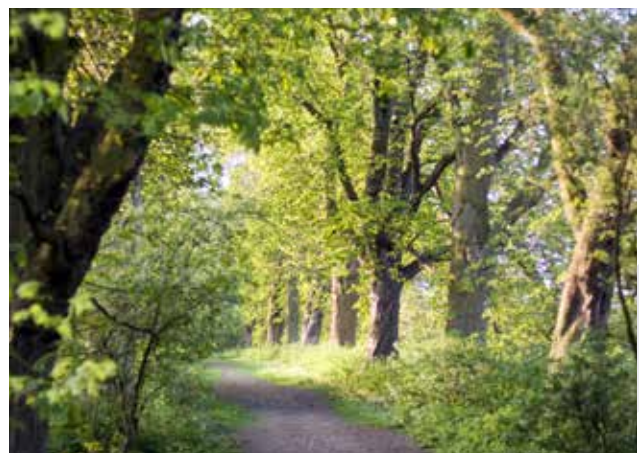
About West Suffolk

The area of West Suffolk comprises the council areas of Forest Heath and St Edmundsbury, two predominantly rural districts in the heart of East Anglia. Well-connected with London, the rest of East Anglia and the Midlands, West Suffolk is a safe and comparatively prosperous place in which to live. West Suffolk has a thriving and diverse economy, embracing a



number of business sectors, including several that support the two major US Air Force bases at RAF Mildenhall and Lakenheath. It also has some beautiful and accessible countryside areas, including grassland, heath and forest. At the same time, some areas of West Suffolk are facing challenges such as rural isolation, a lack of skills or qualifications, an ageing population in need of more specialist housing or care, poverty, ill-health or deprivation.

The charts and graphs on the following pages summarise some of the attributes of West Suffolk, and the challenges and opportunities faced by residents, businesses, the councils and other partners. To see more statistics about life in West Suffolk, please visit: www.suffolkobservatory.info



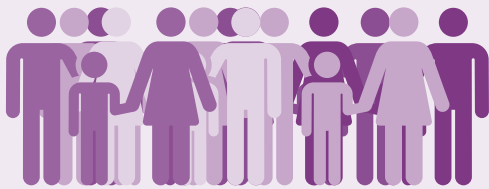
POPULATION

West Suffolk's population is set to grow significantly in the future, and to become older. This poses challenges for the councils in ensuring the right kinds of housing, jobs and infrastructure for our growing population in both urban and rural areas.

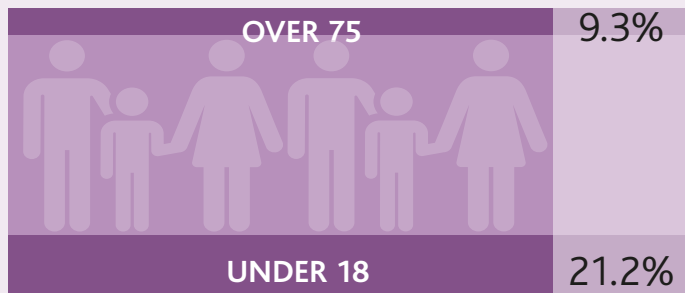
Population

In 2016, the total population of West Suffolk was

177,385



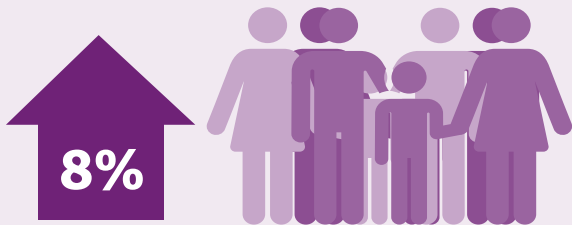
Source: ONS 2016 Mid Year population estimates



21.2% of West Suffolk's population was under 18 (compared to 21.3% of England's population).

9.3% of West Suffolk's population was over 75 (compared to 8.1% of England's population).

Population growth



Between 2017 and 2030, the population of West Suffolk is predicted to grow by 8% (compared to 9% in England as a whole).



The under 18 population is predicted to grow by 5% (England – 7%)



And the over 75s population is predicted to grow by 55% (England – 47%)

Source: ONS 2014-based Sub-national population projections

Number of households

By 2039, the number of households in West Suffolk is predicted to have increased by 20% compared to 2014 figures



Source: www.gov.uk. 2014-based Household projections for England and Local Authorities

Rural / urban balance

Approximately 40% of the population of West Suffolk live in rural locations



Source: Defra Rural/urban classification 2011

ECONOMY

West Suffolk’s workforce is growing faster than surrounding areas and the country as a whole, and employment among young people in particular is healthy. However, wage levels remain below the national average, leading to a renewed focus by West Suffolk councils on attracting high quality employment to the area, supported by training and skills development.

Main economic sectors

In 2016 workers in West Suffolk were employed in the 5 following main sectors:



Business admin & support services



Manufacturing



Health



Retail



Accommodation & food services

	Business admin & support services	Manufacturing	Health	Retail	Accommodation & food services
West Suffolk	15.6%	11.9%	11.9%	9.7%	7.4%
England & Wales	9%	8.2%	12.9%	9.5%	7.4%

Source: Business Register and Employment Survey

These figures exclude farm agriculture (SIC subclass 01000)

Income levels

Weekly median pay (gross) for full time workers





Year	Forest Heath	St Edmundsbury	England
2007	£376.60	£413.60	£464.00
2017	£506.70	£536.40	£555.30

Source: Annual Survey of Hours and Earnings

Employment

% increase in the number of people in employment 2015 - 2016

West Suffolk	3.98	 
Cambridge City	0.97	
East Suffolk	0.76	
Mid Suffolk and Babergh	1.91	
Ipswich	2.62	
Suffok	2.32	
Cambridgeshire	3.81	
United Kingdom	3.12	

Source: Business Register and Employment Survey

Young people not in Education, Employment or Training (NEET)

In April 2017, 4% of the 16-18 year old population in West Suffolk were not in Education, Employment or Training (England: 8.4%)

4%

Source: Labour Force Survey

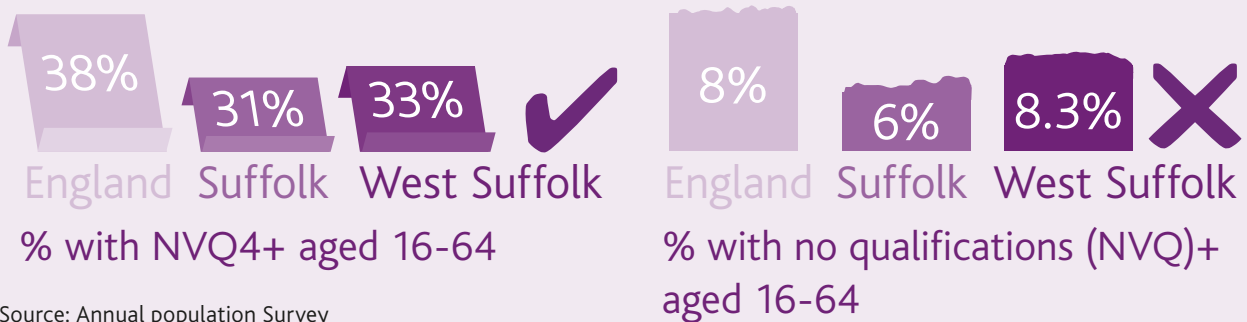
EDUCATION, SKILLS AND TRAINING

West Suffolk faces challenges with increasing skills and attainment levels for our residents, in order to ensure businesses can continue to make the area their home and take hold of new opportunities to expand and innovate.

Qualifications

Reference period
Jan - Dec 16

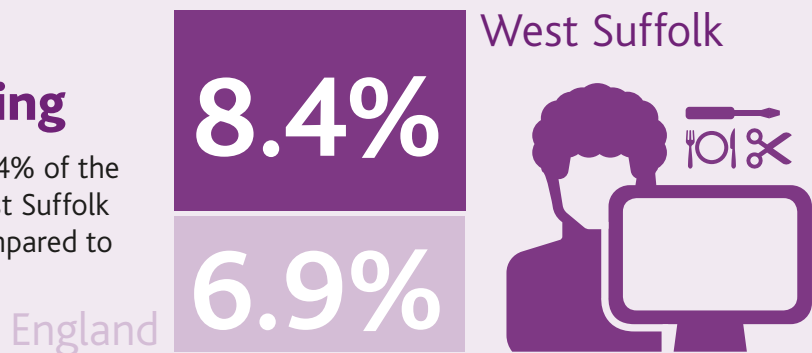
The proportion of 16-64 year olds with no qualifications is higher than the national average. Meanwhile, the proportion of 16-64 year olds with NVQ level 4+ is lower than the national average.



Young people in work-based learning

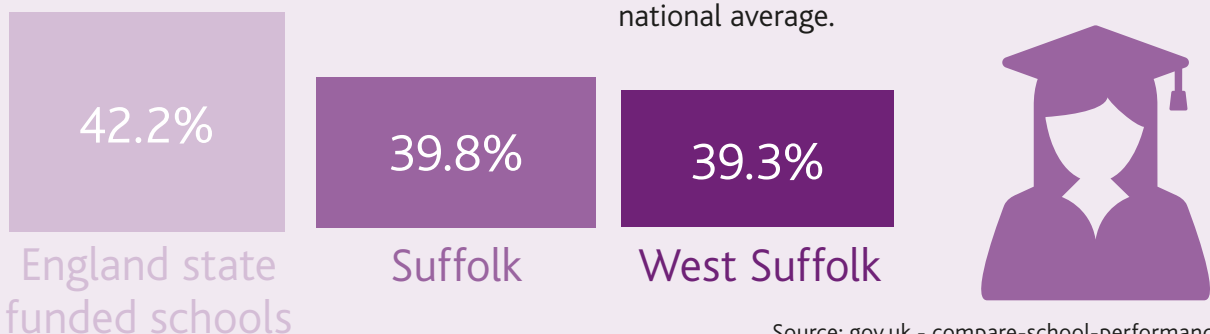
At the end of December 2016, 8.4% of the 16-18 year old population in West Suffolk were in work-based learning, compared to 6.9% for England as a whole.

Source: gov.uk/government/collection/statistics - neet



Educational attainment

The percentage of year 11 students in West Suffolk achieving Grade 5 or above in England and Maths GCSE in 2017 was below the national average.



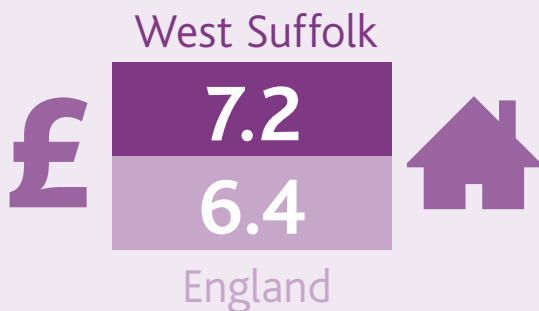
Source: gov.uk - compare-school-performance

HOUSING

Buying or renting a home in West Suffolk is challenging, given average prices and local wage levels. Like the rest of the UK, increasing homelessness poses challenges to families, communities and West Suffolk Councils and its partners. We have invested significant resources in addressing these issues, but the overall housing challenge continues.

Affordability

The estimated ratio of average earnings to average property price in West Suffolk in 2017 was 7.2, compared to a ratio of 6.4 for England as a whole.

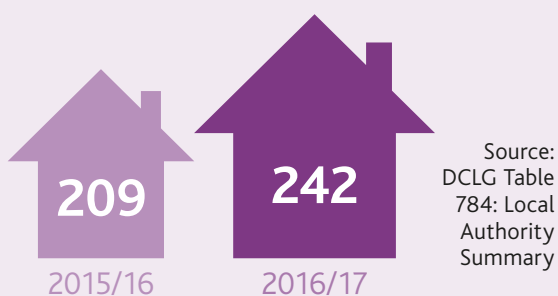


(Ratio of average earnings (full time workers' mean gross annual pay) : Mean semi-detached property price)).

Source: Wage levels - Annual Survey of Hours and Earnings. House prices - Gov.uk - UK House Price Index: data downloads Aug 2017

Homelessness

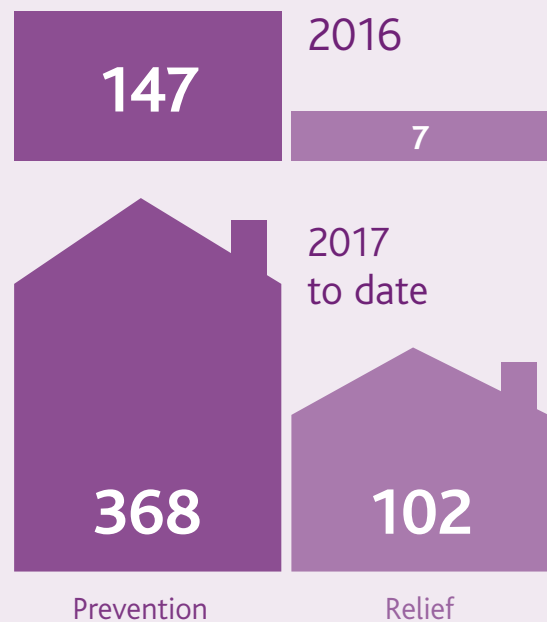
The number of people accepted as homeless (i.e. in priority need and not intentionally homeless) in West Suffolk in 2016-17 increased significantly from 2015-16 levels.



Source: DCLG Table 784: Local Authority Summary

Homelessness prevention and relief

The number of cases of homelessness prevention and relief dealt with by West Suffolk Councils increased significantly between 2016 and 2017.



Homelessness prevention involves providing people with the ways and means to address their housing and other needs to avoid homelessness. This is done by either assisting them to obtain alternative accommodation or enabling them to remain in their existing home.

Homelessness relief occurs when an authority has been unable to prevent homelessness but helps someone to secure accommodation even though the authority is under no statutory obligation to do so.

Vision and strategic priorities

From 2018-2020, Councillors and staff across West Suffolk Councils are committed to:

Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all.

In practice, this will mean continuing to focus our energies and resources on the following strategic priorities:

Growth in West Suffolk's economy for the benefit of all our residents and UK plc.	Resilient families and communities that are healthy and active.	Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.
<p>We will use our influence, investment, partnerships and regulatory powers to:</p> <ul style="list-style-type: none"> • lobby for a better connected West Suffolk, in terms of transport and digital connectivity • promote West Suffolk as a place to do business, so as to attract investment and innovation that increases salary levels and encourages the right mix of jobs to grow our economy • invest in and promote our local places by building on their unique qualities through specific local strategies, projects and environmental services • develop our current and future local workforce through education, training and opportunities for all. 	<p>We will use our leadership, local connections, commissioning role and assets to:</p> <ul style="list-style-type: none"> • foster supportive networks to improve and sustain the lives of individuals, families and communities • use our community, leisure, open space and heritage assets to support wellbeing and education • work with and influence partners including the voluntary sector in our shared endeavour of improving the health, wellbeing and safety of families and communities. 	<p>We will use our roles as a local housing and planning authority, a regulator, an investor and local influencer to:</p> <ul style="list-style-type: none"> • plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks • improve the quality of housing and the local environment for our residents • enable people to access suitable and sustainable housing.

Ways of working

In carrying out our work, West Suffolk councillors and staff are committed to a number of ‘ways of working’ that, when taken altogether, represent a set of distinctives of our organisation. These ways of working govern the way in which we carry out our business and choose those opportunities that are important to pursue. They are based on the values that drive our approach, coupled with the circumstances facing local government in the 21st century.

"The West Suffolk Way"	Empowering families and communities to create positive and healthy futures. Working in a way which helps to create safe places, recognises individuals and their needs and strengths, understands relationships and connects people. Finding out what communities care about and supporting them to achieve their goals.
Place focus and subsidiarity	Distinctively local, not generic solutions, that are shaped and delivered locally and reflect the different challenges and opportunities of West Suffolk’s towns, villages and countryside areas.
Collaboration and integration	Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals
Inclusive growth	Encouraging and investing in ambitious growth and good quality housing that all can access and benefit from, and that is good for local people and the environment
Financial self-sufficiency	A shift from reliance on grants to self-generated income, returns on investment, and business rates growth
Behaving more commercially	Taking a business approach to our operations, within our public service remit
Digitally enabled	Maximising the potential of data and technology to transform decisions and transactions

In everything we do, we will be guided by our commitment to promoting equality and diversity by seeking to eliminate discrimination, harassment and victimization, advance equality of opportunity, and foster good relations between different groups of people through all aspects of our work across West Suffolk. Where appropriate, we will assess the impact of our policies and projects as they develop, in order to ensure they support our commitment to equality and diversity. We have also identified some particular areas within the priorities on p x where focused action is needed to improve equality of opportunity for people in West Suffolk. These are shown below:

Equality objectives

- develop our current and future local workforce through education, training and opportunities
- work in partnership with, and influence, other organisations including the third sector to support families and communities in improving their health, wellbeing and safety.
- enable people to access suitable and sustainable housing.

The following pages of this document explain in more detail the actions and projects we will undertake in relation to our vision and priorities over the next two years.

Our plans for 2018-2020

Growth in West Suffolk's economy for the benefit of all our residents and UK plc

We will use our influence, investment, partnerships and regulatory powers to:

- lobby for a better connected West Suffolk, in terms of transport and digital connectivity
- promote West Suffolk as a place to do business, so as to attract investment and innovation that increases salary levels and encourages the right mix of jobs to grow our economy
- invest in and promote our local places by building on their unique qualities through specific local strategies, projects and environmental services
- develop our current and future local workforce through education, training and opportunities for all

Why is this a priority?

Without 'good growth' in West Suffolk, our residents, families and communities have little prospect of achieving the goals they want to achieve. A strong economy that is capable of growing, sits at the heart of this growth, and West Suffolk Councils hold a number of key levers in driving forward economic change.

West Suffolk Councils need to use our resources to foster good growth in West Suffolk because there are areas where the potential of our places and people is not being maximised and where more could be achieved. For example, we need to direct our energies towards projects and activities that will help bolster productivity, improve educational attainment and increase wages, which are currently lagging behind national trends. We also need to work with others to improve infrastructure, which is so critical in rural areas such as ours.

As we look towards the next decade and the significant social and economic change that we are likely to experience, West Suffolk Councils need to be leading the way in ensuring that our local economies are resilient and growing in an inclusive way.

During 2018-2020, we will:

1. Ensure an up-to-date strategic planning framework is in place across West Suffolk, including an Infrastructure Development Plan. Our work will include the preparation of a joint local plan timetable, supported by supplementary planning documents; a review of the Statement of Community





- Involvement; and work with parish and town councils on neighbourhood plans.
2. Give West Suffolk a louder voice in the growth agenda at the national and regional levels, in particular through the Local Enterprise Partnerships, Suffolk Growth Programme Board, Cambridgeshire and Peterborough Combined Authority and wider networks covering the East and South East of England. This will include ensuring West Suffolk gets a fair share of available funding to support growth.
3. Make opportunities for growth available through land, premises and Enterprise Zones, for example, the development of the Cambridge – Norwich tech corridor, Suffolk Business Park, Haverhill Research Park and Epicentre. We will also continue to work with central government on the future of the RAF Mildenhall site in anticipation of the United States Air Force leaving the site in 2024 (at the earliest).
4. Work with partners and developers to secure, improve and increase infrastructure provision to enable West Suffolk to continue to flourish. In particular, the A1307 corridor, A11, A14, Ipswich to Cambridge rail services (including East-West rail, Eastern Section), a potential light rail link between Haverhill and Cambridge, and broadband provision.
5. Develop insight-based bespoke strategies for investment and other activities in our local places. Our approach in each of our places will promote inclusive growth, which enables residents, families and communities to improve their quality of life, while also growing the economy and safeguarding and enhancing the natural and built heritage and environment.
6. Drive forward improvements in our town centres, including improving markets provision. We will continue to implement the Haverhill masterplan and to finalise the masterplan for Bury St Edmunds as well as work on masterplanning in Newmarket and Mildenhall.
7. Understand our local businesses and provide them with targeted support to enable them to expand and flourish, for example, through small grants or loans and signposting to support agencies. This will include working with Chambers of Commerce, the New Anglia Growth Hub, Business Improvement Districts and others such as West Suffolk College.



8. Provide focused support for our key growth sectors of advanced manufacturing; digital and creative; biotech; tourism; film; and food, drink and agritech. Our support will include encouraging businesses to implement environmental improvements and to adopt a culture which nurtures employee health and wellbeing as well as their talents, ambitions and innovation.
9. Promote West Suffolk's brand through inward investment activities and events, for example the West Suffolk Business Festival, and by raising our local profile through the Destination Management Organisation. We will use these opportunities to retain and attract talented people, especially young people, to choose to live and work in West Suffolk.
10. Develop an Asset Management Plan to ensure the operational and other assets owned by West Suffolk are used for maximum public benefit, including our office buildings, waste facilities, car parks, investment properties and energy assets such as Toggam Solar Farm. This will include joint initiatives such as the delivery of the West Suffolk Operational Hub and Mildenhall Hub, as part of the One Public Estate programme



11. Support the development of higher level skills in West Suffolk so as to support individuals in achieving their goals and attract higher paid jobs to the area. We will do this by working with employers, the county council, West Suffolk College and other local training providers to promote training opportunities and apprenticeships, including in-house.

Resilient families and communities that are healthy and active

We will use our leadership, local connections, commissioning role and assets to:

- foster supportive networks to improve and sustain the lives of individuals, families and communities
- use our community, leisure, open space and heritage assets to support wellbeing and education
- work with and influence partners including the voluntary sector in our shared endeavour of improving the health, wellbeing and safety of families and communities.

Why is this a priority?

Many of the difficulties experienced by West Suffolk residents could be prevented or tackled



early if support and potential solutions were available close to home, for example, from within family, neighbourhood or community networks. This would then result in a different role for public services, namely being an option of last resort, rather than the first port of call.

We are already developing the foundations of a more preventative approach, working across groups and organisations, listening to and working within and with our communities. Crucial to this approach is encouraging them to explore their strengths and assets, and tailoring our support and responses accordingly. Traditionally we think of assets as being buildings or places but in this approach references to assets also means local people who care enough about an issue in their community that they are prepared to do something about it.

Each locality's social, economic and demographic make-up is different, as well as the challenges faced, and understanding these will be fundamental to the success of our work. This is particularly true as we see long-term trends in demographics, families, the make-up of communities and priorities changing across Suffolk. For example, a third of newborns will live to 100 years of age². Increasingly, those approaching retirement age are still caring for their parents, which has an impact on housing choices, where people decide to live and work, and their lifestyles.

In practical terms this means rethinking what public services do. Prioritising the role of families and communities in society will mean that West Suffolk councils will advocate, empower and enable people to spot, prevent and address emerging problems, rather than waiting until they become serious and manifest themselves as worklessness, anti-social behaviour or poor health.

² ONS Period and cohort life tables, 2012 release (Dec 2013)

During 2018-2020, we will:

1. Continue the direction set in 2011, updating our strategy where appropriate
2. Work closely with councillors to identify groups, community connectors and other individuals able to provide support within their communities, such as lunch clubs and pre-school provision.
3. Continue to strengthen our relationships with parish and town councils through Town and Parish cluster meetings, Forum and the West Suffolk conference.
4. Support groups and organisations to build capacity by making the best use of community grants and locality budgets
5. Maximise the value to communities of external funding streams by monitoring and influencing the distribution of funding and ensuring the West Suffolk community grants do not duplicate other arrangements.
6. Help communities to take more ownership of community assets, for example the Guildhall transfer in Bury St Edmunds and the Newbury Community Centre transfer.
7. Review and understand our diverse cultural assets and opportunities with a view to work with partners to develop a 21st century cultural strategy. The strategy will set out how the value of the assets can be maximised in terms of, for example, celebrating and safeguarding heritage assets; tackling social isolation; promoting tourism; or generating commercial income. It will build on previous work and take account of assets such as the Home of Horseracing and the ambition for a cinema in Newmarket to provide leisure opportunities for families and communities.
8. Support the development of the Mildenhall Hub to achieve maximum benefits for local communities from the co-location of public sector services, leisure centre, school and swimming pool.
9. Build on the relationship with our strategic leisure partner to support the delivery of the Physical Activity Framework.
10. Develop the model of working with housing staff, health visitors and community nurses in discussion with agencies, building stronger



partnerships to address 'hotspots' and 'super users' of public services.

11. Work closely with statutory and voluntary sector partners and communities, including ONE Haverhill, to identify key areas and causes of demand on public services and enable community-based solutions
12. Work alongside partners to implement a multi-agency team in West Suffolk to support communities to become more resilient and sustainable.
13. Utilise and build on the specialist skills and knowledge in the West Suffolk officer team, including community safety, anti-social behavior, health, arts and culture, vulnerable groups, children and young people and community grants, using a variety of approaches
14. Work with our partners to identify the cost/benefit of the West Suffolk approach and develop measures to monitor progress and outcomes.

The West Suffolk Way

The West Suffolk approach sets out the five key elements we believe are the building blocks for resilient and thriving communities.

Element 1: **A Safe Place** – is about working in a way which increases the safety of a place and people’s sense of the place in which they live, work or visit. It can apply to emotional safety as well as physical.

Element 2: **Recognising Individuals** – is about working in a way which recognises people’s individuality, that differences matter and that each person has different needs and strengths. It applies to the development of, and respect for important concepts such as self-identity, self-esteem and self-worth. It embraces culture and values.

Element 3: **Understanding relationships** – is about working in a way which recognises the context of relationships and the connections that exist between people, in spite of difference, be they transactional, nurturing, emotional, practical etc.

Element 4: **Encouraging agency** – is about working in a way which encourages people to help themselves, validating their own ability, recognising that taking action is an important step to change, development and improvement. At a personal level, this increases people’s ability and capacity to demonstrate power, influence and control over their lives.

Element 5: **Developing vision** - is about working in a way which builds positive goals and an understanding of what is being worked towards.



Increased and improved provision of appropriate housing in west Suffolk in both our towns and rural areas.

We will use our roles as a local housing and planning authority, a regulator, an investor and local influencer to:

- plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks
- improve the quality of housing and the local environment for our residents
- enable people to access suitable and sustainable housing.

Why is this a priority?

We know that good housing can play an important role in improving the health and wellbeing of people in our area, and it is vital to realising our ambitions for economic growth. Without suitable and affordable housing, West Suffolk's residents will not be able to

achieve their ambitions, whether for family life, career development, a fulfilling retirement or other goals. The local conditions in West Suffolk makes housing particularly difficult to afford, given relatively high house prices and low wages. The councils therefore have an important role to play in seeking to address this situation, and also to ensure housing is suitable for the increasingly ageing population. At the same time, the councils continue to work to improve the quality of housing, so as to ensure it supports the health and wellbeing of residents, families and communities, both in our towns and in our rural areas. In recent years, as well as focusing on increasing the supply of appropriate housing, the councils have also responded to rising homelessness in West Suffolk by investing resources in preventing homelessness and securing suitable accommodation for those in crisis.



During 2018-2020, we will:

1. Promote and facilitate the provision of new housing, supported by infrastructure, and in line with the Government's approach. We will do this by working with a range of partners including registered providers, infrastructure providers, private developers and parish councils.
2. Bring forward growth on the strategic sites at North West and North East Haverhill, North East Bury St Edmunds, Bury St Edmunds East and Bury St Edmunds West. Plus, depending on the outcome of the Forest Heath Local Plan examination North Lakenheath, North Red Lodge and West Mildenhall.
3. Ensure there is sufficient mix of housing types to meet the needs of our local communities, including delivering 30% affordable housing on any private development. We will also work with registered providers to ensure that levels of social rented homes are maintained so there are sufficient affordable homes for individuals and families on low incomes.
4. Seek to encourage developers to build homes to the national minimum space standards to promote healthy living.
5. Develop new housing for sale and rent through the delivery of Barley Homes' first five year delivery plan. Barley Homes is the councils' housing company, jointly owned by West Suffolk councils and Suffolk County Council. Income from Barley Homes will also generate revenue to support West Suffolk Councils in becoming self-sufficient.
6. Promote the development of lifetime homes which meet the needs of people throughout their lives, as well as providing specific adaptations to housing through Disabled Facilities Grants.
7. Continue to assess the accommodation needs of Gypsies and Travellers and where appropriate allocate land to meet those needs.
8. Work with private landlords, tenants and the voluntary and community sector to ensure privately rented accommodation is up to standard. This will include provision of advice and support as well as formal inspections, particularly in Houses in Multiple Occupation. We will also implement policy changes to allow West Suffolk Councils to impose financial penalties on rogue landlords whose properties are in poor condition.
9. Support owners of empty properties to enable them to bring homes back into use.
10. Work in partnership with residents, communities, registered providers and other partner organisations to prevent homelessness and ensure families and individuals are appropriately housed. This will include implementing the new duties on placed councils by the Homelessness Reduction Act, through our Homelessness Strategy and Lettings Policy, and promoting housing related support.
11. Implement the Positive Pathway model for tackling homelessness, including identifying risks early, promoting self-help and resilience for those who are able to help themselves and proactive help for those who are too vulnerable to help themselves.
12. Explore options for the provision of more temporary accommodation, in order to house individuals and families, including those who have experienced domestic abuse.
13. Use dedicated support to work with rough sleepers and try to address the problems that lead to rough sleeping and being at risk of sleeping rough, including through the 'No Second Night Out' partnership.
14. Deliver excellent services for those who are homeless. Our work will recognise that some people have more than just 'the need for a roof' and will involve working in partnership to provide support and stabilisation, with the aim of breaking the cycle of homelessness.
15. Work with the Anglia Revenues Partnership, Citizens Advice Bureau and Registered Providers to support the roll out of Universal Credit
16. Continue to explore innovative ways to use good housing to promote the health and wellbeing of our families and communities, including through our role in the Suffolk Health and Wellbeing Board.

Further detail of our planned projects and activities is available in our specific strategy documents available on our website at www.westsuffolk.gov.uk

Resourcing our priorities

Alongside our Strategic Framework, the Councils' Medium Term Financial Strategy and annual budgets set out how our activities will be resourced. Our Medium Term Financial Strategy www.westsuffolk.gov.uk/mtfs is based on the following six themes:

1. Aligning resources to the West Suffolk strategic plan and essential services;
2. Continuation of the shared service agenda and transformation of service delivery;
3. Behaving more commercially;
4. Considering new funding models (eg acting as an investor);

5. Encouraging the use of digital forms for customer access; and
6. Taking advantage of new forms of local government finance (eg business rate retention).

Improving how we work

Supporting our ambitious agenda of enabling change in our local communities requires us to 'lead by doing' and is reliant on significant supporting infrastructure, for example around communications, policy development, information management, estate and resource management, customer access, workforce and organisational development and improving our governance and democratic arrangements.

We have a number of plans in place to drive forward change in these areas over the period 2018-2020, many of which are available to view at www.westsuffolk.gov.uk

Focus on West Suffolk Councils' workforce

A committed and effective workforce is key to the successful delivery of our strategic priorities. Our people policies support the health and wellbeing of our staff in order that they are able to achieve the ambitions set out by West Suffolk councils.

During 2018 – 2020 we will focus our workforce strategy on 5 key areas:

Skills and behaviours – train, develop and grow our workforce in multi disciplinary settings to ensure they have the skills for their role and able to work across the organisation and ensure our staff are fully engaged at all levels.

Pay, reward and recognition – develop affordable pay and reward strategies balanced with the employer of choice vision.

Recruitment and retention – recruit and retain staff with the right skills at the right time to deliver our vision

Workforce planning and data – having a workforce that reflects the right people, with the right skills, with the right potential to develop in order to deliver our vision.

Health and wellbeing – a fit and healthy workforce able to deliver the services supported through the commitment and framework of the Suffolk Workplace Wellbeing Charter.

Measuring our progress

Over the period of this framework, we will use our performance management arrangements to track our progress.

The West Suffolk Councils' performance framework uses a mix of operational, financial, staff performance, customer feedback and contextual information to build a picture of progress in achieving the vision and objectives outlined in this document. The business intelligence gathered in this way supports staff Councillors to spot risks and opportunities and to continuously improve.

In addition, in order to measure overall change and transformation in our places, we will measure progress against the following six outcomes, using our own data alongside data from our partners:



Safe and clean	Healthy and well	Inclusive
Economically vibrant	Resilient and strong	Aspirational

A range of organisations, as well as residents and businesses themselves, will determine how well local places are performing against these outcomes. And so we will also measure West Suffolk Councils' specific contribution by monitoring the specific outcomes and outputs from our activities. Our performance management framework also considers our financial performance and that of our staff.

We will report our progress through regular reporting to the Performance, Audit and Scrutiny Committees, as well as through our Annual Reports.

Residents, businesses and other stakeholders can access information about our performance and our use of resources through our committee reports, which are made public, and through the transparency pages of our website.





Forest Heath & St Edmundsbury councils

West Suffolk
working together



Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendations from the Grant Working Party: 6 November 2017: Community Chest Funding – 2018/2019	
Report No:	CAB/SE/17/071	
Report to and date:	Cabinet	5 December 2017
Portfolio holder:	Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	
Chairman of the Working Party:	Jim Thorndyke Grant Working Party Tel: 01359 250271 Email: jim.thorndyke@stedsbc.gov.uk	
Lead officer:	Davina Howes Head of Families and Communities Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	On 6 November 2017, the Grant Working Party considered the following substantive item of business: (1) Consideration of Community Chest Funding – 2018/2019 Recommendations emanating from (1) above are provided for Cabinet’s consideration below.	
Recommendations:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) the allocation of Community Chest funding for 2018/2019, as previously approved in 2016/2017 as part of two-year funding agreements, be noted, namely:</p> <p>(a) Suffolk Accident Rescue Service (SARS): £2,000</p> <p style="text-align: right;"><i>Continued...</i></p>	

	(b) Theatre Royal (Bury St Edmunds):	£5,000	
	(2) the allocation of Community Chest funding for 2018/2019, as detailed in Report No: GWP/SE/17/002, be approved, namely:		
	(a) Anglia Care Trust:	£5,000	
	(b) St Nicholas' Hospice Care (Barrow):	£1,712	
	(c) Suffolk Family Carers:	£10,000	
	(d) Mentis Tree CIC:	£9,000	
	(e) Sporting 87:	£6,000	
	(f) Haverhill Community Trust:	£6,030	
	(3) subject to the budget setting process for 2019/2020, and subject to the satisfactory submission of evidence-based reports detailing the benefits and success of each individual project in 2018/2019, the allocation of Community Chest funding for 2018/2019 and 2019/2020, be approved, namely:		
		<u>2018/19</u>	<u>2019/20</u>
	(a) St Nicholas' Hospice Care (Bury St Edmunds):	£6,532	£6,533
	(b) St Nicholas' Hospice Care (Haverhill):	£8,909	£8,909
	(c) HomeStart Mid and West Suffolk:	£10,000	£10,000
	(d) Relate Norfolk and Suffolk:	£5,000	£5,000
	(e) Our Special Friends:	£6,000	£6,000
	(f) REACH Community Projects:	£10,000	£10,000
			<i>Continued...</i>

	<p>(g) Citizens Advice Bureau Suffolk West: £182,000 £182,000</p> <p>(h) Suffolk Cinema Network: £3,500 £3,500</p> <p>(4) No Community Chest funding for 2018/2019 be awarded to:</p> <p>(a) Abundant Life Church (Epic Dad); (b) Sharing Parenting, Clare; (c) The Restoration Trust; and (d) Rural Coffee Caravan.</p>		
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(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.</p> <p>Some of the decisions made by Cabinet are also however, subject to the budget setting process for 2019/2020 (the budget for 2018/2019 has already been approved.)</p>		
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>			
Consultation:	<ul style="list-style-type: none"> • See Report No: GWP/SE/17/002 		
Alternative option(s):	<ul style="list-style-type: none"> • See Report No: GWP/SE/17/002 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		See Report No: GWP/SE/17/002	
<i>Are there any staffing implications? If yes, please give details</i>		See Report No: GWP/SE/17/002	
<i>Are there any ICT implications? If yes, please give details</i>		See Report No: GWP/SE/17/002	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		See Report No: GWP/SE/17/002	
<i>Are there any equality implications? If yes, please give details</i>		See Report No: GWP/SE/17/002	
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 Report: GWP/SE/17/002			
Ward(s) affected:		All Wards	

Background papers:	Grant Working Party: 6 November 2017 Report No: GWP/SE/17/002
Documents attached:	None

**1. Consideration of Community Chest Funding – 2018/2019
(Report No: GWP/SE/17/002)**

1.1 Report No: GWP/SE/17/002 was considered by the Grant Working Party on 6 November 2017. The report provided a number of applications submitted for Community Chest funding in the 2018/2019 financial year.

1.2 Applications for Community Chest funding for 2018/2019 closed on 29 September 2017. A total of 18 applications were received from a wide variety of organisations as detailed in Appendix 1 to Report No: GWP/SE/17/002.

1.3 The Community Chest budget for 2018/2019 is £281,483 as follows:

Community Chest Budget :	£281,483
Funds already allocated	£7,000
Remaining Budget	£274,483

Applicants can apply for a maximum of two years.

1.4 As indicated above, £7,000 had previously been allocated in 2016/2017 for 2018/2019, as part of two-year funding agreements, as follows:

(a) Suffolk Accident Rescue Service (SARS):	£2,000
(b) Theatre Royal (Bury St Edmunds):	£5,000

1.4.1 These allocations were noted by the Grant Working Party and are duly recommended to Cabinet for noting.

1.5 There are a number of potential synergies between the applications and as such they were grouped in the following categories for consideration by the Working Party:

- Health
- Family Support
- Counselling
- Advice, Advocacy and Support
- Arts, Sports and Young People

1.6 Each application had been summarised in Appendix 1 within the appropriate category listed above, with the full applications attached as appendices to the report. Each application was required to be evaluated in accordance with the eligibility and selection criteria set out in Appendix 2, and was considered in turn, as follows:

1.7

Appendix attached to Report No: GWP/SE/17/002	Organisation	Amount Requested
Health		
6	Anglia Care Trust	2018/19: £10,000 2019/20: £10,000
3	St Nicholas' Hospice Care (Barrow)	2018/19: £1,712 2019/20: £1,713
5	St Nicholas' Hospice Care (Haverhill)	2018/19: £8,909 2019/20: £8,909
4	St Nicholas' Hospice Care (Bury St Edmunds)	2018/19: £6,532 2019/20: £6,533
Young People		
9	HomeStart Mid and West Suffolk	2018/19: £19,846 2019/20: £20,202
7	Abundant Life Church (Epic Dad)	2018/19: £24,154 2019/20: £24,154
10	Sharing Parenting, Clare	2018/19: £5,926
8	Suffolk Family Carers	2018/19: £18,005
Counselling		
12	Mentis Tree CIC	2018/19: £9,000
11	Relate Norfolk and Suffolk	2018/19: £5,000 2018/19: £5,000
Advice, Advocacy and Support		
15	Our Special Friends	2018/19: £6,000 2019/20: £6,000
16	Rural Coffee Caravan	2018/19: £3,145.20 2019/20: £7,034.68
13	REACH Community Projects	2018/19: £10,000 2019/20: £10,000
14	Citizens' Advice Bureau Suffolk West	2018/19: £182,000 2019/20: £182,000
Arts, Sports and Young People		
19	Sporting 87	2018/19: £6,000 2019/20: £6,000
18	The Restoration Trust	2018/19: £3,542 2019/20: £3,611
17	Suffolk Cinema Network	2018/19: £3,500 2019/20: £3,500
20	Haverhill Community Trust	2018/19: £6,030

1.8 **Consideration of Grants and Recommendations: Summary**

1.8.1 The Working Party considered the following applications fully met the eligibility and selection criteria and supported the allocation of the full amount for each project in 2018/2019, as applied for:

- (a) Mentis Tree CIC; and
- (b) Haverhill Community Trust.

1.8.2 The Working Party considered that the following applications met the eligibility and selection criteria; however as the Council had not previously granted Community Chest funding to these organisations before, Members felt that the allocation should be granted for one year only and not for two years, as applied for, in order that these organisations can firstly be given the opportunity to adequately demonstrate the benefits and success of their individual projects, or seek alternative funding sources in future years, as appropriate:

- (a) Anglia Care Trust (for a reduced amount of £5,000, see 1.8.4 below);
- (b) St Nicholas' Hospice Care (Barrow);
- (c) Suffolk Family Carers (for a reduced amount of £10,000, see 1.8.5 below); and
- (d) Sporting 87.

1.8.3 The Working Party considered that the following applications met the eligibility and selection criteria and were satisfied that funding should be recommended to be allocated for 2018/2019 and 2019/2020, as applied for:

- (a) St Nicholas' Hospice Care (Bury St Edmunds);
- (b) St Nicholas' Hospice Care (Haverhill);
- (c) HomeStart Mid and West Suffolk (for a reduced amount of £10,000 for each year, see 1.8.6 below);
- (d) Relate Norfolk and Suffolk;
- (e) Our Special Friends;
- (f) REACH Community Projects;
- (g) Citizens' Advice Bureau Suffolk West; and
- (h) Suffolk Cinema Network.

In respect of the above organisations, they would be asked to submit an evidence-based report (in addition to the usual monitoring reporting), detailing the benefits and success of their individual project in 2018/2019 so a re-assessment can be made before releasing funding for 2019/2020.

1.8.4 Regarding the application submitted by the Anglia Care Trust for support towards funding the delivery of a countywide outreach service aimed at reducing the negative impact of alcohol, the Working Party considered that funding should be awarded to cover individuals specifically residing in the St Edmundsbury area and that as several other organisations provided help with alcohol related issues, it was important to monitor and measure the success of this project and whether it had generated positive outcomes.

The Working Party recognised the benefits of the project and considered it met the eligibility and selection criteria; however, it felt that an allocation of £5,000 in 2018/2019 only instead of the £10,000 that had been applied for in 2018/2019 and 2019/2020, was a more appropriate amount for the reasons given above.

1.8.5 Regarding the application submitted by Suffolk Family Carers for support towards carer support and training programmes, the Working Party set aside an allocation of £10,000 in 2018/2019 instead of the £18,005 requested

pending receipt of satisfactory further information on the proposed project and previous successes. Whilst the Working Party recognised this important work (pending further information), they were reluctant to support the full application as it amounted to approximately 90% of the total project cost and they felt Suffolk Family Carers needed to access other funding sources.

- 1.8.6 Regarding the application submitted by HomeStart Mid and West Suffolk for support towards funding the ongoing development of a HomeStart service within Haverhill, the Working Party initially expressed concern that no match funding had been sought and therefore the organisation needed to be encouraged to seek alternative funding sources. The Council had supported other HomeStart projects in previous years; however these projects had not received the level of funding applied for in this instance.

The Working Party recognised the benefits of the project and considered it met the eligibility and selection criteria; however, it felt that an allocation of £10,000 in 2018/2019 and 2019/2020 only instead of the £19,846 that had been applied for in 2018/2019 and £20,202 in 2019/2020, were more appropriate amounts for the reasons given above.

- 1.8.7 The following applications were not supported on this occasion and have therefore not been recommended for funding:

- (a) Abundant Life Church (Epic Dad);
- (b) Sharing Parenting, Clare;
- (c) The Restoration Trust; and
- (c) Rural Coffee Caravan.

- 1.8.8 Reasons for this included:

- not meeting the eligibility and selection criteria;
- the quality of the application;
- lack of justification for the amount of funding requested and how it would be utilised;
- similar projects already existed in St Edmundsbury, therefore some projects could be consolidated with other existing organisations through effective collaborative working;
- whether the objectives of the project would benefit sufficient numbers of the community; and
- projects could be funded by alternative funding sources.

If the Working Party's recommendations are approved by the Cabinet, the officers will provide individual feedback to those applicants that have been unsuccessful.

- 1.8.8 Subject to approval, a total of £4,800 will remain available in the Community Chest Fund for 2018/2019, which if left unallocated in the 2018/2019 year, this balance can be carried forward to the 2019/2020 financial year.

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	St Genevieve Lakes (formerly Park Farm, Ingham): Masterplan	
Report No:	CAB/SE/17/072	
Report to and dates:	Cabinet	5 December 2017
	Council	19 December 2017
Portfolio holder:	Alaric Pugh Portfolio Holder for Planning and Growth Tel: 01284 757357 Email: alaric.pugh@stedsbcc.gov.uk	
Lead officer:	Chris Rand Principal Planning Officer (Major Projects) Tel: 01284 757352 Email: chris.rand@westsuffolk.gov.uk	
Purpose of report:	To inform Members of the progress of the St Genevieve Lakes Masterplan process; to outline the outcomes of consultation into the draft masterplan and consequential amendments to the document; and to recommend its approval.	
Recommendation:	It is <u>RECOMMENDED</u> that subject to the approval of full Council, the masterplan for St Genevieve Lakes, as contained in Appendix A to Report No: CAB/SE/17/072, be adopted as informal planning guidance.	
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"/>	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>		

Consultation:		<ul style="list-style-type: none"> The public consultation took place between 16 August and 14 September 2017 and included a public drop-in event at Fornham St Martin on 16 August. Information was also provided on a web-site dedicated to the masterplan consultation. 	
Alternative option(s):		<ul style="list-style-type: none"> Not to prepare a masterplan. This option would result in the uncoordinated approach to the development of the site. 	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • When the Masterplan is adopted it will become non-statutory planning guidance.	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • The process is subject to the council's Statement of Community Involvement. • The public consultation and community engagement sought to engage the local community	
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)
Failure to adopt the draft masterplan could inhibit the Council's ability to shape the nature and content of planning applications for the development of this important site.	Medium	Adopt the masterplan as non-statutory planning guidance.	Low
Ward(s) affected:		Fornham, Pakenham and Risby Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		1. Rural Vision 2031 Development Plan document adopted 2014 and associated maps: https://www.westsuffolk.gov.uk/planning/Planning_Policies/local_plans/upload/Rural-vision-2015v5-hi-res-compressed.pdf 2. Local Plan Policies Map: https://www.westsuffolk.gov.uk/planning/Planning_Policies/local_plans/uplo	

	<p>ad/Policies-map-book-Feb-2015-No-inset-maps-or-borough-policies-map.pdf</p> <p>3. Key to Inset Maps: https://www.westsuffolk.gov.uk/planning/Planning_Policies/local_plans/upload/Policies-Map-Key-Pages-1-2-updated-April-2015-2.pdf</p> <p>4. Adopted Park Farm Concept Statement: https://www.westsuffolk.gov.uk/planning/Planning_Policies/upload/Adopted-Park-Farm-Concept-Statement-Feb-2016-2.pdf</p>
<p>Documents attached:</p>	<p>Appendix A – Draft St Genevieve Lakes Masterplan document</p> <p>Appendix B – Draft St Genevieve Lakes Consultation report</p>

1. Key issues and reasons for recommendation

1.1 Background

- 1.1.1 The adopted Rural Vision 2031 Local Plan document identifies the area at Park Farm, Ingham for leisure, recreation and tourism development. The site is currently a sand and gravel quarry which has recently completed extraction activities and is being restored to arable farmland, species rich grassland and a series of open water lakes. The Rural Vision 2031 Local Plan document identifies that the restoration has brought forward the opportunity for the creation of recreational, leisure and tourism facilities serving both the locality and the wider area.
- 1.1.2 The allocation will not only bring economic and community benefits to the area, but it will also help mitigate potential effects on the Breckland Special Protection Area (SPA) by providing an alternative visitor attraction that can absorb the pressure of visitors to the area.
- 1.1.3 The Concept Statement, which sets out the planning issues and constraints and provided guidance as to what will need to be addressed in the subsequent Masterplan, was adopted by the council in February 2016
- 1.1.4 Following adoption of the Concept Statement, the site has been renamed St Genevieve Lakes to better reflect its location and current form.

1.2 Draft Masterplan consultation and amendments

- 1.2.1 The draft masterplan has been prepared by consultants on behalf of the landowner building upon and developing the principles established by the Concept Statement.
- 1.2.2 Consultation commenced on 16 August and ran until 14 September 2017. A drop-in event was held at Fornham St Martin Village Hall on the afternoon and evening of 16 August. This was well attended by neighbours and other interested parties.
- 1.2.3 A total of 34 responses were received. The overall response was very positive and those issues that were raised were matters of detail which would be most appropriately addressed through the consideration of a planning application.

These include:

- Highways access and safety
- The details of foot and cycleways links
- Ecology and biodiversity on site
- Ensuring high quality design on residential development of 100 houses or less
- A desire to use the Lakes for light recreational activities
- Provision of public leisure events

- 1.2.4 Unusually, the consultation has not resulted in any changes to the draft document. The draft masterplan is attached at **Appendix A** of this report. Details of all the replies are included in the Consultation Report which is attached at **Appendix B**.

1.2.5 Adoption of the masterplan will be a key stage in bringing forward this site for beneficial economic development.

2. Procedural matters

2.1 Prior to consideration by Cabinet, it is normal for masterplans to be considered by the West Suffolk Joint Growth Steering Group. However, due to tight time constraints it has not been possible to report to the Steering Group. However, the Steering group was advised of the masterplan at its meeting on 1 November 2017 and subsequent to that meeting, every Member of the Steering Group was emailed full details of the masterplan and invited to submit any comments or observations to be reported to Cabinet. The comments received are as follows:

Forest Heath District Councillor David Bowman:

I have just read through all of these papers and feel really excited about this project and cannot wait to see it open, the residents will have a fantastic leisure facility suitable for every age group and the transformation from quarry to this is amazing.

Well done to all concerned and shows what can be achieved with a bit of thought.

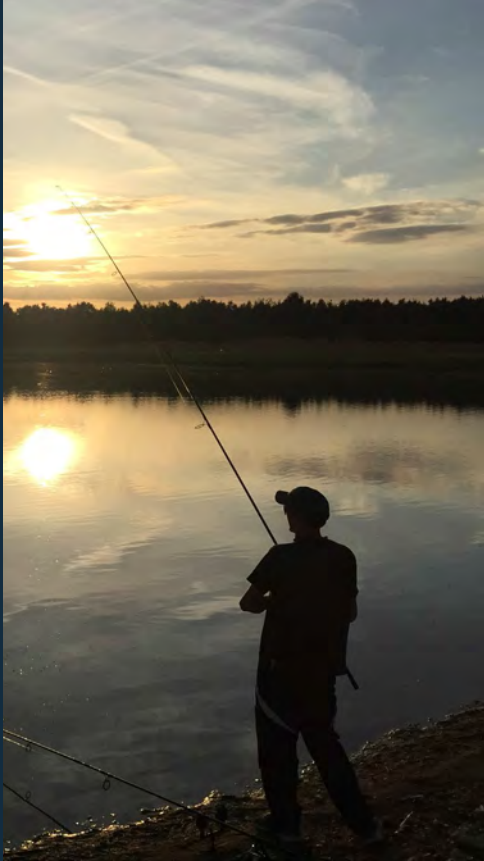
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St. Genevieve Lakes



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DRAFT MASTERPLAN
April 2017

DRAFT

VERSION 11 | 19TH APRIL 2017



01 INTRODUCTION

1.1 ABOUT THIS DOCUMENT

Thank you for taking the time to consider the new masterplan proposals for St. Genevieve Lakes.

St. Genevieve Lakes is the new name for the site at Park Farm, Ingham. This masterplan for St Genevieve Lakes builds on Policy RV6 and it's adopted concept statement.

This masterplan has been prepared by Corylus Planning and Environmental Ltd to promote high standards of design for the land identified by Policy RV6 of the Rural Vision 2031 Local Plan Document.

A 'Masterplan' displays more detail than the preceding concept statement and provides a basis for later planning applications.

Whilst the details are indicative, the document seeks to lay out the type of opportunities and uses that would allow the site to provide an alternative destination that could absorb the pressures of visitors to the area and mitigate potential effects on the Breckland Special Protection Area (SPA) of tourism.

1.2 TOURISM AND LEISURE AT ST GENEVIEVE LAKES

"The restoration of the land has brought forward the opportunity for the creation of recreational, leisure and tourism facilities serving both the locality and the wider area which will bring both economic and community benefits to the area."

- Quoted Para 15.16 of St Edmundsbury Rural Vision 2031



02 POLICY CONTEXT AND THE CONCEPT STATEMENT

2.1 POLICY OVERVIEW

The masterplan seeks to show the development within the context of current and emerging national and local planning policies and local environmental and infrastructure constraints.

Whilst Policy RV6 is a primary guide, proposals for development of sites subject to Masterplans require consideration against a range of policy documents, including:

- Policy DM2 & DM3
- Concept Statements
- any relevant design guidance
- any development briefs approved by the Local Planning Authority
- any adopted supplementary planning documents.

2.2 POLICY RV6 WORDING

Policy RV6 of the Rural Vision 2031 Local Plan Document was developed as a result of a site submission received during the Rural Vision 2031 consultation in March/April 2012. There is an acknowledged shortfall in country park/recreation facilities to the north of Bury St Edmunds (Green Infrastructure Study, 2009) and this proposal could help meet this need.

RV6 identifies 212 acres (86 hectares) of land for leisure, recreation and tourism whilst seeking to protect agricultural land and areas of landscape value. This policy specifically requires a concept statement and masterplan for the site stipulating it must include;

- 1) Footpath and cycleway access within the site and to nearby villages of Fornham All Saints, Fornham St Genevieve, Ingham and Culford
- 2) Public footpath and public transport links
- 3) Areas of public open space and recreational open space

CONCEPT STATEMENT: CONSULTATION INFORMATION

120 46

Consultation Attendance
22nd October 2015

Representations gathered
On the day and online after the event

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Concept Statement Consultation
St Genevieve Lakes | 22nd October 2015

2.3 THE PROCESS SO FAR

You may have visited our public consultation in October 2015, regarding the concept of leisure usage on the site. Thanks to your feedback, the concept statement has since been revised, approved by the St Edmundsbury Sustainable Development Working Party and adopted into policy by the Council.

The concept statement provided the parameters and framework for the development of Park Farm. Its purpose was to inform the preparation of these more detailed masterplan proposals.

Following this consultation, any comments received will guide the final masterplan proposals. Before any planning applications are decided, the masterplan must be adopted by St Edmundsbury Borough Council.

2.4 CONSULTATION OUTCOMES

Key outcomes of the consultation were:

- One vehicular access was desirable in the north east corner.
- The unnamed road running to the north of the site was undesirable for vehicle movements from this development.
- Linking in with the footpath and cyclepath network in the area is of great importance to local people.



2.5 CONCEPT DESIGN PRINCIPLES

“The design would create cycle and path access from within the site to the nearby villages of the Fornhams and Culford with further links to public transport.

The site would benefit from specified areas for the following activities in three phases:

Phase 1 is the northern area and will provide holiday accommodation. The site as a whole has been designed to support aspects of biodiversity and this would be further enhanced by removing modern agricultural practices and creating grassland with a more diverse flora.

Phase 1a is the main area of public access which will provide visitor and tourist facilities, areas of public and recreational open spaces including permissive public footpaths, cycleway access and a circular lake walk. Biodiversity enhancement will be integral to the detailed design of this area.

Phase 2, will be the final phase, this will allow the tree and grassland planting to mature before development commences. Phase 2 will reflect the principles of Phase 1.

It is essential that the applicant needs to create a ‘destination’ at St Genieve Lakes. The development must be sustainable and any permissions granted must include the ability to cater for that need.”

03 SITE RESTORATION

3.1 QUARRY ACTIVITIES

From 1989 to 2015 Tarmac extracted sand and gravel from the quarry. This was done in a phased process over three areas.

The photos show the basis for restoration that resulted from the extraction process. From the onset the Stennett family had the vision of creating the perfect environment for leisure and recreation once the quarry use ceased.



2010

2015

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3.2 HISTORY OF THE VISION

In 1989 a Quarry was granted permission at Park Farm by Suffolk County Council as a green field site and as such was designed with the after use of leisure and recreation in mind.

Once the quarry use ceased the land was restored to a mix of species rich grassland and a series of lakes. This has created a diverse and thriving wildlife and ecology. The restoration of the land has delivered the opportunity for the creation of recreational, leisure and tourism facilities serving the locality and the wider area. This would bring both economic and community benefits in full accord with the original planning permission.

3.3 RESTORING THE SITE CONTOURS

As part of the restoration works of the site, both gentle and steep slopes were introduced to create a range of landscape features that incorporate woodland edges and lake formations.

3.4 FLOOD RISK AND DRAINAGE

Three lakes have been created on the site with areas of 24, 12 and 6 acres, these have a maximum depth of 6 meters. The site has a large water storage capacity and is more than 100 metres from any river (Culford stream) or sea floodplain.

The contours of the land (banks surrounding the lakes) and the fact the lakes are not connected to rivers or streams or other form of flowing water ensure that the lakes created pose no flood-risk. The levels of the lakes can be managed to ensure that they do not create any flood or drainage issues

3.5 UTILITIES, FOUL WATER AND SEWAGE

The restored site is currently serviced with 1 Megawatt of electricity capacity, a 32mm water supply and 2 large septic tanks.

If demand from this development requires it, enhancements will be made to the services provided to the site.

3.6 PROTECTING HISTORIC ENVIRONMENT

People have been living at Park farm for thousands of years. Between the 4th and 1st centuries BC Park farm was home to an extensive Iron Age settlement.

With such a high the potential for iron age activity archaeological assessments and investigations, were completed and overseen by the County Archaeologist, before quarrying commenced. As a result all stripping of the topsoil was under archaeological supervision, across all 3 phases of the worked site, with contingency for excavation as necessary.

The areas identified, by this process, as needing further archaeological investigation were excavated firstly by archaeologists, then the sand and gravel extracted by tarmac. The voids were backfilled with the overburden and gravels then finally landscaped and covered with subsoils and topsoils.

Finds included pre historic pottery, flint tools and blades used for cutting and many scrapers for the everyday tasks of preparing food, and preparing hides for leather.

The Archaeology was taken to Moyse's Hall, Bury St Edmunds to be kept and displayed for the local community.



Legend

- Masterplan Boundary
- Existing Trees and Shrubs and Hedgerows
- Tree and Shrub Planting Winter 2014/2015
- Agriculture
- Grassland Flora
- Lakes
- Concrete Hardstanding to be Retained
- Proposed Maintenance / Access Track
- Deer Fencing to all tree / shrub planting blocks (Winter 2104 Planting deer fencing illustrated)

3.7 RESTORATION SCHEME

This Drawing is the Proposed Restoration of the Quarry Landscape at St Genevieve Lakes in October 2014.

Shown on the Plan are the proposed Water Levels of the Lakes above Ordinance Datum.

With slopes to the landform gentle enough for farm equipment to maintain.

3.8 THE RESTORED LANDSCAPE

The restoration of St Genevieve Lakes has taken 30 years to get to this stage, After the removal of 3.5 million tonnes of sand and gravel great care and detail has been taken to create the spectacular landscape that we have today.

The quarry landscaping was specifically designed to utilise thousands of tonnes of left over subsoils to provide the entire area with a complete screening from the outside, and to leave three large lakes in a setting fit for the purpose of leisure and recreation.

Finally this new landscape was then covered in a layer of top soil to allow nature to take a foothold.

Over 40 acres of species rich grassland has been planted, this has been sown with wild flowers such as Yarrow, Red clover, meadow vetchling and Ox-eye daisy's but to name just a few.

Over 40,000 trees have been planted so far. Silver Birch, Field Maple, Oak, Ash, Crab Apple and Cherry are underplanted with Hawthorn, Hazel and Dogwood and Buckthorn, to provide a variety of serial habitats. Holly and Pine have been planted to provide evergreen colour.



In the waterside areas Alder, Goat Willow, Grey Willow and Downy Birch have been planted.

All of these trees have been maintained with a five year programme to ensure proper establishment, any dead or damaged trees replaced and kept safe from Deer and Rabbits by robust fencing to ensure perfect growth.

Lakeside reed beds have been established to create a habitat rich water's edge to provide cover for the many species that now live there, whilst the waters of the lakes have been stocked with Carp.

3.9 LEVEL OF INVESTMENT IN THE SITE

To date the Stennett family have invested £800k in re-contouring, trees and seed mixes and £60k per annum on managing the site.

The development of the site as a tourist destination will allow for further investment, ensuring long term benefits to ecology and wildlife to the benefit of the Borough as a whole.



North Lake
Looking West



West Site Border
Looking South



East Lake
Looking South



West Grassland & Lake
Looking East

04 THE EXISTING SITE IN CONTEXT

4.1 LOCATION OPPORTUNITIES

- The restoration of the land has delivered the opportunity for the creation of leisure, tourism and recreational facilities serving both the locality and the wider area which will bring both economic and community benefits.
- The site lies just 1hr 15min drive north of London and 30min from Cambridge.
- The parishes of Culford, Ingham, Fornham, Great Barton and Timworth in addition to St Edmundsbury residents would gain new leisure opportunities. It was commented at the public consultation that the Livermeres, Honington, Great Barton and Ixworth, plus intervening villages and communities would also benefit.
- Employment will be created in the development of the site; in the form of maintenance, construction, recreational activities, cafe shop and others.
- The introduction of locally sourced cafe / food hall / farm shop would form destinations as part of the area's "food trails", these food trails are a well established Brecks Initiative.

4.2 LOCAL LANDSCAPE IN CONTEXT

The site provides a varied pristine landscape comprising woodland, mix native grass lands and lakes, attractive to a host of wildlife flora, fauna and native aquatic species.

The tourist use will be sensitive to the rich and diverse habitats that have been created. The ability to observe and be amongst native wildlife in such close proximity to the historic core of Bury St Edmunds and the A14 is the developments key attraction.

4.3 LOCAL AREA

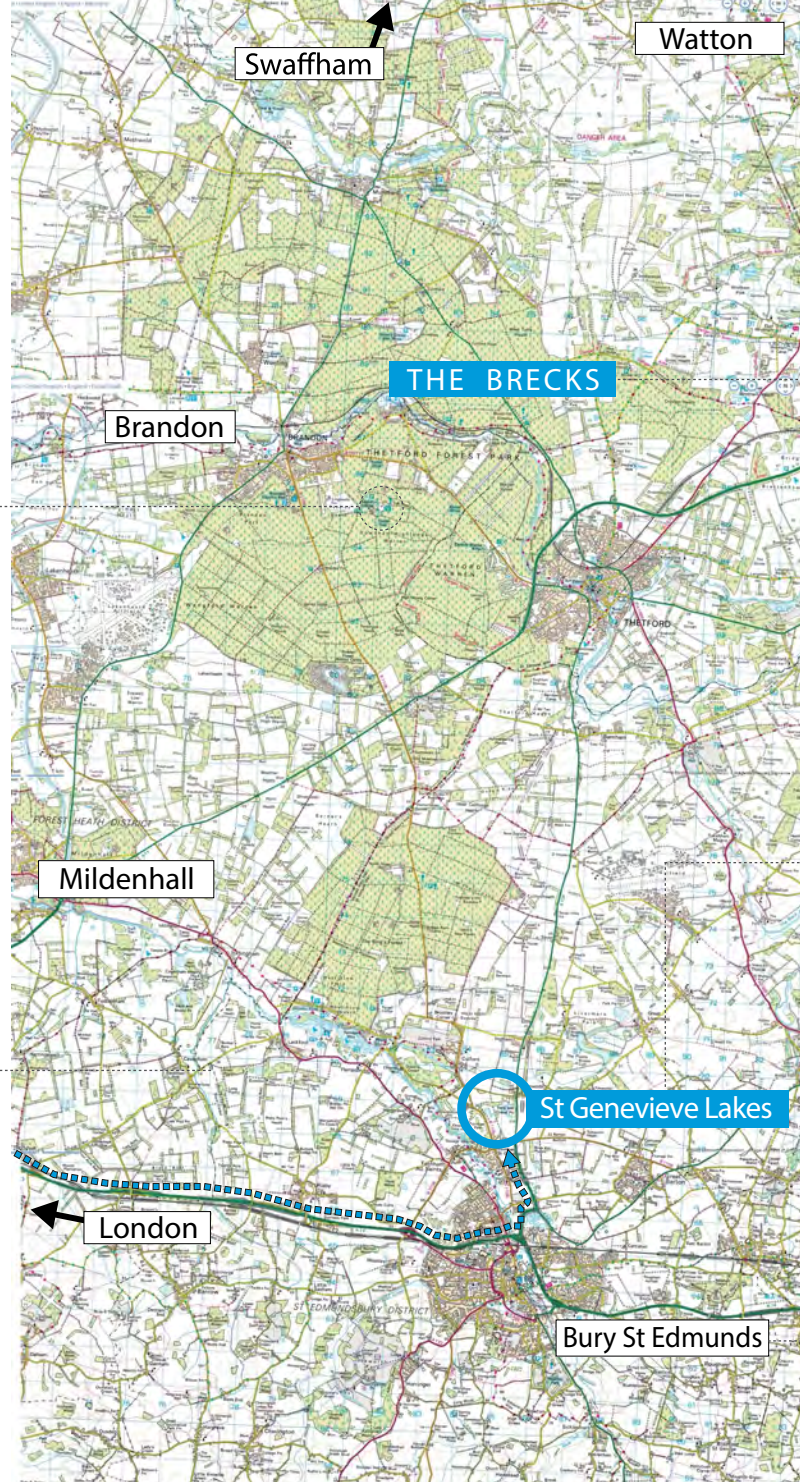
Relationship of site to Bury St Edmunds and The Brecks



High Lodge



West Stow



The Brecks Landscape



St Genevieve Lakes, Ingham



Bury St Edmunds

4.4 FOOTPATHS AND CONNECTIONS

Whilst the provision for east west footpaths and cycleways are good, there is an inability to travel from Ingham / Culford down to the Fornhams without having to use the A134 or the B1106 (which do not benefit from footways).

4.5 PUBLIC TRANSPORT LINKS

Within walking distance of the site are three bus stops which provide the following routes:

- 84 Bus (CSVC Coach Services)
- 86 Bus (CSVC Coach Services)
- 134 Bus (SCCT Suffolk Norse)
- 16 Bus (SESX_Stephensons of Essex)
- 355 Bus (SESX_Stephensons of Essex)

Using these bus services a visitor can get to Bury St Edmunds train station in under 10 minutes (84 Bus & 86 Bus).

From Bury St Edmunds station, trains run on Greater Anglia and Great Northern services to many destinations.

Using a bus and train combination a visitor can get to/from Cambridge in 65 minutes and London in a little over 2 hours.

4.6 SITE VEHICULAR ACCESS

"The proposed vehicular access at the north eastern corner of the site appears to be a good quality access (which previously served a quarry) and our records do not show any injury / accidents there or at the A134 junction in the last 5 years."

- Highways Authority Consultation on the Masterplan.

This existing good quality access in the North East corner of the site it to be used for access for the development.





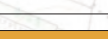

4.7 NOISE INGRESS

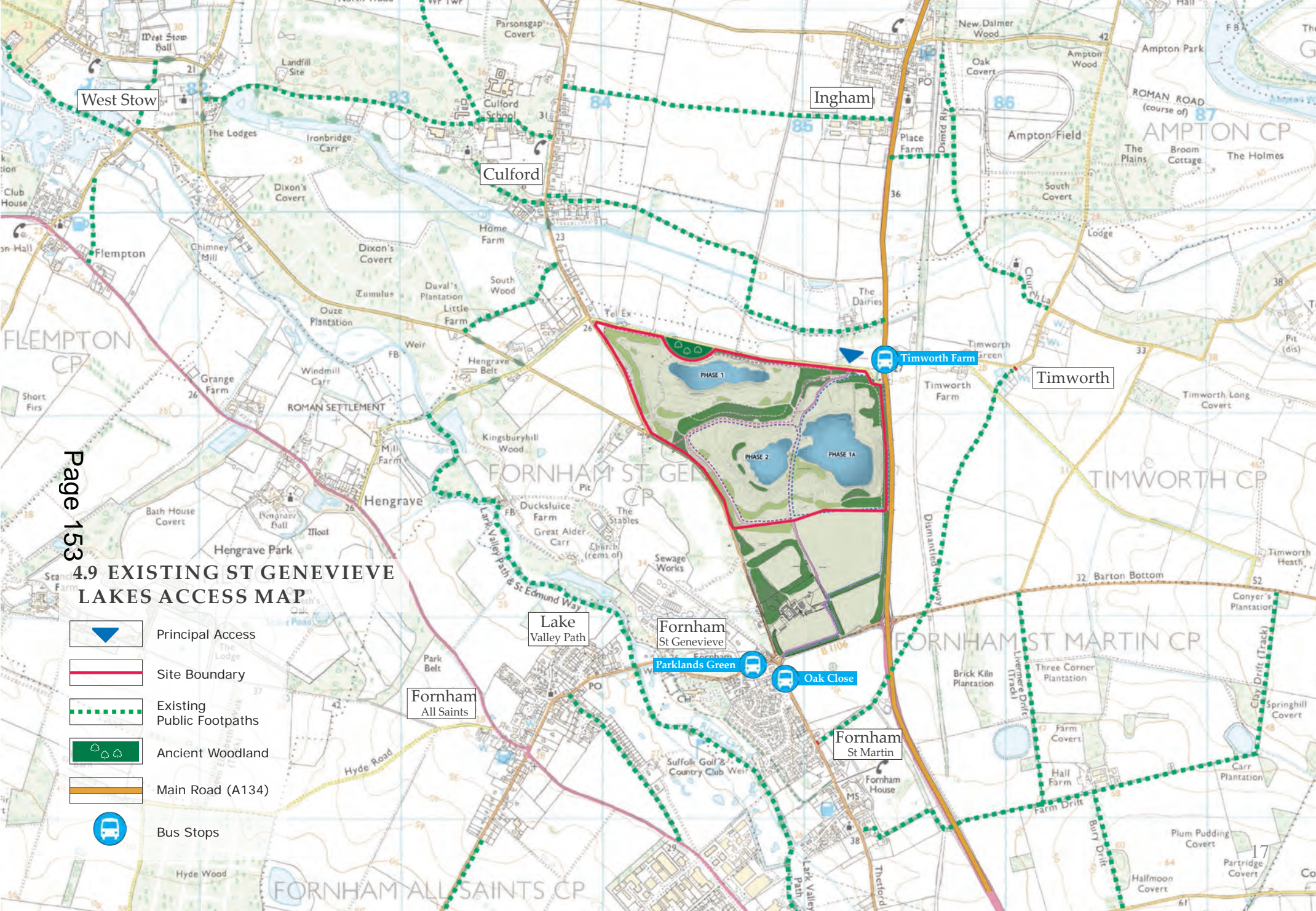
Despite the A134 running to the east of the site boundary and the Culford to Fornham road running along the western boundary, the noise ingress is low due to topography and planting at the site edges; with tree planted earth banks shielding the eastern edge of the site.

4.8 ADJACENT LAND USES

Primarily the land surrounding the site is farmland. To the south lies the Park Farm Business Centre and the continued agricultural holding of the Stennett family. All surrounding uses are compatible with the use of the site for tourism and recreation, without conflict.

4.9 EXISTING ST GENEVIEVE LAKES ACCESS MAP

-  Principal Access
-  Site Boundary
-  Existing Public Footpaths
-  Ancient Woodland
-  Main Road (A134)
-  Bus Stops





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AERIAL PHOTO
PARK FARM
Looking North East

KEY

 Park Farm RV6 Area

4.10 SCALE OF THE SITE

For comparison St Genevieve Lakes RV6 has been placed at the same scale next to the Abbey Gardens in the heart of Bury St Edmunds.

They Abbey Gardens are a little smaller than the eastern most lake, which is around 9 hectares in size.

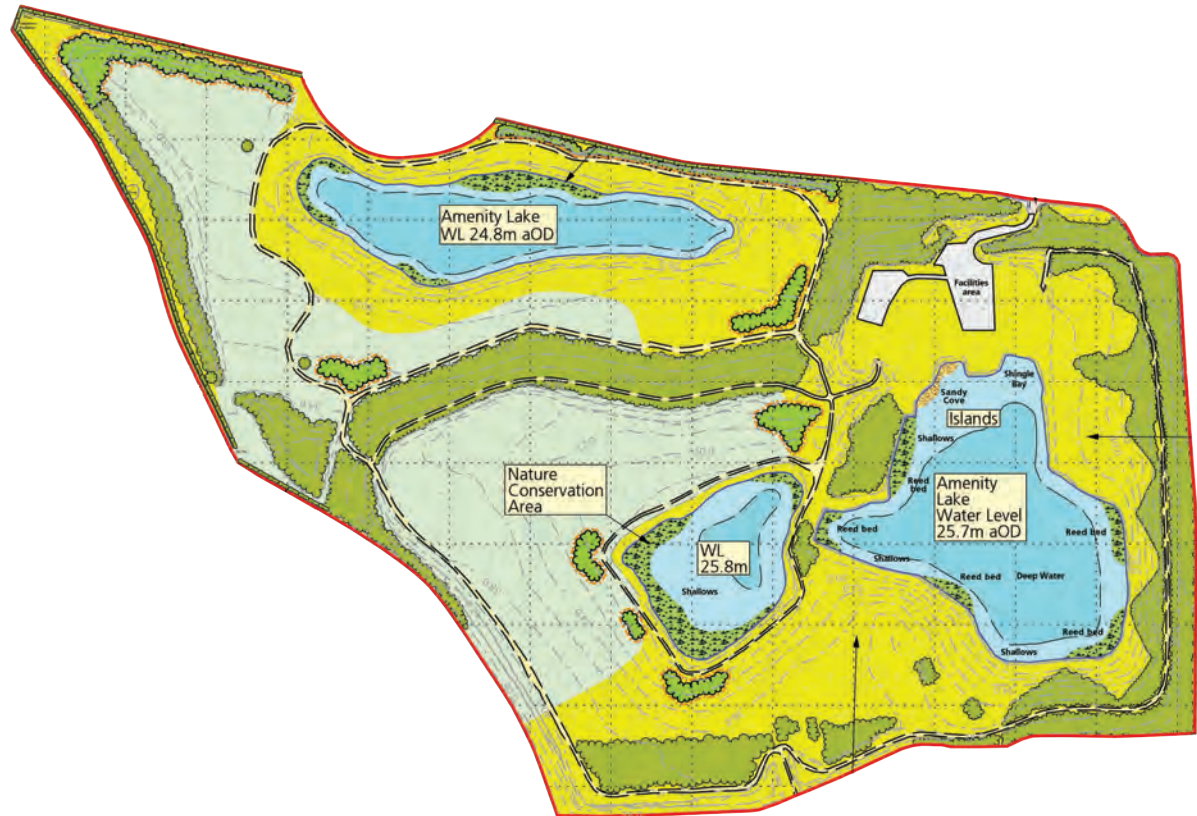
The scale of the site allows for a multitude of walks and habitats enabling the proposed development and visitors to be accommodated within the landscape without the tranquility and beauty of the area being lost.

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Abbey Gardens
Bury St Edmunds

c. 10 Hectares



St Genevieve Lakes
Fornham St Genevieve

86 hectares

05 MOVING FORWARD: THE MASTERPLAN

5.1 OVERVIEW

The design would create cycle and footpath access from within the site to the nearby villages of the Fornhams and Culford with further links to public transport. Biodiversity enhancement would be integral to the detailed design of all areas.

The site would benefit from specified areas for the following activities in three phases:

Phase 1 is the northern area and will provide holiday accommodation. The site as a whole has been designed to support aspects of biodiversity and this would be further enhanced by removing modern agricultural practices and creating grassland with a more diverse flora.

Phase 1A is the main area of public access which could provide visitor and tourist facilities in addition to areas of public and recreational open spaces. Permissive public footpaths, cycleway access and lake walks will also be provided.

Phase 2 will reflect the principles and intent of Phase 1.

5.2 CONCEPT STATEMENT PHASING

The development would begin with Phase 1 and then integrate Phase 1A's public uses. Once this is completed the development would continue with Phase 2.

It is essential that the masterplan creates a 'destination' at Park Farm. The development must be economically sustainable and any permissions granted must include the ability to cater for that need.



5.3 ST GENEVIEVE LAKES MASTERPLAN

The masterplan has been designed to work with the restored landscape's existing features.



5.4 KEY DESIGN ISSUES & FEATURES

BOUNDARY PLANTING

Tree and shrub planting will enhance the site edges and provide screening.

ANCIENT WOODLAND

The Ancient woodland is excluded from the development for protection.

LAKESIDE ACCOMMODATION

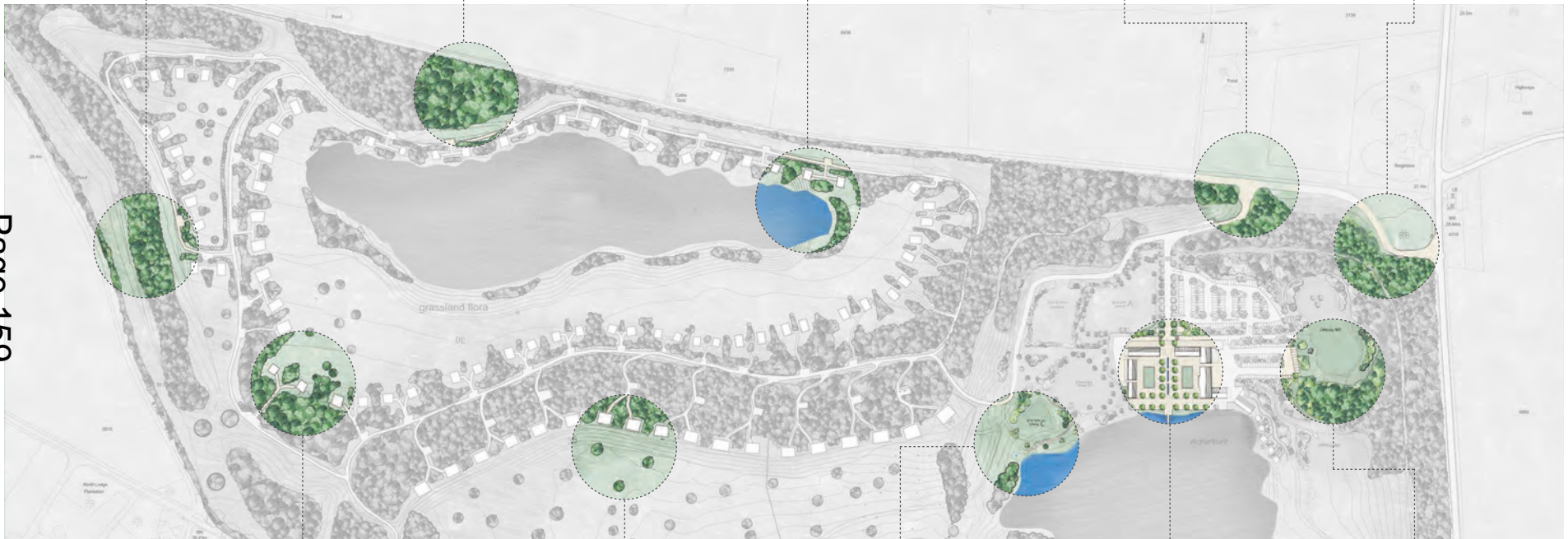
A small amount of holiday accommodation is set near to the lake's northern shore.

ENTRANCE JUNCTION

The existing junction would be used for site access, with visibility splays maintained and gatehouse added to aid route planning and access.

NEW PERMISSIVE ROUTE ENTRANCE

The new permissive route linking the site's north corner to the south.



HOLIDAY ACCOMMODATION

Nestled into the tree planting, a range of accommodation is provided on site.

HILLSIDE SETTING

Some south facing holiday accommodation overlooks a parkland landscape to the south.

EVENTS SPACES

Several events spaces have been set naturally into the restored landscape to provide function and performance space.

PHASE 1A HEART

Close to the entrance of the site is the heart of phase 1A, this includes the public use areas.

CAMPING FIELDS

The less formal camping / glamping accommodation on site has been nestled up into the gentle slopes on the eastern edge of Phase 1A.

06 LAND USES

6.1 USE CATEGORIES



Fishing and other water activities

Fishing areas would be separated from the walking and cycling routes, Whilst gentle watersports and group activity training (such as sailing, kayaking, canoeing etc.) would be best placed on the large eastern lake.



Café and restaurant

Providing food and beverage facilities both during the day and supporting evening functions, the cafe would be closely tied to the barn function space.



Farm shop, craft workshops & retail

With a focus on small niche suppliers related to leisure and recreation, the units would have dedicated parking including ease of access. Seasonal fairs could also benefit from the destination.



Camping and associated facilities

The provision of camping and glamping pods to the east of the public area would allow more people to enjoy the beautiful site.



Team building, business activities & events spaces

In the landscape setting, the combined provision of accommodation, function spaces and food and beverage provision could be used for business and private function purposes.



High quality holiday accommodation

The development could provide up to 100 high quality holiday accommodation units which would enjoy a variety of aspects and plot sizes, whilst the style and design quality will be closely managed to sit into the naturalistic landscape.



Enjoyment of nature

Key groups could include birdwatchers and school groups. Allowing the education of children to respect nature.



Amphitheatre

Could be used as a gathering space or for the performances of plays and other community events.



Leisure, therapy & retreats

As requested at the public consultation, the tranquil setting could create an excellent place for Physiotherapy, Sports Massage and group activities such as yoga or pilates.



Walking and cycling

The new connections into the wider network would enable groups to park or stay at Park Farm and then travel off for the day along dedicated routes.



Car parking

The provision of parking could enable those travelling into the Brecks to leave their cars to the south at Park Farm and travel in by alternative means.



Children's play space

Situated in a beautiful setting whilst close to amenities, a play space would allow families with children of all ages to enjoy the site in a number of ways.



6.2 PHASES 1 & 2

Using existing planting and the lakes created as part of the restoration, the buildings could be set into a naturalistic landscape.

There would be foot and cycle access from the accommodation in Phase 1 and 2 to the amenities provided in phase 1A.

6.3 PROTECTING TOPOGRAPHIC FEATURES AND LANDSCAPE CHARACTERISTICS

The design retains and utilises the existing landform, siting high quality holiday accommodation nestled into treelines. The restored gentle slopes leading down to the lake edges, will remain.

6.4 PROTECTING RESIDENTIAL AMENITY OF OTHER DWELLINGS

Due to the location of the site, and the extended land holding of the Stennett Family to the north and south, only a small number of existing third party dwellings exist close to the site boundary.

Care will be taken when considering proposals to ensure negative effects of a more public usage on the site, will have a limited effect on these locations.

6.5 PROTECTING NEW HOLIDAY ACCOMMODATION FROM EXTERNAL USES

The new holiday accommodation proposed on Phase 1 & 2, would not be subject to adverse effects from any noise, smell, vibration or other forms of pollution from third party external or internal uses of the site.



6.6 PHASE 1A : ARRIVAL

With access to the primary lake and visitors facilities, Phase 1A would form the heart of the site's public activities.

6.7 SENSE OF PLACE

Using the landform created by the quarrying restoration the type of place created in Phase 1A of this development has several key identifying features.

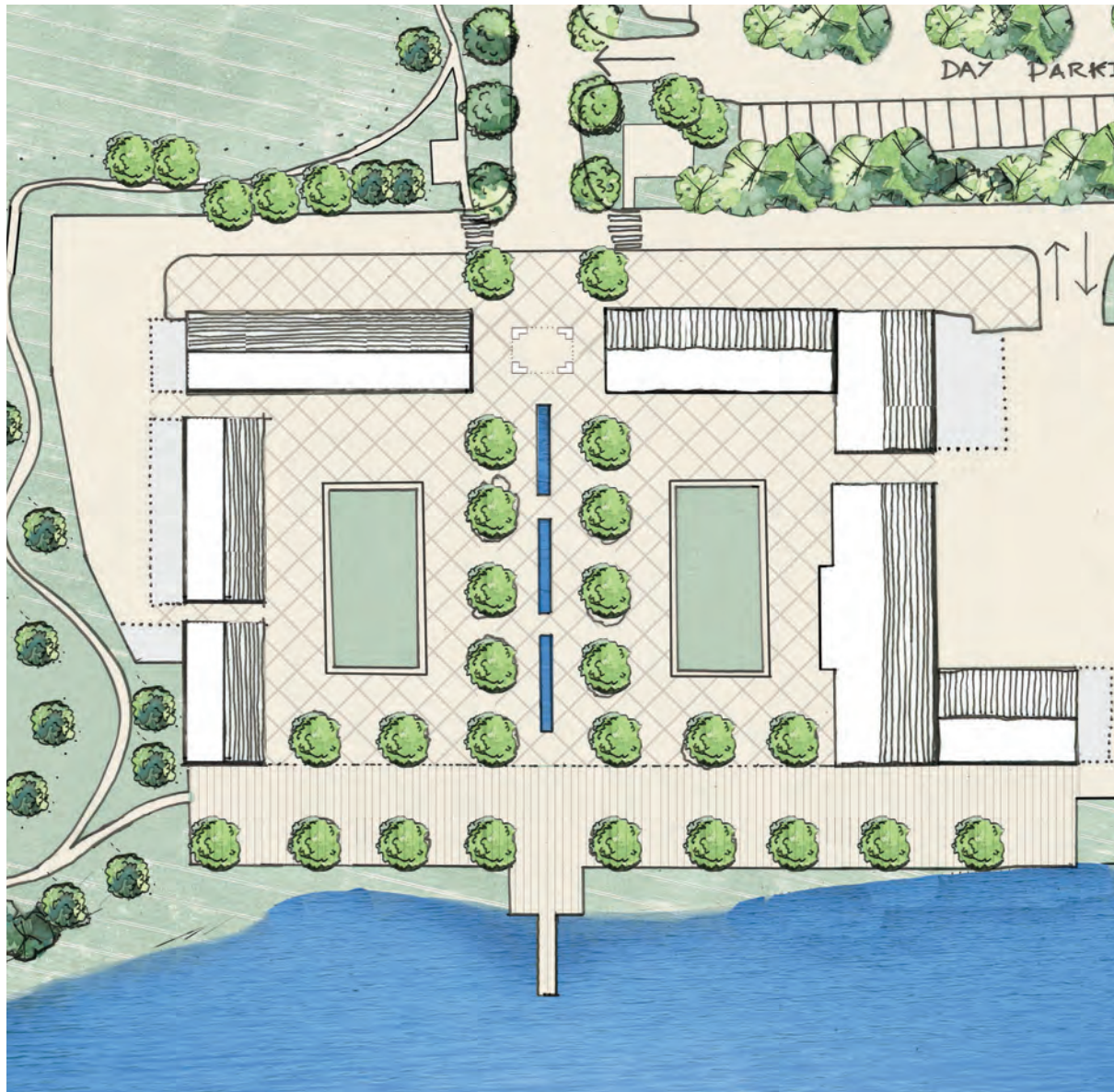
Each space gently slopes in landform down to the lake, with tree and hedge screening enclosing and forming the backdrop to spaces, whilst framing the lakeside views. The buildings form a central courtyard giving a sense of enclosure and focus to the lake views.

6.8 PUBLIC ART

The design provides numerous locations to site public art, these locations could include:

- The Central Courtyard
- The Phase 1A Lakeside walk
- Events Spaces A, B or C

Themes for the public art could include the biodiversity and ecology found on the site with further information provided for educational purposes.



6.9 PHASE 1A : COURTYARD

The courtyard is the focus of the events barn, cafe & restaurant uses and retail spaces.

6.10 SOCIAL INFRASTRUCTURE

The proposals will contribute to the area's social infrastructure through the provision of indoor and outdoor spaces used for community groups, education, and recreation. Play facilities are to be provided in the Phase 1A area.

6.11 PRODUCING SPACES WHICH ARE SAFE

Care will be taken when designing up detailed areas of the site to consider the risks to the public, particularly around the lake edges and steep embankments.

6.12 EMPLOYMENT

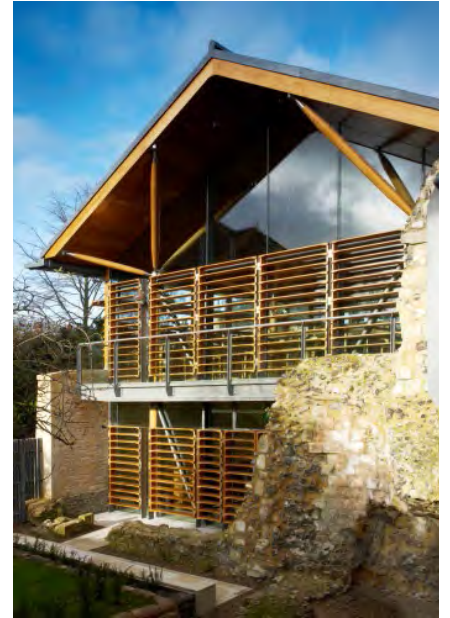
Employment on the site is typically in connection to the staffing, service and maintenance of the central facilities in Phase 1A. Whilst across the wider site, construction, maintenance and upkeep of the holiday accommodation and landscape will feature. The events spaces and events barn will see more activity around events with the local economy benefitting from service providers utilised in the area.

07 BUILDING TYPOLOGIES & MATERIALS



7.1 PUBLIC PHASE TYPOLOGIES

In phase 1A, the buildings focus on enclosing a courtyard and providing spaces suitable for public uses such as events, retail and relaxing. With a preference for agricultural style timber sided buildings, a series of building styles are required on site, ranging from courtyard style buildings in area 1A and Suffolk type barns for events.



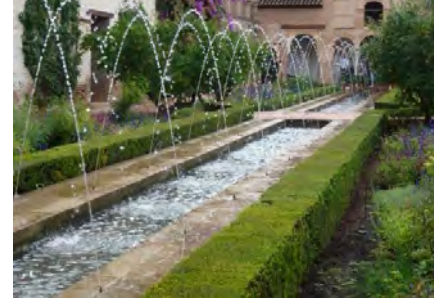
7.2 HOLIDAY ACCOMMODATION

Primary drivers for the building style include views out and the ability for the low profile holiday accommodation development to sit in a tree planted setting.



7.3 BUILDING MATERIALS

The local vernacular features flint, timber boarding, clay roof tiles and Culford white and red bricks. External visible structural framing might feature expressed timber. The focus on low embodied carbon materials and building practices will assist in meeting the environmentally sustainable aspirations of the development.



7.4 LANDSCAPE MATERIALS

The range of spaces provided by the masterplan include more formal courtyards, public events spaces, gardens and naturalistic landscapes.

West Stow

Ingham

Culford

Timworth

Lake Valley Path

Fornham St Genevieve

Fornham All Saints


Fornham St Martin


08 MOVEMENT ACCESS

PROPOSED ACCESS MAP

 Principal Access

 Site Boundary


 Proposed new permissive footpath / cycleway


 Possible future link to the north of site

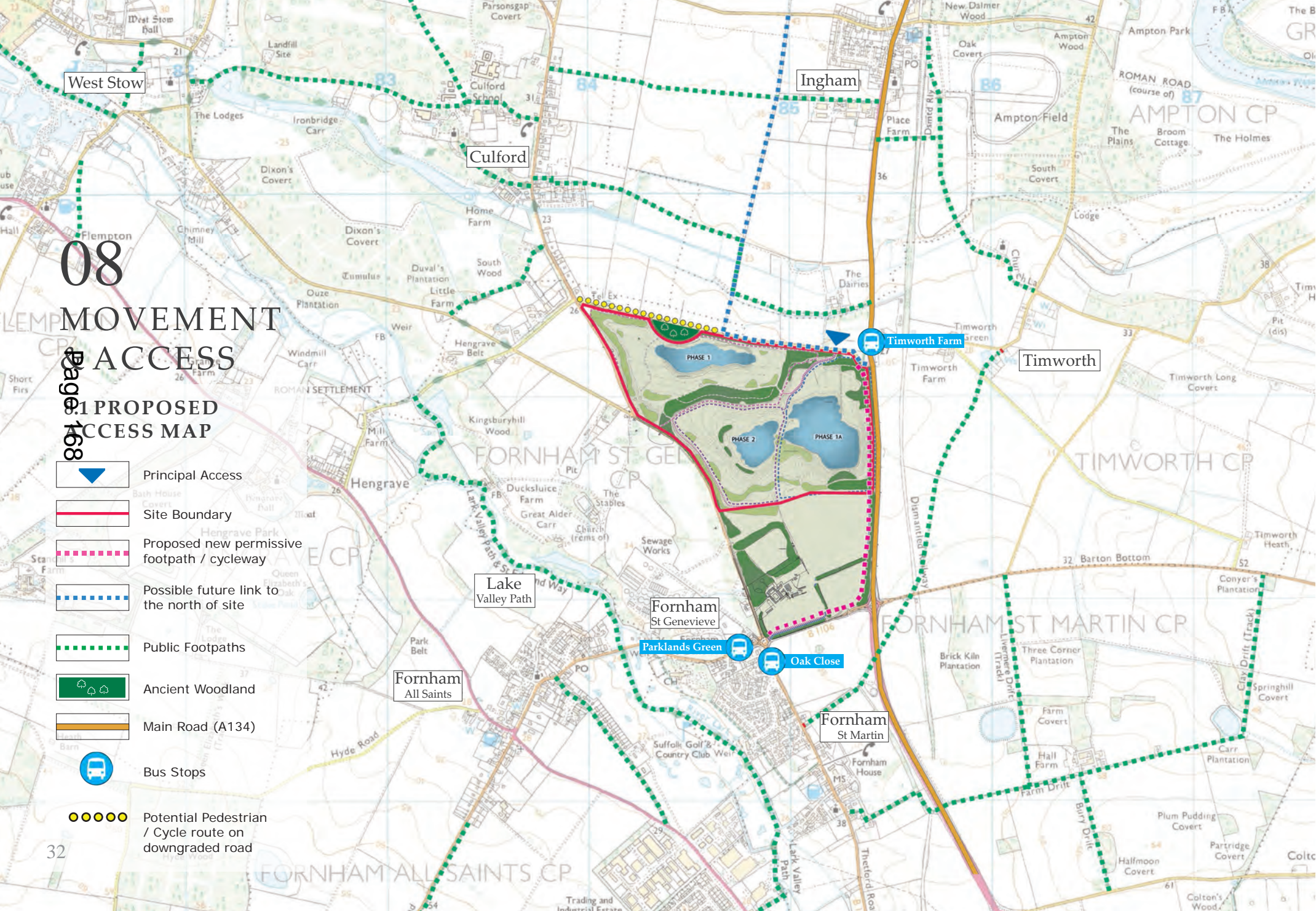
 Public Footpaths

 Ancient Woodland

 Main Road (A134)

 Bus Stops

 Potential Pedestrian / Cycle route on downgraded road











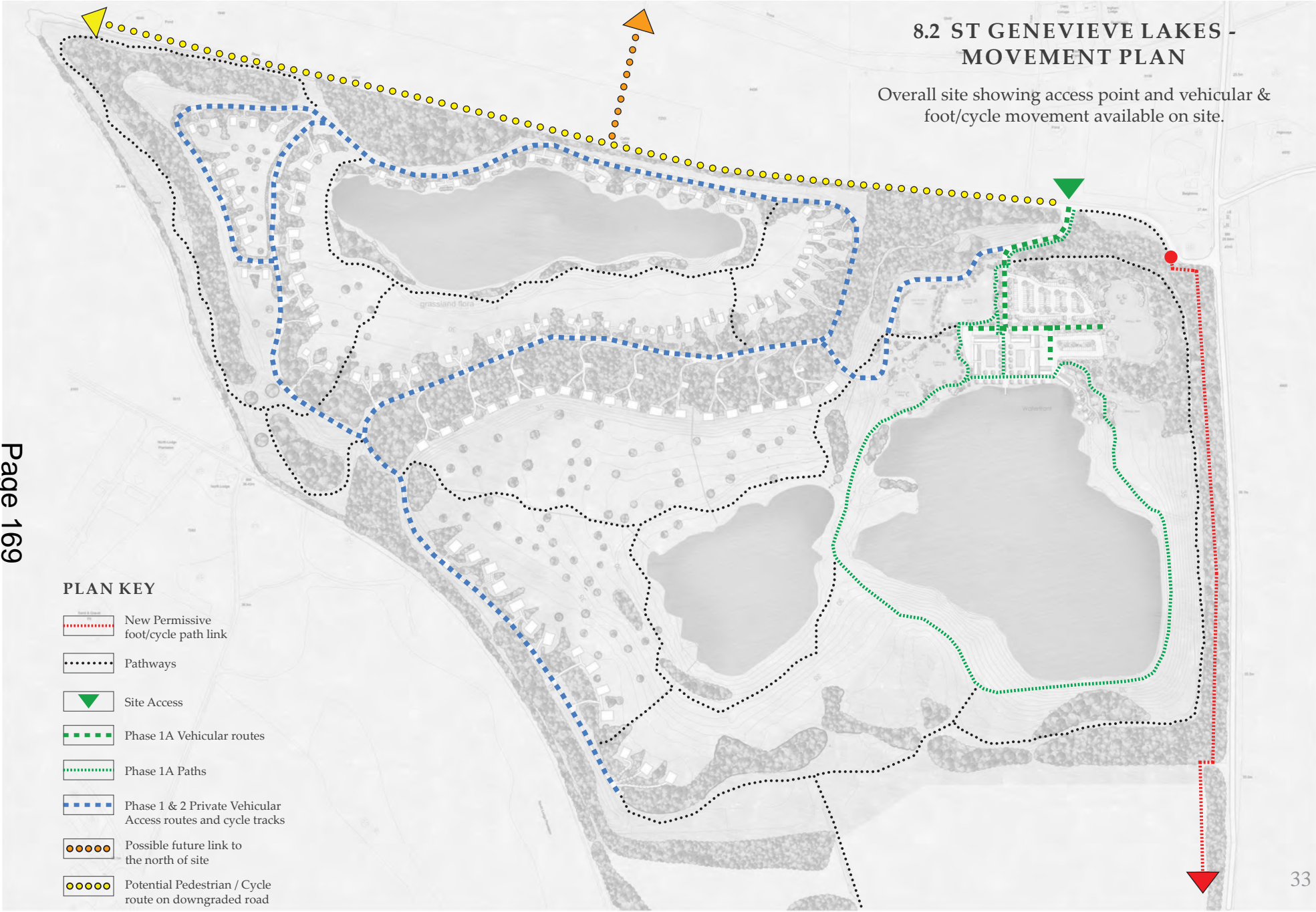
8.2 ST GENEVIEVE LAKES - MOVEMENT PLAN

Overall site showing access point and vehicular & foot/cycle movement available on site.

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PLAN KEY

-  New Permissive foot/cycle path link
-  Pathways
-  Site Access
-  Phase 1A Vehicular routes
-  Phase 1A Paths
-  Phase 1 & 2 Private Vehicular Access routes and cycle tracks
-  Possible future link to the north of site
-  Potential Pedestrian / Cycle route on downgraded road





8.3 NEW PERMISSIVE FOOTPATH AND CYCLE ROUTE

The new permissive footpath / cycleway would run down the eastern edge of the site and allow people to access all the way down to the Fornham roundabout without having to walk or cycle on the A134 or B1106, (without having to visit the site's facilities). In addition to providing links to other facilities such as West Stow.

Footway and pedestrian crossing provision at the B1106 roundabout where the proposed on-site shared use route meets the highway.

“We would not want to encourage pedestrian or cyclists to use the A134 or the B1106 immediately south of the site (which do not benefit from footways). Therefore, the provision of a shared use route on the eastern/southern side of the site is very much welcomed.”

- *Highways Consultation on the Masterplan.*



8.4 JUNCTION AT THE A134

Appropriate signing is required to guide visitors along the most suitable routes from the A14 or A11 and ensure that they have sufficient warning of the access/route from the A134;

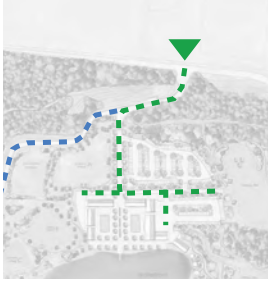
A number of measures can be put in place to ensure visitors take the most sensible route from the north and south, thereby protecting the Fornhams and other villages from site traffic. These measures could include signage on local roads, the A14 and site junction to help guide cars.

There is an opportunity to work with the Highway Authority to downgrade the C class public road running to the north of the site.

Visibility splays in line with vehicle speeds will be achieved at the access and any agreed visibility splays will be retained for that purpose.

8.5 IMPROVED BUS STOPS FOR THE SITE

There are bus stops close to the site access on the A134. A request to upgrade these (with raised kerbs, flag poles and shelters) could be made to improve sustainable links to the proposal and benefit other users and the local community.



8.6 SITE ACCESS AND VEHICLE ROUTES

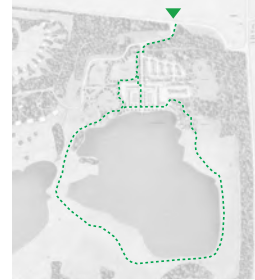
Vehicles would access and exit the site from the north east corner via the junction with the A134.

It would be desirable to have a single public vehicular access to the site, this would offer easy access to the heart of the Phase 1A development area.

Upon entering the site the vehicular traffic would be guided into the public areas of parking and camping accommodation or down a road to the west towards the holiday accommodation.

Sufficient parking and manoeuvring space would be provided on site in line with guidance: Suffolk Guidance for Parking (updated 2015)

Turning areas and parking would be provided for delivery vehicles and buses or coaches in line with guidance.



8.7 ADDITIONAL INTERNAL PERMISSIVE ROUTES

As part of Phase 1A, a new route would be set up around the main lake. This provides public enjoyment of the scenery whilst also establishing leisure access to the lake for fishing and other water activities. Access for members of the public to phases 1 & 2 will be restricted for biodiversity and conservation of habitats in these areas.

8.8 REFUSE & RECYCLING

Appropriate areas would be designated as refuse and recycling for the site as a whole including the buildings in Phase 1A and the Holiday Accommodation in Phases 1 & 2.

These designed features would include compost bins, water butts, litter and dog bins where required.

9

HYDROLOGY, ECOLOGY & BIODIVERSITY

9.3 PROTECTING THE BRECKS

Stone Curlew, Nightjars & Woodlark are three species that are under threat in the Brecks region. These are all Annex 1 Birds that are under the protection of European Commission Birds Directive, they are seen to be at risk due to changes in habitat. A principal driver for the development is to release tourist pressure away from the Brecks, thereby protecting the habitat of these three species.

9.2 WATER & FLOODING

Sustainable Urban Drainage Systems (SUDS) must also be used to ensure effective drainage of water on the site. This could include the use of some gravel rather than hardstanding internal roads to allow a more permeable surface for rainwater.

In larger areas of harder surface development, surface water runoff can be dealt with by the creation of planting areas within the landscape that can absorb surface water and utilizing the existing lakes as retention areas.

These strategies help to minimize the need for infrastructure whilst ensuring rainwater and runoff is not sent into the sewer system.



ST GENEVIEVE LAKES TODAY
View looking West across Phase 1A Amenity lake

9.3 ONGOING OBJECTIVES

The ongoing objectives of the management of the site are related to:

- Managing nature conservation areas
- Continue indigenous tree planting, with potential strategy to strengthen tree belts and create glade areas to encourage ground flora
- Maximise biodiversity in and around water bodies
- Management of low fertility grassland
- Low intensity grazing of rare breeds

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NATURE CONSERVATION AND WILDFLOWERS

In the southern area of phase 1A / 2, an area of wildflower meadow planting is being managed.

In addition, over 40 acres of species rich grassland has been planted, this has been sown with wild flowers such as Yarrow, Red clover, meadow vetchling and Ox-eye daisys.



TREE PLANTING

Over 40,000 trees have been planted so far, Silver Birch, Field Maple, Oak, Ash, Crab Apple and Cherry are underplanted with Hawthorn, Hazel and Dogwood and Buckthorn, to provide a variety of habitats. Holly and Pine have been planted to provide evergreen colour.

All of these trees have been maintained with a five year programme to ensure proper establishment, any dead or damaged trees replaced and kept safe from Deer and Rabbits by robust fencing to ensure perfect growth.



WATER BIODIVERSITY

Maximise biodiversity in water bodies, including reed planting in marginal aquatic areas to encourage bird species.

Lakeside reed beds have been established to create a habitat rich water's edge to provide cover for the many species that now live there, whilst the waters of the lakes have been stocked with Carp.

In the waterside area's Alder, Goat willow Grey Willow and Downy Birch have been planted.



WIDER GRASSLAND

Across the wider site plug planting along with recultivation and re-seeding will allow the wildflower grassland to spread.

The areas will be managed as hay meadow with short term grazing from summer to autumn.



RARE BREED GRAZING

As part of the Landscape for the Phase 2 lake area; parkland is being created using trees from a range of indigenous and exotic species mix these works commenced in 2015 and are ongoing.

It is intended these areas could be stocked with rare breed cattle or sheep.

10 SUSTAINABILITY & ENERGY

10.1 OVERALL ENERGY STRATEGY

Going forward, an energy strategy will assist Park Farm in creating a development with strong sustainable credentials, in turn also meeting local and national policy.

The energy strategy would start with first principles of :

1. Use less energy in building construction and usage
2. Use Renewable / low carbon energy.

10.2 SUSTAINABLE CONSTRUCTION

Even before the buildings are occupied, the construction and manufacture of the buildings can be tailored to remove embodied energy, in addition to off site construction methods to improve building detail quality.

10.3 SUSTAINABLE USAGE OF BUILDINGS

With the site's wide open spaces, buildings would enjoy excellent amounts of natural light and passive solar heating if glazed sensibly.

To use less energy, the buildings designed on site would incorporate design features to reduce the required energy to keep them operational, these could include smart use of super insulated building fabric, energy efficient lighting and 'A' rated appliances where possible.

Due to the nature of the holiday accommodation as intermittent short term usage over the course of the year, heating and cooling strategies would be designed to best suit this use.

As part of the energy strategy, understanding the energy demands on site will inform the energy supply method and reduce wasted energy before reaching the end user.

10.4 LOW CARBON ENERGY GENERATION

Due to the large number of proposed end users, district heating, cooling and electricity generation become potential strategies to assist in supplying energy on site.

10.5 ON SITE RENEWABLES

On proposed buildings, the appraisal of technologies such as photovoltaic panels (PV), solar water heating, Air Source Heat Pumps, (ASHPs) and Ground Source heat Pumps (GSHPs) may be appropriate.

10.6 CONSTRUCTION COMPOUND AFTER USE

In Phase 1A, The construction compound will be used for a number of years to allow the development to proceed in a phased manner without impacting uses already constructed. At the end of this time the construction compound may be used as a base to ensure ongoing upkeep of the landscape and buildings on site, or to allow an overflow of uses as required going forward.

10.7 SUSTAINABILITY OPPORTUNITIES

The site provides a destination accessible from Bury St Edmunds by walking and cycling. Although external links to surrounding villages are being encouraged, their prime function is to allow people from these areas to access the site, with the added bonus of providing sustainable links from the villages to the north, through the site to Bury St Edmunds.

The utilisation of existing infrastructure (roadways on site, concrete hard standing, electricity supply etc.) would cut down on the development required and thereby carbon footprint of the development.

THE MASTERPLAN

for St Genvieve Lakes, indicating how the development could look



11 CONCLUSIONS

11.1 FINAL THOUGHTS

This masterplan shows how the vision for the site can deliver a sustainable leisure destination for the area.

In addition to being supported by Policy RV6 and the Adopted Concept statement, the site has undergone extensive restoration to enable a leisure development to enjoy the site's landscape features.

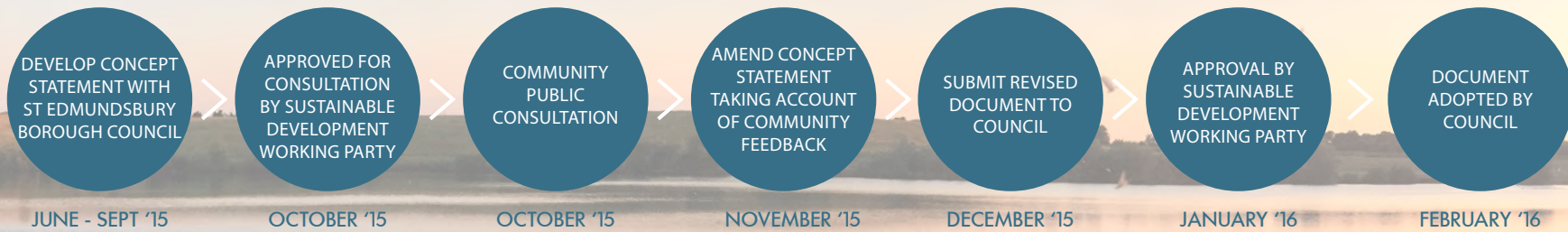
Access to the site is good both from surrounding communities and further a field, with the network of internal routes allowing enjoyment across a range of uses and visitor groups.

Whilst a great deal of time, effort and capital have been invested in the site to get it this far, the new proposed uses would assist the long term future for this site as a diverse wildlife haven for enjoyment by biodiversity and visitors alike for years to come.



11.2 STEPS GOING FORWARD

CONCEPT STATEMENT PROCESS



MASTERPLAN PROCESS



13 October 2017



Mr C Rand
Principal Planning Officer Major Projects
St Edmundsbury Borough Council
West Suffolk House
Western Way
Bury St Edmunds
Suffolk
IP33 3YU

Unit 3
The Old Dairy
Yanworth
Cheltenham
Gloucestershire
GL54 3LQ

tel: 01285 721072

By email: Chris.Rand@westsuffolk.gov.uk

Dear Mr Rand

St Genevieve Lakes - Masterplan Public Consultation - Feedback Summary

I trust this finds you well;

This letter contains a review of the process and complete summary of feedback received from the Public Consultation for St Genevieve Lakes Masterplan Process (Policy RV6).

Part 1 – Timelines of the Public Consultation

Masterplan Consultation Held
1:30-8pm Wed 16th August 2017

Information went live online
8:30pm Wed 16th August

Initial Masterplan Feedback Deadline
5.00pm on Thursday 31st August 2017

Chris Rand advised feedback deadline should be extended to 4 weeks
Thursday 31st August 2017

Official end to public consultation period
5.00pm on Thursday 14 September 2017

Website eventually taken down
11am on 20th September 2017

Part 2 – Public Consultation Received

In total 34 comments were received [all inside the consultation period] of which:

- 31 Comments on the day on paper forms
- 3 comments received online via email

The 34 responses received can be viewed on the attached
'Summary of Public Consultation Feedback – Issued 13.10.17.pdf'

In the interests of Data protection:

- Respondant names, addresses & phone numbers have been redacted
- Response 17 was left un redacted as it was from Paul Butler (Parish Councillor)

Part 3 – Reflections on feedback and Updates & Consideration at this time

Overall the feedback was incredibly positive, with responses being in favour of the development whilst raising detailed points for consideration.

In general these points are either dealt with by the detail in the full Masterplan document (as opposed to the overview shown on the boards) or are considerations to be taken forward in more detailed planning applications. The most common considerations raised by members of the public revolved around:

- Highways access & Safety
- The details of foot & cycleways links
- Ecology and biodiversity on site
- Ensuring high quality design on residential development of 100 houses or less
- A desire to use the Lakes for light recreational activities
- Provision of public leisure events

In terms of the Highways and Ecology queries, these are being covered off under the relevant consultant assessments and consultation with both Suffolk County Council and the LPA.

The additional queries are of a scale that would be best dealt with in planning applications once further fixity is known.

At this time we feel the Masterplan covers off all the points of which it is capable at this high level stage, however many of the feedback items are being considered as part of further detailed design being undertaken for any planning applications in the future.

We will of course welcome suggestions if you feel specific points of the masterplan information could be made more prominent to better showcase the proposals.

Part 4 – Conclusions and Next Steps

We look forward to hearing any suggestions you may have, and if possible that confirmation the masterplan can now proceed towards adoption.

Should you require any further information, please do not hesitate to contact me.

Yours sincerely

Phillip Duncan
Director

Attached:

Summary of Public Consultation Feedback – Issued 13.10.17.pdf

Feedback Item #	Received Date	1. What aspects of the masterplan shown do you think work well?	2. Is there anything you think might improve the masterplan proposals?	3. Do you have any further general comments & suggestions?	4. Where have you come from today? If you could please provide a postcode, we can better understand the feedback expressed by key communities of the surrounding areas and further afield.	Other
1	16/08/17	Footpaths - holiday accommodation	Not at this time - This is a well thought-out proposal	Only to say I hope the council show good sense and approve this excellent plan.	IP28 6TR	
	16/08/17	All sounds positive lots of activities proposed lots of walkways/paths		100 proposed holiday homes seems quite a lot but as long as the site can take it, all well and good.	IP31 1ND	
	16/08/17	The outdoor facilities sound excellent, the building materials are in keeping with the area. I think it will be well used and a big attraction.			IP28 6UU	
4	16/08/17	It all looks very pleasant	good traffic management	As a resident of Fornham All Saints, I am greatly concerned about the prospect of yet more traffic through the village on the B1106. As the Markham park & WSOH sites will also be bringing in huge increases in traffic., I'm wondering what measures will be taken to divert traffic via the A14 and A134. Good luck with this venture.	IP28 6JL	
5	16/08/17	Maintaining the countryside, keeping building materials fitting to the locality.	Getting authorities to STOP the WSOH proposals - it will be near enough to Timworth to have an adverse affect.	Encourage wildlife as much as possible, but protect it too from the busy roads. There are many roe deer in the vicinity as well as the usual muntjac - also foxes and badgers* - *will any sets be relocated?	IP31 1SP	
6	16/08/17	Cycle/Footway facilities within site. Tree screening	Access from B1106 (Avenue of Oaks) cannot take more & more traffic. Local access from roundabout would certainly be advantageous.	Quality presentation & quality build is anticipated. Only wish it wasn't called "Leisure Hub" as the work "Hub" around here has a nasty vibe. Thank you	IP31 1SS [Contact Information Redacted]	
7	16/08/17					Good thorough plan, in line with RV6. - Good multi-round public consultation.
8	16/08/17		As a user of the road next to the entrance, improvement for pedestrian facilities at the junction of the A134 for those arriving on foot would improve access.	To include a decent size garden centre with restaurant & gifts & craft supplies etc. This area is very poorly served for a decent worthwhile garden centre.	IP28 6HY	
9	16/08/17	Some good ideas on the master plan. One entrance only from the Timworth crossroads.	To ensure the number of holiday homes is limited to no more than 100 and no further growth.	Possible footpath increase.	IP31 1SS	
10	16/08/17	The provision of a public area, separate from the other areas with separate walk and cycled routes, something which is desperately needed north of Bury.	No - except more/longer public access walks and cycle routes.	I think it is an excellent idea integrating leisure facilities in a disused quarry. We love walking and cycling in scenic places so this will be great.	IP32 6DB	

11	16/08/17	The downgrading of the Timworth car road, It is a narrow road and as a horse rider we have limited riding due to the amount of and speed driven on the roads in the vicinity. This would be a very welcome option for safer riding.	I am happy with them as they are.	No	IP28 6LR
12	16/08/17			Can't quite comprehend "2nd homes" - only available to 2nd home owners? How do you impose - what is the need! Otherwise approve of the application.	
13	16/08/17	Circular walking route, access to site from FSM, shop/restaurant facilities leisure etc.	Improved pedestrian access from roundabout South Lodge Drive/Fornham St Martin etc. Currently raised traffic island. As pedestrian, this should be made safer with upgraded crossings.	I would welcome the development of the site as planned. We enjoy sites such as Elveden Estate shops etc and Brandon Forest for walks. We would very much like not having to drive to enjoy similar facilities.	IP28 6TQ [Contact Information Redacted]
14	16/08/17	The path/cycle way to Bury is very good.		I am worried about the main entrance/exit on to A134 which a dangerous piece of road now without lots more traffic	IP31 1NN
15	16/08/17	Most of it	Having a permissive footpath or/and cycleway following the B1106 - It's a major route for Culford residents and the school so as there will be more traffic generated on the entrance road it would be better if people didn't have to walk and cycle along it. Give them access by the telephone exchange to follow the B1106. Appreciate that this is the "private" camping area on the plan but fencing could be provided. That way the residents and Culford will get a more direct route without having to cycle along the road to Timworth crossroads which will (hopefully) have more traffic* - * although if its downgraded to no through traffic - less of an issue.		IP28 6DS
				There is a complete lack of bridleways. If the road from Culford to Timworth is downgraded, it would be helpful if provision could be made for horse riders. There is a path across Stennets land which leads to the forest where safe riding is available. if the link was made it would create a safe bridleway. There is a riding school at Culford and a livery yard (very busy yard) at Hengrave and suitable access to the forest would be a huge asset to horse riders.	IP28 6LR Mill Road, Hengrave
17	16/08/17	I like the quality and style of the proposed houses. I am in favour of the paths and cycle ways being open to local village residents especially in taking cyclists of the busy Culford Rd.	The business model should be more transparent eg what proportion of the properties will be allowed sub-letting; what safeguards will prevent permanent residency? How many camping and caravanning pitches will be allowed? Will the properties be leasehold or freehold? The siting of holiday lodges on Fornham Park this development may lead to overprovision of similar facilities.	There must be assurances that this is not just another housing development. There should be a covenant that no more than 100 dwellings will ever be built.	IP28 6XA Paul Butler (Parish Councillor)

18	16/08/17	A very definite link for villages to access Bury via bike.	I would like to see a statement of intent to give a clear idea of access times to area 1A for the public	Further access routes for bike to allow bikes through to forest areas.	Ingham
19	16/08/17	Access for all to enjoy facilities and countryside	Some way to make sure visitors use by pass rather than go through Fornham all Saints & Tut Hill to get to A14 & Westley as this will destroy a quiet village.	Looks good to me.	IP28 6UU
20	16/08/17	Layout of privacy of each building plot & secluded from main roads. Considered factors for conserving wildlife, and habitat.	Transport; particularly as most car users (according to Govt proposals 2040) all vehicles will not be diesel or petrol. Given this isn't to far in distant future, I would focus on car charging points as some holiday makers will have travelled distances to get here, their concern will be where can they charge their car.	Will the site be manager privately or will there be outside funding/private investors. I would be keen to consider any proposal contact me below.	Fornham St Martin,[Contact Information Redacted]
21	16/08/17	Cycling areas and retreat facilities.		My husband enjoys sailing model boats and at the moment has to travel several miles to find a suitable yachting pond. Would it be possible to provide an area of one of the lake for this purpose - preferably with a jetty or walk to launch the boats (minimum 2ft depth of water) Several older people locally enjoy this past time and often in new development the older generation seem to be forgotten. Permits would be issued to bring some revenue in.	IP28 6JP [Contact Information Redacted]
22	16/08/17	Having increased cycle paths/walks for local people . Water sports - please make access to lakes for recreation use available to public, not just residents. This would be a fantastic addition for Ingham families (and surrounding villages).	Crossing points across the main road at Ingham post office/pub. Crossing point at Fornham roundabout to the bus stop. Increase 40mph speed limited from Ingham to roundabout to slow traffic and make safer for entry/exit to the site.	Main road <u>very</u> dangerous for crossing. Pedestrian crossing needed.	Ingham
23	16/08/17	Gook large site with mixed development away from current housing.	Permissive pathway up Culford road side	Would be nice to see the site developed with mixed use as planned.	IP28 6UH
24	16/08/17	I think the whole plan sounds excellent & is a very good use for a redundant site	Not really. Hope you have rowing boats for hire!	No	Timworth IP31 1HY
25	16/08/17	Improved paths & cycle ways - employment for the area			Fornham St Martins
26	16/08/17		Main road junctions - one route in & one route out = queueing to get to individual houses	I would prefer the whole site returned to nature but overall - a pleasing development - perhaps a little large	IP31 1TE
27	16/08/17	* Traffic access of main road * Large area reserved for public leisure * Cycle paths & walks *Tree screening on boundaries * High quality holiday accommodation	* Will there be a roundabout on the Ingham Road at this point for access & exit? * Will there be an indoor swimming pool for guests?	*Keep cars away from tents in main camping area (my experience on continent suggests this works well) *cycle hire facility *Indoor recreation area for use by children including a climbing wall * Classes in the open air eg Tai Chi	Fornham St Martin resident
28	16/08/17	Holiday homes, some form of limited retail, fishing	I think the vision is excellent. Jug got to make sure it happens	I hope the council and other parties have the guts to make a decision and make it happen	IP28 6TQ
29	16/08/17	I think the whole aspect of the site is really lovely well done.	No, just give that restaurant a panel over the water. It will be annoying!		I'm very local
30	16/08/17	Events, space, lodges potential pedestrian cycle links green space & lakes	More camping away from A134 & events car park - or additional "away from it all" camping	Parkin on events area may be too small. More pedestrian links ability for people to walk through site on open access. Keep site vehicle free as much as possible to encourage walking & cycling through site. Water sports, swimming lake.	

31 16/08/17 The planned diversity of activities & restaurants etc. The large extent of the site giving scope for different uses without encroaching on each other. Like the style of the suggested building types. Ensure there is access from the Fornham villages end of the site to allow for pedestrian & cycling access & routes to cycle/dog walking would be great if dogs could have access to shallow areas of the lakes for them to swim - so often you see 'dogs not allowed in the water'! Would be good to have events held on the site - eg open air concerts/cinema; eg Christmas market/event. As local residents, we would hope to be able to use the Lakes site on a regular basis - we'd only be able to do so, if the costs (eg car-parking/access charges) were not too high. Important that traffic through villages to gain access if kept to a minimum. IP28 6XA

Above all (from a selfish point of view!!) We would like to see the development being DOG FRIENDLY - All in all - it looks an exciting project & one which we would hope to use extensively, being as it is , on our doorstep!

Emailed responses below

33 17/08/17 Hi [Contact Information Redacted]

Thank you for the opportunity to comment on the lakes proposal, I spoke to Mrs Stennett at the drop in regarding a recent holiday in Cirencester which was a very similar concept to your proposal. The E mail address for the facility is lowermillestate.com well worth a look. Just a couple of comments on the proposal regarding the local villages, can you please provide public access from Fornham through to Ingham as the roads are now not suitable for walking or cycling. The road from Elveden through Culford now has a lot more traffic especially large trucks as this is easier than going through Thetford to get to Bury. The paths/tracks would also give safer access for the lakes visitors to the facilities (pub/restaurant and shop in Ingham and pub in Fornham) in both villages and to Bury. An improvement would need to be provided for crossing the roads in both villages

Good luck I hope you are successful in this venture

Regards

[Contact Information Redacted]

32 19/08/17 Unfortunately I was unable to attend the drop in event on 16 August 2017, but I have the following comments: [Contact Information Redacted]

Chart no 11 - yellow dots show potential pedestrian/cycle route on down graded road. Down graded road should mean excluding any vehicular access, including any service vehicles for the site. Can there be clear signage to stop any traffic use the down graded road? - orange dots show potential future link to the north of the site.

In the future planning application, can the word 'potential' as used and referred to above (twice) be substituted with 'will'?

Addressing the above would help dispel concerns about the effect of extra traffic on the B1106 through the village of Culford.

Many thanks

27/08/17

To whom it may concern,

[Contact Information Redacted]

Unfortunately we were unable to attend your recent information event at Fornham St Martin. I have a query regarding the proposed potential north-south route, which runs parallel to the A134. The information you have provided online is severely lacking in facts, and it is not clear to me if the potential north-south route is solely for pedestrians/cyclists or whether this is also a vehicular access route. The route runs along what is essentially a farm track and it should remain this way; failure to do so will have a substantial impact on local residents, who, quite frankly, seem to be of little concern to you.

You have also failed to provide any information related to the expected number of visitors to the site, both day guests and residential. I would appreciate your comments on this.

Regards

[Contact Information Redacted]

Note : Comments Above are those gathered from the consultation event on the day and those on email are referenced accordingly.

LAST DAY FOR FEEDBACK 14/09/2017

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St Edmundsbury
BOROUGH COUNCIL

St Edmundsbury Borough Council

CAB/SE/17/073

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 December 2017 to 31 May 2018

Publication Date: 3 November 2017

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 2018. 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
05/12/17 (Deferred from 14/11/17) Page 190	Overarching Strategy for Facilitating Growth and Investment The Cabinet will be asked to recommend to Council, approval of an overarching strategy for facilitating growth and investment by the West Suffolk councils, which has been developed to correlate with the new emerging West Suffolk Strategic Plan 2018-2020 and following approval of the previously agreed Investment Principles.	Not applicable	(R) – Council 19/12/17	Cabinet/ Council	Ian Houlter Resources and Performance 01284 810074 Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet with recommendations to Council.
05/12/17 (Deferred from 17/10/17)	Delivering a Sustainable Budget 2018/2019 The Cabinet will be asked to consider recommendations of the Performance and Audit Scrutiny Committee for recommending to Council on proposals for achieving a sustainable budget in 2018/2019.	Not applicable	(R) – Council 19/12/17	Cabinet/ Council	Ian Houlter Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny 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
05/12/17	<p>West Suffolk Strategic Plan 2018-2020 The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and to recommend to full Council the new West Suffolk Strategic Plan 2018-2020, which has been jointly produced with Forest Heath District Council.</p>	Not applicable	(R) – Council 19/12/17	Cabinet/ Council	John Griffiths Leader of the Council 07958 700434	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations of the Overview and Scrutiny Committee to Cabinet and Council
05/12/17	<p>Statement of Licensing Policy: Bury St Edmunds Town Centre Cumulative Impact Policy The Cabinet will be asked to consider amendments to the Council's Statement of Licensing Policy, including a revised cumulative impact policy for Bury St Edmunds town centre, which forms part of that. Consultation will take place with the Licensing and Regulatory Committee on the</p>	Not applicable	(R) – Council 19/12/17	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Peter Gudde Service Manager (Environmental Health) 01284 757042	All Wards	Report to Cabinet with revised policy, including 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
	proposed content.							
05/12/17 Page 192	Bury St Edmunds Town Centre Masterplan Following consultation, the Cabinet will be asked to recommend to Council, adoption of the Bury St Edmunds Town Centre Masterplan as supplementary planning guidance.	Not applicable	(R) – Council 19/12/17	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Amy Leader Principal Growth Officer 01284 757107	All Wards	Report to Cabinet with recommendations to Council.
05/12/17	Applications for Community Chest Grant Funding 2018/2019 The Cabinet will be asked to consider recommendations of the Grant Working Party in respect of applications for Community Chest funding for the 2018/2019 year.	Not applicable	(KD) - Applications for the 2019/2020 year and beyond are also subject to the budget setting process	Cabinet	Robert Everitt Families and Communities 01284 769000	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations from the Grant Working Party to Cabinet.
05/12/17	Local Council Tax Reduction Scheme and Council Tax Technical Changes 2018/2019 The Cabinet will be asked to consider proposals for	Not applicable	(R) - Council 19/12/17	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet with recommendations to Council.

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	the Local Council Tax Reduction Scheme and Council Tax technical changes for 2018/2019 prior to seeking its approval by full Council.							
05/12/17 Page 193	Council Tax Base for Tax Setting Purposes 2018/2019 The Cabinet will be asked to recommend to full Council the basis of the formal calculation for the Council Tax Base for the financial year 2018/2019.	Not applicable	(R) - Council 19/12/17	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet with recommendations to Council.
05/12/17	Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017) The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking of	Not applicable	(R) - Council 19/12/17	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny 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
	approval for the Mid Year Treasury Management Report 2017/2018, which summarised the investment activities for the period 1 April to 30 September 2017.							
05/12/17 (NEW)	West Suffolk Operational Hub The Cabinet will be asked to consider and recommend to Council, matters to enable the next stage of the West Suffolk Operational Hub project to progress. This will also be considered by Forest Heath District Council's Cabinet and Council.	Possible Exempt Appendices: Paragraph 3	(R) – Council 19/12/17	Cabinet/ Council	Peter Stevens Operations 01787 280284	Mark Walsh Assistant Director (Operations) 01284 757300	All Wards	Report to Cabinet with possible exempt appendices and recommendations to Council
No earlier than January 2018 (NEW)	St Genevieve Lakes Masterplan (formerly known as Park Farm, Ingham) The Cabinet will be asked to consider recommending to Council, the adoption of the St Genevieve Lakes Masterplan, which has	Not applicable	(R) – Council January 2018	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Chris Rand Principal Planning Officer 01284 757352	Risby	Report to Cabinet with 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
	been developed following the adoption of a Concept Statement for the area.							
No earlier than January 2018 (Deferred from page 195 28/03/17)	Western Way Development Programme The Cabinet will receive a programme update paper, including recommendations to Council, in relation to the Western Way Development Programme. A separate proposal (which integrates with this paper) regarding the potential investment in renewable energy schemes may also be considered at this time.	Possible Exempt Appendices: Paragraph 3	(R) – Council January 2018	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Rachael Mann Assistant Director (Resources and Performance) 01638 719295 Lisa Grove Service Manager (Customer Services) 01638 719320 Peter Gudde Service Manager (Environmental Health) 01284 757042 (renewable energy scheme element)	All Wards	Report to Cabinet with recommendations to Council and possibility of Exempt Appendices.
No earlier than January 2018 (Deferred	Revenues Collection Performance and Write Offs The Cabinet will be asked to consider writing-off outstanding debts, as	Exempt Appendices: Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 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
from 05/12/17)	detailed in the exempt appendices.							
No earlier than January 2018 Page 196 (NW)	17-18 Cornhill, Bury St Edmunds (former Post Office building) The Cabinet will be asked to consider a business case for a preferred option for the future use of 17-18 Cornhill, Bury St Edmunds	Exempt Appendices: Paragraph 3	(R) – Council January 2018	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Report to Cabinet with exempt appendices and recommendations to Council
No earlier than January 2018	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to consider and approve a new civil penalties policy for consultation in order to implement these new powers. This policy has	Not applicable	(D)	Cabinet	Alaric Pugh Planning and Growth 07930 460899 Sara Mildmay-White Housing 01359 270580	David Collinson Assistant Director (Planning) 01284 757306 Andrew Newman Service Manager (Housing Standards) 01638 719276	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
	been jointly produced with Forest Heath District Council.							
No earlier than January 2018 Page 197	Review of the Cabinet's Working Parties/Joint Panels etc Following recent changes to the political composition and balance of the Council, the Cabinet will be asked to consider a review of the Cabinet's Working Parties/Joint Panels etc, including amended Terms of Reference for the existing West Suffolk Joint Growth Steering Group.	Not applicable	(D)	Cabinet	John Griffiths Leader of the Council 07958 700434	Karen Points Assistant Director (HR, Legal and Democratic Services) 01284 757015 Leah Mickleborough Service Manager (Democratic Services)	All Wards	Report to Cabinet.
No earlier than January 2018 (NEW)	Suffolk Business Park: Loan to Churchmanor The Cabinet will be asked to consider and recommend to Council, a proposal for a loan received from Churchmanor Estates Company for infrastructure for Suffolk	Possible Exempt Appendix: Paragraph 3	(R) – Council January 2018	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Andrea Mayley Service Manager (Economic Development and Growth)	All Wards	Report to Cabinet with possible exempt appendix 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
	Business Park.					01284 757343		
No earlier than January 2018 (Deferred from 27/06/17) Page 198	<p>Leisure Investment Fund: Consideration of business case for investment in Haverhill Leisure Centre</p> <p>The Cabinet will be asked to consider a detailed proposal for investment in the Council owned leisure facilities at Haverhill to deliver a revenue saving to the Council and enhanced user experience.</p>	Exempt Appendix: Paragraph 3	(KD)	Cabinet	Joanna Rayner Leisure and Culture 07872 456836	Jill Korwin Director 01284 757252	All Wards	Report to Cabinet with exempt appendix
06/02/18 (Deferred from 01/11/16)	<p>West Suffolk Information Strategy</p> <p>The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee in respect of seeking approval of a West Suffolk Information Strategy (incorporating an ICT Strategy), which has been jointly produced with Forest Heath District</p>	Not applicable	(D)	Cabinet	Ian Houlder Resources and Performance 01284 810074	<p>Rachael Mann Assistant Director (Resources and Performance) 01638 719245</p> <p>Kevin Taylor Service Manager (ICT) 01284 757230</p>	All Wards	Recommendations of the Overview and Scrutiny Committee 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
	Council.							
06/02/18 (Deferred from 14 November 2017) Page 199	Newbury Community Centre To update Cabinet on the Newbury Community Centre project and, subject to outline planning consent being granted, to seek any necessary approvals to progress delivery in accordance with the previous decisions of the Cabinet. The timing of this report will be dependent upon progress with discussions with partners and the Charity Commission.	Not applicable	(KD)	Cabinet	Robert Everitt Families and Communities 01284 769000	Alex Wilson Director 01284 757695	St Olaves directly, and all surrounding wards	Report to Cabinet.
06/02/18	Budget and Council Tax Setting 2018/2019 and Medium Term Financial Strategy The Cabinet will be asked to consider the proposals for the 2018/2019 budget and Medium Term Financial Strategy, prior to its approval by full	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Reports 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
	Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.							
06/02/18 Page 200	Treasury Management Report 2017/2018 and Investment Activity (1 April to 31 December 2017) The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking of approval for the Treasury Management Report 2017-2018 which summarised the investment activities for the period 1 April to 31 December 2017.	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
06/02/18	Annual Treasury Management and Investment Strategy 2018/2019 and Treasury Management Code of Practice	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee 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 201	The Cabinet will be asked to recommend to full Council the approval of the Treasury Management and Investment Strategy 2018/2019 and Treasury Management Code of Practice, which must be undertaken before the start of each financial year.							Cabinet with recommendations to Council.
06/02/18	<p>Suffolk Pilot Scheme for 100% Business Rates Retention 2018/2019</p> <p>As part of consideration of the budget papers, recommendations from which will be forwarded to Council, the Cabinet will be asked to consider plans for Suffolk-wide pilot scheme for the retention of 100% business rates in 2018/2019, which had previously been agreed to progress under officer delegated authority. This will also be considered by</p>	Not applicable	(R) – Council 20/02/18	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	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
	Forest Heath District Council's Cabinet.							
No earlier than 20 March 2018 (Deferred from 14/01/17) Page 202	West Suffolk Councils' Lettings Policy The Cabinet will be asked to consider and approve the revised West Suffolk councils' Lettings Policy (based on the joint policy agreed by the Cambridge Housing Sub-Regional Partnership). This will also be considered by Forest Heath District Council's Cabinet.	Not applicable	(D)	Cabinet	Sara Mildmay-White Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report and draft Lettings Policy to Cabinet.
27 March 2018 (Deferred from 27/02/18)	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to consider and approve a new civil penalties policy	Not applicable	(KD) in part, for approval of new policy. Recommendations to Council (24/04/18) for providing new delegated powers to officers.	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899 Sara Mildmay-White Housing 01359 270580	David Collinson Assistant Director (Planning) 01284 757306 Andrew Newman Service Manager (Housing Standards) 01638 719276	All Wards	Report to Cabinet, with recommendations to Council, where applicable.

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 203	<p>following consultation in order to implement these new powers. The Cabinet will also be asked to recommend to Council approval of new delegations to officers so that they can use the new powers. This policy has been jointly produced with Forest Heath District Council.</p>							
27/03/18	<p>Revenues Collection Performance and Write Offs The Cabinet will be asked to consider writing-off outstanding debts, as detailed in the exempt appendices.</p>	Exempt Appendices: Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet with exempt appendices.
22/05/18 (Deferred from 06/02/18)	<p>Street Vending and Trading Policy The Cabinet will be asked to consider a revised street vending and trading policy. Consultation will take place with the Licensing and Regulatory</p>	Not applicable	(D)	Cabinet	Alaric Pugh Planning and Growth 07930 460899	Peter Gudde Service Manager (Environmental Health) 01284 757042	All Wards	Report to Cabinet with revised policy.

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
	Committee on the proposed content of the policy.							

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.
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

(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/ Housing
Councillor Robert Everitt Councillor Ian Houlder	Portfolio Holder for Families and Communities Portfolio Holder for Resources and Performance
Councillor Alaric Pugh Councillor Joanna Rayner Councillor Peter Stevens	Portfolio Holder for Planning and Growth Portfolio Holder for Leisure and Culture Portfolio Holder for Operations

(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
Cllr Paul Claussen	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry	Cllr Ian Houlder	Cllr Bruce Provan
Substitute Breckland Cabinet Members	Substitute East Cambridgeshire District Council Cabinet Members	Substitute Fenland District Council Cabinet Members	Substitute Forest Heath District Council Cabinet Members	Substitute Suffolk Coastal District Council Cabinet Members	Substitute St Edmundsbury Borough Council Cabinet Members	Substitute Waveney District Council Cabinet Members
Cllr Sam Chapman-Allen	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Stuart Lawson	Cllr Sara Mildmay-White	Cllr Mark Bee
Cllr William Nunn	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Chris Punt

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Karen Points
Assistant Director (HR, Legal and Democratic Services)
Date: 3 November 2017

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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