

Council



St Edmundsbury
BOROUGH COUNCIL

Title:	Agenda
Date:	Tuesday 19 December 2017
Time:	7.00 pm
Venue:	Conference Chamber West Suffolk House Western Way Bury St Edmunds IP33 3YU
Membership:	<p>All Councillors</p> <p>You are hereby summoned to attend a meeting of the Council to transact the business on the agenda set out below.</p>  <p>Ian Gallin Chief Executive 11 December 2017</p>
<p>The Meeting will be opened with Prayers by the Mayor's Chaplain, The Venerable Dr David Jenkins, Archdeacon of Sudbury. (Note: Those Members not wishing to be present for prayers should remain in the Members' Breakout Area and will be summoned at the conclusion of prayers.)</p>	
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	Fifteen Members
Committee administrator:	<p>Claire Skoyles Democratic Services Officer Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk</p>

Public Information



St Edmundsbury
BOROUGH COUNCIL

Venue:	Conference Chamber 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 questions:	<p>Members of the public may ask questions of Members of the Cabinet or any Committee Chairman at ordinary meetings of the Council. 30 minutes will be set aside for persons in the public gallery who live or work in the Borough to ask questions about the work of the Council. 30 minutes will also be set aside for questions at special or extraordinary meetings of the Council, but must be limited to the business to be transacted at that meeting.</p> <p>A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start. This can be done online by sending the request to democratic.services@westsuffolk.gov.uk or telephoning 01284 757176 or in person by telling the committee administrator present at the meeting.</p> <p>Written questions, detailing the full question to be asked, may be submitted by members of the public to the Service Manager (Democratic Services) no later than 10.00 am on the previous working day to the meeting of the Council. Email: democratic.services@westsuffolk.gov.uk Phone: 01284 757162</p>	
Disabled access:	<p>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.</p> <p>Visitor parking is at the car park at the front of the building and there are a number of accessible spaces.</p>	
Induction loop:	An Induction loop is available for meetings held in the Conference Chamber.	
Recording of meetings:	<p>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).</p> <p>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.</p>	

Agenda

Procedural Matters

Page No

1 - 18

1. Minutes

To confirm the minutes of the meetings held on 26 September 2017 and 17 October 2017 (extraordinary meeting) (copies attached).

2. Mayor's announcements

3. Apologies for Absence

To receive announcements (if any) from the officer advising the Mayor (including apologies for absence)

4. Declarations of Interests

Members are reminded of their responsibility to declare any pecuniary or local non pecuniary interest which they have in any item of business on the agenda **no later than when that item is reached** and, when appropriate, to leave the meeting prior to discussion and voting on the item.

Part 1 – Public

5. Leader's Statement

Paper No: **COU/SE/17/020 TO FOLLOW**

(Council Procedure Rules 8.1 – 8.3) Members may ask the Leader questions on the content of both his introductory remarks and the written statement itself.

A total of 30 minutes will be allowed for questions and responses. There will be a limit of five minutes for each question to be asked and answered. A supplementary question arising from the reply may be asked so long as the five minute limit is not exceeded.

6. Public Participation

(Council Procedure Rules Section 6) Members of the public who live or work in the Borough are invited to put one question of not more than five minutes duration. A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start.*

(Note: The maximum time to be set aside for this item is 30 minutes, but if all questions are dealt with sooner, or if there are no questions, the Council will proceed to the next business.

Each person may ask **one** question only. A total of **five minutes will be allowed for the question to be put and answered.** One further question will be allowed arising directly from the reply, **provided that the original time limit of five minutes is not exceeded.**

Written questions may be submitted by members of the public to the Service Manager (Democratic Services) **no later than 10.00 am on Monday 18 December 2017.** The written notification should **detail the full question** to be asked at the meeting of the Council.)*

*For further information, see Public Information Sheet attached to this agenda.

7. Referrals Report of Recommendations from Cabinet

19 - 74

Report No: **COU/SE/17/021**

(A) Referrals from Cabinet: 17 October 2017

1. West Suffolk Local Code of Corporate Governance
Portfolio Holder: Cllr Ian Houlder

(B) Referrals from Cabinet: 5 December 2017

1. West Suffolk Operational Hub
Portfolio Holder: Cllr Peter Stevens
2. Statement of Licensing Policy and Cumulative Impact Policy Renewal
Portfolio Holder: Cllr Alaric Pugh
3. Bury St Edmunds Town Centre: Masterplan
Portfolio Holder: Cllr Alaric Pugh
4. Mid Year Treasury Management Performance Report 2017/2018 and Investment Activity (1 April to 30 September 2017)
Portfolio Holder: Cllr Ian Houlder
5. Local Council Tax Reduction Scheme 2018/2019
Portfolio Holder: Cllr Ian Houlder
6. Council Tax Base for Tax Setting Purposes 2018/2019
Portfolio Holder: Cllr Ian Houlder
7. West Suffolk Strategic Framework: 2018-2020
Portfolio Holder: Cllr John Griffiths
8. St Genevieve Lakes (formerly Park Farm, Ingham): Masterplan
Portfolio Holder: Cllr Alaric Pugh

8. Questions to Committee Chairmen

Members are invited to ask questions of committee Chairmen on business transacted by their committees since the last ordinary meeting of Council on 26 September 2017:

Committee	Chairman	Dates of meetings
Overview and Scrutiny Committee	Cllr Diane Hind	25 October 2017 <i>(extraordinary meeting)</i> 8 November 2017
Performance and Audit Scrutiny Committee	Cllr Sarah Broughton	29 November 2017
Development Control Committee	Cllr Jim Thorndyke	2 November 2017 <i>(special and ordinary meetings)</i> 7 December 2017
Licensing and Regulatory Committee	Cllr Frank Warby	31 October 2017
West Suffolk Joint Standards Committee	Cllr John Burns <i>(Vice-Chairman)</i>	11 December 2017

9. Motions on Notice

The following Councillors have given notice under paragraph 9.1 of the Council Procedure Rules of the following motions:

(a) Councillor Diane Hind:

"That St Edmundsbury introduces no idling zones around hospitals, schools, care homes and sheltered housing."

(b) Councillor David Nettleton:

"That with effect from April 2018 new subscribers to the Brown Bin emptying service be charged at the following rates, depending on the month the subscription is approved:*

April £40: May £37: June £34: July £31: August £28: September £25: October £22: November £19: December £16: January £13: February £10.

No new subscriptions accepted in March as officers busy organising renewals.

**Subject to technical amendments"*

Continued over...

Paragraph 9.5 of the Council Procedure Rules states:

'Any motion under paragraph 9.1 of these Rules, on being moved and seconded, will usually, without discussion, be referred to the appropriate forum for consideration. The Mayor may, if he/she considers it appropriate, allow the motion to be dealt with at the meeting at which it is moved and seconded provided that the motion, if carried, would not involve the Council in expenditure not included in the Council's approved revenue or capital budget.'

10. Urgent Questions on Notice

The Council will consider any urgent questions on notice that were notified to the Service Manager (Democratic Services) by 11am on the day of the meeting.

11. Report on Special Urgency

Part 4, Access to Information Procedural Rules, of the Constitution (paragraph 18.3) requires the Leader of the Council to submit quarterly reports to the Council on the Executive decisions taken (if any) in the circumstances set out in Rule 17, Special urgency in the preceding three months.

Accordingly, the Leader of the Council reports that no executive decisions have been taken under the Special Urgency provisions of the Constitution.

12. 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

13. Exempt Minutes: 17 October 2017 (Extraordinary Meeting) (para 3) 75 - 78

To confirm the exempt minutes of the meeting held on 17 October 2017 (extraordinary meeting) (copy attached).

Council



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Council** held on
Tuesday 26 September 2017 at 7.00 pm at the **Conference Chamber,**
West Suffolk House, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Deputy Mayor Margaret Marks (in the Chair)

Trevor Beckwith	Diane Hind	Barry Robbins
Simon Brown	Beccy Hopfensperger	Richard Rout
Tony Brown	Ian Houlder	Andrew Smith
Carol Bull	Betty Mclatchy	Andrew Speed
John Burns	Ivor Mclatchy	Clive Springett
Patrick Chung	Jane Midwood	Sarah Stamp
Jason Crooks	Sara Mildmay-White	Peter Stevens
Robert Everitt	David Nettleton	Peter Thompson
Paula Fox	Alaric Pugh	Jim Thorndyke
Susan Glossop	Joanna Rayner	Julia Wakelam
John Griffiths	Karen Richardson	Anthony Williams
Wayne Hailstone	David Roach	

278. Prayers

The Mayor's Chaplain, the Venerable Dr David Jenkins, Archdeacon of Sudbury, opened the meeting with prayers.

279. Remembrance

A minute's silence was held in remembrance of Sophie Claydon, West Suffolk's HR Business Support colleague, who had died in August 2017.

280. Minutes

The minutes of the meeting held on 13 June 2017 were confirmed as a correct record and signed by the Deputy Mayor.

281. Mayor's announcements

The Deputy Mayor referred to the number of civic engagements and charity activities which the Mayor and Mayoress had attended since the last ordinary meeting of Council on 13 June 2017.

She explained that the Mayor would report on any engagements and activities that he had attended and would specifically like to draw attention to at the next ordinary meeting of Council on 19 December 2017.

282. Apologies for Absence

Apologies for absence were received from Councillors Sarah Broughton, Terry Clements (Mayor), Bob Cockle, Paul Hopfensperger, Clive Pollington, Frank Warby and Patsy Warby.

283. Declarations of Interests

Members' declarations of interest are recorded under the item to which the declaration relates.

284. Leader's Statement

Councillor John Griffiths, Leader of the Council, presented his statement as contained in Report No: COU/SE/17/012.

Councillor Griffiths particularly drew attention to the opening of the Eastern Relief Road on Monday 25 September 2017, which in partnership with Suffolk County Council and the New Anglia Local Enterprise Partnership would help support the delivery of homes, jobs, leisure and education facilities. He paid tribute to Councillors and staff for the work undertaken to make this happen.

In addition, Councillor Griffiths encouraged Members to attend the West Suffolk Business Festival, which, now in its seventh year, commenced from week beginning 2 October 2017. The Festival was the largest in the eastern region and encompassed a vast range of businesses and organisations from across West Suffolk.

No questions were asked; however, Councillor Julia Wakelam wished to draw Members' attention to the first Bury St Edmunds Literature Festival which was being held between 25 and 29 October 2017. Some Members had supported it's organisation with funding from their locality budgets and all were welcome to attend.

285. Public Participation

There were no members of the public in attendance.

286. Referrals report of recommendations from Cabinet

Council received and noted a narrative item, which explained that the referrals emanating from the Cabinet meetings on 27 June and 19 September 2017 would be considered at its extraordinary meeting on 17 October 2017.

287. A Single Council for West Suffolk: Business Case

Council considered Report No: COU/SE/17/013, which sought approval for the business case for establishing a new single district-level council for West Suffolk.

On 13 June 2017, Council considered draft proposals to form a single Council for West Suffolk. Following agreement of the draft proposals, a period of public engagement had been undertaken which had begun with the announcement of the proposals in May 2017 and ended on 31 August 2017. This had concluded strong support from residents and stakeholders towards the proposals.

The final business case was now presented to Council in Report No: COU/SE/17/013, which had been amended in response to public engagement and the work of the Future Governance Steering Group. This Group had been tasked with considering detailed, technical aspects related to the single council proposal, as set out in paragraphs 2.7 and 2.8 of the report.

The report summarised progress made since approval of the draft business case in June 2017; the work undertaken by the Future Governance Steering Group over the summer 2017; the development of the business case; the outcomes of the public engagement exercise and the proposed next steps. In addition, the following Appendices were attached to the report:

Appendix 1: Summary of the proposal

Appendix 2: Final Business Case for a single council for West Suffolk, incorporating separate Appendices A to F, as follows:

Appendix A: Future form of local government in West Suffolk – options appraisal

Appendix B: Council Tax harmonisation options

Appendix C: Risk management appraisal

Appendix D: Stakeholder engagement

Appendix E: Responses to online feedback

Appendix F: Equalities Impact Assessment – screening assessment

Appendix 3: Summary of outcome of opinion poll

Appendix 4: Summary data tables from opinion poll (ComRes (independent polling company))

Appendix 5: ComRes opinion polling – frequently asked questions

Appendix 6: Letters received

Councillor John Griffiths, Leader of the Council, drew relevant issues to the attention of Council, including that both St Edmundsbury Borough (SEBC) and Forest Heath District Councils (FHDC) had been at the forefront of transforming local government to ensure the delivery of high quality services, providing support and working with communities; and also the management of growth and investment to help encourage jobs, skills and prosperity.

Councillor Griffiths added that whilst the Councils had been sharing services, staff and policies for several years which had produced savings of £4 million every year; in order to continue to meet the challenges ahead, work more closely with communities and deliver services, then becoming a single council was the next step.

Councillor Griffiths highlighted how the business case clearly demonstrated how a new single council for West Suffolk would put both SEBC and FHDC in a more financially robust position to meet future challenges and deliver services, whilst creating a stronger position to attract investment.

Members noted the support shown from stakeholders and the outcome of the public engagement exercise in the form of the independent, robust ComRes Poll. This had indicated 70% of adults across West Suffolk supported a single council, as opposed to 22% that found the proposal unfavourable. In addition, a proposed reduction in the number of councillors had not caused concern for the majority.

Councillor Griffiths moved the recommendation, as set out in the report, which was duly seconded by Councillor Carol Bull, Vice-Chairman of the Future Governance Steering Group.

A detailed discussion was held and the majority of Members supported approval of the business case acknowledging and supporting the views expressed by Councillor Griffiths above, adding that the 'West Suffolk' brand had been embedded for several years and it was the next logical step to create a new single council for West Suffolk in order to establish a fit-for-purpose, resilient and efficient organisation that was ready to address the challenges ahead.

A discussion was also held on the benefits of creating a single council in the context of devolution, and how a new council would establish stronger cross border links with authorities and stakeholders in Cambridgeshire and Essex.

Some reservations were raised however, in respect of the following issues; which had been addressed in the business case and in Councillor Griffiths' right of reply:

- (a) the perceived effect on local democracy and fear of loss of a local voice and accountability;
- (b) the proposed period of seven years for the harmonisation of council tax; and
- (c) the perceived flaws in the engagement process.

Councillor John Burns, leader of the UKIP Group, requested a recorded vote on the substantive motion, which was duly supported by more than five other Members.

On the conclusion of the debate, the substantive motion was then put to the vote. Of 36 Members present, the votes recorded were 29 votes for the motion, 7 against and no abstentions. The names of those Members voting for and against being recorded as follows:

For the motion:

Councillors Simon Brown, Bull, Chung, Everitt, Fox, Glossop, Griffiths, Hailstone, Beccy Hopfensperger, Houlder, Marks, Betty McLatchy, Ivor McLatchy, Midwood, Mildmay-White, Nettleton, Pugh, Rayner, Richardson, Roach, Rout, Smith, Speed, Springett, Stamp, Stevens, Thompson, Thorndyke and Wakelam.

Against the motion:

Councillor Beckwith, Tony Brown, Burns, Crooks, Hind, Robbins and Williams.

(Note: There were presently two vacancies on the Borough Council.)

RESOLVED:

That the final business case for a single Council for West Suffolk, for submission to the Secretary of State for Local Government, be approved.

288. **Review of Political Balance and Appointment to Politically Balanced Bodies**

Council considered Report No: COU/SE/17/014, which presented a review of the political balance and proposed appointments to the politically balanced bodies.

The review had been triggered following the resignation of Councillor Tony Brown as leader, and as a member of, the UK Independence Party (UKIP) Group. Councillor Brown was now therefore an Independent non-grouped member of the Borough Council.

In carrying out the review, the Council was obliged to adopt the principles set out in paragraph 1.1.4 of the report and give effect to them 'so far as is reasonably practicable'.

With these principles in mind, Council however, noted that by-elections for the two vacancies on the Borough Council would be held on Thursday 28 September 2017, which would necessitate another review being undertaken should a change in Group composition occur.

Councillor Griffiths, Leader of the Council, drew relevant issues to the attention of Council, including that the potential subsequent review would be presented to Council at its extraordinary meeting arranged for 17 October 2017. With this in mind, no changes to the existing seat allocations on committees set out in Appendix 1, nor to the West Suffolk Joint Standards Committee and Democratic Renewal Working Party, were presently proposed.

Council agreed this was a sensible approach.

On the motion of Councillor John Griffiths, seconded by Councillor David Nettleton, and duly carried it was

RESOLVED:

That:

- (1) the formula for the allocation of seats to the political groups on those Committees which are required by law to be politically balanced, as set out in paragraph 1.1.1, be approved;
- (2) the allocation of seats on the Committees which are required by law to be politically balanced, as indicated in Appendix 1 to Report No: COU/SE/17/014, be approved;

- (3) the allocation of seats on the West Suffolk Joint Standards Committee, as indicated in Section 1.2.2, be approved. This Committee is not required to be politically balanced;
- (4) whilst the Democratic Renewal Working Party is not required to be politically balanced, the allocation of seats is by custom and practice, undertaken on this basis. Therefore, the allocation of seats to this Working Party, as indicated in Section 1.2.3, be approved; and
- (5) the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to re-appoint or appoint as applicable, Members and substitute Members to those bodies set out in recommendations (2), (3) and (4) above on the basis of nominations from the relevant Group Leaders.

289. Questions to Committee Chairmen

Council considered a narrative item, which sought questions of Committee Chairmen on business transacted since the last ordinary meeting of Council on 13 June 2017, as outlined below:

Committee	Chairman	Dates of meetings
Overview and Scrutiny Committee	Cllr Diane Hind	19 July 2017 13 September 2017
Performance and Audit Scrutiny Committee	Cllr Sarah Broughton	27 July 2017 20 September 2017
Development Control Committee	Cllr Jim Thorndyke	6 July 2017 19 July 2017 (special meeting) 3 August 2017 7 September 2017 21 September 2017 (special meeting)
Licensing and Regulatory Committee	Cllr Frank Warby	20 June 2017

No questions were asked of the above Chairmen or their representatives in their absence.

290. Urgent Questions on Notice

No urgent questions on notice had been received.

291. **Reporting of a Cabinet Decision Exempt from Call-in: Discretionary Rate Relief Scheme Following Revaluation - Development of a Local Scheme 2017/2018**

Council received and noted a narrative item, which presented the reporting of an executive decision under the exempt from call-in provisions of the Constitution.

The matter related to a decision taken by Cabinet on 27 June 2017 in respect of '*Discretionary Rate Relief Scheme Following Revaluation – Development of a Local Scheme 2017/2018*' (Report No: CAB/SE/17/037 refers).

Paragraph 14.4 of Part 4, Overview and Scrutiny Committee Procedural Rules, of the Constitution required decisions taken by Cabinet as a matter of urgency and not subject to call-in, to be reported to the next available meeting of Council, together with the reasons for the urgency.

The Chairman of the Overview and Scrutiny Committee had previously agreed that the decision taken was reasonable and warranted being treated as a matter of urgency for the reasons explained in the narrative item, and therefore was not subject to call-in.

292. **Report on Special Urgency**

The Leader reported that no executive decisions had been taken under the Special Urgency provisions of the Constitution.

(The reporting of matters under these Rules differed from the reporting of the matter detailed under minute 291 above.)

The meeting concluded at 7.50 pm

Signed by:

Mayor

This page is intentionally left blank

Council



St Edmundsbury
BOROUGH COUNCIL

Minutes of an extraordinary meeting of **Council** held on
Tuesday 17 October 2017 at 7.00 pm at the **Conference Chamber,**
West Suffolk House, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Mayor Terry Clements
Deputy Mayor Margaret Marks

Sarah Broughton	Wayne Hailstone	David Roach
Simon Brown	Diane Hind	Barry Robbins
Tony Brown	Beccy Hopfensperger	Richard Rout
Carol Bull	Paul Hopfensperger	Andrew Smith
John Burns	Ian Houlder	Andrew Speed
Mike Chester	Betty Mclatchy	Clive Springett
Patrick Chung	Ivor Mclatchy	Sarah Stamp
Bob Cockle	Sara Mildmay-White	Peter Stevens
Jason Crooks	David Nettleton	Jim Thorndyke
Mary Evans	Clive Pollington	Julia Wakelam
Paula Fox	Alaric Pugh	Frank Warby
Susan Glossop	Joanna Rayner	Patricia Warby
John Griffiths	Karen Richardson	

293. **Welcome and Introduction**

The Mayor welcomed Councillors Mike Chester and Mary Evans to their first meeting of Council following their recent election to the Chedburgh and Hundon Wards.

Under this item, the Mayor also wished to record this thanks to the West Suffolk Councils' customer service team, with particular recognition given to the Reception staff.

294. **Apologies for Absence**

Apologies for absence were received from Councillors Trevor Beckwith, Robert Everitt, Wayne Hailstone, Jane Midwood, Peter Thompson and Anthony Williams.

Councillor Chung had also apologised for his lateness.

295. **Declarations of Interests**

Members' declarations of interest are recorded under the item to which the declaration relates.

296. **Public Participation**

There were no members of the public in attendance.

297. **Referrals Report of Recommendations from Cabinet**

Council considered the Referrals report of Recommendations from Cabinet contained within Report No: COU/SE/17/015.

(A) Referrals from Cabinet: 27 June 2017

1. West Suffolk Joint Pay Policy Statement: 2017/2018

Approval was sought for the West Suffolk Joint Pay Policy Statement for 2017/2018.

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

On the motion of Councillor Houlder, seconded by Councillor John Burns and duly carried, it was

RESOLVED:

That the West Suffolk Joint Pay Policy Statement for 2017/2018, as contained in Appendix 1 to Report No: CAB/SE/17/038, be approved.

(B) Referrals from Cabinet: 19 September 2017

1. Annual Treasury Management Report 2016/2017

Approval was sought for the Annual Treasury Management Report for 2016/2017.

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

On the motion of Councillor Houlder, seconded by Councillor David Roach, and duly carried, it was

RESOLVED:

That the Annual Treasury Management Report for 2016-2017, attached as Appendix 1 to Report No: TMS/SE/17/003, be approved.

(C) Referrals from Cabinet: 17 October 2017

1. Exempt: Investing in our Commercial Asset Portfolio

Council noted that this referral would be considered in private session under Agenda Item 10.

298. Single Council: Consequential and Transition Matters

Council considered Report No: COU/SE/17/016, which following decisions taken in September 2017 of both Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) to submit a business case to the Secretary of State to become a single council for West Suffolk, approval was now sought for a number of technical matters that would be required to be included in any subsequent Order to become a single council.

In due course, the Secretary of State would issue a decision on whether or not he was minded to agree the business case. If he was minded to do so, work would immediately commence on a draft Order to be laid before Parliament to create a new council for West Suffolk.

For the reasons set out in the report, it was important that the Council now considered those matters necessary for inclusion within the draft Order.

Councillor John Griffiths, Leader of the Council, drew relevant issues to the attention of Council, including that the Department for Communities and Local Government (DCLG) and the Secretary of State had been impressed with the work undertaken so far to create a new single council and what FHDC and SEBC Councils were trying to achieve. Whilst the principle of single council had been agreed, detailed work was now required on the process to create a new council.

Some such matters had been considered by the Future Governance Steering Group (FGSG) and the outcome of its discussions and recommendations on the following were contained in the report:

- (a) proposed transition arrangements through the operation of a Shadow Authority (SA), which would comprise all 72 councillors from both councils;
- (b) the proposed name of the new Council, namely West Suffolk District Council unless the new Council or SA resolved otherwise;
- (c) the status of the new Council, i.e. whether it should be a district or a borough council, and that this was proposed to be considered by the SA; and
- (d) the proposed council size of 64 Members (the full case for this proposal being attached at Appendix 1).

In addition to the above, Council noted that the SA would be responsible for appointing an executive body, the Implementation Executive (IE), which would be responsible for overseeing a smooth transition at the transfer date. Proposed membership of the IE was outlined in paragraph 4.6 of the report.

Council then noted that some further work was required to be undertaken to fully justify the proposed council size figure of 64 Members, as detailed in paragraphs 7.4 and 7.5.

A detailed discussion was held and the majority of Members supported the proposals detailed in the report. Recognition was given to the work undertaken to date by the FGSG and considered its recommendations outlined above were sensible and practicable for enabling a smooth transition. It was also acknowledged that whilst they were all supportive of a single council for West Suffolk, the three MPs covering the St Edmundsbury and Forest Heath areas should continue to be lobbied to maintain momentum for creating the single council to be effective from 1 April 2019 (with elections in May 2019).

On the motion of Councillor John Griffiths, seconded by Councillor Carol Bull and duly carried, it was

RESOLVED:

That:

- (1) should the Secretary of State be minded to create a single council for West Suffolk, the following matters be recommended for inclusion within the Order to create the new Council on 1 April 2019:
 - (a) Forest Heath District and St Edmundsbury Borough Councils should transition via the means of a Shadow Authority, which will comprise all 72 councillors from both councils;
 - (b) the Shadow Authority should be required to form an implementation executive, to include both the Leaders and at least three further councillors from each of Forest Heath and St Edmundsbury councils;
 - (c) the name of the new Council should be West Suffolk District Council until such time as the Council, or Shadow Council, may resolve otherwise;
 - (d) the Shadow Authority should have equivalent powers granted to authorities by virtue of s.245(4) to apply for Borough Status;
 - (e) the proposed Council Size for West Suffolk District Council of 64 members, and the route for determining the final Council Size case, as set out in paragraphs 7.4 and 7.5 of Report No: COU/SE/17/016, should be endorsed;
- (2) St Edmundsbury Borough Council recognises that both itself, and Forest Heath District Council, will have a duty to co-operate with the Shadow Authority; and
- (3) it be noted that, during the Secretary of State's consultation, the Leader of the Council will respond to confirm the Council's firm commitment to supporting the creation of a new single council for West Suffolk.

(Councillor Patrick Chung joined the meeting during the consideration of this item.)

299. **Constitutional and Administrative Matters**

Council considered Report No: COU/SE/17/017, which sought approval for a number of minor Constitution amendments and other administrative matters.

The issues that required consideration were:

- (a) the provision of delegation to officers to take action against landlords that had deliberately failed to join a Landlord Redress Scheme;
- (b) the provision to increase the delegated limit for the Service Manager (Shared Legal) to negotiate and settle miscellaneous disputes from £500 to £50,000, which accorded with the key decision threshold; and
- (c) as a final part of establishing the governance structure for the West Suffolk Councils joint venture company with Suffolk County Council, Verse Facilities Management Limited, that a Member of St Edmundsbury Borough Council be nominated to be appointed to the Shareholder Advisory Group to act on behalf of the Council in their oversight of the company. This appointment would be made alongside a Member representative being sought from Forest Heath District Council, and two Members from Suffolk County Council.

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

Councillor Julia Wakelam asked the following question of Councillor Houlder:

"How many actions have been taken against rogue landlords in St Edmundsbury borough within the last year?"

Councillor Sara Mildmay-White, Portfolio Holder for Housing provided a brief reply, and Members were informed that a detailed written response would be provided following the meeting.

On the motion of Councillor Ian Houlder, seconded by Councillor Clive Pollington, and duly seconded, it was

RESOLVED:

That it be agreed to:

- (1) add those matters addressed within paragraph 1.3 of Report No: COU/SE/17/017, to the Scheme of Delegation for the Assistant Director (Planning and Regulatory) and the Service Manager (Housing Standards);
- (2) increase the delegated limit for the Service Manager (Shared Legal) to negotiate and settle miscellaneous disputes to £50,000; and

- (3) nominate a Councillor to sit on the Shareholder Advisory Group for Verse Facilities Management Ltd.

300. **Review of Political Balance and Appointment to Politically Balanced Bodies**

Council considered Report No: COU/SE/17/018, which presented a review of the political balance and proposed appointments to the politically balanced bodies.

By-elections for two vacancies on St Edmundsbury Borough Council (Chedburgh and Hundon Wards) took place on 28 September 2017. These seats were filled by Members of the Conservative Group.

In addition, the Council had received written notice under the requirements of the Local Government (Committees and Political Groups Regulations 1990) confirming that Councillor John Burns had resigned as leader, and as a member of, St Edmundsbury Borough Council's UK Independence Party (UKIP) Group and was now an Independent Borough Councillor. Subsequent to this, Councillor Burns and Councillor Tony Brown had constituted a new political group, the 'Haverhill Indys', and Councillor Burns was the leader of that Group.

Accordingly, this had altered the political composition of the Borough Council and Council was, therefore, requested to review the allocation of seats and substitutes to political groups in accordance with the political balance rules, as 'far as reasonably practicable'.

Councillor Griffiths, Leader of the Council, drew relevant issues to the attention of Council, including that Appendix 1 provided details of the committees required to be politically balanced and their respective place entitlement and proposed seat allocations.

Appendix 2 showed the entitlement and proposed allocation of substitutes on the politically balanced committees. It was suggested that the Council gave precedence to ensuring that each Group should have a substitute if they were represented on a committee, and, once this was achieved, if there were additional substitute places on a committee, they were distributed by political balance, as indicated.

Council agreed this was a sensible approach.

On the motion of Councillor John Griffiths, seconded by Councillor Frank Warby, and duly carried, it was

RESOLVED:

That:

- (1) the formula for the allocation of seats to the political groups on those Committees which are required by law to be politically balanced, as set out in paragraph 1.1.1, be approved;

- (2) the allocation of seats (and seats for substitute Members) on the Committees which are required by law to be politically balanced, as indicated in Appendices 1 and 2 to Report No: COU/SE/17/018, be approved;
- (3) the allocation of full member and substitute seats on the West Suffolk Joint Standards Committee, as indicated in Section 1.2.2, be approved. This Committee is not required to be politically balanced;
- (4) whilst the Democratic Renewal Working Party is not required to be politically balanced, the allocation of seats is by custom and practice, undertaken on this basis. Therefore, the allocation of full member and substitute seats to this Working Party, as indicated in Section 1.2.3, be approved; and
- (5) the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to re-appoint or appoint as applicable, Members and substitute Members to those bodies set out in recommendations (2), (3) and (4) above on the basis of nominations from the relevant Group Leaders.

301. **Annual Scrutiny Report 2016/2017**

Council received and noted the Annual Report of the Overview and Scrutiny Committee, and the Performance and Audit Scrutiny Committees, previously circulated as Report No. COU/SE/17/019.

Article 7 of the Council's Constitution required that *'the Overview and Scrutiny Committee and Performance and Audit Scrutiny Committee must report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.'*

Councillor Diane Hind, Chairman of the Overview and Scrutiny Committee, drew relevant issues to the attention of Council. Councillor Sarah Broughton, Chairman of the Performance and Audit Scrutiny Committee, added her comments regarding the specific work of her Committee.

Discussion was held on:

- (a) the outcome of the devolution proposals;
- (b) performance of Barley Homes, the West Suffolk Councils' housing company, which was still in its infancy;
- (c) Councillor Call for Action provisions;
- (d) the new Public Space Protection Orders;
- (e) performance regarding tackling dog fouling; and
- (f) performance of The Apex.

302. 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.

303. Exempt Appendix: Referrals Report of Recommendations from Cabinet: Investing in our Commercial Asset Portfolio (para 3)

Council considered Exempt Appendix 1 attached to the Referrals report of Recommendations from Cabinet contained within Report No: COU/SE/17/015.

(C) Referrals from Cabinet: 17 October 2017

1. Exempt: Investing in our Commercial Asset Portfolio

Approval was sought for delegated authority to be given to progress an addition to the Council's commercial asset portfolio, together with associated funding required.

The full exempt Cabinet Report No: CAB/SE/17/057 was attached to the referral. Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of Council.

Following a detailed discussion, Council supported the recommendations as proposed in the exempt referral from Cabinet.

On the motion of Councillor Alaric Pugh, seconded by Councillor Peter Stevens, and duly carried, it was

RESOLVED:

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

The meeting concluded at 7.48 pm

Signed by:

Mayor

This page is intentionally left blank

Council



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Referrals Report of Recommendations from Cabinet	
Report No:	COU/SE/17/021	
Report to and date:	Council	19 December 2017
Documents attached:	<p>Appendix 1: Cabinet Report No: CAB/SE/17/061 'West Suffolk Operational Hub'</p> <p>Appendix 2: Appendix B to Cabinet Report No: CAB/SE/17/062 'Statement of Licensing Policy and Cumulative Impact Policy Renewal'</p> <p>Appendix 3: Appendix A to Cabinet Report No: CAB/SE/17/064 'Bury St Edmunds Town Centre Masterplan'</p> <p>Appendix 4: Appendix A to Cabinet Report No: CAB/SE/17/070 'Draft West Suffolk Strategic Framework'</p>	

(A) Referral from Cabinet: 17 October 2017

1. West Suffolk Local Code of Corporate Governance

Portfolio Holder: Cllr Ian Houlder

Report No:
[CAB/SE/17/051](#)

Performance and Audit Scrutiny Committee

Report No:
[PAS/SE/17/021](#)
[Appendix A](#)

RECOMMENDED:

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

- 1.1 In 2016, the Chartered Institute of Public Finance and Accountancy's (CIPFA) / Solace updated their guidance, which strongly advocated the production of local Codes of Corporate Governance by local authorities so that they can review and account for their own individual arrangements to effectively discharge their functions and demonstrate their own compliance with good practice.
- 1.2 In light of this, St Edmundsbury Borough and Forest Heath District Councils (the West Suffolk councils) have taken the opportunity to review their Code which was last produced jointly in 2013.
- 1.3 Members may view the full report and its appendix on the Council's website via the above links or may request a paper copy from Democratic Services.

(B) Referrals from Cabinet: 5 December 2017

1. West Suffolk Operational Hub

Portfolio Holder: Cllr Peter Stevens

Report No:
[CAB/SE/17/061](#)

RECOMMENDED: That

- (1) Report No: CAB/SE/17/061 and its appendices, be noted;**
- (2) 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, be approved;**
- (3) Subject to receiving a planning consent:**
 - (a) the Council's option to procure land at Hollow Road Farm, be exercised;**
 - (b) with Suffolk County Council and Forest Heath District Council, a contract be entered into for the construction of the West Suffolk Operational Hub at Hollow Road Farm; and**
- (4) it be agreed 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.**

For ease of reference, a copy of the full Cabinet report (CAB/SE/17/061) is attached as Appendix A to this referral report.

2. Statement of Licensing Policy and Cumulative Impact Policy Renewal

Portfolio Holder: Cllr Alaric Pugh

Report No:
[CAB/SE/17/062](#)
[Appendices A to D](#)

**Licensing and
Regulatory Committee
Report No:**
[LIC/SE/17/011](#)

RECOMMENDED: That

- (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 Map 2, attached as Appendix B to Report No: CAB/SE/17/062; and**
- (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.**

- 2.1 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.
- 2.2 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.
- 2.3 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.

Continued over...

- 2.4 Attached to Report No: [LIC/SE/17/011](#), are 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 (CIP)
 - ([Appendix 4](#)) - Residents' consultation responses
 - ([Appendix 5](#)) - Police consultation
 - ([Appendix 6](#)) - British Beer and Pub Association consultation response.
- 2.5 As a result of hearing representations at the meeting of the Licensing and Regulatory Committee, including that of Councillor David Nettleton, one of the Ward Members for Risbygate ward, a summary of which was contained in Cabinet Report No: CAB/SE/17/062, the Committee had recommended to Cabinet that Map 1, attached as Appendix A to that report be the revised cumulative impact area for Bury St Edmunds Town Centre.
- 2.6 Subsequent to the deliberations of the Licensing and Regulatory (L&R) Committee and its recommendation, Officers recommended to Cabinet that Map 2, attached as Appendix B to that report be the revised cumulative impact area for Bury St Edmunds Town Centre. This area includes the Abbeygate ward and removes most of Risbygate ward (as recommended by the L&R Committee) 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.
- 2.7 Whilst it has carefully considered the recommendations of the Licensing and Regulatory (L&R) Committee, the Cabinet considers that application of the CIP is about creating a balance between mitigating the effects of problems that may cause a detrimental cumulative impact for residents and ensuring business growth is not stifled. The Cabinet therefore considers that in order to achieve this balance, the new cumulative impact area should cover the area shown in Map 2, as set out in its recommendations above.
- 2.8 For ease of reference, Map 2, attached as Appendix B to Report No: CAB/SE/17/062, is attached as Appendix 2 to this referrals report.

Continued over...

3. Bury St Edmunds Town Centre: Masterplan

Portfolio Holder: Cllr Alaric Pugh

Report No:
[CAB/SE/17/064](#)
[Appendix A](#)
[Appendix B](#)

RECOMMENDED:

That 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.

- 3.1 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.
- 3.2 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.
- 3.3 The Council is legally responsible for the masterplan; the final masterplan will become a formal Supplementary Planning Document.
- 3.4 The governance is provided by the councillor representation for Bury St Edmunds, jointly with Cabinet.
- 3.5 The masterplan has been 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.
- 3.6 Bury St Edmunds' ward members also have a governing role and have been invited to attend meetings at strategic points in the process.
- 3.7 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.
- 3.8 The timeline for reaching this point in the development of the masterplan is set out in Cabinet Report No: CAB/SE/17/064, including details of the extensive consultation process that took place between Monday 31 July and Friday 8 September 2017 on the draft masterplan. 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](#). to the Cabinet report.

- 3.9 Adoption of the draft Masterplan, which for ease of reference is attached as Appendix 3 to this referral report, 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.

4. Mid Year Treasury Management Performance Report 2017/2018 and Investment Activity (1 April to 30 September 2017)

Portfolio Holder: Cllr Ian Houlder

Report No:
[CAB/SE/17/066](#)

Treasury Management Sub-Committee Report No: [TMS/SE/17/004](#)
[Appendix 1](#)

RECOMMENDED:

That, 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.

- 4.1 Following the Treasury Management Sub-Committee’s and Performance and Audit Scrutiny Committee’s consideration of Report No: TMS/SE/17/004, which includes a summary of the investment activities for the first six months of 2017/2018 at Appendix 1, the Cabinet concurs with the Committees’ examination of this report and has recommended approval of the mid-year treasury management report 2017/2018.
- 4.2 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

- 4.3 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.
- 4.4 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%.
- 4.5 Members may view the full report and its appendix on the Council's website via the above links or may request a paper copy from Democratic Services.

5. Local Council Tax Reduction Scheme 2018/2019

Portfolio Holder: Cllr Ian Houlder

Report No:
[CAB/SE/17/068](#)

RECOMMENDED: That

Taking into consideration the consultation and engagement feedback detailed in section 7 of Report No: CAB/SE/17/068, the following changes to the current Local Council Tax Reduction Scheme be agreed to take effect from 1 April 2018:

- (a) Update the "applicable amounts" to 2015 prices as detailed in paragraph 5.1 of Report No: CAB/SE/17/068;***
- (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 allowances where there are two or more children; and eligibility of foreign nationals; and***
- (c) modernise the scheme as detailed in paragraph 5.3, so that claimants in receipt of Universal Credit do not need to make a separate application to qualify for Council Tax Discount.***

- 5.1 Since 1 April 2013, St Edmundsbury Borough Council has operated a Local 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.
- 5.2 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 four 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.
- 5.3 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 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').
- 5.4 Each year the Council is required to review its LCTRS. As a result of the review, as detailed in Cabinet Report No: CAB/SE/17/068, and following the consideration and rejection of other options for the 2018/2019 LCTRS, the following amendments are proposed, as reproduced from the Cabinet report:
- 5.1 ***Up-rating benefit rates to 2015 rates for all claimants.*** *The benefit rates used in the scheme have not been up-rated 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 up-rating 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.*
- 5.5 As amendments to the LCTRS for 2018/2019 are proposed, the Council is required to consult/engage with preceptors and stakeholders in order to inform final scheme design by 28 February of the preceding year. Details of the engagement exercise undertaken is contained in the Cabinet report. Overall, the results of the consultation have indicated a lack of concern for the changes proposed.
- 5.6 Members may view the full report on the Council's website via the above link or may request a paper copy from Democratic Services.

Continued over.....

6. Council Tax Base for Tax Setting Purposes 2018/2019

Portfolio Holder: Cllr Ian Houlder

Report No:
[CAB/SE/17/069](#)
[Appendix 1](#)
[Appendix 2](#)

RECOMMENDED: That

- (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**
- (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.**

- 6.1 The Council Tax Base of the Council is the total taxable value at a point in time of all the domestic properties in its area, projected changes in the property base and the estimated collection rate.
- 6.2 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.
- 6.3 The Council Tax Base is used in the calculation of Council Tax. Each authority divides its total Council Tax required to meet its budget requirements by the Tax Base of its area to arrive at a Band 'D' Council Tax.
- 6.4 The Tax Base for Council Tax collection purposes has been calculated as 36,490.95 for 2018/2019, which is an increase of 233.68 on the previous year.
- 6.5 The calculations applied to reach this figure are detailed in Report No: CAB/SE/17/069. Members may view the full detailed report and its appendices on the Council's website via the above links or may request a paper copy from Democratic Services.

Continued over....

7. West Suffolk Strategic Framework 2018-2020

Portfolio Holder: Cllr John Griffiths

Report No:
[CAB/SE/17/070](#)
[Appendix A](#)

RECOMMENDED:

That the West Suffolk Strategic Framework 2018-2020, as contained in Appendix A to Report No: CAB/SE/17/070, be adopted.

- 7.1 The most recent strategic plan for West Suffolk covered the period 2014-2016. It was previously 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 developed and adopted, especially given that both St Edmundsbury Borough Council (SEBC) and Forest Heath District Council (FHDC) have now agreed to proceed with proposals for creating a single council for West Suffolk.
- 7.2 Work has been underway by FHDC and SEBC Portfolio Holders since summer 2017 on the revised Strategic Framework for 2018-2020 and has been presented to both FHDC and SEBC Overview and Scrutiny Committees for their comments, as detailed in Cabinet Report No: CAB/SE/17/070.
- 7.3 In summary, the document contains the proposed:
- (a) **West Suffolk councils' vision:** *Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all;*
 - (b) **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.*
 - (c) **Projects and actions to support the priorities:** projects and actions already underway as well as those that have been agreed but not yet started; and
 - (d) **Ways of working:** how the West Suffolk 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.
- 7.4 For ease of reference, the draft West Suffolk Strategic Framework 2018-2020 document, attached as Appendix A to Report No: CAB/SE/17/070, is attached as Appendix 4 to this referrals report.

8. St Genevieve Lakes (formerly Park Farm, Ingham): Masterplan

Portfolio Holder: Cllr Alaric Pugh

Report No:
[CAB/SE/17/072](#)
[Appendix A](#)
[Appendix B Pt1](#)
[Appendix B Pt2](#)

RECOMMENDED:

That the masterplan for St Genevieve Lakes, as contained in Appendix A to Report No: CAB/SE/17/072, be adopted as informal planning guidance.

- 8.1 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.
- 8.2 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.
- 8.3 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. Following adoption of the Concept Statement, the site has been renamed St Genevieve Lakes to better reflect its location and current form.
- 8.4 The draft masterplan, which is attached as Appendix A to Report No: CAB/SE/17/072, has been prepared by consultants on behalf of the landowner building upon and developing the principles established by the Concept Statement. Consultation on the draft masterplan commenced on 16 August and ran until 14 September 2017. Details of the responses received and the subsequent replies are contained in Appendix B attached to the Cabinet report.
- 8.5 Members may view the full report and its appendices on the Council's website via the above links or may request a paper copy from Democratic Services.

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.

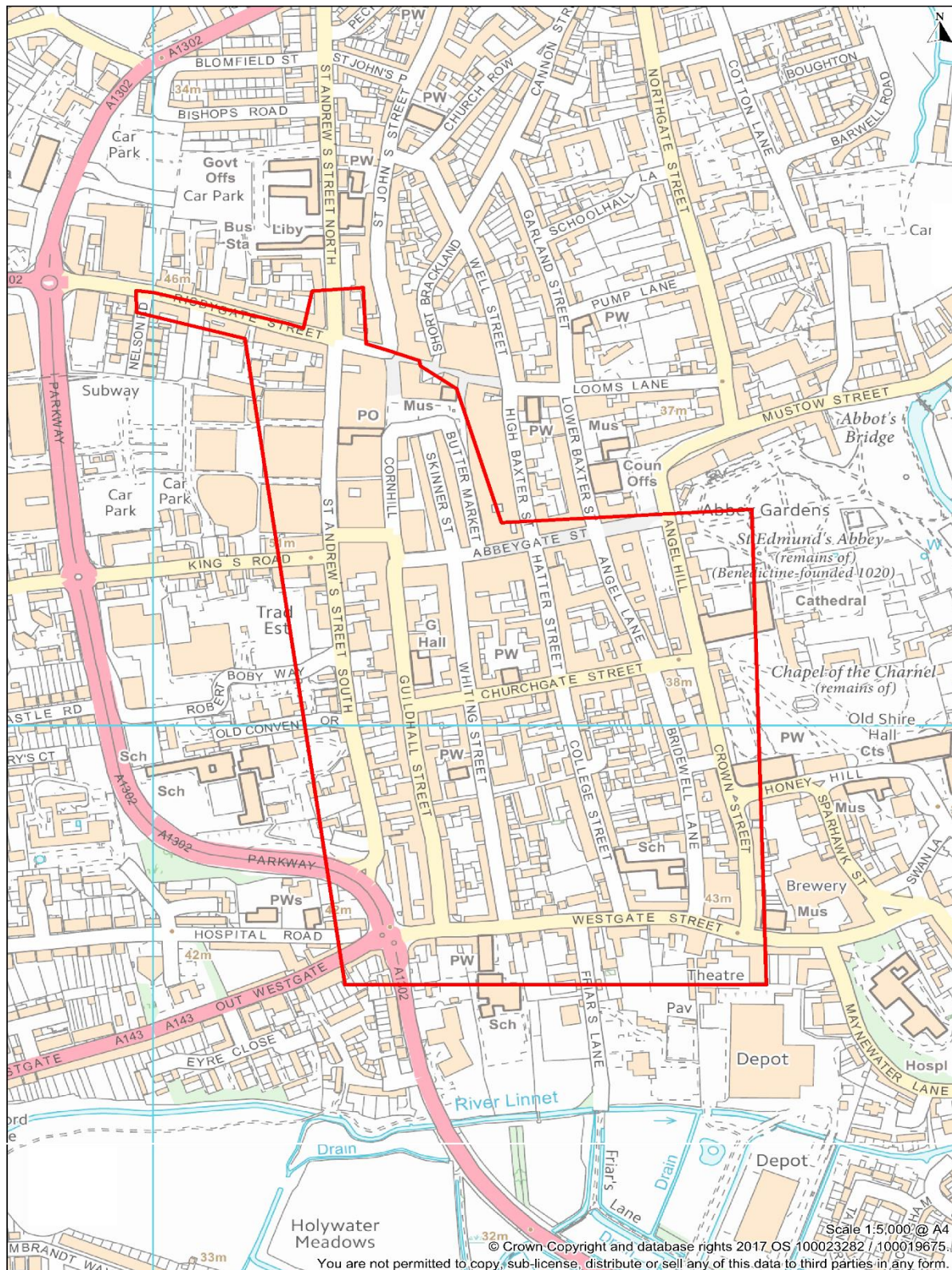
Chronology of Major Events

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.

This page is intentionally left blank

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)



This page is intentionally left blank

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. The MAP is only a part of the wider work by local public services and partners to manage 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. With this in mind the MAP is a flexible framework rather than a rigid blueprint, setting out clear aspirations that we would like to achieve while being able to accommodate potential future need. This will be subject to the work of all our partners as well as the availability of funding and land. It is an enabling document, providing opportunities for beneficial investment and change, but mindful of protecting those qualities that make Bury St Edmunds special. In this regard the MAP will help the town to respect its history, without becoming history.

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 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:

1. Increase places to sit and relax in the town centre including social spaces.
2. Discourage vehicles in the town centre and provide more pedestrian areas including pedestrianisation.
3. Improve the quality of public spaces and undertake maintenance and repairs.
4. Improved routes into and around the town centre for cyclists and pedestrians.
5. Enhance the environment of the town centre with additional tree planting, planters and displays.
6. Park & Ride or similar provision.
7. Increase provision of public toilets.
8. Address litter with more bins in convenient locations.
9. Improve bus provision and accessibility to/from and around Bury St Edmunds.
10. 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
Issues – unsafe and unclear pedestrian and cycle access, conflict between cars and pedestrians/cyclists, accessibility issues for people with mobility difficulties.	Issues – poor links between key locations and lack of public transport options.	Issues – widespread illegal parking, lack of choice over long stay/short stay options, insufficient parking provision, cost of parking and road layout.
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.	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.	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.

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
Issues – lack of affordable housing in the town centre, concerns about unsympathetic development, parking and demand on local facilities associated with new residential development. 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.	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. 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.	Issues – inadequate visitor information, lack of display space for local artists and few community-focused venues. 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.

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
Issues – the town does not celebrate its heritage enough, buildings can be left empty, maintenance and preservation is vitally important. 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.	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. 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.	Issues – inadequate seating and public toilets, lack of clear signage and information, litter, preference for centrally located toilets, desire for more greenery. 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.

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
- Improvements to pedestrian areas which link the town centre 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.

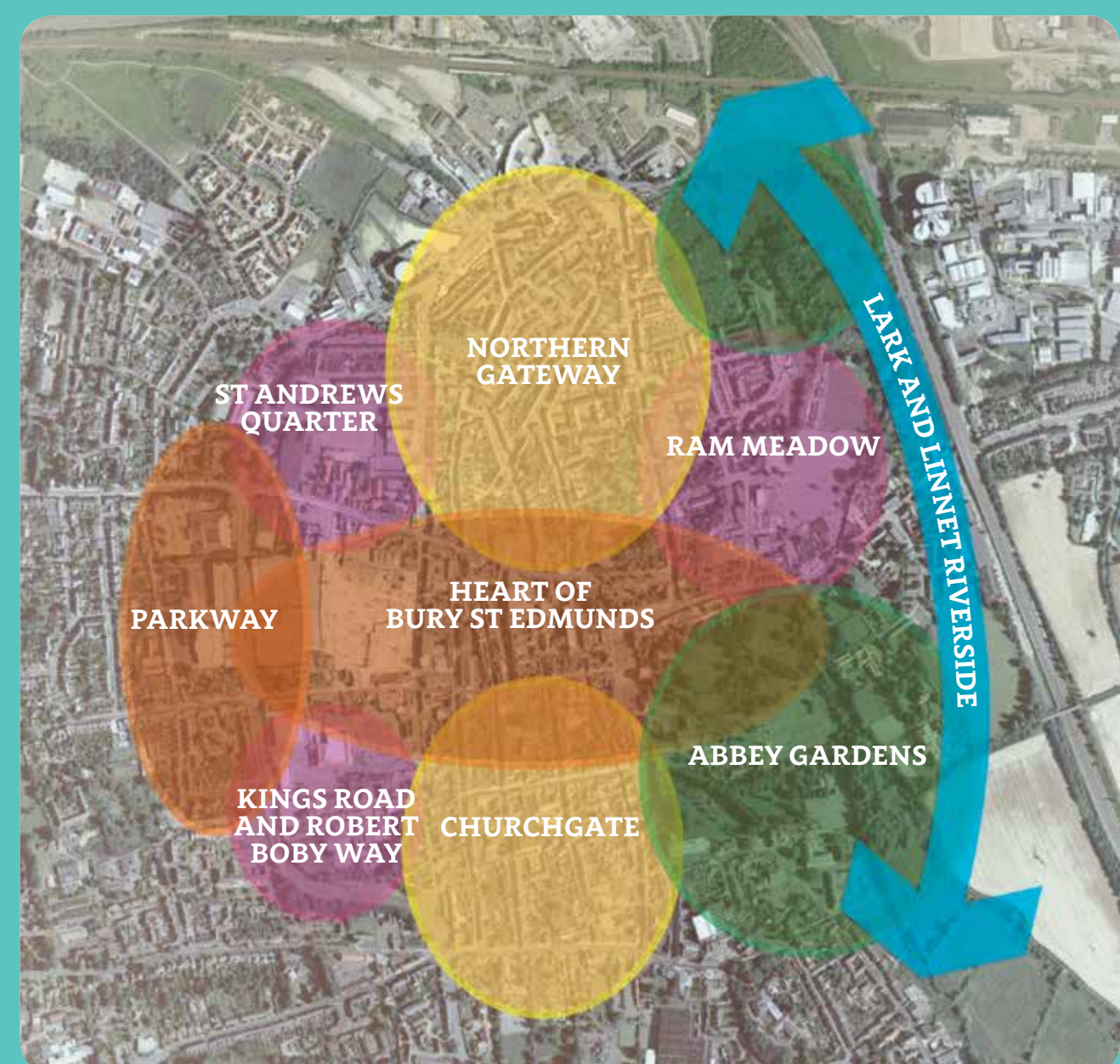
As a Supplementary Planning Document, The MAP does not set out particular uses for specific sites, this is the role of a Local Plan. Rather it suggests where uses might take place and changes be made based on the character, position and current use of areas. It provides a coordinated future vision for the town centre, setting the scene for specific individual projects to take place.

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 Areas 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.



MAP: CHARACTER AREAS

The MAP identifies nine Character Areas across the town centre. Character Areas are specific locations defined by their appearance, historical interest or the uses that take place there. They are also places where change could be made to improve the town centre making sure that it offers something for everyone, and is a safe, welcoming and attractive place to spend time in. All changes need to recognise and respond to the particular characteristics of each identified area. The MAP sets out aspirations that aim to address the issues and options identified as part of the research, analysis and consultation. Aspirations are not restricted to those areas identified on the MAP. Others will be considered on their own merits having regard to the MAP objectives, deliverability and how they contribute to the identity, function and structure of the town centre character areas as proposed within the MAP.

The Character Areas are:

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 Bobby Way
8. Lark and Linnet Riverside
9. Across the Town Centre

For each, key priorities are included relating to the themes of **movement, activity** and **place**. Aspirations are also listed together with project leads from the many partners involved. In addition, each Character Area is assessed against the MAP objectives to ensure that they contribute towards delivering positive change for the town centre and the communities who use it, as agreed by those communities.

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 are 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'
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.	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: • 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)	St Edmundsbury Borough Council will undertake some projects themselves, where land is owned by a public body, funding is available and the legal powers of the Council allow this. The majority of projects will however be done in partnership with other organisations. 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.	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: • 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.	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. 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: • 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.

Delivery Risk

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:

- 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 direct pedestrian routes from the arc, across St Andrews Street South next 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 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.
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.

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 implementations.

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.

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.

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.

7. Kings Road and Robert Bobby Way

OVERVIEW
The Kings Road and Robert Bobby Way Character Area provides an important retail and parking function for the town centre, with a Waitrose supermarket anchoring the site. There are pedestrian links between the retail area and the arc across Kings Road which is a mix of commercial and character residential properties. There is an opportunity to consider retaining and enhancing the existing retail offer given its close proximity to the arc. This could include reconfiguring or expanding some of the existing buildings on the site.

PRIORITIES
Movement
The priority is to enhance pedestrian safety and movement across Kings Road from Bobby Way area and the arc. In addition, an enhanced pedestrian crossing from Kings Road across Parkway would help link the town centre with the residential neighbourhoods.

Activity
Maintain the primary use of the area for retailing.

Place
Work with landowners to enhance the existing buildings, car parks and spaces to make them substantially more attractive. Explore potential for improvements through redevelopment.

ASPIRATIONS
Explore the potential to reconfigure or expand the existing retail area.
Enhance pedestrian crossings across Kings Road from Robert Bobby Way to the arc.
SEBC will lead highways related work, SEBC will lead development opportunity work, with MAP implementation group.
An individual project plan will be developed for each area of activity.
Highways assessments will be carried out to inform highways design, and any land ownership implications of proposed crossings.
Land assembly issues arising will be addressed.
Pro-active partnership working with third party land owners, occupiers and developers to establish and test opportunities for further retail expansion/reconfiguration.
Through a combination of public and private sector funding.
From Robert Bobby Way across Kings Road.
Through to existing retail development.

Where: Kings Road and Robert Bobby Way.
Dependencies: Highways design. Co-operation of third party landowners (arc). Availability of land for reconfiguration, and co-operation of owners and occupiers. Parkway junction improvements.
When: Pedestrian crossings – short term
Reconfiguration of retail – dependant of landowners

MEETING MAP OBJECTIVES
Aspirations at King Road and Robert Bobby Way will contribute to meeting MAP objectives 1, 2, 3, 6, and 7.

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 Cranlies.
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

MEETING MAP OBJECTIVES
Aspirations at Lark and Linnet riverside will contribute to meeting MAP objectives 4, 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.
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.
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.
Tayfen Road.
St Andrews Street North.
St Johns Street/Spurth Street.
Linkages from this area to the Station and Cornhill.
Land being brought forward for development.
Highways and junction/crossing design.
Availability of funding.
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.

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

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 linkages.
Utilise a mix of public and private sector funding.
Other grant funding opportunities will be pursued as appropriate.

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.

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 display 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.

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

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.

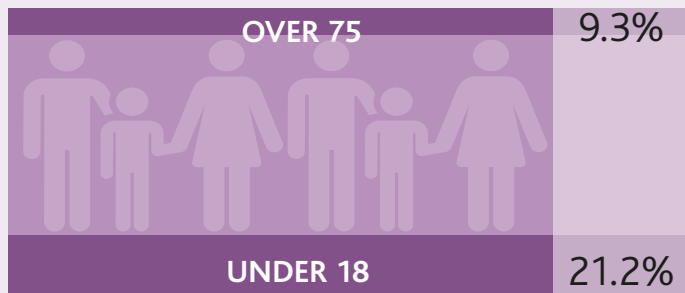
Population

In 2016, the total population of West Suffolk was

177,385



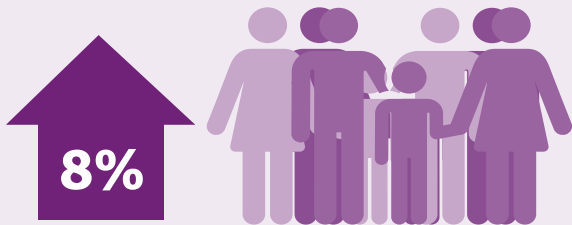
Source: ONS 2016 Mid Year population estimates



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

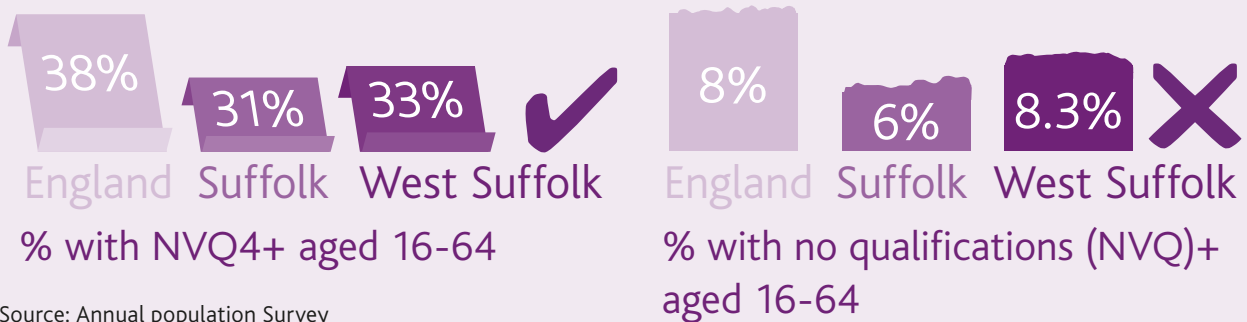
EDUCATION, SKILLS AND TRAINING

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

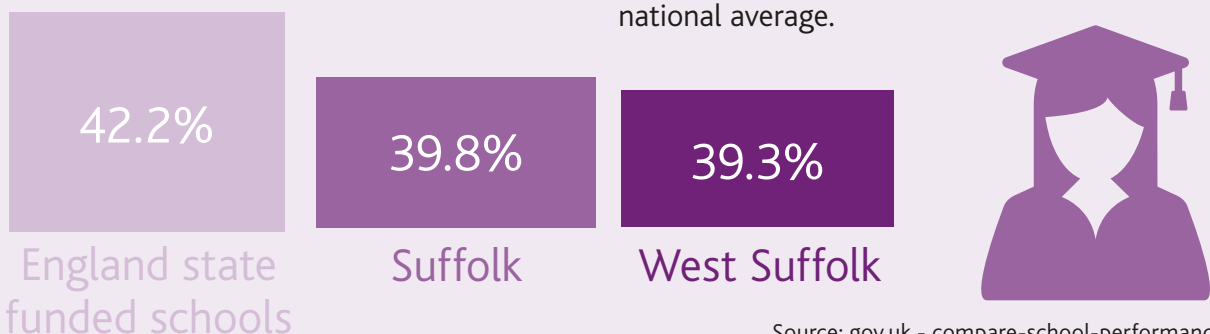
At the end of December 2016, 8.4% of the 16-18 year old population in West Suffolk were in work-based learning, compared to 6.9% for England as a whole.

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.



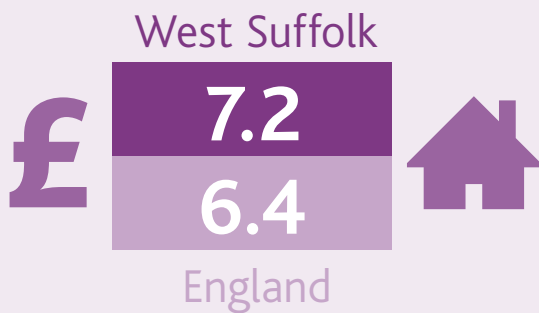
Source: gov.uk - compare-school-performance

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.

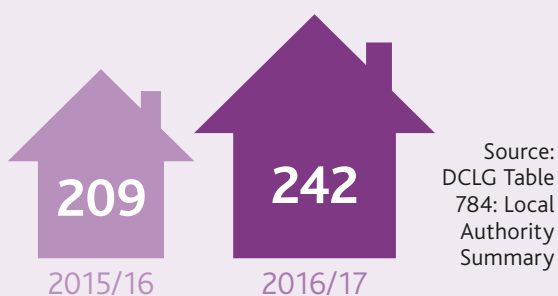


(Ratio of average earnings (full time workers' mean gross annual pay) : Mean semi-detached property price)).

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

Homelessness

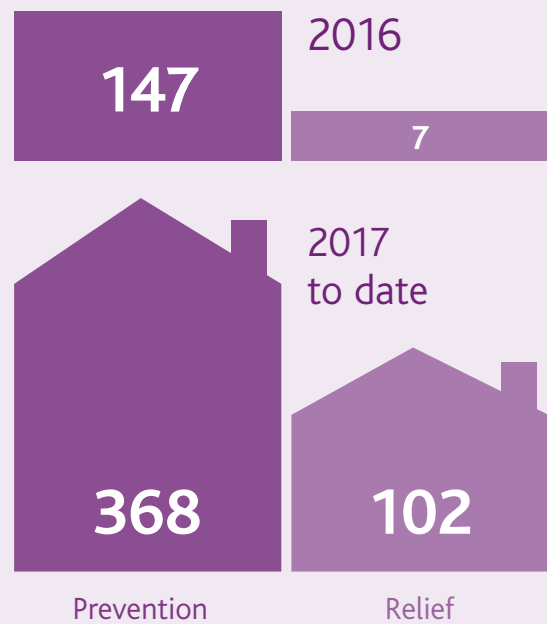
The number of people accepted as homeless (i.e. in priority need and not intentionally homeless) in West Suffolk in 2016-17 increased significantly from 2015-16 levels.



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.

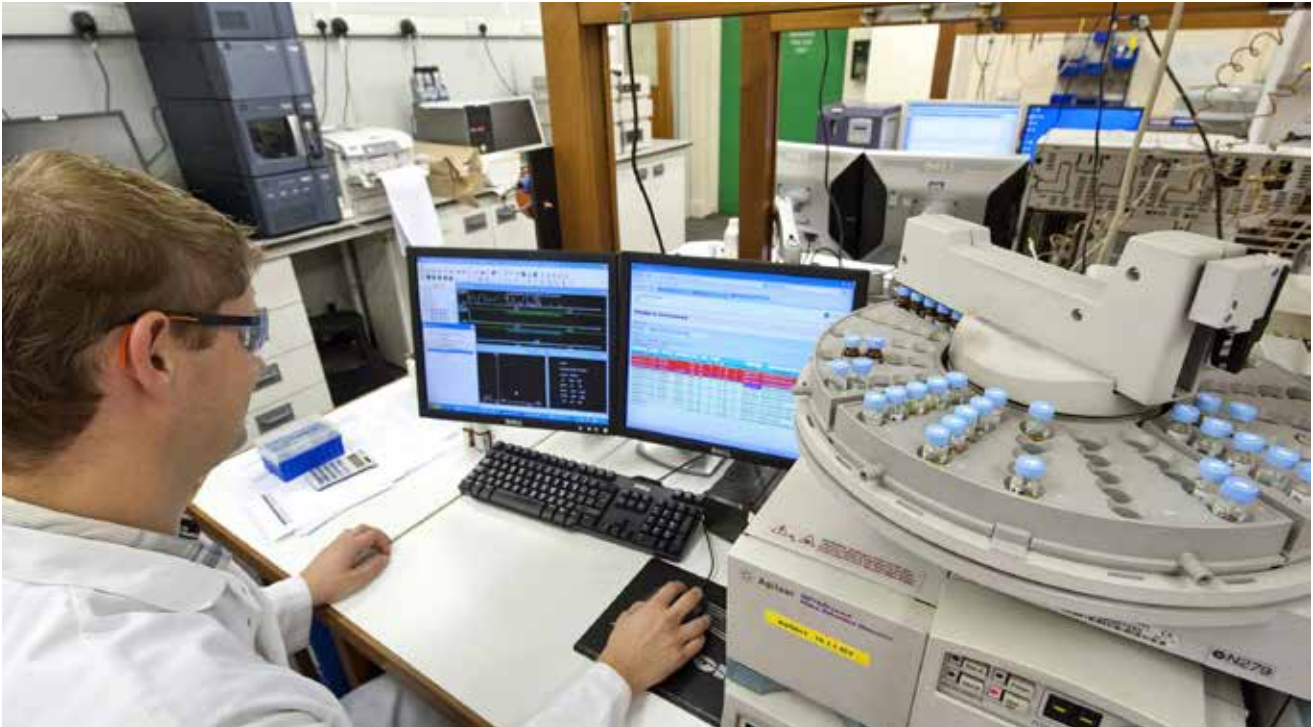
West Suffolk Councils need to use our resources to foster good growth in West Suffolk because there are areas where the potential of our places and people is not being maximised and where more could be achieved. For example, we need to direct our energies towards projects and activities that will help 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





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



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

Document is Restricted

This page is intentionally left blank