

Appendix 2

Strategic Case: Organisational Overview of PSV Proposal – West Suffolk council(s)

Pursuing the PSV as the target outcome for the WWD is consistent with the following:

1. **West Suffolk Strategic Framework:** consistent with key themes of partnership working, embedding commercial behaviours, adapting to the changing demands of customer service and responding to the needs of the growing town of Bury St Edmunds. The development also directly or indirectly supports all three priorities for West Suffolk:
 - i. Growth in West Suffolk's economy for the benefit of all our residents and UK plc.
 - (in particular) Investing in our local workforce, by supporting skills development programmes and new employment opportunities
 - ii. Resilient families and communities that are healthy and active.
 - Collaboration with public sector partners in our shared endeavour of improving the health, wellbeing and safety of families and communities.
 - iii. Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.

The envisaged ways of working to achieve them are:

- 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.
 - Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals.
 - A shift from reliance on grants to self-generated income, returns on investment, and business rates growth.
 - Taking a business approach to our operations, within our public service remit.
2. **Strategic Plan: Medium-Term Financial Strategy:** Responds to the challenges facing local government finance by taking the opportunity to act more commercially and work with public sector partners to deliver estate savings for all, including through sharing physical assets.
 3. **West Suffolk Growth and Investment Strategy:** supports our ambition to ensure West Suffolk stays a place where people choose to invest and create a lasting legacy for the future. Through providing commercial space for

businesses, supporting existing and proposed programmes for skills development and unlock the potential of the new attractive business sites in Bury St Edmunds the development supports the development and growth of the local workforce.

4. **Asset Management Strategy:** exemplifies our ambition to behave more commercially and invest to generate income whilst also delivering savings in our estates.
5. **West Suffolk Investment Energy Framework:** Western Way is specifically named as a strategic project supported by the framework and as such exemplifies some of its key aims. The project is an example of how we follow this framework by working with partners, for example to support current and future energy requirements and directly support businesses and the local community to become more energy efficient.
6. **Office Accommodation Plan:** alongside the Mildenhall Hub development, it ensures we make the most of the opportunities available to us without prejudicing future needs or developments and making the most the potential opportunities to maximise income, reduce costs and improve service delivery.
5. **Customer Access Strategy:** The development will integrate a number of customer facing services and therefore reducing the number of customer journeys. Combined with increased digital access to customer services, the development will help us respond to the changing nature of demand.
6. **Families & Communities Strategy:** consistent with our understanding that the role of local government is changing in response to reduced funding and new models of how to maximise councils' effectiveness. The Public Service Village is an ambitious way of responding to this need through collaboration with our partners who also are also committed to different aspects of supporting families and strengthening communities. The new leisure and community spaces created through the development will support wellbeing and education. Most importantly, the PSV itself will be designed to encourage families and communities to shape how it is used, and what is achieved in it.
7. **Joint Health & Wellbeing Strategy for Suffolk:** the development will support the Health and Wellbeing Board's ambition that people in Suffolk live healthier, happier lives by advocating and providing leisure facilities and integrating a range of health facilities. The development aims to maximise the benefits having a number of health and wellbeing services under one roof, enabling innovative new models of care and ways of working.
11. **Adopted and emerging planning policy:** consistent with the concept for West Bury, the Western Way Development delivers additional community and leisure facilities to meet the needs of surrounding development and the additional homes that will be built in the Bury St Edmunds area and beyond by 2031. The masterplan has been prepared to meet the requirements of the St Edmundsbury Borough Local Plan Core Strategy, The Bury St Edmunds Vision 2031 and Joint Development Management Policies document.
12. **West Suffolk Framework for Promoting Physical Activity:** consistent with the aim of our councils to work with our partners to enable and encourage people to lead active lives. This in turn, realises the overall ambitions of Sports England

to foster relationships and understanding between sport and leisure services and commissioners of health, social care and children's services, among others, so that local strategic outcomes can be better achieved.

13. **Vision 2031:** The Western Way Development programme encompasses the theme of the various visions to work with partner organisations and local communities where there are areas of common interest. The Public Sector Village also directly links with the social role of sustainable growth to support strong, vibrant and healthy communities.
14. **West Suffolk Homelessness Reduction Strategy:** supports our ambitious plans for homelessness reduction by addressing the need for agencies to work even more closely than they have ever done before. Specifically this will help us use data and predictive analysis to help target resources to prevent homelessness and identify and interact with people in need of support and advice, in order to prevent homelessness from occurring. This will include developing local community based responses offering specialist advice and signposting to services in those geographical areas identified as having higher levels of homelessness. Directly, there is also scope to look at adapting a space in the public areas to work as a bespoke and dignified emergency winter shelter when this need is activated.
15. **West Suffolk Housing Strategy:** Through student accommodation and the re-use of vacated sites, supports the ambition for the building more homes, and increasing access to suitable homes by bringing a lot of the public sector services that support them closer together, both physically and culturally. Closer working with our partners will help support the action to ensure that information is available to help inform people about their housing choices.
16. **New Anglia Skills Manifesto:** Aligns with the recognition that the region has a great opportunity for business, the public sector and voluntary organisations to work with the Government to invest in the future of New Anglia. The public sector village responds to the corresponding call to action to focus the effort already put into public and private sector skills development and to encourage even greater collaborations.
17. **Single Council - government ambitions for local government transformation:** In line with the creation of West Suffolk Council, the Western Way Development also fulfils the following criteria set out by government:
 - better local/public services;
 - significant cost savings; and
 - greater value for money.