

HAVERHILL

HEALTHCHECK



Conducted 2003/early 2004.

SUPPORTED AND SPONSORED BY:

The Countryside Agency

Haverhill Town Council

Haverhill Partnership

St.Edmundsbury Borough Council

Suffolk County Council

Graham Vallis Associates

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HAVERHILL HEALTHCHECK and ACTION PLAN

1.0 Introduction and Background

1.1 The Market Town Healthcheck

The market town healthcheck process has been designed and promoted by the Countryside Agency on a national basis. The healthcheck helps local communities find out more about the town where they live and its rural hinterland. By tracking down a range of information and statistics and answering a comprehensive set of some 331 questions about their town, people can begin to identify what is special about the town and what problems it faces. The healthcheck can also be seen as a hoop through which a town must jump in order to access funding in the future. The reports produced during the process prove to potential funders not only that there is a need for funding but that the community can work together to address problems.

Those of the community involved in the Haverhill healthcheck have compiled a wide range of data and have pooled their views and local knowledge about key questions in order to identify key issues which Haverhill faces and identify responses. The full results of the healthcheck can be found in the Appendices and on the Markettowns website.

Unlike other 'healthcheck' activity which can tend to concentrate on a narrow range of issues, normally related to the economy, this healthcheck enables people to look at a wide range of connected issues that affect the quality of life.

With the wealth of information, views and opinions accumulated, there is ongoing opportunity to identify further projects and activity over and above that already identified and featured in this document by viewing the SWOT and survey feedback.

1.2 Location and Development of Haverhill

Haverhill lies on the A1307 between Cambridge and Colchester and is at the junction of the A143 to Bury St. Edmunds. Because of its geographical location - the southern end of St. Edmundsbury and within the Cambridge sub-region, situated close to the borders of Cambridgeshire and Essex – it is envisaged that by 2016, the town will have experienced further significant levels of growth.

With a history dating back to the 1300's, Haverhill experienced considerable growth during the 60's and 70's, expanding from a population of around 5,500 in 1961 to its present day 24,000, becoming the second largest town in the borough. This was mainly as a result of the dispersion policy of the time, which saw Londoners moving into the area.

The textile industry played a significant part in the development of manufacturing in Haverhill in the 19th century, as witnessed by the presence of the Gurteen and Sons factory building in the centre of the town. Today, the manufacturing base is located on the industrial estates to the south of the town.

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1.3 Features of the town

Variously described as a town with some attractive buildings, taken overall, it is not recognised as one of particular architectural merit, the 60's architecture leaving the overall impression of adhoc infill building from the 60's onwards. However, there are buildings recognised by the community as being distinctive, e.g., The Town Hall Arts Centre, Anne of Cleves house, Queens Head public house, Genzyme tower, Cangle clock tower, the parish church of St. Mary's.

Survey responses indicated that there is a good community spirit generated by friendly people, with businesses highlighting good quality road links and housing as being beneficial features, providing a ready and flexible workforce. Whilst there have been changes over the years in the types and nature of employment opportunities available for local people, there are still some large and relatively stable companies operating within Haverhill, e.g., Genzyme, Provincial Insurance, Herbert & Sons, Wisdom Toothbrushes and International Flavours and Fragrances.

There are no natural barriers to the town, with the road network having three distinct elements, namely:

- A143, running almost parallel to the town and forming the south-eastern access
- A1307, forming the north-eastern access
- A1017, providing access both east and west, south of the town.

1.4 The Market Town and Rural Hinterland

The Market Towns Initiative is based upon a town acting as the service centre within an identified rural hinterland. The hinterland represents a geographical area within which a range of retail and local services are carried out.

1.5 The Rural Hinterland

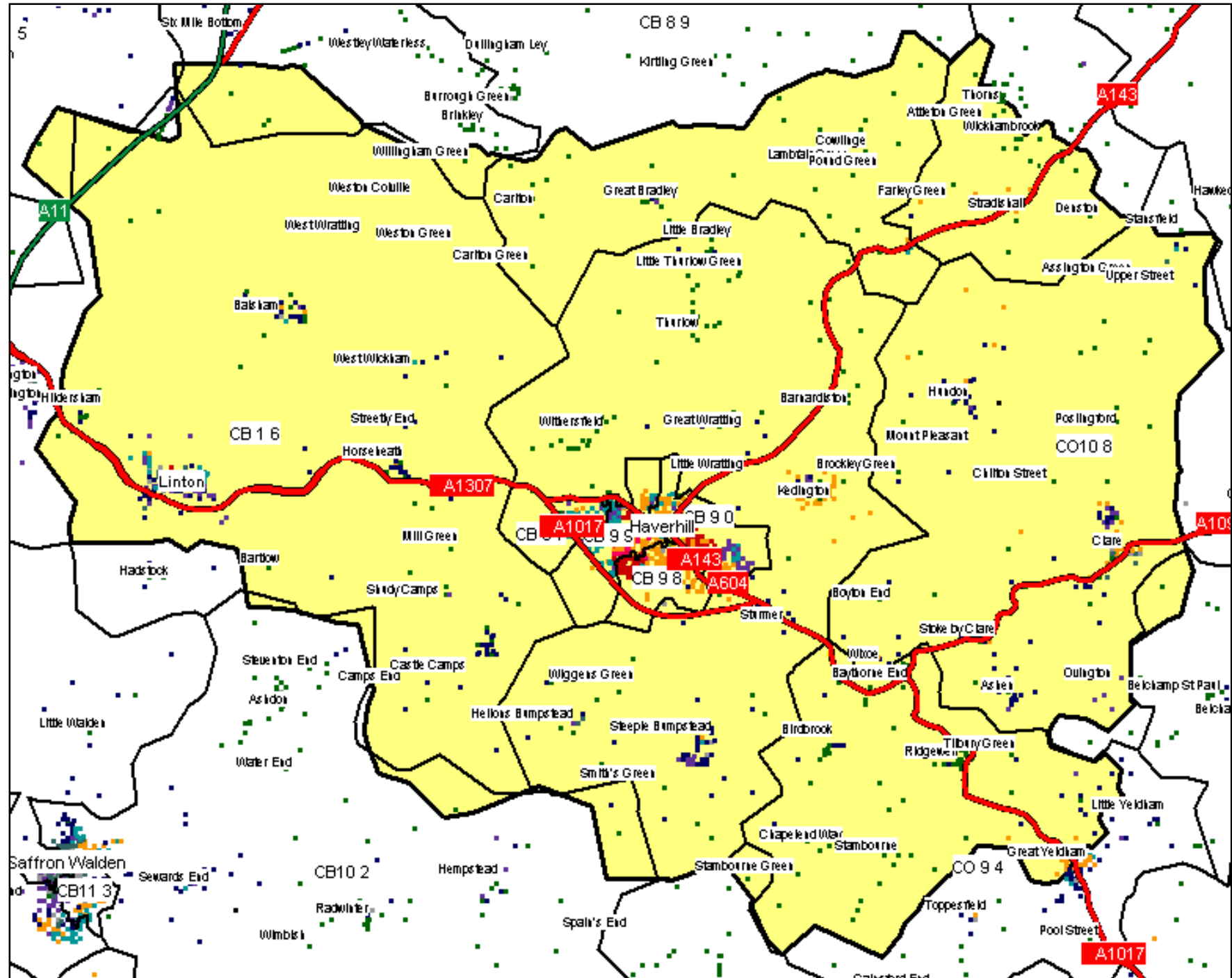
Haverhill's hinterland area is bordered to the north by the villages and hamlets of Willingham Green, Great Bradley and Wickambrook, to the east by Clare, to the south by Great Yeldham, Stambourne Green, Camps End and the west by Linton, Balsham and West Wrating. This hinterland encompassing parishes which also fall within the Cambridgeshire boundaries.

The hinterland surrounding Haverhill is shown on page 4, highlighted in yellow.

1.6 The Haverhill Partnership

It is envisaged that the key messages from this report will enable the Haverhill Partnership to further develop strategies and an action plan for moving forward. This report is not intended to amalgamate other reports that have gone before, e.g., Social Impact Study Jan. 2002., Draft Local Plan, Retail Appraisal, April 2001, etc., but more to reflect the views, aspirations and ideas of those that chose to participate in the healthcheck process.

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2.0 How was Haverhill healthchecked?

The local community has been involved in a range of consultation and research activities.

Throughout the healthcheck process, individuals, groups and organisations or anyone with access to the internet have had the opportunity to view the healthcheck questions and responses via the markettowns.org website. Further background information being available on the Haverhill town website – Haverhill-uk.com.

In simple terms, the healthcheck process involved various key stages:

1. 'Customer, Visitor and User' face to face surveys were conducted around Haverhill town and selected hinterland villages to establish peoples views relating to the attractions, amenities and accessibility of Haverhill and its hinterland. (Appendix 2)
2. 'Young People's self-complete surveys were conducted in selected schools to establish how youngsters spend their time and money in relation to Haverhill, and also their views and ideas for improvements. (Appendix 3)
3. Self-complete surveys were distributed into local businesses via Enterprise 2000 to identify how business performance is/is not influenced by the town, and again to seek views and ideas about the future. (Appendix 4)
4. Vicky Ward - a local seconded Healthcheck Co-ordinator was appointed from within Haverhill Town Council, Vicky having worked for the council for a number of years.
5. Publicity took to form of local press and radio coverage, further supported by posters and response cards placed in Haverhill and the hinterland. (See Appendix 5 & 6)
6. An open public meeting was held in August 2003 at Samual Ward Upper School to present some of the findings from stages 1, 2 and 3 above and explain the healthcheck process, and generally enthuse people into getting involved.
7. Shortly following stage 6, a further meeting was held in early September at which four theme groups were set up, these groups covering Economy, Environment, Social & Community and Transport & Accessibility.
8. By utilising a software programme called 'markettowns', members of the public, groups, associations, etc., as well as the four theme groups, were able to access and respond to 210 worksheet questions via the internet, this providing greater opportunity for access to the housebound.
9. A Snapshot of the town was produced via 121 questions about the town.
10. Worksheets covering 210 questions were completed by the theme groups, members of the community via the internet and Vicky Ward and Gordon Musset – Haverhill Town Clerk.

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2.0 How was Haverhill healthchecked? (Continued)

11. A profile of the town – based around a further 206 questions and relating to the 331 previous wide ranging questions was produced by the theme groups.
12. Following stage 11, the Strengths, Weaknesses, Opportunities and Threats were then identified.
13. Stages 11 and 12 led the theme groups to produce ‘Key Issues’ for Haverhill and its hinterland, this in turn leading to the identification of potential projects designed to address those issues and gaps.
14. A Vision of the town was the next stage, it being a natural outcome of identifying key issues and projects.
15. Public consultation – in the form of an A5 ‘flyer’ publicising the overall objectives was undertaken as the final stage prior to report writing. (Appendix 5)

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3.0 A Snapshot profile of Haverhill

The following tables present an outline Snapshot of Haverhill and its hinterland.

Environment:

National Parks in the Area?	None. (source:park ranger)
Areas of Outstanding Natural Beauty?	None. (source:park ranger)
Is there a Heritage Coast?	Suffolk has a heritage coast. (Public Domain)
What is the number of RAMSAR sites?	None. (source:park ranger)
What is the number of Special Protection areas?	None. (source:park ranger)
What is the number of National Nature Reserves?	Cavenham Heath, approx 20 miles away. (source:park ranger)
What is the number of Local Nature Reserves?	Haverhill has one local nature reserve (Railway Walk) and has others proposed.
What is the number of Sites of Special Scientific Interest?	Nearest approximately 20 mins away.
What is the number of Sites of Importance for Nature Conservation?	Six; County Wildlife Site, Broad Street Allotments, Haverhill Floodpark, parts of the railway walk, Millfields Way grassland & Bumpstead Road grassland.
What is the number of Listed Buildings?	There are 39 listed buildings. (SEBC)
What is the number of Scheduled Ancient Monuments?	There are none. (SEBC)
What is the number of Footpaths?	There are 20 footpaths. (SEBC)
What is the number of Bridleways?	There are 4 bridleways. (SEBC)
What is the number of National Trails?	There are no National Trails. (SEBC)
What is the number of Cyclepaths?	There are 10 cyclepaths. (SEBC)
What is the number of byways open to all traffic?	There are none recorded. (SEBC)

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3.0 A Snapshot profile of Haverhill (continued)

Economy

What is the number of Jobs in the Area?	There are 154 job vacancies. (source:Job Centre)
What is the change in the number of jobs in the area?	No significant change in the last year. (source:Job Centre)
What is the % of employees who are employed by large employers?	15.5% of employees worked for large (200+ employees) employers. (source: Annual Business Enquiry 2001)
How many jobs exist in the industrial sector	3850 jobs exist in the industrial sector. (source:Focus in Haverhill)
What is the % of employees who are employed in hotels & catering?	0.016% of employees work in hotels and catering. (source:Focus in Haverhill)
What is the unemployment rate?	2.5% (source:Job Centre)
What is the over 6 month unemployment rate?	25%. (source:Job Centre)
What is the jobs to economically active residents ratio?	The ratio is 1:63 (Source: Annual Business Enquiry 2001)
What is the number of professional employees as a % of all economically active residents?	There is 5% of professional employees within all economically active residents.
What is the number of job centres?	There is one job centre, situated on the High Street in Haverhill. (source:Job Centre website)
What is the number of chambers of trade or commerce?	There is no Chamber of Commerce.
Is there a Business Link Office in the town?	No, there is no Business Link Office in Haverhill, the nearest office is in Ipswich. (source:Business Link website)
How many new shops have been built over the last three years?	None have been built over the last three years.
Is there a weekly provision or general market?	There is a weekly market every Friday and Saturday in the town centre.
Is there a regular Farmers' Market in the town?	No, there is no Farmers' Market. (source:local knowledge)
What is the number of comparison goods shops in the town centre?	There are 14 comparison goods shops.

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3.0 A Snapshot profile of Haverhill (continued)

Economy

What is the number of vacant shops in relation to all shops in the town centre?	3. (source:Public Domain)
What is the number of vacant shops which have closed in the last year?	3 have been closed in the last year. (source:Public Domain)
What is the % of residents with post school qualifications?	Degree level and above: 39.9%. (source:Census 2001)
What is the level of school leaver qualifications?	In 2002, 43% of school leavers gained 5 or more GCSE's at grades A* to C level. (source: DFES)
What is the number of primary schools?	There are eleven primary schools. (source:Focus on Haverhill),Haverhill = 7, Kedington = 1, Hundon = 1, Wickhambrook = 1, Thurlow = 1.
What is the number of secondary schools?	There are four secondary schools and also two independent schools in the area. (source:Focus on Haverhill) Haverhill = 3, Clare = 1.
What is the number and type of post 16 education (VI form college, technical college)?	There are two upper schools which have a joint sixth form. (source:Haverhill directory)

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3.0 A Snapshot profile of Haverhill (continued)

Social & Community

What is the rank in indices of deprivation?	St Marys & Helions 5542, Chalkstone Ward 4086, Cangle Ward 3944, Castle Ward 3538, Clements Ward 1132 (source: ONS 2000)
What is the average number of residents over time?	There is no seasonal variation. (source: Town Council)
What is the change in population since 1991?	1991=19,830 - 2001=22,500, therefore the population has grown by 2,670=6.3%
What is the % of the population over 60/65?	11.5% of the population is over 60 and 4.9% is over 75. (source:Census:2001)
What is the % of the population under 16?	22.4% of the population is under 16. (source:Census 2001)
What is the number of new rented homes?	There are 164 new rented homes.
What is the number of freehold households?	The number of owner occupied housing is 6245. (source: Census 2001)
What is the number of rented households?	There are 2771 rented households. (source:Census 2001)
What is the number of households in other tenure?	There are no households in other tenure. (Source: Census 2001)
What is the % of single parent households?	6.7% of households are single parent families. (source:Census 2001)
What is the % of single elderly households?	6.7% of households are single elderly people. (source:Census 2001)
What is the % of housing stock lacking central heating?	2.6% of housing stock lack central heating. (source:Census 2001)
What is the households on LA or HA waiting lists?	The number of live applications for Haverhill Urban Area is 820 and the number of live applications for Haverhill Rural Area is 120 as at 30th June 2003. (Source: SEBC)
What is the average house price?	The average house price is £156,062.

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3.0 A Snapshot profile of Haverhill (continued)

Social & Community

What is the trend in the average house price?	2001=£80,000 2003=£156,062 therefore the average house price has increased by 95%.
What are the recorded crime rates?	68.33 people per 1000 population (Haverhill), 75.82 people per 1000 population (St. Edmundsbury), 75.25 people per 1000 population (Suffolk). (source:Suffolk police)
What is the number of district and county council offices?	One District council office and Suffolk County council social services.
What is the number of police stations and when are they open?	There is one police station which is open every weekday from 8.00am-10.00pm. (source:Haverhill directory)
What is the number of magistrates courts?	There are no courts in Haverhill.
What is the number of crown or other courts?	There are no crown or other courts in Haverhill.
What is the number of registry offices?	A registrar for births and deaths visits Haverhill twice a week.
Is there a town hall?	There is a town hall but it is not a traditional town hall as it is now used as an arts centre.
What is the number of CAB's and what are their opening hours?	There is one CAB and it is open Mon, Tues, Thurs & Fri 9.30am-2.00pm, telephone advice is available Mon-Fri 9.30am-2.00pm.They also provide outreach sessions.
What is the number of Community Legal Services Partnerships?	There is one partnership, the West Suffolk CLSP which involves St, Edmundsbury Borough Council and Forest Heath District Council.
What is the number of Fire Stations?	There is one fire station situated on Lordscroft Lane.
Are these fire stations manned mainly full time or volunteer staff?	There are 12 full time firefighters and 18 retained firefighters.
What is the number of Ambulance Stations?	One ambulance station.

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3.0 A Snapshot profile of Haverhill (continued)

Social & Community

What is the number of Swimming Pools and when are these open?	There is one swimming pool which is situated at Haverhill Leisure Centre and is open from 6.30am-10pm.
What is the number of Sports Halls?	There are three sports halls, one at the Leisure centre and two at the upper schools. (source:Public Domain)
What is the number of Post Offices?	There are four post offices in total.
What is the number of Health and Fitness Centres?	There are three Health and Fitness centres. (source:Public Domain)
What is the number of Banks and Building Societies?	There are six banks and four building societies.
What is the number of Cash points in the town centre?	There are seven cash points in the town centre.
What is the number of Solicitors?	There are two solicitors.
What is the number of Accountants?	There are five accountants.
What is the number of Hospitals?	There are no hospitals in Haverhill.
What facilities do these hospitals offer? (A&E, maternity etc.)	Not Applicable as no hospital.
What is the number of Medical Practices?	There are four medical practices in Haverhill.
What is the proportion of NHS and private doctors?	There are eleven NHS doctors.
What is the number of Dentists?	There are five dentists.
What is the number of Dentists Practices?	There are two dental practices.
What is the proportion of NHS and private Dentists?	There are four private dentists and one NHS.
What is the number of Opticians?	There are four opticians.
What is the number of Public Houses?	There are fourteen public houses.
What is the number of Hotels?	There are two hotels.
What is the number of Hotel bed spaces?	There are 22 rooms with 41 bed spaces.
What is the number of Bed and Breakfast bed spaces?	There are four Bed & Breakfast bed spaces.
What is the number of Restaurants and Café's including take-aways?	There are thirty eating places in Haverhill, including café's, restaurants and take-aways.

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3.0 A Snapshot profile of Haverhill (continued)

Social & Community

What is the number of Cinemas?
What is the number of Theatres?
What is the number of Public Halls?

There is one cinema.

There is one theatre.

In Haverhill there are 13 halls/function rooms available for hire, excluding schools.
(Source: Town Council)

What is the number of Churches of different denominations?

There are eight different churches.

What is the number of Community Centres?

There are two community centres.

What is the number of Museums?

There are no museums but the local history centre does have a small exhibition space.

What is the number of Libraries?

There is one main library situated in Haverhill, but there is also a home library service provided.

What is the number of Art Galleries?

There is no specific art gallery but the arts centre does have a gallery space.

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3.0 A Snapshot profile of Haverhill (continued)

Transport & Accessibility

What is the number of Bus Stations?	There is one bus station.
What is the number of Train Stations?	There is no train station.
What is the number of Coach Parks?	There are no coach parks in Haverhill.
What is the % of Households without a car?	20.35% of households are without a car. (Source: ONS)
What is the no. of short stay car parking spaces in the town centre?	There are 650 parking spaces in total.
What is the no. of long stay car parking spaces in the town centre?	There are 650 parking spaces in total.
What is the number of Cycle Paths?	There are ten cycle paths.
What is the average journey time by public transport to the nearest large town?	It can take between an hour and an hour and a half to get to Cambridge on the buses.
What is the average journey time by car to the nearest large town?	It takes approximately 20-25 minutes to travel to Cambridge by car, depending on traffic and the time of day.
What is the no. of bus route services from villages to train stations?	There are for bus route services from villages to train stations, Cambridge (early morning & evenings), Stanstead (every 2 Hours), Audley End (3 a day) and Ipswich (4 on Sundays) (Source: Transport group and Town Council)
What is the number of bus services serving the town and surrounding countryside?	There are 12 bus services between the town and outlying villages on a weekday. Some of these services are simply minor route variations and so the number of services is 8. At weekends, there are 4 Sunday only services. (Source: SCC Travel Line)
What is the no. of disabled car parking spaces in the town centre?	There are twenty one disabled spaces (combined) in the car parks and disabled drivers may also park directly in the town centre in the pedestrianised zone.

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4.0 Haverhill - Strengths, Weaknesses, Opportunities and Threats.

The strengths, weaknesses, opportunities and threats of Haverhill and its rural hinterland have been analysed as part of the healthcheck process. Such analysis helps to assess the positive and negative elements of the area as perceived by a wide range of stakeholders and how they view the future potential for the area through examining its opportunities and threats.

It should be understood that certain features and issues relating to a town can be a strength and a weakness or an opportunity and a threat.

It should be appreciated that whilst certain of the strengths, weaknesses, opportunities and threats led to Key Issues being identified, and thence possibly projects, others may have been considered a lesser priority and therefore didn't ultimately warrant a project.

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 ENVIRONMENT			
Strengths	Weaknesses	Opportunities	Threats
<p>Town centre has various architecturally and historically important buildings, e.g., Gurteens Factory, AXA, and Peacock's (ex Co-op).</p> <p>Street furniture – particularly in Queen St. and High St. is in generally good condition with horse trough brought back into use.</p> <p>Streets and furniture improvements underway.</p> <p>Large scale arable and stock farming.</p> <p>Railway Walk has interesting insects, lizards and deer.</p> <p>Area known for having hornets, of only a few in the country.</p> <p>Kedington medieval church, Erbury Garden/monastery in Clare, 'Three hills' burial ground at Bartlow, Church and stone cottages at Little Bradley, Castle ruins at Castle Hedingham, Old oak tree at Yeldham.</p>	<p>Certain buildings are showing their age, e.g., Sports centre.</p> <p>Bus station gateway can be threatening and is in need of redesigning with provision of refreshments and seating.</p> <p>Bus station walk into town unattractive.</p> <p>Car parks unattractive and a create fear in users.</p> <p>Clement and Chalkestone Community Centre areas rundown.</p> <p>Shops in Chalkestone estate dilapidated/rundown.</p> <p>Bypass signage doesn't promote/encourage people into Haverhill, nor provide directions to industrial estates.</p> <p>Poor lighting, youths, cyclists, poor surface, perception of crime, fear of attack in parts of the town.</p>	<p>Haverhill fire destroyed much of the historic core. More promotion of the remaining assets should be made, e.g., development of guides, walks, events, etc.</p> <p>To grow and develop the existing town assets, e.g., Town Hall Arts Centre, library, community centre, Chalkestone Community Centre, Leiston Community Centre, Borough Council Offices, Clements estate, Old Independent Church, West-End Church, Baptist Chapel, Salvation Army/Drop-in Centre, Weavers Cottage, etc.</p> <p>To site a sculpture on Western Bypass.</p> <p>To introduce/improve gateways into the town/area.</p> <p>To develop East town recreation/nature park and mound at east side of town.</p> <p>To improve commercial areas with soft landscaping and signage.</p>	<p>Town centre 'footprint' is large an in some ways ill-defined.</p> <p>Town expansion must not threaten/encroach/damage surrounding countryside.</p>

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6.0 ENVIRONMENT			
Strengths	Weaknesses	Opportunities	Threats
<p>Former Corn Exchange in Withersfield road now incorporated into Market Square.</p> <p>Long distance footpaths and walks, e.g., Old railway, Withersfield Rd. to Withersfield (Cambridge Way), Chalkestone Way to Kedington, Chalkestone to Sturmer, Rising Sun pub to Chapel Farm – Little Wratting.</p>	<p>West Town Park (flood park) has poor recreation and nature facilities.</p> <p>No plans to improve pedestrian safety in town centre.</p>	<p>To illuminate important groups of trees.</p> <p>To emphasise/develop/link the relationship between the town and Constable country</p> <p>To convert some first floor ‘over the shop’ flats to retail use, thereby increasing the floor space available.</p>	

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6.0 ECONOMY			
Strengths	Weaknesses	Opportunities	Threats
<p>Labour market participation.</p> <p>Unemployment.</p> <p>Little dependence upon large employers.</p> <p>Investment Grant Availability, e.g., EEDA Business Excellence East Support, ESF funded opportunities like SMART, hi- tech support.</p> <p>Location of shopping provision.</p> <p>Friday provisions market.</p> <p>Friday/Saturday general market.</p> <p>Access to good quality schools.</p> <p>Availability of pre-school places.</p> <p>Provision of non-vocational courses.</p> <p>Business support via Hollands Rd Enterprise Units and regular events, e.g., Enterprise 2000 bi-annual trade exhibition and Bus. Link breakfast meetings.</p>	<p>Village retail provision.</p> <p>Town Centre Promotion.</p> <p>Tourist accommodation.</p> <p>Quality restaurants.</p> <p>Signage to existing attractions.</p> <p>Numbers of annual visitors.</p> <p>Duration of visitor stay.</p> <p>Inadequate facilities for meetings and conferences.</p>	<p>To develop a Farmers market.</p> <p>To develop tourism.</p> <p>To encourage higher paying employers.</p> <p>To encourage selected manufacturing.</p> <p>To encourage hi-tech R & D employment.</p> <p>To develop and make aware business skills opportunities.</p> <p>To encourage successful businesses to move into larger premises, providing opportunity for new/smaller businesses to set up in the vacated smaller units.</p> <p>To build on existing retailer confidence.</p> <p>To develop an ongoing promotional campaign with the broadest possible appeal.</p> <p>To increase retailer floor space, e.g., departmental store.</p>	<p>School leaver qualifications, below National Average.</p> <p>Availability of land for businesses to expand on.</p>

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6.0 ECONOMY			
Strengths	Weaknesses	Opportunities	Threats
		<p>To increase the number of Internet Learning and Access points throughout the town/hinterland.</p> <p>To extend/develop/promote the vocational training already provided by organisations like West Suffolk College.</p> <p>To further develop/expand portfolio of music and arts events to appeal to broadest sector of the population.</p> <p>To develop both East and West Town parks to provide additional amenities, e.g., fishing.</p> <p>To examine to potential benefits of developing tourism further, including the opening of a Tourist Information Centre, production of visitor guides/town trails, etc.</p> <p>To develop accommodation/ bed nights for tourists and business users, e.g., hotels, B&B's, etc.</p> <p>To develop a conference centre.</p>	

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6.0 ECONOMY			
Strengths	Weaknesses	Opportunities	Threats
		<p>To investigate the type/nature/suitability of business support available via Enterprise 2000, Retail Group M.E.N.T.A., and in Cambridge. Develop one point/advice 'signposting' point for all?</p> <p>To maintain/develop/expand existing business directory and websites, e.g., haverill-uk.com, haverhillenterprise.co.uk, stedsmundsbury.gov.uk, haverhill 2000.com and the Haverhill directory.</p> <p>To review the published IT strategy from West Suffolk College.</p> <p>To consider the introduction of a Town Centre Manager.</p> <p>To increase the range and choice offered by town centre shops by introducing more shops, e.g., department store, greengrocers, delicatessen, music/book shop, women's, men's and boys clothes, shoe shops, computer hardware/software, sportswear, etc.</p>	

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6.0 SOCIAL & COMMUNITY			
Strengths	Weaknesses	Opportunities	Threats
<p>People over retirement age below national average – but population ageing.</p> <p>Low growth – 6.3% over last 10 years.</p> <p>Housing stock in generally good condition.</p> <p>Specialist housing for the elderly, with sheltered housing available.</p> <p>Only 0.5% of all household spaces and 16.5% of all vacant household spaces are for secondary or holiday homes.</p> <p>Only 3.3% of all household spaces in local area are vacant.</p> <p>Opportunity for town centre housing.</p> <p>Improvements to poor quality housing underway or planned.</p> <p>90% of ambulances, police, and fire meet their own response time targets.</p>	<p>40-50% of population in semi or unskilled jobs.</p> <p>Homelessness – 752 approached in April 2002 to March 2003 with 146 housed. Legislation changes extended priority need under Homeless Act 2002.</p> <p>Need for more housing for people with physical and learning disabilities.</p> <p>People could be made more aware of where to go to contribute ideas, thoughts, views and problems relating to policy and strategy.</p> <p>No representation at Steering Group level of local community groups.</p> <p>Limited experience and participation in community development activity, e.g., Healthcheck type work.</p>	<p>To develop local radio to provide more local feel and interest.</p> <p>To encourage new comparison shops into the town centre, providing greater quality and choice.</p> <p>To encourage professional and managerial jobs into the area.</p> <p>To develop flats to overcome any lack of housing space and social changes, i.e., choice to live alone, increased divorce rate, etc.</p> <p>To develop more 1 bedroom houses to encourage young people to stay/live in the area.</p> <p>To increase the number of 4 bedroom houses to encourage professional and managerial families into the area.</p> <p>To develop leisure complex on bypass to include facilities like snooker, bowling, cinema, restaurants, disco's, fast food, etc.</p>	<p>Proposed housing development at Hamlet Croft – town's original football pitch.</p> <p>Interest in local and national politics exists, not attracting those who could make a real and creative contribution.</p>

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 SOCIAL & COMMUNITY			
Strengths	Weaknesses	Opportunities	Threats
<p>Haverhill is the 4th safest town in Suffolk.</p> <p>Effective crime prevention measures are in place, e.g., CCTV in Haverhill, Neighbourhood Watch, Community Policing schemes, Crime prevention panel, police forums and neighbourhood watch schemes in hinterland.</p> <p>Good and direct access to District Council via offices in Lower Downs Slade and County Council via Connexions office in library. Braintree District Council offices in Halstead and Braintree. South Cambridgeshire District Council offices in Cambridge.</p> <p>Some 356 groups, associations, clubs identified in and around Haverhill.</p> <p>Some seven residents associations.</p> <p>Between 40/50% of villages have greens or recreation grounds.</p>	<p>Limited capacity for swimming, tennis, badminton and squash facilities.</p> <p>Sport and leisure facilities in need of refurbishment/upgrading</p> <p>Few and poorly maintained open spaces for community use, e.g., children.</p> <p>Too many broken/uneven surfaces creating a danger for the elderly/disabled.</p> <p>Not all crossings have audible warnings of operation.</p> <p>Cinema housed in Town Hall with limited screening facilities and showing older films, as opposed to recent releases.</p> <p>Town museum housed in Town Hall with limited space and opportunity to expand/develop.</p> <p>History group short of space, as is arts group for practice and workshop space.</p>	<p>To increase the social and healthcare services available to cater for the increasing numbers of elderly and disabled, e.g., home helps, clinic with 'one stop' facility embracing all health and care facilities.</p> <p>To increase the leisure and sport facilities for disabled and those with learning difficulties.</p> <p>To incorporate all weather surface and skateboarding park when/if leisure centre were to be refurbished/developed.</p> <p>To develop strong cultural associations incorporating local features, e.g., Gurteens mill, Wisdom toothbrushes.</p> <p>To develop more facilities for the young and teenagers, eg., youth clubs, under 18's nightclub, meeting place(s), constructive/creative activities, coffee bar with cheaper drinks/music.</p>	

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 SOCIAL & COMMUNITY			
Strengths	Weaknesses	Opportunities	Threats
<p>Theatre and art gallery housed in the Town Hall.</p> <p>Haverhill library provides TIC facility, community information and 5 internet access points.</p> <p>Events which draw community together, e.g., 2 week annual festival, open air events, Haverhill Show, Family Christmas Night, open air music days, Market Square events.</p> <p>Communication of events and issues is achieved through various mechanisms, e.g., Haverhill website has comments/events section, Haverhill Weekly News and Haverhill Echo cover local events/issues. BBC Radio Suffolk & Radio Cambridgeshire, Vibe FM, Anglia TV, BBC East TV provide coverage of events and issues.</p>	<p>Public transport to convey people to healthcare facilities, e.g., Adenbrookes, West Suffolk and Newmarket.</p> <p>Limited specialist clinics, e.g., family planning and chiropody with 3 months waiting.</p> <p>No out-patients clinics available in Haverhill.</p> <p>No obvious strategies to give priority to local people.</p> <p>Too few doctors and dentists to accommodate the needs of the local population.</p>	<p>To involve people of all ages in decision making process for Haverhill and hinterland.</p> <p>To introduce 'notice boards' in and around the town to highlight features, historic buildings, history, etc.</p>	

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 TRANSPORT & ACCESSIBILITY			
Strengths	Weaknesses	Opportunities	Threats
<p>Haverhill bus station is only 50 metres from town centre.</p>	<p>No bus services to outlying villages after 6.00pm, with the exception of Horseheath and Linton on Fridays and Kedington on Saturday.</p> <p>Public transport is extended as buses stop in surrounding villages on the way to the nearest large town.</p> <p>No secure cycle parking.</p> <p>No dedicated cycle routes into the town, apart from the railway walk.</p>	<p>To improve road signage and directional boards around town centre and industrial estates.</p> <p>To open Northern bypass to improve accessibility.</p> <p>To provide more choice via planned public transport improvements, e.g., bus/rail.</p> <p>To introduce more wheelchair friendly buses.</p> <p>To relieve congested road junctions, e.g., Cangle Junction, A1307, Wrattling road traffic lights, etc.</p> <p>To review car parking charges with a view to shifting particular car park usage.</p> <p>To introduce a shop mobility scheme.</p> <p>To review bus routes to avoid delays through badly/heavily parked cars blocking routes.</p>	<p>23 road traffic accidents (RTA's) in 3 years in/around the town.</p>

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 TRANSPORT & ACCESSIBILITY			
Strengths	Weaknesses	Opportunities	Threats
		<p>To develop safer and more interesting walkways into the town from outlying areas as 34% of people walk into the town.</p> <p>To introduce public transport linked to employer/employee transport, health and entertainment. 35% said they would use it where they currently don't and 29% would use it more.</p> <p>To brighten up roundabouts, create more interest.</p> <p>To improve road links between Haverhill and Bury and Haverhill and Colchester.</p>	

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues

Key issues were identified by the four themed working groups as they undertook the market town Healthcheck, influencing factors being existing documents linked to information collated from the worksheets, plus comments made by those participating in the surveys conducted as part of the Healthcheck.

A summary of the key issues considered to be high priorities for action by topic area is outlined below, with certain of the views/comments made during surveys detailed beneath each of these Key Issues.

It is inevitable that there is overlap between topic areas, and whilst some of these issues form the themes for future projects, not all will be found in the projects identified later in this report.

Environment

- There is a need to protect/enhance important community buildings, e.g., Town Hall Arts Centre, library, community centre, Chalkestone Community Centre, Leiston Community Centre, Sports Centre, Bowls Club, Borough Council offices and various churches:
 - *Historic buildings were rated Poor to Average*
 - *22 respondents felt they were being lost*
 - *Anne of Cleves house could become a museum, meeting place, small B&B and venue for various receptions if acquired for the community*
 - *There is a lack of historic building and therefore an historic feel to the town*
 - *Those building that exist should be promoted more*
 - *Concern expressed about Grade II buildings being changed/altered*
 - *Distinctive buildings should be being built for future note*
- Bypass signposting needs to promote/encourage people into Haverhill and provide clear signposting to industrial estates:
 - *Gateways into town rated Average by 44% of respondents*
 - *'Welcome to Haverhill' not felt to be significant gateway by 4 respondents*
 - *More could be made of roundabouts, e.g., planting*
 - *First impressions count!*
- Soft landscaping would improve appearance of industrial estates and car parks. (52% of people visit by car):
 - *The removal of threat in car parks by improvements was also highlighted*
- Enhancement schemes would improve East Town recreation/nature park and West Park (flood park), along with a sculpture/public art on the Western Bypass:
 - *Green Areas rated Average (35%) to Good (31%)*
 - *18 respondents felt there were no decent parks or green areas*
 - *12 youngsters cited as perks being a reason for visiting the town*
 - *5 respondents felt there is a need for more parks and open spaces*
 - *One young person felt parks were always vandalised*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Environment

- Haverhill bus station would benefit from a redesign to provide a positive/promotional gateway into the town and reduce the threat from youngsters.
- Ongoing maintenance required to maintain town centre appearance:
 - *'Potholes in most roads', 'Too many uneven, broken missing paving slabs' cited by 33 survey respondents*
 - *21 youngsters mentioned that they felt the town was filthy with litter*
 - *3 respondents felt that the town looks uncared for*
 - *2 respondents felt that the street furniture was uncoordinated*
 - *2 businesses felt that maintenance of the town's public areas was required*
 - *Another business felt that the housekeeping in place should be maintained*
- Chalkestone Estate shops require refurbishment and letting.
- Car parks and pedestrian routes would benefit from improved lighting, reducing the threat and perception of crime.
- Pedestrian safety needs to be given higher priority, from cyclists, crime, etc.:
 - *Safety and Security rated Average (40.6%) to Poor (28.7%)*
 - *34 respondents felt unsafe throughout the town at night*
 - *25 respondents felt unsafe in Clements estate and other estates*
 - *13 respondents felt unsafe along the Old Railway lines*
 - *9 respondents identified more and well maintained lighting as a solution*
 - *5 respondents felt that CCTV cameras would make a positive contribution*
 - *The recreation ground, walkways from High St. to Argos car park and the bus station were mentioned as creating feeling of insecurity and threat.*
- Opportunity should be taken to illuminate important groups of trees.
- Haverhill developments must not be allowed to encroach too far into the surrounding hinterland.
- Important to preserve footpaths/cycleways and links into town, e.g., old railway line, Withersfield Road to Withersfield, Chalkestone Way through Kedington. Chalkestone to Sturmer, Rising Sun pub to Chapel Farm, Little Wratting.:
 - *Maintenance of public footpaths viewed as important by 9 respondents*
 - *Develop a network of off-road cycle paths linking main areas of the town, e.g., schools (2)*
 - *Develop footpaths to enable walks into the countryside*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Economy

- The ratio of jobs to housing requires monitoring as the population size and demographics changes over time:
 - *No work for people (1)*
 - *Two businesses chose Haverhill to set up in because of availability of skills*
 - *Excessive housing without additional facilities/infrastructure to support growth could create problems (3)*
 - *Two businesses saw Haverhill as the prime source of labour*
 - *Another business identified reasonably priced housing as having a positive impact*
 - *Of the businesses responding, 48% of their workforce fall into 25-44 year age group, followed by 36% in the 45-60 year bracket.*

- Higher paying employment needs encouraging.
 - *New businesses are needed and they need incentives (2)*
 - *High end residential development needed to encourage business managers/owners to set up and live in the area*

- High tech. research and development companies need to be encouraged to maintain and create employment opportunities.
 - *Need more employment opportunities (2)*

- Existing businesses and employers need to be made aware of help available to them to further encourage growth and development.
 - *Small enterprise centre for local small businesses needed*
 - *Haverhill has very few functions/events for its actual catchment area to enlighten businesses*
 - *Three businesses aren't aware of any economic development, funding or grant initiatives to help businesses*

- Businesses demonstrating growth should be 'encouraged' to move into larger premises, thereby freeing up small units for new business start ups.
 - *55.6% of respondents saw profits up over the last three years*
 - *78.8% of business respondents have seen an increase in employee numbers over the last three years*
 - *One business reported recent location to custom built premises influenced their growth*
 - *One business reported cost effective premises and staff have a positive impact on the business*
 - *Certain businesses saw some of their strengths as being the local stable economy, skills flexibility, expertise of employees and the quality and dedication of the staff*
 - *Conversely, weaknesses and threats were seen as the need for more skilled labour and availability of adjacent land to expand on*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Economy

- Need for better quality shops in the town centre, possibly a department store.
 - *Shops rated Average (40.1%) to Poor (26%)*
 - *Cafes/restaurants rated Good (29%) to Average (28%)*
 - *27.3% of respondents use Haverhill for shopping, followed by 21.6% for financial services*
 - *23.4% of respondents conduct convenience shopping, but 66.1% do both convenience and comparison shopping*
 - *Better selection and quality of shops (73)*
 - *Not enough shops (62)*
 - *Need more restaurants (8)*
 - *Need another supermarket (6)*
 - *Poor banking facilities, i.e., opening times and unhelpful service (3)*
 - *No improvement in towns retail mix, needs more balance (3)*
 - *Loss of major supermarket in town*
 - *Cambridge main competition, followed by Bury and then Saffron Walden*
 - *Better shops offering more choice*
 - *57% of respondents comparison shopping*
 - *Cambridge used particularly for clothing and footwear*
 - *Bury used for furniture*
 - *Clothing bought for reasons of Price and Value*
 - *Footwear and furniture for quality*
 - *Monthly average spend:*
 - *Clothing - £23.21*
 - *Footwear - £17.55*
 - *Furniture - £38.75*
 - *D.I.Y. - £11.73*
 - *Household Goods - £9.72*
 - *112 schoolchildren use Haverhill for shopping – ¾ of them everyday*
 - *Youngsters average weekly spend:*
 - *Newsagents and sweet shops - £5.71*
 - *CD's, DVD's and tapes, etc. - £12.20*
 - *Computer hardware, software and games - £29.45*
 - *Clothes - £25.64*
 - *Footwear - £30.23*
 - *Sportswear/equipment - £27.09*
 - *Misc. shops/goods - £19.08*
 - *54 youngsters feel there are no decent shops in the town*
- Need to investigate ways of making a 'shopping provision' available to villages using creative means, e.g., via mobile library service, meals on wheels, social services, internet access points in villages to town businesses, etc.
- Attention to town market required to maintain/increase numbers of stallholders, with consideration given to farmers market.
 - *Some market stalls don't turn up*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Economy

- An ongoing promotional campaign for the town is required, to promote facilities, assets, events, etc:
 - *Better promotion of Haverhill and its hinterland*
 - *Need a town manager based in Haverhill who actually promotes the town (2)*
 - *Appoint a local dedicated Haverhill development officer*
 - *We must keep promoting the town*
- As town grows, attention needs to be given to growing needs for another Primary and Middle school:
 - *Education not seen as a priority*
 - *Provide trained and educated population*
 - *Better than average schooling in the area has a positive impact*
 - *The lack of engineering skills coupled with the requirement for technical trades people does create difficulties in recruiting young people*
- More internet access points required:
- Tourist accommodation in the town is limited and needs addressing, as does the matter of restaurants:
- No Tourist Information Centre:
 - *Tourist attractions are missing, not identified or highlighted*
- Whilst not currently considered a tourist destination, the surrounding countryside sees more visitor activity. Consideration to producing a visitor guide/town trail should be given to encourage tourism:
- Better conference facilities could generate tourism:
 - *No decent hotels*
 - *Quality hotels and restaurants needed mentioned by two businesses*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Social & Community

- The need to provide rented/affordable housing for semi or unskilled workers:
 - *Housing should be made more affordable*
 - *Less high density housing as larger homes are required*
 - *Overdependence on social/affordable housing*
- The need for more housing for people with physical and learning disabilities:
- Too few doctors and dentists for the local population:
 - *19 respondents mentioned too few doctors and dentists*
 - *2 businesses cited the need for additional and improved social amenities such as doctors, dentists, schools and sports facilities*
- Difficulty in accessing Adenbrookes, West Suffolk and Newmarket via public transport. With no public transport to West Suffolk hospital:
- The need for adequate specialist and out-patient clinics. Limited family planning, chiropody, etc., with waiting lists and no out-patients available in Haverhill:
- With increasing elderly and disabled population, there is no 'one stop shop' facility embracing all healthcare facilities, e.g., home helps, etc.
- The provision of facilities and activities for the young, families and the elderly:
 - *Snooker and bowling most popular amongst youngsters (67)*
 - *Cinema too small, we need a better one (38)*
 - *Cinema too small and out of date – youngsters (29)*
 - *Need a meeting place – youngsters (27)*
 - *Need an internet café – youngsters (23)*
 - *Need more variety of entertainment (18)*
 - *No McDonalds – young person survey (13)*
 - *Not enough for youngsters to do (11)*
 - *More facilities in villages cited by 11 youngsters*
 - *Need activities for under 18's (10)*
 - *More nightclubs (5)*
 - *51.6% of respondents use Haverhill after 6.00pm for:*
 - *Arts Centre (32)*
 - *Pubs (31)*
 - *Takeaways and eating out (23)*
 - *Shopping (12)*
 - *Leisure Centre (7)*
 - *Meetings and socialising (7)*
 - *Evening classes (5)*
 - *Entertainment (4)*
 - *Park and gardens with flowerbeds, benches, picnic areas and play areas for children with sensory area and water and sand (12)*
 - *Youngsters estimated their weekly spend in going out – excluding travel – as £21.06*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Social & Community

- Sports and leisure facilities in need of refurbishment and expansion, from the young persons survey, the following were identified:
 - *Leisure and sports facilities rated Good (39) to Average (25%)*
 - *Need more facilities and choice for teenagers (57)*
 - *Not much for teenagers to do highlighted by youngsters (49)*
 - *33 youngsters cited the leisure centre being the reason for visiting Haverhill*
 - *Swimming most popular sporting activity (43), followed by football (38), tennis (19), all mainly carried out in Haverhill*
 - *Sports, leisure centre too expensive (10)*
 - *More sports facilities needed (9)*
 - *Skate park (11)*
 - *Sport centre too expensive (7)*
 - *Ice skating Rink (5)*
 - *Good football pitch required (5)*
 - *All weather sports facilities (4)*
 - *Leisure centre condition dire, sauna not working, swimming pool disgusting and overcrowded, badminton and squash courts never available (4)*

- Perception of crime:
 - *Lack of policing, more police needed in town (21)*
 - *Police service very hard to contact as the station is closed a lot of the time, e.g., weekends.*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Transport

- A northern bypass:
 - *Complete northern bypass*

- Review public transport provision from Haverhill to nearest large town and from villages:
 - *Buses services rated Average to Poor*
 - *64% of respondents said they would use public transport more, or where they currently don't, if it was linked to major employer/employee transport, health and/or entertainment*
 - *66.2% of respondents felt that information concerning public transport was easy to obtain*
 - *Buses unreliable (15)*
 - *Bus services non-existent to villages – Wixoe, Castle Camps, West Wickham (9)*
 - *Poor public transport (9)*
 - *Need more buses (6)*
 - *Not using Haverhill because of lack of public transport (4)*
 - *Park & Ride would be a good idea (3)*
 - *Better bus service to Hanlett end of town required (2)*
 - *Youngsters were asked for their views about public transport:*
 - *Train station needed (35)*
 - *Need more buses (14)*
 - *Buses every 5-10 minutes (11)*
 - *Taxis too expensive (11)*
 - *Buses unreliable and quite expensive (7)*
 - *Poor condition of buses (5)*
 - *Need an airport (4)*
 - *Average weekly journey costs for youngsters – excluding school £14.08*

- Need for fast bus service to nearest large town, e.g., Cambridge:
 - *Need more frequent buses to Cambridge, Bury, Newmarket and Colchester (14)*
 - *Travelling to Cambridge & Bury difficult as only one road through town (3)*

- Congested road and junctions requiring improvements, e.g., Cangle Junction, A1307, Bumpstead Road, Wrattling Road traffic lights:
 - *The town suffers from poor access and traffic congestion (10)*
 - *Congestion on the A1307 will get worse (3)*
 - *Main roads are too narrow to allow all HGV's to flow through town (2)*
 - *5 businesses highlighted Linton as a bottleneck during rush hours*
 - *3 businesses cited Cangle Junction*
 - *4 businesses mentioned Bumpstead road with Hollands road and also Sturmer junction*

HAVERHILL HEALTHCHECK and ACTION PLAN

5.0 Identification of Key Issues Continued

Transport

- Resolve pedestrian/vehicle conflict in town centre:
 - *Cars still parking and using pedestrianised town centre (14)*
 - *Cars shouldn't be in pedestrianised zone*

- Facilities for those using various forms of transport:
 - *52% of respondents travel into Haverhill by car, 34% walking, 7.4% public transport*
 - *Car parking was rated Good to Average*
 - *Not enough parking (23)*
 - *Shouldn't have to pay for parking/too expensive (12)*
 - *74% of respondents use car parks for reasons of convenience*
 - *77% of these car park users require a space for between 1 and 2 hours*
 - *No railway station (29)*
 - *Cycle facilities rated as Poor*
 - *Not enough cycle lanes/facilities to encourage cyclists (27)*
 - *Pedestrian route ways rated as Good*
 - *But need to be maintained (9)*
 - *Cycle paths inaccessible for wheelchair users*
 - *Directional signs rated as Good*
 - *But signs complicated, confusing and need cleaning (10)*
 - *When travelling outside Haverhill, 39.8% use a car, 24.3% a bus/coach and 12.4% walk*
 - *Good road links were the reason for one business setting up in Haverhill, as was its closeness to the airport*
 - *3 businesses see improvements to road links between Haverhill and Bury, and Haverhill and Colchester as being necessary to help generate business, the northern bypass also featuring in this view*
 - *89% of the business workforce responding to the business survey live within 5 miles of their place of work*

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 Haverhill Vision

The Healthcheck process recommends developing a vision for every market town which has broad objectives and can act as a reminder of the overall objectives.

The vision should set out what local people want, be ambitious, practical and realistic.

The Healthcheck process conducted in and around Haverhill identified various aspirations of the local people and how they would like to see Haverhill and the surrounding area in 10-15 years time.

Elements of the community's vision for Haverhill:

- ❖ A clean and well maintained town and surroundings
- ❖ A good range of shops providing quality, specialist goods, range and choice
- ❖ A healthy commercial centre with a good retail/professional services balance
- ❖ More youth clubs/nightclubs for under 18's
- ❖ More facilities for teenagers
- ❖ More facilities for young and old
- ❖ Open and green spaces for community use and enjoyment
- ❖ More reliable and regular public transport within hinterland and to major towns/cities
- ❖ A town with character making best use of the limited historical buildings/heritage
- ❖ A broad range of healthcare facilities for all
- ❖ An improved and safer town environment for pedestrians
- ❖ Accessibility for disabled people
- ❖ A broader range of entertainment for all
- ❖ Improved sport and leisure facilities, at a price to encourage use
- ❖ Quality restaurants and accommodation to encourage business and tourism
- ❖ Increasing range of facilities commensurate with housing expansion
- ❖ A safe environment
- ❖ Good communication between all sectors of the community, business, councils, residents, etc.
- ❖ A town promoting itself internally (signage, notice boards) and externally (literature, website, selected media, etc.)
- ❖ Better access for pedestrians and cyclists
- ❖ Ongoing traffic management
- ❖ Ongoing opportunities to entice new businesses in and provide employment
- ❖ A person to develop and deliver what the town needs
- ❖ Provide training/skills development to meet the changing employers needs

From the above elements a Vision statement has been developed.

HAVERHILL HEALTHCHECK and ACTION PLAN

6.0 Haverhill Vision

The Vision for Haverhill:

- ❖ Haverhill will work to maintain an attractive, clean and safe environment and make the most of its natural and built heritage for the benefit of the community and visitors.
- ❖ Haverhill, through the use of improved signage to and around the town, posters/billboards, etc., will become recognised as a town offering a broad range of shops and services, from independent specialists to possibly some more recognised names. Additionally, attractions and amenities like parks, 'open community areas', improved cinema, restaurants, cafes, increased variety of shops, specialist shops, increased awareness of Town Hall, etc., coupled with unrivalled customer service, will provide residents and visitors with the opportunity to meet for pleasure or business, attracting good levels of spend from locals, rural residents and visitors.
- ❖ Haverhill will, over time and with careful planning, provide a welcome diversion for the visitor/tourist, providing visitors with the opportunity to meet for pleasure or business, providing further opportunities to develop sustainable tourism and related businesses.
- ❖ Haverhill will encourage individuals, businesses and organisations to invest in high quality education and training for all ages. It will work with community and voluntary groups to improve skills, increase jobs opportunities, boost the local economy and maximise economic benefits.
- ❖ Haverhill will be a town which is safe and easy to access for residents of the town and villages, visitors, those with disabilities, those without cars, cyclists and pedestrians and which has a range of opportunities for recreational walking and cycling related activities.
- ❖ Haverhill will offer facilities to attract all age groups, from the very young, families, elderly and disadvantaged, this will be achieved in part by working with voluntary and community organisations willing to get involved to develop better amenities, facilities and cultural activities for everyone.

HAVERHILL HEALTHCHECK and ACTION PLAN

7.0 Strategic Objectives:

Strategic objectives provide direction to the Action Planning process, such objectives being derived from the vision statement.

These objectives will help identify priorities and be the measure against which future progress can be evaluated.

Strategic Objectives for Haverhill and its hinterland:

1. To conserve the local heritage, historic buildings and sites and maintain the built environment and infrastructure in good condition.
2. To explore and develop better links between Haverhill and its rural hinterland for the benefit of the town, nearby villages and the rural population.
3. To encourage and promote community involvement in all aspects of local life through better communication, building capacity, fostering local pride and supporting the activities of community and voluntary organisations.
4. To target the needs of young people, the elderly, young families and disadvantaged groups by improving services, facilities and addressing safety issues.
5. To develop more opportunities for everyone in the community to participate in a wider range of recreational, sporting, cultural and learning activities.
6. To strengthen the local economy by encouraging more use through an improved range and quality of the retail provision, this to include local businesses and the encouragement of business start-ups, all supported by business advice and services.
7. To develop tourism in the area through the improvement of local facilities, accommodation, the promotion of the areas assets, targeting key visitor markets, thereby increasing visitor numbers, Haverhill's visibility as a tourist attraction and the amount of spend through tourism.
8. To improve skill levels and business performance through investing in education and training.
9. To continue the improvement of access to and around Haverhill and its hinterland through the improvement of public transport, parking, cycling, walking, disabled access, bus stops, cycle storage, ramps, etc.
10. To improve and extend opportunities for recreational walking and cycling along town footpaths, rights of way and cycle routes for both local people and visitors.

HAVERHILL HEALTHCHECK and ACTION PLAN

8.0 Key Themes

From the outputs emerging from the Healthcheck work, certain key themes emerged which encapsulate the Vision, the Strategic Objectives and ultimately the proposed Projects.

- Quality of Life (A)
- Town Enhancement Initiatives (B)
- Business Opportunities (C)
- Education and Training Opportunities (D)
- Promotion of Haverhill and Hinterland for Business and Tourism (E)
- Health Care facilities (F)
- Improved and Sustainable Transport Provision (G)

HAVERHILL HEALTHCHECK and ACTION PLAN

9.0 Quick Win Projects:

The quick win projects identified on the following pages have a fit within the strategic framework required for the town and the longer term regeneration projects identified under section 10.0.

It will be seen that the majority of the projects could be implemented relatively quickly and produce positive benefits across the range of environment, economic, social and community and transport themes.

Obviously a degree of funding will be required, as will champions/leaders to bring the projects to fruition, again this is where existing members of the theme groups and the Haverhill Partnership can make a significant contribution.

Quick Win Projects:

Project Title:	Description:	Champion/Lead:	Cost:
Recreation Ground Improvements.	Provide more benches, a better play area and football pitch and more flower beds.		
Meeting Place.	Provide a meeting place where young children can meet up.		
Promotion of existing events.	Produce a promotional campaign highlighting events already planned, Eg., concerts, open air concerts, fetes.		
Modern films showings.	Show more up to date films to appeal to a broader audience and potentially increase attendance at the Arts Centre.		
Improved lighting.	Identify areas in Haverhill which create fear and avoidance and improve lighting through renewal, clearance of foliage, etc.		
Improved bus services.	Review current provision, with particular attention being paid to services linking outlying villages, late services from and to Haverhill.		
Bus service information.	Improve access to information relating to bus services. Look to provide greater accessibility via a variety of media, eg., posters, leaflets, websites, town and village locations, annual/regular publications/newsletters.		

HAVERHILL HEALTHCHECK and ACTION PLAN

9.0 Quick Win Projects:

Project Title:	Description:	Champion/Lead:	Cost:
Cleaning maintenance of Haverhill town centre.	Regular cleaning programme implemented, with particular emphasis placed on clearing up after market days.		
Soft landscaping	Soft landscaping of industrial estates and car parks to improve and enhance there appearance and further encourage use.		
Town information	Provide colourful and informative maps of the town and its attractions and amenities at various strategic locations, in, around and on the edges of the town.		
Community Activity.	Publicise the number and level of community activity currently available within the town and hinterland to encourage further membership, provide something for differing sectors of the population to do and promote the development of additional groups.		
Computer/Internet access points	Provide more computer internet access computers in the library and other public areas.		
Business Advisor.	Investigate the creation of the post (F/T or P/T) of a business advisor for new and existing town businesses to encourage start-ups and growth.		
Odour control.	Investigate ways of removing the odour from the town sewage works.		
Town Image.	Develop a promotional campaign which drip feeds local people and visitors on good news, highlighting the attractions and amenities available.		

HAVERHILL HEALTHCHECK and ACTION PLAN

10.0 Prospective Projects:

The prospective projects outlined on the summary pages 42 to 43, and in more detail on pages 44 to 88, have been identified as a result of the four theme groups considering the facts, comments and ideas contained within the research undertaken as part of the Healthcheck process, e.g., Snapshot, Worksheets, Surveys, Demographic information, etc. From this they identified Key Issues and priorities for action.

These prospective projects vary in complexity, implications and involvements, some could progress relatively quickly whilst others are purely at the ideas stage. This provides the opportunity for the Haverhill Strategic Partnership to examine the projects and re-prioritise, add and amend if it is felt necessary. Activity which could and should involve members of the Theme Groups.

The project list is not meant to be exhaustive and should be further developed by the partnership as the action plan is progressed.

HAVERHILL HEALTHCHECK and ACTION PLAN

Prospective Projects:	Theme:	Page:	Champion/Lead:	Cost:	Funding:	Priority	Timescale:
Arts Centre	A	45				Medium	5 years
Increase Household earnings	A	46				High	2 - 5 years
Location of Shopping Provision	A, C	47				High	ASAP
Maintain active labour market	A, C	48				High	Ongoing
Provision of non-vocational courses	A, D	49				High	Ongoing
Britain in Bloom/Best Kept Village	A, E	50				High	ASAP – review Plan in 2 years
Specialised Housing	A, B	51				High	ASAP
Haverhill Town Centre Retail Balance	B	52	T/C Working Group			High	ASAP
Improving the towns profile	B	53				High	ASAP – review Plan in 2 years
Improved Signage	B	54				High	ASAP Plan in 2 years
Improvements to road signs and maps	B	55				High	ASAP
Market facilities in Haverhill town centre	B, C	56				High	Ongoing
Shop closures and vacancy rates	B, C	57				High	ASAP
Improvements to Cangle Junction	B, H	58				High	Within 1 year
Pedestrian conflict in High Street	B	59				High	ASAP
Town Centre modernisation	B	60				High	5 – 10 years
Car Parking	B	61				Low	Review with spmkd dev dev
Tackling long term unemployment	C	62				High	1-2 yrs review Then ongoing
Industry economic diversification	C	63				High	ASAP review Plan in 2 years
More diverse employment opportunities	C	64				Medium	2-5 years
Maintaining/increasing job availability	C	65				Medium	Ongoing
Business expansion	C	66				High	ASAP
Business support in locating to town	C	67				High	ASAP review
Encouraging Tourism	C, E	68				High	ASAP review
IT Strategy	C, D	69				High	Ongoing
Internet provision and awareness	C, D	70				High	ASAP

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Prospective Projects:	Theme:	Page:	Champion/Lead:	Cost:	Funding:	Priority	Timescale:
Investment Grant availability	C	71				High	5 year review
Retail Rent Levels	C	72				High	Ongoing
Business Support	C	73				High	Set up ASAP
Business Support Organisation	C	74				High	ASAP
Regular Business Events	C, E	75				High	Bi-annual
Broadband	C	76				High	ASAP review
Meeting & conference facilities	C,E	77				High	ASAP review
Hotel and Conference Centre/Venue	C, E	78				Medium	Develop in step with bypass
Vocational Training	D	79				High	Ongoing
School Leaver Qualifications	D	80				High	ASAP
Primary & Middle School provision	D	81				High	Ongoing in line with housing
High School exclusions	D	82				High	Ongoing
Town Centre Promotion	E	83				High	ASAP review 2 yrs a promo. Campaign
Increase Tourism activity	E	84				High	ASAP review 5 -10 yrs for a major attraction(s)
Dedicated Tourist Information Centre	E	85				High	2 years review
Business Directory and Website	E	86				High	Ongoing
Increased Healthcare/ Healthy Living Centre	F	87				High	ASAP review 10 years to develop
Future Rail link for Haverhill	G	88				High	ASAP for action following feasibility study

HAVERHILL HEALTHCHECK and ACTION PLAN

Prospective Projects:	Theme:	Page:	Champion/Lead:	Cost:	Funding:	Priority	Timescale:
Public Transport Timetables	G	89				High	Ongoing
Public Transport Improvements	G	90				High	Ongoing
Village/Town Cycle and Footpaths	G	91				High	Ongoing
Completion of Northern Bypass	G	92				Medium	Ongoing

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Quality of Life.
Project Title:	Arts Centre.
Project Description:	Provide an extension to the existing arts centre.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To provide appropriate workshop space to alleviate the current shortage of space. - To further enhance and promote art and cultural facilities within the town and surrounding area.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - History group extremely short of space. - Practice and workshop space limited. - Centre Stage Company would welcome support from Arts Group. - Arts Centre recognised as venue meeting a need, limited in its 'offer' by building constraints.
Timescale:	- 5 years.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Arts Council - EEDA.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Review current and potential use of the Arts Centre. - Identify further potential uses to which centre could be put. - Assessment required as to feasibility and sustainability of extending the present building. - Identify grants/funding which may be available for specific Arts Centre uses.
Possible Funding Sources:	<ul style="list-style-type: none"> - Lottery. - Arts Society. - EEDA. - Eastern Art.
Priority Level:	- Medium.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Quality of Life
Project Title:	Increasing Average Household Earnings
Project Description:	With the average earnings in the area between £10,000 and £20,000 – which reflects the current remuneration rates, higher paying employment/employers need encouraging into the area to both encourage locals with higher aspirations to stay and ensure that house prices do not go beyond the level of those wishing to remain in the area.
Benefits/Outcomes Of the Project:	<ul style="list-style-type: none"> - Raise the level of pay and thereby improve the living standards and economic security of the town and hinterland. - R & D work required in Cambridge area demands higher skill levels and pay. Opportunity to provide this workforce. - Jobs created. - Jobs safeguarded. - High quality starter businesses. - Improved training opportunities. - Raised remuneration levels.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Current average household earnings £353.00 per week (EC1C4) - Rising house prices creating difficulties for new/young purchasers to local housing.
Timescale:	<ul style="list-style-type: none"> - Activity to address is required within the next 2 – 5 years - Possibly determined by the speed of development of the Bumpstead Road site and the prestige site at the western end of the southern bypass. - Also dependent upon the type of employment attracted.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Enterprise 2000. - Private developers. - Trade Unions.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - St.Edmundsbury Borough Council, via planning dept. play a key role in determining the type of employment to be encouraged into the area – considering the objective of raising remuneration levels. - Opportunities identified regarding premises, funding, grants, etc., to encourage/entice appropriate businesses into the area. - Likely partners contacted and invited to participate in developing the plan.
Possible Funding Sources:	<ul style="list-style-type: none"> - Borough Council. - EEDA. - European Social Fund. - SMART. - Relevant Government Initiatives. - Private Developers.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Quality of Life / Business Opportunities
Project Title:	Location of Shopping Provision
Project Description:	Methods of providing sustainable shopping ‘facilities’ within the hinterland and on town housing estates by more creative means than merely building/opening shops.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide a service for small communities where the provision of village shops and post offices is considered uneconomic. - Help maintain a lively community. - Possibility of restoring corner shops in outlying areas of the town. - Provide wider choice and variety of goods and services. - Residents benefiting from shopping locally to home. - Businesses providing a service and increasing turnover. - Creative uses of existing services, making them more viable. - New innovative services meeting a variety of residents needs.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - One food supermarket and DIY store outside the town centre. - Some villages don’t have a shop. - Shopping difficult for those with limited transport or housebound.
Timescale:	<ul style="list-style-type: none"> - ASAP – there is an urgent need to improve facilities in some of the smaller communities.
Possible Partners:	<ul style="list-style-type: none"> - Parish Councils, Haverhill Town Council. - St. Edmundsbury Borough Council, Suffolk County Council. - Social Services. - Library Service. - Other community oriented organisations providing services to local communities, e.g., public transport. - Developers. - Community and Residents Associations. - Community and Voluntary Groups. - Users of various services. - Supermarket/store operators.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Identify those communities with shopping provision problems. - Identify the nature of the problem, e.g., type of provision missing, number of potential users, frequency of use, likely spend of users, other service providers operating in areas with these problems, etc. - Investigate the possibility of utilising existing services to provide shopping services, e.g., mobile library, meals on wheels, social services, internet access points in villages/ town businesses, etc. - Explore what financial assistance might be available to keep shops/post offices open in rural communities. - Consider public transport linkages.
Possible Funding Sources:	<ul style="list-style-type: none"> - Parish Councils, Haverhill Town Council. - St. Edmundsbury Borough Council, Suffolk County Council. - Private Developers.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Quality of Life / Business Opportunities.
Project Title:	Haverhill's active labour market.
Project Description:	Whilst the labour participation rate is currently above that of the East of England, a watching brief needs to be maintained as the population changes.
Benefits/Outcomes of the Project:	- Maintain an economically active population.
Key Issue Summary Healthcheck: (cross-references)	- 68.3% of local population are economically active compared to 64.3% in East of England.
Timescale:	- Ongoing.
Possible Partners:	- Job Centres. - Employers. - Trade Unions. - Haverhill Town Council. - St.Edmundsbury Borough Council.
Possible Strategies to 'Kick-start' the Project:	- Bring partners together periodically to review position and recommend action as deemed necessary.
Possible Funding Sources:	
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities / Quality of Life
Project Title:	Provision of non-vocational courses.
Project Description:	Provision of courses in line with requests and identified need.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Maintain current level of courses available. - Develop individuals - broaden knowledge base - Provision of courses which are under-subscribed. - Develop learning programmes to extend participation in education learning and training for the young and adult population.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Provision currently expanding to fill people's needs.
Timescale:	<ul style="list-style-type: none"> - Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - West Suffolk College. - WEA. - Students and potential students. - Employers. - Job Centres - Connexions. - Learning and Skills Council.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Review what is currently available, and identify trends in requests for non-vocational education/training. - Via discussion with partners, identify future courses which could provide positive development of individuals.
Possible Funding Sources:	<ul style="list-style-type: none"> - West Suffolk College. - Local Education Authority.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill for Business and Tourism / Quality of Life.
Project Title:	Britain in Bloom/Best kept village competition.
Project Description:	Entry to the Britain in Bloom for Haverhill town, with local villages participating in the Best Kept Village competition.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Raise the profile and image of the town. - Give a greater sense of ownership to the townspeople. - Provide a more pleasant environment for residents, visitors and tourists. - Provide addition attractions to further encourage tourism.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Little or no involvement. - Lost opportunities to encourage sense of pride. - Lost opportunities to improve the town's appearance.
Timescale:	<ul style="list-style-type: none"> - ASAP – to investigate reasons why town has not entered Britain in Bloom previously. - Within 2 years to have a plan for competing in place
Possible Partners:	<ul style="list-style-type: none"> - Parish Councils. - Haverhill Town Council. - St.Edmundsbury Borough Council. - Town Centre traders/businesses. - Enterprise 2000. - Residents Associations. - Towns and village people.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Conduct investigation to establish what interest has been shown in the past. - Identify villages which would fulfil requirements of Best Kept Village competition and if there is interest in pursuing possibility.
Possible Funding Sources:	<ul style="list-style-type: none"> - Parish Councils. - Haverhill Town Council. - St.Edmundsbury Borough Council. - Town Centre traders/businesses. - Identified villages.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives / Quality of Life.
Project Title:	Specialised Housing.
Project Description:	Provide more independent, sheltered and respite accommodation as well as more housing for people with physical and learning disabilities.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To open up the market by providing specialist housing, thereby releasing desirable housing. - To provide housing with a communal room for socialising within the new development. - Encourage local people to stay in the area, and also newcomers. - Allowing the elderly to retain their independence in their local community.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Need for more housing for people with physical and learning disabilities. - More practical accommodation for the elderly who can live independently. - Homelessness could increase due to changes in legislation, e.g., Homeless Act 2002.
Timescale:	- ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Papworth Trust. - Mencap. - English Churches Housing. - Housing 21.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Hold discussions with housing representatives to pinpoint specific issues and problems. - Identify opportunities for providing sheltered and respite accommodation, e.g., change of use of existing buildings, utilisation of currently vacant buildings, etc.
Possible Funding Sources:	<ul style="list-style-type: none"> - Private developers. - St.Edmundsbury Borough Council.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives
Project Title:	Haverhill Town Centre Retail Balance.
Project Description:	Address the geographic size/layout and quality of the shopping provision within the town centre. With less than 10% turnover of shop ownership within the last three years, there is a need for shops offering choice, range and quality.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Town Centre Working Group - Fill gaps which currently exist in retail provision. - Encourage more shoppers to use Haverhill. - Increase spend by a broader cross-section of the demographic. - Encourage business set ups in a town demonstrating potential. - Present a more attractive town centre to those families considering moving into the area. - Development of shopping 'areas' as opposed to the linear layout currently prevalent in High and Queen Streets. - Higher spend in town businesses. - Increased footfall leading to renewed interest and investment.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - No new shops have opened within the last three years. - 66.1% surveyed use Haverhill for comparison shopping. - 89.2% use town at least once a week. - 73 people want more shops with 'better selection and quality'. - 40.1% of respondents rate shops as Average, 26% rating them as Poor. - Cambridge is the town's main competitor, followed by Bury. - Utility companies lack a presence in the town.
Timescale:	<ul style="list-style-type: none"> - ASAP. - Interest from larger departmental stores may require population growth.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council, St.Edmundsbury Borough Council. - Suffolk County Council. - Private Developers. - Community Groups and townspeople - Trade Association. - Local existing traders/businesses and large national retailers. - Utility Companies.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Use recent surveys to identify gaps in retail offer. - Identify national and local specialist retailers/providers who could fill those gaps, investigate their level of interest. Possibly construct a 'commercial pack' for interested businesses. - Conduct further work on possible town centre layout/appearance. - Work with partners to construct a brief for a developer to build ideas for 'remodelled' town centre.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council, St.Edmundsbury Borough Council. - Suffolk County Council. - Private Developers. - Utility companies and retailers.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives.
Project Title:	Improving the town's profile.
Project Description:	Help to improve Haverhill's profile and make it more attractive to shoppers and visitors alike.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Make Haverhill their first choice when deciding to go shopping. - Soft landscaping in appropriate areas. - Bus station improved. - Increase local spend. - Encourage investment in the town centre. - Encourage new businesses to set up and existing ones to refurbish and invest. - Generate appeal to those in the hinterland and beyond.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Not presently involved in 'In Bloom' competitions. - Soft landscaping to make certain architectural features more appealing to both resident and visitor. - Certain floral display improvements have been made in town, with the brightening up of certain estates.
Timescale:	<ul style="list-style-type: none"> - ASAP – to investigate what provision there currently is. - Within 2 years to have a plan of action in place.
Possible Partners:	<ul style="list-style-type: none"> - Town Centre Working Group - Haverhill Town Council. - St.Edmundsbury Borough Council. - Local businesses. - Enterprise 2000. - Schools. - Employers. - EEDA. - Local interest/community groups - Local garden centres - Residents.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Run a competition and/or conduct specific surveys to obtain ideas from partners to identify what and how improvements should be brought about. - Commission a review of town centre to establish its ideal 'footprint', as it currently extends/straddles a large area. Retail balance, geographic layout, soft and hard landscaping as well as further developments could be elements of this town appraisal brief. - Investigate what assistance is likely to be available for any future town centre improvements.
Possible Funding Sources:	<ul style="list-style-type: none"> - EEDA. - European Social Fund. - SMART. - Local businesses.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Centre Initiatives.
Project Title:	Improved signage to visitor attractions and amenities.
Project Description:	Need for signposting the town centre and on its fringes indicating where attractions are located, e.g., Arts Centre, Sports Centre, Community Association buildings, recreation areas, etc.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Let people know what is available and where to find it. - Heighten attraction awareness. - Encourage attraction usage. - Opportunity to standardise signage approach. - Reduce frustration and 'never again' mind-set of first time visitors.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Limited directional signage within town centre. - Attractions not highlighted/promoted via signage.
Timescale:	<ul style="list-style-type: none"> - ASAP – to assess what the needed. - Within 2 years to have a plan in place.
Possible Partners:	<ul style="list-style-type: none"> - Attraction providers. - General public. - Haverhill Town Council. - St.Edmundsbury Borough Council. - History Group.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Undertake a review of all current signage. - Identify attractions and amenities which should be signposted. - Use local press to get general public involved in identifying attractions and amenities. - Discuss with local authorities what is permissible and develop other methods of 'signposting' to overcome legislative obstacles.
Possible Funding Sources:	<ul style="list-style-type: none"> - Providers of attractions. - Haverhill Town Council. - St.Edmundsbury Borough Council.
Priority Level:	<ul style="list-style-type: none"> - High.

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Project Theme :	Town Enhancement Initiatives.
Project Title:	Improvements to road signs and provision of maps.
Project Description:	Improve road signage in the Haverhill area, pedestrian signage in High Street and introduce more visitor information points.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To help visitors find their way in and around Haverhill. - Encourage those passing close by to visit the town. - Highlight the attractions and amenities which Haverhill has to offer. - Reduce frustration of first-time visitors.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Poor town centre signage. - One information board tucked away in the bus station. - Advertisers have to pay to feature on this one information board. - Opportunities to advertise and promote what Haverhill has to offer being missed. - Frustration of not finding/being aware of what is available.
Timescale:	- ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Liaise with Highways department of relevant councils, eg., Town, Borough and County to establish current thinking and plans for the area. Also any bylaws/restrictions which might inhibit a creative approach to the development of a themed approach to signage in and around Haverhill and the hinterland. - Identify key locations in/around Haverhill and the hinterland where information points would prove effective and encourage people into the area, eg., main road lay-bys, heavily used facilities – library, sports centre, village community centres, etc. - Develop a policy to current and future signposting, relating to type, size, colour, quality and number. To ensure that signage is effective and not a distraction or hindrance.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives / Business Opportunities.
Project Title:	Market facilities in Haverhill town centre.
Project Description:	Revitalise the Friday and Saturday street markets.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Increased interest in the street markets. - Opportunity to expand market over increased number of days with other product types. - Provide wider range of products/services via street market. - Innovative market introduced, e.g., continental, farmers, etc.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Friday market in market square, Saturday market in High Street. - Limited range – flowers, plants, fruit and veg., clothes, pets and eggs. - No Farmers market – occasional one outside of town.
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - Market Traders. - Town centre shop owners. - Shoppers.
Possible Strategies to ‘Kick-start’ the Project:	- Hold joint discussions with market traders, council and shop owners to gauge views and opinions about current market – its potential, its future, shoppers imperatives, etc.
Possible Funding Sources:	<ul style="list-style-type: none"> - St.Edmundsbury Borough Council. - Market Traders.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives / Business Opportunities.
Project Title:	Shop closures and Vacancy rates.
Project Description:	Shop premises ‘turnover’ is low, however this must not be allowed to lead complacency in these competitive times when businesses fortunes can change dramatically and quickly.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Identify early, those businesses likely to suffer through internal or external pressures. - Identify gaps in the retail balance which could be encouraged to locate/set-up in Haverhill to fill vacancies and provide balance. Turning a negative (vacancy) into a positive (good retail balance). - Identify reasons for business premises turnover. - Identify remedies and forward plan, to avoid vacant premises from becoming a problem.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Low ‘turnover’ of premises (0-10%) over last 2 years. - 5 vacant premises in town centre. - No premises have been vacant for more than 5 years. - No news shops have opened within the last 3 years. - No promotion of Haverhill as a shopping destination takes place. - Forward planning is required to ensure events don’t overtake current situation.
Timescale:	- ASAP – to set up mechanism for investigating reasons for closures.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Traders Association. - Retailers/Traders. - General Public.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Review Customer Visitor Survey to identify the type of shopping, nature of outlets and spending levels currently being conducted elsewhere. - Identify retailers, local/national, that could provide more retail balance in the town centre. - Produce ‘commercial pack’ to promote the area to prospective retailers. - Develop proactive ‘visitor days’, designed to sell the town and its potential to prospective retailers. Such visits providing tour of town/hinterland, examples of successes, demographic profile, expansion past and forecast, etc. Good news stories....
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Traders Association. - Retailers/Traders.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives / Improved and Sustainable Transport Provision.
Project Title:	Improvements to Cangle Junction.
Project Description:	The Cangle Junction has been recognised in two previous transport studies as the most congested junction in Haverhill. Tesco's arrival provides an opportunity to improve matters.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Possibility of a one way system operating around the proposed new Tesco site, reducing traffic congestion by this store in the Pightle and the Cangle Junction. - Free flowing traffic. - Reduced accidents.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Cangle Junction congested area. - Other congested areas; A1307, Bumpstead Road, Wratting Road, Ring Road north of Haverhill, Linton – by Haverhill/Cambridge commuters, Camps Road, Crowland Road caused by parking.
Timescale:	- 1 Year – or when Tesco is completed.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Tesco.
Possible Strategies to 'Kick-start' the Project:	- Have discussions with partners to identify planned improvements or develop plans for improvements.
Possible Funding Sources:	<ul style="list-style-type: none"> - St.Edmundsbury Borough Council. - Suffolk County Council. - Tesco.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives.
Project Title:	Pedestrian conflict in High Street.
Project Description:	Control and clarification of pedestrianisation in the town centre.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To provide a safe environment for pedestrians in the town centre. - To encourage greater use of the town centre through a 'feel safe' factor in the minds of those using. - To further encourage families with young children. - Opportunity to promote as a safe environment for families, children, elderly, disabled, etc.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Pedestrianisation of High Street is not fully implemented. - Premises with High Street only access have dispensation during pedestrianisation hours for access/deliveries, this is abused by other businesses with no need for access during pedestrianisation hours. - Queen Street has two-way traffic movements due to building works.
Timescale:	- ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Police. - Town Centre businesses.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Review current views of town businesses to tighter controls over traffic. - Possible opportunities to co-ordinate any changes/amendments to changes to town centre layout/footprint.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives.
Project Title:	Town Centre Modernisation.
Project Description:	Review and develop the retail offer, layout and architecture of the town centre, positioning it as a place to shop and visit.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To provide a shopping centre which fully meets the needs of a changing and growing town. - Capitalise upon the features of new and old buildings. - Provide and maintain a compact centre. - Finalised pedestrianisation scheme in place.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - No improvement in the towns retail mix to provide balance and provide products/services currently being provided by Haverhill's competing towns – namely, Cambridge, followed by Bury and Safron Walden. (Customer Visitor Survey) - Need more shops of better quality – a point made by 73 respondents in Customer, Visitor Survey (Aug. 2003), including the point concerning attracting a major retail name/chain. - No decent shops – comment made by 54 respondents in Young Persons Survey (Aug. 2003) - No shopping centre/retail names (Young Persons Survey) - Shops rated as Average in Customer, Visitor Survey. - Cafes/Restaurants rated as Good to Average. - Historic Buildings rated as Poor. - Facilities for teenagers rated as Poor. - Gateways into the town, Street Surfaces, Street Furniture, Shop Frontages, Green Areas, Lighting, Cleanliness and Safety and Security all rated as Average. - Lack of restaurants, supermarket - Retail shops have diminished creating a decline in the general appearance of the town.
Timescale:	- 5 – 10 years.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Enterprise 2000.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Instigate a wide ranging review of the current town centre. - Utilise Healthcheck surveys, identifying views, usage of current town centre, likes and dislikes, competing towns and businesses.
Possible Funding Sources:	<ul style="list-style-type: none"> - Local businesses. - New businesses. - St.Edmundsbury borough Council. - EEDA. - European Social Fund.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Town Enhancement Initiatives.
Project Title:	Car Parking.
Project Description:	Review current car parking facilities and pricing, and consider the integration of Tesco's future car park.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provision of easy find and use car parking. - Car parking distinctive as being reasonably priced for Haverhill users.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Ehringsausen Way car park has 199 parking bays. - Sports Centre has 138 bays. - Town Hall has 160 bays. - Lower Downs Slade has 138 bays. - Land at rear of Argos/Peacocks has parking for 75. - Unrestricted parking within 5 minutes of town centre on Camps Road, Chantry Road, Mill Road and Hamlet Road.
Timescale:	- ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Tesco.
Possible Strategies to 'Kick-start' the Project:	- Modify visitor parking behaviour by addressing car parking charges applied to the various car parks around the town.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Tesco.
Priority Level:	- Low.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Tackling Long Term Unemployment
Project Description:	A concerted effort is required to reduce long-term unemployment in the area through job creation, new training skills and opportunity awareness, etc.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Encourage people back to work. - Instil pride and sense of purpose into those currently unemployed. - Increase the labour pool. - Reduced unemployment through job creation. - Employers assisted with apprentices/job trainees. - Reduced crime and vandalism. - Positive PR. for the Haverhill and area.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - 25.7 % of the unemployed within the Haverhill and Sudbury travel-to-work area having been unemployed for over 6 months. (30% in East of England, 32.8% in Great Britain.) - Unemployed youths (16-24) represent 31% of all unemployed in the local area. (26% in East of England)
Timescale:	<ul style="list-style-type: none"> - Initial action to begin within 1 – 2 years. - Ongoing, as employment market and opportunities change.
Possible Partners:	<ul style="list-style-type: none"> - Local employers – particularly those offering apprenticeships/training opportunities. - Enterprise 2000. - Jobcentres. - Training Agencies. - Learning and Skills Council. - Schools with links to employers. - Trade Unions. - EEDA.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Identify and call together advice/career/training/employment providers to agree size and nature of problem, e.g., numbers unemployed, age, gender, reasons, location, circumstances, etc. - Identify existing employment opportunities. - Identify opportunities to create openings for training, broadening/strengthening existing skills. - Create plan of action involving all relevant agencies.
Possible Funding Sources:	<ul style="list-style-type: none"> - EEDA - Government Employment/Training Initiatives. - Private Developers.
Priority Level:	- High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Spreading Industry Economic Dependence
Project Description:	Create and maintain employment opportunities whilst lessening dependence upon any one particular industry sector by encouraging 'high-tech' employment, e.g., research and development.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Reduce the need for people to commute out of town everyday. - Introduce high-tech employment into the area. - Ensure that the required skills are made available. - Stop high earning employment from leaving the area. - Employment levels safeguarded. - New employment identified and introduced into the area. - New skills training planned in advance of employment.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - History has demonstrated changes in the type of employment available in Haverhill, e.g., decline in textiles and engineering. - An overdependence on one type of employment should be avoided, thereby minimising any problems associated with industry sectors being adversely affected by the local, national or international climate. - 15.5% of employees worked for companies in 2001 which employ 200+
Timescale:	<ul style="list-style-type: none"> - ASAP to investigate the current employment market. - Plan/strategy in place within next two years.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Enterprise 2000. - Private Sector. - Trade Unions. - EEDA.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Meet with possible partners to: - Conduct review of employers in the area. - Identify likely changes to employment patterns in next 5-10 years. - Identify preferred employment. - Identify opportunities available – premises, funding, schemes, etc.
Possible Funding Sources:	<ul style="list-style-type: none"> - Town Council. - Borough Council. - Suffolk County Council. - Enterprise 2000. - EEDA. - European Social Funds.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Creation of more diverse employment opportunities
Project Description:	Increase the level of manufacturing and create more diverse employment opportunities.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Restore the level of manufacturing that existed a few years ago. - Safeguard existing skills. - New employment created - New industries introduced into area. - Jobs safeguarded.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - In 2001 there were 3,147 jobs in the industrial sector. - There are still a number of chemical and allied industry companies in the town providing employment.
Timescale:	<ul style="list-style-type: none"> - Within 2-5 years – dependent upon the take-up of factory space/units on sites currently being developed and the success of encouraging R & D employment in Cambridge to come to town.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council – Planning Dept. - Suffolk County Council – Planning Dept. - Cambridge sub-region. - Jobcentres – e.g., ‘Modern Apprenticeships’ - Manufacturing and allied trades sector. - EEDA.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Discuss and explore the likelihood and benefit of encouraging manufacturing jobs into the area. - Identify nature of manufacturing/allied trades and their likely requirements. - Identify opportunities for accommodating such employers in the area.
Possible Funding Sources:	<ul style="list-style-type: none"> - St.Edmundsbury Borough Council – possibly providing incentives - Suffolk County Council – possibly providing incentives - EEDA. - Cambridge sub-region. - Manufacturing sector.
Priority Level:	<ul style="list-style-type: none"> - Medium.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Maintaining and Increasing Job Availability
Project Description:	Local businesses and employers need help to ensure that they can compete effectively, this requires the appropriate skill levels to be in place. Businesses need help, and/or be made aware of the help that is currently available to them.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Maintain a skilled workforce. - Meet the needs of an expanding business base. - Maintain a competitive edge. - Certain businesses safeguarded. - Employment safeguarded. - Employment created. - New skills developed. - Opportunities for businesses to diversify and expand identified.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Smaller businesses don't always have the time or resource to keep themselves 'up to date' with latest developments in their business sectors. - Increasing competition could force some businesses to close.
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Enterprise 2000. - EEDA. - Training providers. - Jobcentre – e.g., 'Modern Apprenticeships' - Housing providers/developers. - European Social Fund. - Government Initiatives. - Business Link - Learning and Skills Council
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Conduct a skills audit amongst local businesses to identify requirements and shortfalls. - Identify what assistance is currently available and what is required.
Possible Funding Sources:	<ul style="list-style-type: none"> - Businesses and Employers - West Suffolk College. - Other Educational Establishments. - EEDA. - European Social Fund. - SMART. - Relevant Government Initiatives/Grants.
Priority Level:	- Medium.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Business Expansion
Project Description:	Growing businesses need ‘encouragement’ to move into larger premises, thereby freeing up space for new enterprises/start-up businesses.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Needs of entrepreneurial individuals or small groups wishing to set up business in the area catered for. - Business units available creating an incentive. - Growth in business sector supporting to local economy. - New businesses set up. - Successful businesses encouraged to expand. - Businesses motivated to think about growth and development. - Jobs created.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Area needs to develop a reputation for innovation and entrepreneurial spirit, demonstrated by business expansion and growth.
Timescale:	<ul style="list-style-type: none"> - ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Developers. - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Enterprise 2000. - EEDA. - European Social Fund. - SMART. - Mid. Anglia Enterprise Agency.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Contact Business Link, estate agents dealing in commercial lettings, etc., to identify supply and demand. - Identify sites/units suitable for ‘development’. - Developers of the new industrial sites to be encouraged to provide small to medium sized premises. - Consider incentives like rent/rates reductions.
Possible Funding Sources:	<ul style="list-style-type: none"> - Developers. - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - EEDA. - European Social Fund. - SMART.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Business Support.
Project Description:	Provision of financial business support/advice for businesses to locate in the town and the provision of business premises, e.g., Holland Road Enterprise Units.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Secure financial support locally for all businesses, irrespective of size. - Facilitate the growth of commercial enterprises.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Mixed views amongst businesses as to level of support available for businesses. - Cambridge currently the support and advice centre for larger businesses.
Timescale:	<ul style="list-style-type: none"> - ASAP – for negotiations between the interested parties to take place. - Progress dependent upon available premises.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Businesses. - Enterprise 2000. - M.E.N.T.A. - Financial Institutions.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Business Link, Councils, FSB, design and deliver advice and support activity for small and medium sized businesses to improve business management and assist in business development. - Consider Business Link adviser being available in the town/hinterland one day a week/month, as and when. - Contact banks and financial institutions to assess level of interest in providing mobile/one day a week service in Haverhill and hinterland. - Explore the provision of affordable and flexible business start-up units, (incubator units) to encourage others into self-employment possibly in niche markets, e.g., local produce/goods, possibly utilising existing buildings, e.g., farming diversification, redundant buildings, Brownfield sites, etc. These units could also be used to encourage higher paying professionals into the area. - Commission an employment land and industrial and commercial floor space study and develop and maintain an up to date property database and information service, providing information about the availability of commercial land and premises.
Possible Funding Sources:	<ul style="list-style-type: none"> - Businesses. - Enterprise 2000. - M.E.N.T.A. - Financial Institutions. - Developers.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill for Business and Tourism / Business Opportunities
Project Title:	Encouraging tourism through increased amenities like accommodation and restaurants, etc.
Project Description:	Encourage visitors to stay longer by providing suitable accommodation and restaurants, thereby increasing the economic benefits to the town and providing further employment.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Increase the number of annual visitors. - Encourage visitors to stay longer. - Provide much needed hotel/B&B accommodation for visitors and businesspeople to the area. - Develop other forms of 'accommodation', e.g., caravan and camping sites, youth hostelling, etc. attracting a broader cross-section of tourist. - Secure employment in the tourist industry sector. - Increase the range of services available to visitors.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Currently low employment in tourism related economy. - Lack of hotels, B&B's, youth hostels, caravan and camping sites. - Suitable accommodation is needed for visiting industrialists. - Haverhill has well used TIC point, but the development of tourism would require more dedicated point/centre. - Haverhill stands at head of Stour Valley, villages have a great deal to offer tourists.
Timescale:	- ASAP – to identify the potential need of this underdeveloped industry.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town and St.Edmundsbury Borough Councils. - East Anglian Tourist Board and EEDA. - Local interest groups. - Twinning Association. - Developers. - Variety of media for publicity.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Conduct a more detailed survey of the area to identify current and possible accommodation/sites in the area. - Bring together Partners to discuss potential tourism could bring to the area and methodology of bringing it about.
Possible Funding Sources:	<ul style="list-style-type: none"> - East Anglian Tourist Board. - Haverhill Town and St.Edmundsbury Borough Council. - EEDA. - New restaurateurs and potential hoteliers. - Developers.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities / Education and Training Opportunities.
Project Title:	IT Strategy
Project Description:	Review and maintain the West Suffolk IT Strategy.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Link to Internet access provision. - Ensure the strategy keeps pace with technological developments.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Maintain relevance of current strategy.
Timescale:	<ul style="list-style-type: none"> - Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - West Suffolk College. - Users
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Ensure all necessary parties/partners are involved.
Possible Funding Sources:	<ul style="list-style-type: none"> - West Suffolk College.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities / Business Opportunities.
Project Title:	Raising the provision and awareness of the internet.
Project Description:	Provision of alternative and additional access points for internet usage.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide access to a far greater number of people who cannot at present use it. - Improved access to the housebound, those job hunting, developing tourism provision, etc. - Hinterland shopping within Haverhill conducted via internet, linked to home delivery service via existing infrastructures, e.g., social services – meals on wheels, buses, post office letters delivery, existing businesses already delivering to hinterland, etc - Increased access to internet services. - Increased range of services accessible to those previously excluded, e.g., housebound, unemployed, low paid, those without computers or transport, etc..
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Have run 'Laptop Project' providing computer access to housebound. - Access to essential information/services is being restricted/denied because of lack of access opportunities and knowledge of what is available via the internet.
Timescale:	<ul style="list-style-type: none"> - ASAP – Haverhill must not be left behind by the developments and increasing use of the internet.
Possible Partners:	<ul style="list-style-type: none"> - Retail establishments and existing businesses. - Havebury. - Community, Sports Centres, Libraries. - Village halls/Post Offices/churches, etc. - Schools and Colleges. - HAVO. - Local Councils. - BT. and Computer equipment providers. - Current Haverhill website provider. - Those developing/supporting internet strategies, e.g., EEDA.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Opportunity to utilise New Deal scheme to get those under 24 years and unemployed for 6 months to develop/run a project to train other people in internet awareness/set-up/access points. - Identify the provision/services which could be provided over the internet. - Investigate support/financing from some major retailers/suppliers – mutual benefits of their raised profile via advertising and demonstrating community care. - Investigate availability of ex-company equipment which could be upgraded and reused.
Possible Funding Sources:	<ul style="list-style-type: none"> - EEDA. and Local Councils. - Businesses advertising on the internet. - Large retailers – possibly providing facilities, locations, equipment - Schools, colleges – locations, facilities if not actual funding.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Investment Grant Availability.
Project Description:	Give greater encouragement to industry to come to the town by making grants available.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide assistance and encouragement to businesses to set-up in Haverhill or its hinterland. - Help the expansion of existing developing companies. - Improve the level of grants available.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - EEDA Business Excellence East Support (through ESF) - ESF funded opportunity, e.g., SMART. - Hi-tech. supported by 'Cambridge Phenomena'.
Timescale:	- Continually review over the next 5 years, dependent upon the success of new businesses encouraged into the area on sites now becoming available.
Possible Partners:	<ul style="list-style-type: none"> - Investors. - Manufacturers. - Manufacturing sector. - Enterprise 2000.
Possible Strategies to 'Kick-start' the Project:	- Review existing provision with widest dialog amongst interested parties.
Possible Funding Sources:	<ul style="list-style-type: none"> - EEDA. - European Social Fund. - Manufacturing Sector.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Retail Rent Levels.
Project Description:	Maintain in line with market forces, (supply and demand).
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Maintain the status quo. - Ensure Haverhill remains in line with similar towns. - Encourage businesses to stay/set-up. - Minimise effects of surprise fluctuations in rents.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Increasing rents trend. - No new shops opened within the last 3 years.
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Retailers/businesses. - Landlords.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Regular reviews of town centre businesses movement in/out of the town. - Keep watching brief of competing towns rent rates.
Possible Funding Sources:	-
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Business Support.
Project Description:	Provision of financial business support/advice for businesses to locate in the town and the provision of business premises, e.g., Holland Road Enterprise Units.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Secure financial support locally for all businesses, irrespective of size. - Facilitate the growth of commercial enterprises.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Mixed views amongst businesses as to level of support available for businesses. - Cambridge currently the support and advice centre for larger businesses.
Timescale:	<ul style="list-style-type: none"> - ASAP – for negotiations between the interested parties to take place. - Progress dependent upon available premises.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Businesses. - Enterprise 2000. - M.E.N.T.A. - Financial Institutions.
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Business Link, Councils, FSB, design and deliver advice and support activity for small and medium sized businesses to improve business management and assist in business development. - Consider Business Link adviser being available in the town/hinterland one day a week/month, as and when. - Contact banks and financial institutions to assess level of interest in providing mobile/one day a week service in Haverhill and hinterland. - Explore the provision of affordable and flexible business start-up units, (incubator units) to encourage others into self-employment possibly in niche markets, e.g., local produce/goods, possibly utilising existing buildings, e.g., farming diversification, redundant buildings, Brownfield sites, etc. These units could also be used to encourage higher paying professionals into the area. - Commission an employment land and industrial and commercial floor space study and develop and maintain an up to date property database and information service, providing information about the availability of commercial land and premises.
Possible Funding Sources:	<ul style="list-style-type: none"> - Businesses. - Enterprise 2000. - M.E.N.T.A. - Financial Institutions. - Developers.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Business Support Organisation.
Project Description:	Provision of Chamber of Commerce.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To provide better overall support for businesses. - To provide 'one voice' to unite businesses. - To provide businesses with a mechanism to develop joint initiatives, e.g., networking, gaining of information, marketing and promotional campaigns.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Nearest Business Link office in Ipswich. - Fragmented businesses/business groups. - Opportunity for cohesive positive and forward looking group to form.
Timescale:	<ul style="list-style-type: none"> - ASAP – to set up a Chamber of Commerce embracing all aspects of commercial life in the town and hinterland.
Possible Partners:	<ul style="list-style-type: none"> - Retail Group. - Enterprise 2000. - M.E.N.T.A.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Investigate interest amongst businesses, fully identify what use/need they have of a Chamber of Commerce to ensure sustainability. - Contact neighbouring Chambers of Commerce to identify 'best practice'. - Investigate current standing of retail group and willingness to reconstitute.
Possible Funding Sources:	<ul style="list-style-type: none"> - Existing organisations.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities / Promotion of Haverhill for Business and Tourism.
Project Title:	Regular business events.
Project Description:	Increase business opportunities through Trade Exhibitions, Breakfast Meetings, etc.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Bring to the public's attention the wide range of business activities undertaken by Haverhill businesses. - Opportunity to network with visitors to exhibitions. - Opportunity to bring new business to the town.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Enterprise 2000 – bi-annual trade exhibition. - Business Link breakfast meetings. -
Timescale:	- Bi-annual.
Possible Partners:	<ul style="list-style-type: none"> - Enterprise 2000. - Business Link. - Town businesses. - Other commercial enterprises. - Haverhill Town Council. - St.Edmundsbury Borough Council.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Develop a calendar of networking events and seminars for local businesses to make business contacts, develop supply chains, share expertise and knowledge. - Hold discussions with partners to establish possibilities.
Possible Funding Sources:	<ul style="list-style-type: none"> - Enterprise 2000. - Business Link.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Broadband in Haverhill and its hinterland.
Project Description:	Provision of service to meet increasing demand and also provide a service into the hinterland villages.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide a service that all who wish to can use irrespective of where they live. - Provide access to the internet for those businesses requiring high speed connection. - Encourage internet reliant businesses into the area.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Limited the effectiveness of some existing businesses. - Preventing certain business types from moving/setting-up in the area. - Limiting computer usage by businesses, schools, residents, etc.
Timescale:	- ASAP – to establish the needs of the villages and smaller communities.
Possible Partners:	<ul style="list-style-type: none"> - Service providers., e.g., BT. - Parish Councils. - Voluntary and Community Groups. - Haverhill Town Council.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Launch a broadband campaign. - Raise awareness of the benefits of broadband to local businesses and residents to ensure trigger level is quickly/easily met. - Consider internet strategy for the business and the community.
Possible Funding Sources:	<ul style="list-style-type: none"> - Service providers/BT. - Sponsorship.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities.
Project Title:	Adequate meeting and conference facilities.
Project Description:	Facility to meet both current needs and ‘develop the need’ to use Haverhill as a venue for conferences and accommodation.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide a multi-use facility for business and community group use. - Put Haverhill on the conference circuit. - Bring additional business spend into the town/area. - Create direct and indirect employment. - Provide venue for Haverhill to ‘showcase’ itself. - Opportunity to develop regular/annual events, exhibitions, trade fairs, etc.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Only Gurteens venue at present, with access/parking limitations. - Opportunities to attract/develop business which could otherwise ‘be lost’. - Purpose built multi-use venue with appeal to broad sector of users missing from the town.
Timescale:	- ASAP – to canvas the needs of the business community and other potential users as to likely viability of any such venue/facility.
Possible Partners:	<ul style="list-style-type: none"> - Hotel industry. - Businesses. - Community and Voluntary sector. - Haverhill Town Council. - St.Edmundsbury Borough Council. - Existing venue operators.
Possible Strategies to ‘Kick-start’ the Project:	- Commission feasibility study to establish likely use of any new venue/facility.
Possible Funding Sources:	<ul style="list-style-type: none"> - Hotel Sector. - EEDA. - European Social Fund. - SMART.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Business Opportunities
Project Title:	Hotel and Conference Centre.
Project Description:	Provide a venue with facilities to promote employment, business and tourism in the town and surrounding area. A quality facility providing accommodation, restaurant and conferencing facilities.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provide local employment. - Promote business opportunities. - Facility for community use. - Promote and encourage tourism.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Limited facilities available currently. - Quality of existing facilities not always promoting the right image to attract further custom. - Multi-purpose venue to meet modern day needs not available. - Haverhill has opportunity to become recognised as having good venue and associated facilities for the encouragement of business, tourism and the local community.
Timescale:	- Development in step with the Northern By-pass development.
Possible Partners:	<ul style="list-style-type: none"> - EEDA. - Hotel chain. - St.Edmundsbury Borough Council. - Suffolk County Council.
Possible Strategies to 'Kick-start' the Project:	- Organise a feasibility study to establish need and sustainability of such a venue, this could identify possible interested parties to fund and operate such a venue.
Possible Funding Sources:	<ul style="list-style-type: none"> - EEDA. - Hotel chain. - St.Edmundsbury Borough Council. - Suffolk County Council.
Priority Level:	- Medium.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities
Project Title:	Vocational Training to reflect local needs.
Project Description:	Regularly review training provision in liaison with providers, employers and users.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Fulfil the needs of people seeking to undertake non-academic studies. - Respond to the identified needs of groups of people, thereby providing the training and a tutor with students paying a fee. - Employment requirements identified in advance. - Stronger working links developed between education/training providers and employment providers.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Existing and new employers require supply of correctly educated/trained personnel. - To encourage higher paying employment will require different/additional skills.
Timescale:	<ul style="list-style-type: none"> - Ongoing - via West Suffolk College through staff at Castle Manor Community Upper School.
Possible Partners:	<ul style="list-style-type: none"> - West Suffolk College - Other mainstream education providers, FE colleges, community colleges. - Students - Learning & Skills Council - Connexions. - Business Link - Job Centres - Employers (Enterprise 2000)
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Consider conducting a complete and detailed review of jobs available, links to skill levels, training opportunities and travel provision. - Organise 'opportunities' for education/training providers and employers/employment agencies to meet and discuss their requirements, difficulties and assistance which can be given and developed. Possibly begin with one exploratory meeting.
Possible Funding Sources:	<ul style="list-style-type: none"> - West Suffolk College. - Individual Students. - Employers? - EEDA. - Relevant Government Initiatives.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities
Project Title:	Improve School Leaver Qualifications.
Project Description:	Raise school leaver qualifications above the national average.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Encourage young people to appreciate benefits of education at a young age, e.g., 16 years. - Raise the level of exam passes. - Increase employment opportunities for school leavers. - Employers encouraged to area because of educational standards. - School leavers provided with broader portfolio of results and opportunities for employment/further education.
Key Issue Summary Healthcheck: (cross-references)	- In 2002, 43% of school leavers achieved 5 or more GCSE's at grades A*-C
Timescale:	- ASAP.
Possible Partners:	<ul style="list-style-type: none"> - Schools. - Parents. - Potential Employers. - Young People themselves - Employment Agencies, Job Centres Connexions.
Possible Strategies to 'Kick-start' the Project:	- Discuss with Partners the SWOT of the current situation, identify what needs to be done and how.
Possible Funding Sources:	<ul style="list-style-type: none"> - Local Education Authority - Relevant Government Initiatives.
Priority Level:	- High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities
Project Title:	Increasing the Primary and Middle School provision.
Project Description:	As the local population grows, in line with house building developments, etc., there is likely to be a need to provide further primary, and possibly middle schools for children between the ages of 4 to 18 years.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Meet increasing demand for places. - Encourage young family movement into the area. - Make available high standard of education to those both in the town and surrounding hinterland. - Places available for growing school placement demands. - Movement into the area not hindered by lack of educational resources.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Currently 11 Primary Schools and 4 Middle Schools within the catchment of the 2 Upper schools. - Independent Schools at Barnardiston and Stoke-by-Clare. - Village College at Linton catering for 11 to 16 year olds.
Timescale:	- Ongoing review in line with housing development and population growth.
Possible Partners:	<ul style="list-style-type: none"> - Local Education Authority. - Schools. - School Governors. - Parents. - Planning Authority.
Possible Strategies to 'Kick-start' the Project:	- In conjunction with Partners, project the likely population growth/change, identifying the need for extra provision for 4 to 18 year olds.
Possible Funding Sources:	- Suffolk County Council.
Priority Level:	- High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Education and Training Opportunities.
Project Title:	High School Exclusions.
Project Description:	Low level at present – possibly with the exception of one Middle School.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Problem reduced/eliminated. - Good educational opportunity for all. - Reputation of areas/schools education performance maintained.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - One particular school demonstrating high level of exclusions. - Education reputation could be damaged.
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Schools. - Parents. - Local Education Authority. - Advocacy and Mentoring Service. (HAMS).
Possible Strategies to ‘Kick-start’ the Project:	- Investigate via partners the issues linked to the Middle School exclusions in order to identify possible solutions, and devise plans to eliminate the problem and associated underlying causes.
Possible Funding Sources:	- Local Education Authority.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill for Business and Tourism
Project Title:	Town Centre Promotion
Project Description:	Haverhill needs promoting as a town for shopping and visiting for entertainment, etc. A town centre manager/promotional campaign are required to give the town a higher profile both locally and nationally.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Make people more aware of the current 'offer'. - Reduce out of town shopping trips. - Increase number of users/visitors. - Raise the town's profile. - Positive messages about Haverhill given out in controlled way. - Increased awareness of what the town has to offer. - Increased pride in town. - People behaviour modified in response to promotional messages. - Increased footfall by a broader sector of the local demographic. - Increased take-up/interest surrounding planned/promoted events.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - People not totally aware of what the town has to offer in terms of shopping, entertainment and other cultural and family attractions. - Image of Haverhill not a positive or encouraging one. - Counter perceptions of high crime and vandalism.
Timescale:	<ul style="list-style-type: none"> - ASAP – to keep pace with housing developments and new industrial site development. - Within 2 years a plan for ongoing promotion should be in place.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Community Associations. - Enterprise 2000. - Local media providers.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Use 'likes' from surveys and 'strengths' from SWOT to identify town's marketable points. - Decide on levels of promotion, e.g., facilities, events, attractions, etc. - Define the audience and the differing messages which are likely to appeal to this varying demographic. - Construct a brief to provide an ongoing promotional campaign. - Identify suitable organisations, issue brief and get to present what they could do for Haverhill and How and at What cost...
Possible Funding Sources:	<ul style="list-style-type: none"> - St Edmundsbury Borough Council. - Private Developers via Section 102 agreements. - Existing retail businesses. - Large employers situated in town/hinterland.
Priority Level:	- High

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill for Business and Tourism.
Project Title:	Increase Tourism Activity via major Tourist and Visitor attractions.
Project Description:	Attractions required identifying, development and promoting to encourage visitors to come to the town and participate and enjoy.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Increase the numbers of tourists visiting the town and area. - Increase and highlight number and range of attractions and facilities available for local residents as well as tourists. - Bolster local economy and create employment. - Provide development opportunities for both new and existing businesses. - Raise the profile of the town both locally and nationally. - Increased visitor numbers. - Positive promotional campaign running nationally. - West and East Parks developed.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Fewer than 500,000 visitors annually. - No Tourist Information Centre. - No Visitor Guide or Town Trail. - No conference centre to generate/encourage tourism - Poor visitor signage. - Level of tourism spending makes up only 0-10% of town income.
Timescale:	<ul style="list-style-type: none"> - ASAP - to investigate current tourism provision/'offer' - to provide Visitor Guide and Town Trail - 5 – 10 years to have a plan in place for a major attraction, its identification and development.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council and St. Edmundsbury Borough Council. - East Anglian Tourist Board and EEDA. - Private promoters. - Sports Council. - Twinning Association - Local interest groups, e.g., Angling Club.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Conduct survey of tourism sites/attractions, including what they offer and level of use, this helping to identify how tourism could be developed, possibly through some form of tourism partnership. - Consider if visitors are to be attracted to the town, the demand of tourists upon the infrastructure will need to be incorporated into the development of facilities, e.g., car parking. - Associated transport projects may be worth considering. - Explore the opportunities for marketing/promoting the town and hinterland both locally and nationally, and its proximity to a wider range of attractions, to build and develop an image
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council and St. Edmundsbury Borough Council. - East Anglian Tourist Board. - EEDA. - Eastern Region Sports Council. - Lottery Funding. - Hotel/restaurant developers and private promoters.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill for Business and Tourism.
Project Title:	Tourist Information Centre.
Project Description:	The provision of a dedicated Tourist Information Centre.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To improve the tourist and other information available in the town. - To improve the promotion of what is already available in the town and hinterland. - Fully interactive centre providing broad range of services, including accommodation, attractions, tours, events calendar, etc.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Limited/restricted services provided by current library provision. - Current 'offer' not proactively promoted. - No obvious point for visitors to find out what is available.
Timescale:	<ul style="list-style-type: none"> - Within 2 years to investigate the provision of a one stop facility where information on tourism and council services can be obtained.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - East Anglian Tourist Board - EEDA. - Local interest groups. - Twinning Association.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - As part of investigations into viability of a TIC, consideration should be given to possibly incorporating the production and sale of local crafts and produce into a truly interactive and informative centre. Tourist centre staff could then be utilised to describe the processed being seen in the working craft centre.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Promotion of Haverhill Businesses and Tourism.
Project Title:	Business Directory and Website.
Project Description:	Maintain and improve the current provision, i.e., website at County and Borough Council 'sites', e.g., www.haverhill-uk.com, www.haverhillenterprise.co.uk, www.stedmundsbury.gov.uk, www.haverhill2000.com, 2002 Haverhill Directory, St.Edmundsbury Business Directory.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - All those with websites within the town and hinterland are identified and featured on Haverhill's websites, i.e., town and county/borough sites. - Businesses encouraged to develop website. - Increase in internet business. - Broader portfolio of services/products/information available via the websites. - More 'street cred' given to existing sites. - Business directory maintained and kept up to date. - Business directory produced, distributed and viewed as a marketing tool by those in it, and thereby encouraging others to advertise/feature in it.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Usage of current websites could be increased. - Awareness of what is available via websites is limited. - Town website message board tends to be griping and negative, not encouraging other than the regular few to engage. - Business Directory format possibly dated and not an encouragement to advertise in it or read it!
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Enterprise 2000. - Town Internet Provider. - Businesses. - Voluntary and Community Groups.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Establish level of use/traffic generated by directories and websites. - Establish from advertisers benefits and drawbacks of current methods and format of these two media. - Hold discussions with website/directory providers/designers to investigate 'current thinking' and future developments which could be incorporated into revamped websites/directories. - Identify new/potential users. - Identify what people want from such websites/directories.
Possible Funding Sources:	<ul style="list-style-type: none"> - Larger advertisers and companies - Businesses using. - EEDA.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Health Care Facilities.
Project Title:	Increased Health Care – Healthy Living Centre.
Project Description:	Provide a centralised medical facility in a hospital environment.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - To provide an effective and efficient Health Care Service. - To provide a central point to co-ordinate mobile services in the community and hinterland.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Lengthy waiting times for appointments. - More NHS practitioners required overall. - 2 NHS Dental practices operating in area – 1 in Haverhill - 4 Private Dental practices operating. - 8 Dentists operating in hinterland - 21 NHS doctors operating in town/hinterland. - 11 NHS doctors operating in Haverhill.
Timescale:	- ASAP – to investigate need and identify suitable land. To be included in the Borough Council 10 year plan.
Possible Partners:	<ul style="list-style-type: none"> - NHS. - PCT. - Care Trusts (Suffolk – Essex – Cambridgeshire)
Possible Strategies to ‘Kick-start’ the Project:	<ul style="list-style-type: none"> - Conduct further detailed study to establish areas of highest need/deprivation of services. - Identify trends with health care and what services are likely to provide best returns for community. - Work closely with current providers (Care Trusts, NHS, PCT) and relevant Council providers to further clarify need. - Also meet with appropriate voluntary and community groups to establish their perception of needs. - Identify future health care provision and best practice for delivering same.
Possible Funding Sources:	<ul style="list-style-type: none"> - Private. - Central Government.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Improved and Sustainable Transport Provision.
Project Title:	Future Rail Link for Haverhill.
Project Description:	Consideration given to the reinstatement of a rail link for Haverhill.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Possibly provide rail link from Haverhill to Stansted and Cambridge, with links to Addenbrookes Hospital and the old St.Ives line. - Links to rest of the country via Stansted link.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Railway service removed in 1967. - No national coach services - No train service within 15 miles of Haverhill.
Timescale:	<ul style="list-style-type: none"> - Feasibility study underway. - ASAP – for further studies following feasibility study.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Cambridgeshire County Council. - Uttlesford District Council. - CSRRA. - CAST IRON. - Department of Transport. - Strategic Rail Authority. - British Airport Authority.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Await completion of feasibility studies to provide a clear view of the future transport requirements for Haverhill and its hinterland over a 20 year period. - Expansion of Stansted expansion and recommendations made by the Department of Transport could provide opportunity to incorporate a rail link from Haverhill to Stansted and Cambridge.
Possible Funding Sources:	<ul style="list-style-type: none"> - St.Edmundsbury Borough Council. - Suffolk County Council. - Cambridgeshire County Council. - Private developers.
Priority Level:	<ul style="list-style-type: none"> - High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Improved and Sustainable Transport Provision.
Project Title:	Public Transport Timetable.
Project Description:	Review of bus services to improve travel times mainly to Cambridge during peak times.
Benefits/Outcomes of the Project:	- The provision of a more regular and faster bus service to Cambridge.
Key Issue Summary Healthcheck: (cross-references)	- Haverhill to Cambridge journey time by bus is 1 hour off peak and 30 minutes by car.
Timescale:	- Ongoing – although Stagecoach are already improving the service to Cambridge with buses running every 15 minutes from November 2003.
Possible Partners:	- Haverhill Town Council. - Cambridgeshire County Council. - Suffolk County Council. - Stagecoach.
Possible Strategies to ‘Kick-start’ the Project:	- Work with partners to develop/improve services. - Monitor success of increased services introduced Nov. 2003.
Possible Funding Sources:	- Cambridgeshire County Council. - Suffolk County Council. - Stagecoach.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Improved and Sustainable Transport Provision.
Project Title:	Public Transport Improvements.
Project Description:	Provision of better bus services to West Suffolk Hospital, Railway Stations and Airports.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Provision of better public transport. - Reduced reliance placed on private cars. - Reduced private traffic.
Key Issue Summary Healthcheck: (cross-references)	- Those without private transport restricted in their movement around the area.
Timescale:	- Ongoing.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Stagecoach. - First (Eastern Counties) - Burtons Coaches.
Possible Strategies to 'Kick-start' the Project:	- Work with partners to priorities the needs and allocation of funding.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Stagecoach. - First (Eastern Counties) - Burtons Coaches.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Improved and Sustainable Transport Provision.
Project Title:	Village and Town Cycle and Footpaths.
Project Description:	Improve access into and around Haverhill by providing better foot and cycle paths from surrounding villages and in the town.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Safe access into Haverhill for villagers choosing to walk or cycle. - Link Kedington and Haverhill to Grampian Foods at Great Wratting. - Town easily accessible by foot and cycle. - Traffic free walkways to and from proposed Tesco's. - Successful integration of town with proposed Tesco's.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Railway cycle passable to Sturmer in summer months, but in winter passage is difficult – even for mountain bikes. - Footpaths between Haverhill and Kedington muddy in winter. - Requests for footpaths previously refused by St.Edmundsbury Borough Council on the grounds of lack of funds. - Main foot and cycle path in Haverhill is the railway walk. - Cycle paths exist alongside Leisure Centre in Hamlet Road, Eastern Avenue and on the bypass.
Timescale:	- Ongoing – but requires immediate consideration in planning for the proposed new Tesco/supermarket development.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Grampian Foods. - Tesco/Supermarket operator.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Consider bringing together interested parties to develop ideas and measures which can contribute to achieving a walking and cycling strategy. - Consider better conditions for pedestrians – walk/cycleways to the town with good lighting and pruned shrubs to eliminate areas that create threat to users – leading to more journeys on foot from housing developments around the town. - Provide a secure cycle store in the town centre.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Grampian Foods. - Tesco/Supermarket operator.
Priority Level:	- High.

HAVERHILL HEALTHCHECK and ACTION PLAN

Project Theme :	Improved and Sustainable Transport Provision.
Project Title:	Early completion of Northern Bypass.
Project Description:	Completion of the northern Bypass is tied in with housing developers and included in the local plan for Haverhill to 2016.
Benefits/Outcomes of the Project:	<ul style="list-style-type: none"> - Relief for congested Cangle Junction. - Better and quicker access to Cambridge fro North Haverhill and the surrounding villages.
Key Issue Summary Healthcheck: (cross-references)	<ul style="list-style-type: none"> - Journey times present no encouragement for businesses to set-up in Haverhill. - Important link from Haverhill to M11 missing.
Timescale:	<ul style="list-style-type: none"> - First phase of 400 houses has just started. - Completion of the bypass needs to be a necessity of the next phase of houses and ideally completed before Tesco opens.
Possible Partners:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Housing developers. - Tesco. - Other future retailers.
Possible Strategies to 'Kick-start' the Project:	<ul style="list-style-type: none"> - Maintain watching brief on developments with housing and ensure road developments keep pace or precede.
Possible Funding Sources:	<ul style="list-style-type: none"> - Haverhill Town Council. - St.Edmundsbury Borough Council. - Suffolk County Council. - Housing developers. - Tesco. - Other future retailers.
Priority Level:	<ul style="list-style-type: none"> - High

HAVERHILL HEALTHCHECK and ACTION PLAN

11.0 The Next Steps

11.1 Haverhill Partnership

Consideration will be required as to the best structure to ensure delivery of the proposed projects. Roles and responsibilities will need to be defined, twelve representatives should ensure effective operation.

This group (partnership) must be seen to be accountable and have representation from elected local councillors. Members of these groups could also play a role – although conflict with any project appraisal process must be avoided.

Whilst the Healthcheck has examined four Key Area – Environment, Economy, Social & Community and Transport, it may be felt appropriate to consider other segmentation, e.g., the Key Themes emerging from the Healthcheck process:

- Quality of Life
- Town Enhancement Initiatives
- Business Opportunities
- Education and Training Opportunities
- Promotion of Haverhill and Hinterland for Business and Tourism
- Health Care facilities
- Improved and Sustainable Transport Provision.

It is likely that there will be overlap of these sectors.

11.2 Quick Win Projects

To deliver positive messages about progress and encourage involvement from the community, quick win projects require implementation. This should begin as early as possible – once approvals are secured.

Much should be made of quick win delivery, with accompanying press coverage, photo shoots, details on website, leaflets if appropriate, balloons, etc. Whatever is required to demonstrate progress.

Quick win projects will also help to build local capacity, making it easier to implement the fuller programme over forthcoming years.

Possible next steps:

- Prepare projects for implementation
- Await decision on funding
- Implement projects
- Organise publicity
- Monitor and evaluate progress and outputs
- Plan next phases and follow up action

HAVERHILL HEALTHCHECK and ACTION PLAN

11.0 The Next Steps Continued

11.3 Project Development and Delivery – Project Appraisal

For those projects being developed and proposed and supported by the Haverhill Partnership, an appraisal process is required to ensure strategic objectives are met and such projects are properly developed, costed and viable in reality. This approach should avoid the possibility of pet projects being developed out of context with the overall objectives. Such an approach is of particular importance as much of the funding is likely to come from public money or charitable sources, these requiring transparent and accountable processes.

It would be useful if initially a group were to be established to deal with both quick wins and the longer term projects. Some members of this group could be part of the existing Haverhill Partnership, others could come from the theme groups – a typical make up could be Chair, two partnership members not associated with any of the projects, a Borough Council Officer and a Town Council representative.

This Appraisal Group would assess each project, possibly utilising the following guidelines:

- The Process – who's been involved
- The Problem being addressed
- How it fits with the objectives?
- Consultation – has this taken place?
- Other option – have they been explored?
- Inputs required, e.g., funding, staff, land
- Outputs and outcomes predicted
- Degree of risk
- Deliverability
- Value for money
- Forward strategy

The appraisal group could then feed back recommendations to the Haverhill Partnership, which then makes the decision whether to go ahead with each project as proposed or suggests amendments. Setting in train the process of identifying and harnessing support, funds, agreements, etc.

HAVERHILL HEALTHCHECK and ACTION PLAN

11.0 The Next Steps Continued

11.4 Monitoring

In order to assess progress with each of the projects, a monitoring process should be implemented to monitor:

- The progress of individual projects – are they being achieved on target and on time?
- The outputs from each project – has it delivered what it set out to do?

And to evaluate:

- The impact and effectiveness of actions – what have been the wider outcomes of the projects?
- To what extent have the strategic objectives been met – has the initiative achieved what it set out to do?
- The lessons learned – what can the initiative do differently in the future?

11.5 Working Groups

During the Healthcheck, four working groups were established, and whilst a limited few persevered and stayed with the activity throughout, some 67 registered their interest by attending public meetings called as part of the Healthcheck process. Additionally, over 300 community and voluntary groups were identified who could be further engaged in the process. (Appendix 6)

These people could play a vital role in further developing and delivering the projects identified, and it is suggested that the enthusiasm shown to date be harnessed and used as a positive force for progress. From this group of people, project groups could be formed to carry forward the implementation of specific projects.

Therefore, it is recommended that:

- The roles required are clarified
- Agree a sensible structure of groups
- Agree membership and leadership of the groups
- Agree remit for groups

HAVERHILL HEALTHCHECK and ACTION PLAN

11.0 The Next Steps Continued

11.6 Programme Manager

In an ideal world, a programme manager should be recruited to finalise, develop and implement the Healthcheck action plan – in some areas the Countryside Agency has been in a position to offer 50% funding for such a post.

A position like a Programme Manager is recommended as:

- Project proposals will need further development/fine tuning
- Applications for funding will need to be completed
- Negotiations and co-ordination will be required
- Monitoring and evaluation reports written and presented
- New projects identified
- Publicity and P.R. concerning delivery of projects will need managing

If such a position were to be agreed, the following will require consideration:

- Job description and person specification
- Confirmation of funding from CA, St.Edmundsbury Borough Council, Suffolk County Council
- Employment status – reporting channels, responsibilities, etc.
- Office space and equipment
- Recruitment plans
- Place adverts
- Interview – when, where, by whom?
- Appointment arrangements
- Induction programme/period.

11.7 Community Forum

To continue interest, maintain profile and provide opportunities for the community to further engage in the process, consideration should be given to holding regular events/forums.

Such events could:

- Be held every six months in accessible venues
- Publicise what has been happening, what is going to happen
- Encourage ideas and involvement from those attending
- Help reassess priorities

HAVERHILL HEALTHCHECK and ACTION PLAN

12.0 Opportunities for Funding?

Whilst funding – via local authorities – is often seen as the only opportunity to raise funds for developing and delivering projects, there are other sources which could be considered worthy of investigation. Detailed below are some organisations which could prove useful in the pursuit for funds, additional information, organisations and contact details are featured in the accompanying appendices document – Appendix 9.

The Market Towns Programme

The Countryside Agency funding schemes:

The Vital Villages Scheme

- The Parish and Towns Grant
- The Parish Transport Grant
- The Community Services Scheme

Local Heritage Initiative

Doorstep Greens

Walking to Health

Lottery Funding:

Awards for All

The Community Fund

Sport England's Lottery Fund

Arts Council Lottery Fund

Heritage Lottery Fund

Museums and Galleries Access Fund

Urban Parks Programme

Townscape Heritage Initiative

New Opportunities Fund

Heritage funding sources:

English Heritage

The Architectural Heritage Fund

Other opportunities:

DEFRA, DTi

Private sector contributions

Learning and Skills Council

Small Business Service

Business in the Community

Civic Trust

The Prince's Trust

Charitable Trusts

Anti-crime schemes

Federation of Small Businesses