



KESGRAVE TOWN COUNCIL

BUSINESS PLAN

2025-2028



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Key to abbreviations:

C&R	Community and Recreation Committee	SCC	Suffolk County Council (responsible for adoption/ fostering, adult care services, children with special educational needs (SEND), drainage, public transport, recycling centres, schools, majority of streetlights)
ESC	East Suffolk Council (responsible for community support, council tax, environment, housing, leisure, planning, refuse collections)		
F&G	Finance and Governance Committee		
KNP	Kesgrave Neighbourhood Plan		(SCC Highways is responsible for cycle paths, pavements and roads)
KTC	Kesgrave Town Council		
MJH	Millennium Jubilee Hall	SID	Speed Indicator Device (designed to enhance road safety by displaying real-time vehicle speeds to drivers)
MSG	Millennium Sports Ground		
P&D	Planning and Development Committee	SPARK	Sports and Recreation in Kesgrave (charity)

1. Introduction

1.1 History

Kesgrave has a long history with origins recorded in the Domesday Book, but for many years it remained a small agricultural community with a church, an inn and a few small farms. In 1921 the population was 100 housed in 20 dwellings. Following significant post-war development, by the mid-1970s the parish comprised a population approaching 5,000 mainly on the now west side of town, along Main Road and down Dobbs Lane. The remainder was private woodland and agricultural land but in the late 1980s the major development of Grange Farm commenced. This was carried out in broadly two major phases covering more than two decades of expansion.



During the 1990s the population grew from 5,000 to 9,000 and to mark the millennium our status changed from a village to a town. The second phase of development in the 2000s saw further growth to over 15,000. This overall expansion was, at the time, by far the greatest of any town in Suffolk and district council planners recognised in their strategic housing development plans of 2013 and 2020 that Kesgrave needed to settle and have a rest from development. Consequently, very few additional dwelling requirements were allocated by the Local Planning Authority (now ESC) in those plans.

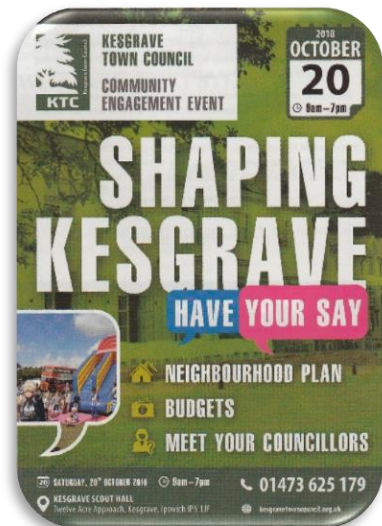
1.2 Background

1.2.1 Neighbourhood Plan and Business Plan 2021-24

In a referendum held on 6th May 2021, 89% of residents who voted were in favour of adopting the KNP. This is a legal document that stands alongside the ESC (Suffolk Coastal) Local Plan in determining the outcome of all planning applications for development within our town. However, more than that, the KNP expresses a vision for our town with a number of aspirations that informed the content of our Business Plan 2021-24, and KNP has the same important role in framing this new Business Plan.

The need for KNP derived from four main inter-linking issues:

- a concern that the rapid growth of Grange Farm had not been fully matched in the provision of social and recreational facilities for the incoming younger population;
- an aim for the town's identity to be recognised as important in its own right and not to be seen by planners as ever fertile territory for Ipswich over-spill; residents' concern in this respect centred on avoiding coalescence of housing development on the countryside area south of the settlement boundary;
- recognising that Kesgrave is a great place to live and that the reasons for this should be preserved in terms of access to and use of our green spaces, cycle lanes and walkways and the complimentary flora and fauna that sustain our well-being; and



- coupled with these a desire for the town to have a bigger say in how planning applications were being addressed.

These sentiments were encapsulated in the vision and objectives in the KNP which framed the actions in the last Business Plan and remain valid in setting our aims in this plan.

Within its means, Kesgrave Town Council, working with key organisations in town, notable among them the Kesgrave War Memorial Community Centre and SPARK/Second Stop Shop charities, and with its residents, businesses and other town and community organisations strove to fulfil the KNP vision through the delivery of the last Business Plan. We consulted residents before voting to adopt it, and it was available to view on our website. We subsequently reported each year in a published annual review of the many successful achievements, as well as noting the things still to be done, and the main additional pieces of work we hadn't planned for that were fitted in along the way.

1.2.2 Changing Demographic Needs

Our town is no longer the ever-expanding suburb of the 1990s and 2000s. It has matured in particular over the last 15 years.

Whilst there is a regular turnover of new families moving in, the average demographic in Kesgrave has undoubtedly aged and presently this trend is set to continue. An example of the effect of this is that during the 2000s our schools ran out of classroom capacity and had to install portacabins to accommodate the demand for places. These have now long gone and taking into consideration the end of the growth boom with a falling birth rate this means our schools are now under mounting financial pressure due to vacant places. The trend is countrywide and most acute at primary level where we have three schools serving Kesgrave families.

All projected population growth that there will be in Suffolk is forecast to occur in the over-65 age group where the ratio will increase from 1:4 to 3:10 by 2043. There will be more older people with multiple medical conditions and having access to local facilities to support them will be increasingly important.

People who have lived most of their adult lives in Kesgrave, and who would very much like to stay, have reducing options to move onto. This is exacerbated by the trend over two decades of replacing one- and two-bedroom bungalows with much larger dwellings, as encouraged by national planning policy regardless of which political party is, or has been, in power. We are also aware that young people who have grown up in Kesgrave and would like to stay have had to move away because of a lack of affordable housing or social accommodation.

So, in all, Kesgrave could be said to be at a crossroads.

1.2.3 Increase in Housing Development Targets

Planning the future of our town over the next three years must bear in mind the significant change in government policy on housing targets that became clear in late 2024. The government is determined that targets for Local Planning Authorities to build more and more dwellings will be met, with phrases such as "no excuses accepted" coming from ministers. The impact on ESC is a doubling of its target to 1,650 dwellings a year. This will be very challenging. It has been falling short of its current target despite the widescale building development we see taking place at Brightwell Lakes, Felixstowe and the Trimleys. But this will not be enough.

This is the environment we face across the district but what will be the implications for Kesgrave? The specifics will become clearer during 2025-26, but the process starts this year as ESC prepares to review its strategic development plan. The last one, as mentioned, was completed in 2020, took an elapsed period of seven years to produce, but the government requires a much shorter timescale this time, theoretically less than three years. However, we have been advised that from September 2026 the Suffolk Coastal part of the district will be vulnerable to the forced acceptance of any housing proposal that meets the current plan's design and sustainability criteria. Council considers it inevitable that some, if not all, of the land in town that currently lies outside the built-up area will, as a minimum, be brought into consideration by ESC for more development.

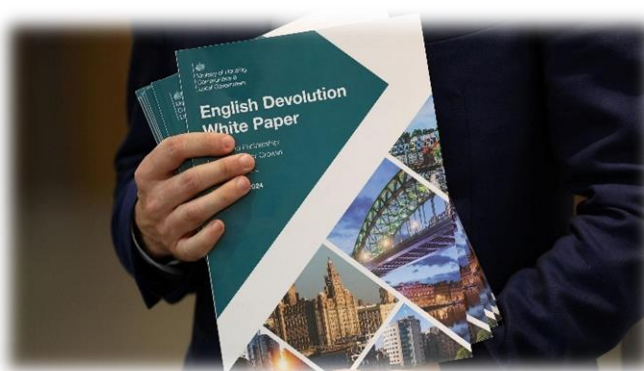


1.2.4 Devolution and Local Government Reorganisation

In December 2024, the government published the English Devolution White Paper which set out:

- Devolution: plans ostensibly to "move power out of Westminster and into local communities" through the establishment of a Mayoral Combined County Authority for Suffolk with Norfolk, with the mayor taking control over strategic policy areas like transport infrastructure, economic development, health improvement and blue light services, along with devolved government funding "to deliver positive change"; and
- Local Government Reorganisation: that the remaining two-tier areas of local government in Suffolk will be abolished to be replaced by single-tier "unitary" authorities (i.e. there may be more than one, at the time of writing this is to be determined).

The restructuring will lead to fewer, larger councils. SCC voted to take devolution forward and it was confirmed in February 2025 that Suffolk was on the new fast-track Devolution Priority Programme. Submissions of interim proposals for new unitary councils were made in March 2025, to be followed by full proposals by late November 2025.



A number of options are emerging, but our concern and interest is to understand the implications of all this reorganisation at parish/town level and how it will impact Kesgrave and feed into this plan. Clearly, it is too soon to be certain, but Council intends to be on the front foot insofar as it can, to take advantage of the positives and as much as possible to protect residents from any negative consequences. There are some matters in this context we can safely include for consideration in this plan, and attempt to prepare for:

- a) We are for the most part self-sufficient in Kesgrave and provide a good service in addressing residents' queries and problems. However, issues frequently arise that residents ask us to help with where we have no actual authority to do so but act as a conduit to those who have. Disruption of the current service during the transition to a new one is a feature of most reorganisations and in this case could be acute given the rapid timescales proposed.
- b) If current communication lines are disrupted or even removed, as seems quite possible, this will diminish our ability to get things done for residents. Historically, we have exerted our influence through our excellent district/county councillors and via relationships built up over years with the hard-pressed staff/officers in both county and district councils. Examples are issues concerning roads, drains, parking, tree cutting and schools.

We have also actively participated and contributed to our local community partnership made up of a number of local parishes and ESC, where through our Communities Officer we have been able to significantly influence and improve facilities and services in Kesgrave. Examples are speedwatch, school safety improvements, environment improvements and shared learning. We hope that this partnership will continue. We also have a nominated Police representative who liaises very effectively with the KTC office and we would not want to lose this.

- c) It seems likely there will be a process of transferring assets from district councils to town councils such as ours. This will include play areas, parks and other land. This fits with our programme of adoption in recent years to gain full control but which has been under controlled circumstances – areas are brought up to scratch by ESC before being transferred and there is compensation over three years to absorb the associated maintenance costs.

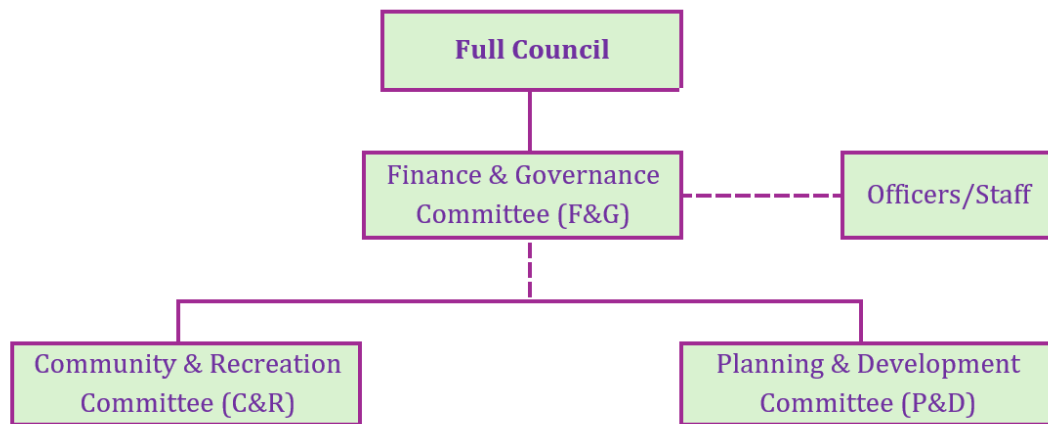
It is a concern that this measured approach may become more rushed, and that monetary compensation will no longer be included. This would mean maintenance costs e.g. equipment upkeep/replacement, grass cutting, tree maintenance could have a more abrupt effect on our budget and put the residents' precept requirement under pressure. Our fear at this point is that savings at county and district level will be partly funded by a hidden cost transfer to homeowners. This said, we have already taken steps to anticipate these costs and indeed encourage adoption of land into KTC ownership in accordance with our policy to use land ownership as a means of preserving the green open spaces we have in town.

1.3 Council Governance

There are 14 available seats for councillors who stand for election/re-election every four years. The last elections took place in May 2023. Where vacancies arise from seats not taken up through an election, or become vacant as a result, for instance, of resignation, Council may fill the open position through co-option until the next election.

For a variety of reasons, despite continuing recruitment efforts aimed at reversing this trend, Council has for some years fallen consistently short of filling all of its seats. Nonetheless, those who continue to act in this volunteer capacity, together with an exceptional and dedicated team of paid officers and employees, do so with a progressive and aspirational agenda that has helped to develop Kesgrave into the popular place to live that it is today.

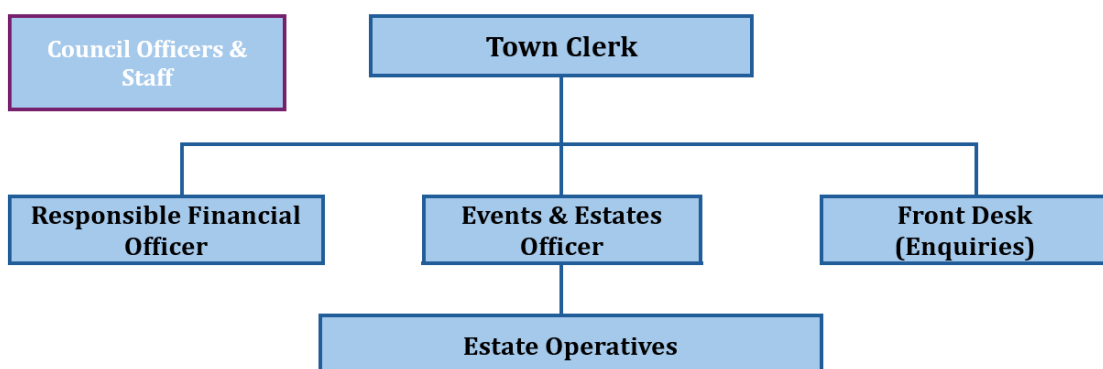
We do not envisage during the plan period any significant change to Council's straightforward structure which has served our residents effectively and ensured a continuous track record of accredited governance and financial control.



Council and committee meetings take place in public, albeit they are not public meetings with the exception of the Annual Town Meeting. As well as participation in the monthly meetings of Council each councillor opts to join at least one of the Committees. The Committees elect a Chair and Vice Chair at their first meeting of the financial year to serve for that year. The respective chairs of C&R and P&D also sit on the F&G Committee.

Council has Terms of Reference (ToRs) that specify its statutory functions and set out the responsibilities and delegated powers of its committees. These include the authorisation of expenditure in their area of responsibility within the budget that has been previously signed off by Council. The conduct of meetings is governed by Council's Standing Orders.

In addition to the ToRs, governance of Council's decision-making and actions is determined by its Financial Regulations and a series of policies that are published on our website and are regularly reviewed. Amongst other things, these set out how Council ensures compliance with the many legal requirements imposed on it including data protection, employment law and health & safety.



The organisation chart above illustrates the extensive reach the team covers, handling all types of resident requests, organising and running events and managing a growing estate.

1.4 Operations

Based in the office at Ferguson Way, and the engine room of the organisation, are the part-time officers (Town Clerk and Responsible Financial Officer) and other members of the team: Estate and Events Manager and Administrator plus job-sharing Estate Operatives. Their main duties are to:

- provide the frontline service to residents, organisations and businesses fielding their many enquiries;
- manage communications via our website, social media etc to provide information, obtain feedback and communicate issues that affect our residents and organisations;
- liaise with other community bodies, the Police, other councils and the Suffolk Association of Local Councils;
- manage Council's finances and administer Councillor training and attendance at conferences and events;
- organise all Council meetings as to their scheduling, venue, agenda and the taking and publishing of minutes
- plan and arrange annual events, for example the Family Fun Day, fireworks display, senior citizens outing, Remembrance Day, Christmas tree lights switch on ceremony; along with bi-monthly tea dances;
- manage the MJH in terms of maintaining the building and its use by hirers (provided at subsidised rates);
- oversee the running of the monthly Kesgrave Market, whose running costs are subsidised;
- manage and maintain council owned public open space and play equipment;
- manage and monitor services provided by third party organisations, funded partially or fully by Council, e.g. the 4YP Youth Club and Just42;
- lock/unlock Council's premises to provide security and access and keep them clean and tidy;
- monitor and progress initiatives to improve road safety including reduced speeding, especially around our schools;
- monitor the litter bins, benches, tables, signs and noticeboards for which Council is responsible and repair/replace where required; and
- initiate, investigate, progress and extend existing projects in line with this business plan;



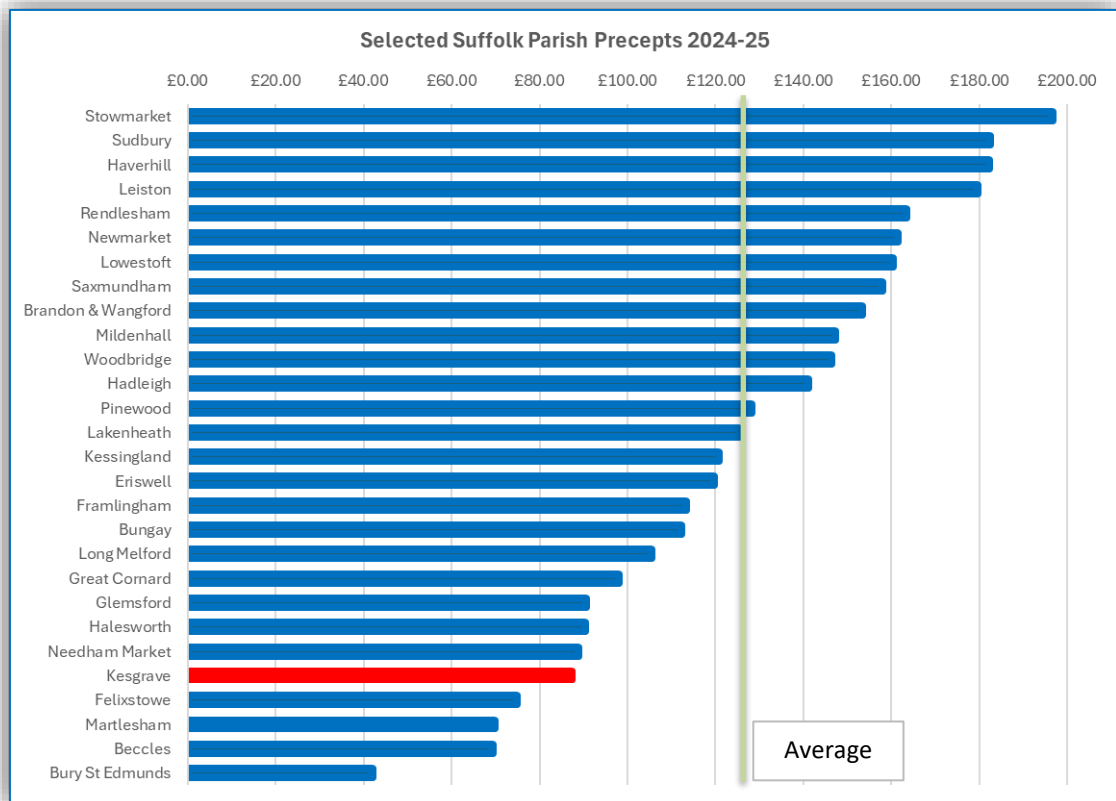
1.5 Value for Money

Householders pay for the running of the town council, and the many services and events it provides, as part of the Council Tax they pay to ESC. This is known as the "precept" and the amount is set each year by the town council under strict financial procedures. For the financial year commencing 01/04/2025 for a Band D home (as an example) the council tax charge is £2,117.61. The precept part of this for town council amounts to £92.23 or 4.4% of the total council tax payable.



Salaries for the officers and staff are set according to local government scales. Councillors receive no payment for undertaking their duties (they can claim travelling expenses but rarely do) and in 2024 when invited by ESC to review the case for paying an allowance decided unanimously not to do so.

The table below shows the precept for all towns and parishes in Suffolk with a population over 3,000 (excluding Ipswich) for the previous financial year. Taking this with the small actual amount of council tax allocated to the town council (explained above) supports a claim that Council provides very good value for money, in comparative and absolute terms.



2. Strategic Aims

As mentioned in the Introduction section, our aims are framed against the long-term aspirations set out in the Neighbourhood Plan. There will also be continuity from the last Business Plan 2021-24 to pick up things we didn't do if they remain relevant and to capitalise on the investment of time and money made in achieving our successes.

As covered in the Background section, Kesgrave has moved on and so has the outside world, so to speak. Changes are in the pipeline that we might not wish for but have to contend with. Council's focus, as always, will be positive and innovative in dealing with change the best way we can in everyone's overall interests.

All of this must be coupled with the need to comply with the many statutory and regulatory obligations placed on Council in the exercising of the powers bestowed upon us. This aspect will always shape how we go about achieving our aims.

Over the plan period our strategic objectives are:

- a) To continue to provide an 'umbrella', single point of contact and support service to the people of Kesgrave to deal with issues affecting their residency.
- b) To enhance the use of our green spaces by the provision of appropriate additional facilities and, where feasible, through new adoptions or acquisitions of green spaces to preserve them as such for the long term.
- c) To ensure best practice in our operations and to support community initiatives aimed at environmental improvement and the development of the flora and fauna in our suburban environment.
- d) To work with community partners, in particular the charity Sports and Recreation in Kesgrave (SPARK), to retain and maintain existing, and provide new, recreational opportunities and organised events, where feasible and affordable, and for residents of all ages.
- e) To take steps to anticipate, as far as possible, manage and adapt to the changes identified in resident needs, and those brought about by local government reorganisation and their strategic development demands.
- f) To continue to provide value for money to residents and ensure effective and verified governance covering compliance with all applicable codes, laws and regulations.

3. Action Plans

Given our organisational structure it is appropriate to set out our plans in the context of each constituent part: our committees and the operations.



3.1 Community & Recreation

The role of the C&R committee is to

- support engagement with other community stakeholders; oversee the management of the land and property assets we own and related services;
- engage with young people in supporting our youth provision;
- oversee the Kesgrave Market, the MJH, and all community events; and
- liaise with other bodies in proactively contributing to solutions to climate change, conservation work and public transport.

There remain facilities the neighbourhood plan group identified that Council has been unable to progress during the last Business Plan but would still like to develop/support, e.g more allotments/orchards, a community cafe and other sporting and recreational amenities. These generally depend on having access to land and/or the availability of premises both of which are at a premium in Kesgrave. Whilst Council remains alert to any opportunities for premises becoming vacated, the cost of acquiring land and buildings (or erecting them) continues to raise the question of affordability.



One notable success achieved during the last plan was securing ownership of the Millenium Sportsground, generously donated by the previous landowners, and gaining planning consent and outside funding from a generous benefactor to establish a pump track which is planned for summer 2025.

The items set out below build on this success and carry forward the actions we believe remain worthy of consideration. We intend to progress ambitious but realistic and affordable plans that will improve our town.

The resources we have available to achieve our aims are limited and there is always ample opportunity for residents and businesses in town to become involved and contribute to the delivery of these plans.

Public Open Space and Play Equipment

- a) We will consider providing a canopy or canopies in Rupert Fison Centre Square for the use of Kesgrave Market, for social purposes (eg street cafes) and for community events.
- b) We will look to improve the Town Square by providing additional planting, features and possibly a central feature.

- c) We will progress the options investigated in 2024 for providing additional space in the main car park at the MJH to reduce parking on local roads at peak times.
- d) We will seek adoption of the Computer Monument with the land it sits on and investigate options to improve nighttime lighting to enhance its visual impact.
- e) We will investigate the provision of a hut for the sale of drinks, ice creams with table and chairs in one of our public open spaces.
- f) We will review the case for the provision of a public lavatory including the best location, if feasible.



Highways and Public Transport

- a) We will consider funding a limited number of additional streetlights subject to neighbourhood consultation where additional lighting would improve coverage and residents' sense of safety.
- b) We will organise a project to have street signs cleaned and tidied up where sub-standard.
- c) We will investigate the options for providing improved and greener community transport alternatives covering e.g. buses, taxis and volunteer/community transport schemes.
- d) We will consider the provision of more bus and cycle shelters where practical and sufficient use can justify their provision.
- e) We will continue to support and monitor initiatives that improve parking, especially around our schools, and that help minimise parking on pavements and grass verges.
- f) We will continue to monitor public transport initiatives and lobby to try to prevent services to Kesgrave from being reduced and where possible enhance them.

Youth Provision

- g) We will maintain the current Youth Provision arrangements via 4YP throughout the plan period and additionally we will investigate other options to enhance our youth provision or support organisations that deal with issues that young people may experience. Including the provision of a drop-in café available after school and services that allow young people to have a safe space to work through concerns they may have.
- h) We will consider the provision of more teenage shelters.

Conservation and the Environment

- i) We will create a Tree and Wildlife Conservation strategy to drive our conservation projects along with creating a maintenance schedule for our public open spaces including considering taking on responsibilities currently carried out by others on Council's behalf.

- j) We will continue to enhance the provision of wildflowers on public land through bulb planting initiatives including working with other organisations.
- k) We will support investigate options for providing electric car charging points on Council land.
- l) We will move to using electric vehicles for our Estate Operatives.

Community, Services and Support

- m) We will undertake a review of the Kesgrave Market in the first instance to identify ways in which it could be enhanced and deliver better value for money.
- n) We will continue working with SCC in its provision of library services and the potential for addressing accommodation restrictions at the end of the exiting lease arrangements.
- o) We will investigate the options for the provision of a fitness and leisure facility ideally to incorporate swimming and other recreational pursuits.
- p) We will continue to operate and manage our two SIDs, and work with the relevant authorities to agree additional sites. We will monitor/analyse the speed data collected to improve speed awareness.
- q) We will consider supporting and funding other organisations in providing facilities that will benefit our residents e.g. a community café.
- r) We will review the re-introduction of the Community Award for deserving residents in our community.
- s) We will provide a chain of office for the Council Chair's emblem which is more befitting the status of the role than the current ribbon.

3.2 Finance & Governance

The role of the F&G committee is to regulate, set plans, manage and control our finances, resources and HR/staffing of Council. This includes recommending to Council for approval an annual budget and precept (see Section 1.5 for an explanation) in accordance with our Financial Regulations. F&G also oversees the running of our operations through the Officers and other employees.

- a) We will continue to seek opportunities for acquisition and adoption of green spaces to bring strategically important land under Council control to facilitate the introduction of additional facilities of benefit to residents.
- b) We will produce a Land Management Plan to record an inventory of the land we have, each area's main purpose (e.g. grassed, wildflower, play area) and how they are maintained.
- c) We will build on the achievements of the last plan on environmental matters and continue to engage with and support ongoing Suffolk Climate Change initiatives and projects.
- d) We will monitor for effectiveness the procedure developed during the last plan for generating income from depositing our cash in a more interest-friendly environment that meets all legal and regulatory financial safeguarding standards.

- e) We will build on the preparatory work undertaken during the last plan and document an Emergency Plan to be brought into action in the event of a serious incident in the town.
- f) We will build on the work carried out in the last plan to enhance our engagement with residents through our website and social media channels, focusing on what we do and how they can contribute. We will also aim to expand our in-person contact (currently via our Annual Town Meeting, stalls at the Kesgrave Market, T-Parties and other community events) by having stalls at school fetes and other similar opportunities.
- g) We will gauge the level of interest in other key community groups and organisations in town to come together to share plans and build networks. If this can be progressed, we will then review expanding the concept to businesses.
- h) We will investigate enhancing the information and facilities on Council's website and consider the provision of a printed Town Guide or Magazine to allow us to cover all resident demographics and audiences.
- i) We will continue to pursue all opportunities to recruit new Councillors.
- j) We will aim to achieve Quality Council status. This will enable Council to demonstrate that minimum standards are being met and will put us in a better position to influence the decision-making process concerning the adoption of services and areas of responsibility from our local authorities.
- k) We will look to build on our award-winning achievements in the 2023 and 2024 Suffolk Awards and also consider other opportunities that would reflect well on our great town, e.g. the Local Council Award Scheme.

3.3 Planning & Development

The role of the P&D committee is to provide a service that aims to ensure a voice on behalf of our residents is heard when planning applications are submitted to ESC. This is either to support cases that accord with planning policies (including those in the KNP) or to object to those considered to be non-compliant.

In addition, Council has an important democratic role to respond on behalf of our residents to local and national public consultations on relevant matters. These are referred in the main by the Government and local authorities and the committee makes recommendations on the content of a written response. Where appropriate, these may then be referred to full Council to review and approve before being processed, normally, by the Clerk.

Given the backcloth of an intended rapid review by ESC of its strategic development plan, it is likely we will initiate during the plan period a review of the KNP. With this in mind, Council considers it vital to consult with residents, as we did in 2017 for the original KNP, to get an update on their needs and opinions on how the plan should be revised. To this end we intend to engage independent experts to assist us in such an important exercise.

3.4 Operations

- a) To build on the significant progress made in modernising and professionalising the estates operation, we will bolster the management and resourcing of this area in anticipation of a transfer of assets from ESC and the adoption of other green spaces from local landowners.
- b) We will offer a work experience placement to Kesgrave High School.

- c) The current offices are restricted in relation to the space ideally required for efficient operation and community engagement, therefore action will be taken during the plan period to investigate any viable opportunities for expansion.

4. Resources & Finance

Staffing resources and structures are always kept under review but in general no significant increase is envisaged over the plan period in order to deliver the commitments set out, other than in the Estate Operatives. However, there may be a need for an additional administrative assistant to free up key staff to carry out their roles effectively and deliver this plan.

It is a key duty bestowed upon Council to set and manage a balanced annual expenditure and income budget, and this is made public under our Transparency Code. In so doing, Council seeks to retain a level of reserves that accord with best practice guidelines.

Any initiatives that are brought forward which have a significant additional unbudgeted cost will be fully investigated, costed and justified along with holding appropriate public consultation before being implemented.

Appropriate training will continue to be provided to all employees and Councillors to ensure that the work they carry out is to a high standard and is as safe as possible.

5. Monitoring and Review

We will review progress against our objectives and action plans on an annual basis.

The results will be published for residents, businesses, organisations and community partners to gain an appreciation of what has gone well and what there is still to do.

Additional unplanned actions deemed appropriate from time to time will be added to the action plans and reported on in the annual review.

Appendix: SWOT Assessment

Strengths	Weaknesses
<ul style="list-style-type: none"> • Sound governance (evolved policies, financial control, KNP/BPs,) • Very capable/experienced/committed officers/staff used to <u>dealing</u> with a large range of complex issues and services • Good mix of councillor skills/experience/commitment • Good culture: collaborative between council and officers; "get things done" attitude; apolitical • Good relations with ESC/SCC and local councillors • Good community partnerships and relationships: KWMCC, Police, SPARK etc • State of preparation (KNP/BP (resident engagement)/mature land acquisition programme and play area adoption experience); Arc4 engagement; estate <u>operatives</u> team • Low relative precept • Very low level of complaints (about council, councillors, office) indicative of broad resident satisfaction • Good IT and digital communications know-how • Ownership of a dedicated office and community building (MJH) on our own land. 	<ul style="list-style-type: none"> • Kesgrave still viewed in some quarters as Ipswich overflow • Insufficient councillors (esp. for med/long term succession); not sufficiently diverse as to gender and age • Resident engagement improved but still not optimal • Lack of a volunteering culture • Accommodation and storage too small to accommodate our expanding needs (Office and Estates) • Difficult to implement succession planning • Lack of authority to effect e.g. repairs to <u>pot holes</u>, flooding, road safety improvements around schools • Lack of community transport and frequent/direct public transport to nearby towns and locations outside the Ipswich/A12 corridor.
Opportunities	Threats
<ul style="list-style-type: none"> • (Local Government Reorganisation) to gain control of assets/green spaces to protect them from development in the long term, and deterioration in the short term; better enabling achievement of our aims on climate change and to effect environmental improvements • (Local Government Reorganisation) to gain control of functions to make it more efficient and effective to get things done on behalf of residents • To understand residents' developing housing needs with a view to exerting influence on the nature of any development that is brought in by the LPA • Land outside the settlement boundary that can be developed • To attract more shops, businesses/employment and improve health services 	<ul style="list-style-type: none"> • (Local Government Reorganisation) transfer of assets and responsibilities comes too quickly and without financial compensation (e.g. the library) • (Local Government Reorganisation) transition becomes an excuse to postpone decision-making for two years • (Local Government Reorganisation) service from ESC/SCC deteriorates due to staff loss given the uncertainty • (Local Government Reorganisation) uncertainty of outcomes from the decision on the unitary authorities restructure and any knock-on effects • Adverse resident reaction to more housing development