

Cabinet



Forest Heath
District Council

Title:	Agenda												
Date:	Tuesday 15 September 2015												
Time:	6.00 pm												
Venue:	Council Chamber District Offices College Heath Road Mildenhall												
Membership:	<p>Leader James Waters</p> <p>Deputy Leader Robin Millar</p> <table border="0"> <thead> <tr> <th><u>Councillor</u></th> <th><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>David Bowman</td> <td>Operations</td> </tr> <tr> <td>Stephen Edwards</td> <td>Resources and Performance</td> </tr> <tr> <td>Andy Drummond</td> <td>Leisure and Culture</td> </tr> <tr> <td>Robin Millar</td> <td>Families and Communities</td> </tr> <tr> <td>James Waters</td> <td>Planning and Growth</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	David Bowman	Operations	Stephen Edwards	Resources and Performance	Andy Drummond	Leisure and Culture	Robin Millar	Families and Communities	James Waters	Planning and Growth
<u>Councillor</u>	<u>Portfolio</u>												
David Bowman	Operations												
Stephen Edwards	Resources and Performance												
Andy Drummond	Leisure and Culture												
Robin Millar	Families and Communities												
James Waters	Planning and Growth												
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Quorum:	Three Members												
Committee administrator:	Sharon Turner FHDC Cabinet Officer/Committee Administrator Tel: 01638 719237 Email: sharon.turner@westsuffolk.gov.uk												

Agenda

Page No

Procedural Matters

Part 1 - Public

1. Apologies for Absence

2. Minutes

1 - 10

To approve as a correct record the minutes of the Cabinet meeting held on 14 July 2015 (attached).

3. Open Forum

At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet members. Members wishing to speak during this session should if possible, give notice in advance. Who speaks and for how long will be at the complete discretion of the person presiding.

4. Public Participation

Members of the public who live or work in the District are invited to put one question/statement of not more than 3 minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.

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

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

NON KEY DECISIONS

5. West Suffolk Operational Hub

11 - 18

Report No: CAB/FH/15/040

Portfolio Holder: David Bowman

Lead Officer: Mark Walsh

6. The Future of the Organic Waste Service in West Suffolk

To Follow

Report No: CAB/FH/15/041

Portfolio Holder: David Bowman

Lead Officers: Mark Walsh
and Mark Christie

	<i>Page No</i>
<p>7. Report from the Anglia Revenues and Benefits Partnership Joint Committee: 10 June 2015</p> <p>Report No: CAB/FH/15/042</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Liz Watts</p>	19 - 24
<p>8. Report from the Performance and Audit Scrutiny Committee: 30 July 2015</p> <p>Report No: CAB/FH/15/043</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Christine Brain Chairman of the Committee: Colin Noble</p>	25 - 30
<p>9. Recommendation of the Performance and Audit Scrutiny Committee - 30 July 2015: West Suffolk Risk Management Approach and Principles</p> <p>Report No: CAB/FH/15/044</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann Chairman of the Committee: Colin Noble</p>	31 - 34
<p>10. Recommendation of the Performance and Audit Scrutiny Committee - 30 July 2015: Annual Treasury Management Report 2014-2015</p> <p>Report No: CAB/FH/15/045</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann Chairman of the Committee: Colin Noble</p>	35 - 38
<p>11. Decisions Plan: September 2015 to May 2016</p> <p>Report No: CAB/FH/15/046</p> <p>To consider the most recently published version of the Cabinet's Decisions Plan</p> <p>Portfolio Holder: James Waters Lead Officer: Ian Gallin</p>	39 - 56
<p>12. Revenues Collection and Performance Write-Offs</p> <p>Report No: CAB/FH/14/047</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann</p>	57 - 60
<p>13. Exclusion of the Press and Public</p> <p>To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated</p>	

against each item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 - Exempt

14. Exempt Appendices: Revenues Collection Performance and Write-Offs (paras 1 and 2) 61 - 66

Exempt Appendices 1, 2 and 3 to Report No: **CAB/FH/15/047**
Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann

(These exempt appendices are to be considered in private under paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, as it contains information relating to an individual(s) and information which is likely to reveal the identity of an individual)

(No representations have been received from members of the public regarding this item being held in private)

Cabinet



Forest Heath
District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 14 July 2015 at **6.00 pm** at the **Council Chamber, District**
Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman James Waters (Leader)

Vice Chairman Robin Millar (Deputy Leader)

Stephen Edwards
Andy Drummond

By Invitation:

Rona Burt (Chairman of the Local Plan Working Group)

Simon Cole (Chairman of the Overview and Scrutiny
Committee)

Bill Sadler (Vice Chairman of the Overview and Scrutiny
Committee)

In Attendance:

Andrew Appleby

Lance Stanbury

75. **Apologies for Absence**

Apologies for absence were received from Councillor David Bowman.

76. **Minutes**

The minutes of the Cabinet meeting held on 2 June 2015 were unanimously accepted as an accurate record and signed by the Leader.

77. **Open Forum**

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

78. **Public Participation**

There were no questions/statements from members of the public.

79. **Report from the Performance and Audit Scrutiny Committee: 4 June 2015 (Report No CAB/FH/15/027)**

The Portfolio Holder for Resources and Performance presented this report on behalf of the Chairman of the Performance and Audit Scrutiny Committee which informed the Cabinet of the following items which had been discussed by the Performance and Audit Scrutiny Committee on 4 June 2015. The first seven items were considered jointly with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee:

1. Internal Audit Annual Report 2014/2015 and Outline Internal Audit Plan 2015/2016.
2. Annual Governance Statement 2013/2014 Action Plan Update.
3. Key Performance Indicators and Quarter 4 Performance Report 2014/2015.
4. Performance Management Report 2015/2016.
5. West Suffolk Strategic Risk Register Quarterly Report – March 2015.
6. Biannual Corporate Complaints and Compliments Digest.
7. Work Programme Update.
8. Ernst and Young – Certification Report 2013/2014.
9. Ernst and Young – Presentation of External Audit Plan and Fees 2014/2015 and 2015/2016 Indicative Fees.
10. Financial Outturn Report (Revenue and Capital) 2014/2015.

With the vote being unanimous, it was

RESOLVED:

That the content of the report be noted.

80. **Report from the Overview and Scrutiny Committee: 11 June 2015 (Report No CAB/FH/15/028)**

The Chairman of the Overview and Scrutiny Committee presented this report which informed the Cabinet of the following items which had been discussed by the Overview and Scrutiny Committee on 11 June 2015:

1. Overview and Scrutiny Draft Annual Report 2014/2015.
2. Decisions Plan: July 2015 to May 2016.
3. Work Programme and Re-Appointments to Task Group/Suffolk County Council Health Scrutiny.

With the vote being unanimous, it was

RESOLVED:

That the content of the report be noted.

81. **Single Issue Review (SIR) of Core Strategy Policy CS7 and Site Specific Allocations (SSA) Local Plan - Consultation Documents (Report No CAB/FH/15/029)**

The Chairman of the Local Plan Working Group presented this report which explained that the Working Group had considered the following items of substantive business at their meeting on 30 June 2015:

1. The progress which had been made on the Core Strategy Single Issue Review (CS SIR) and the Site Allocations (SSA) Issues and Options Local Plan Consultation Documents.
2. To inform the final draft Core Strategy Single Issue Review (SIR) and Site Allocations Local Plan (SALP) Issues and Options documents for consultation.

Working Paper 1 to Report No CAB/FH/15/029 was the second 'Issues and Options' (Regulation 18) consultation document for the Core Strategy Single Issue Review. This document considered two options for the level of housing to be provided within the district from 2011 to 2031 and four reasonable alternative options for its distribution between towns and villages.

The Working Group had considered the content of Working Paper 1 and had expressed their general support for the options contained within the consultation document. A table of proposed amendments to the draft Single Issue Review document was also presented to the Working Group (attached as Working Paper 3) and Members expressed their support for the changes. In addition, three further changes to the document were proposed by the Working Group, which were included in the table of amendments.

Working Paper 2 to Report No CAB/FH/15/029 was the Site Allocations Issues and Options Local Plan (SALP) consultation document, which updated and superseded the issues and options consultation undertaken in 2006.

The Working Group had considered the content of Working Paper 2 and expressed their general support for the options contained within the consultation document. A table of proposed amendments to the SALP document were presented to the Working Group (attached as Working Paper 4) and Members expressed their support for the changes. In addition, two further changes to the document were proposed and which were included in the table of amendments.

Following approval by Cabinet of these Consultation Documents, the consultation would take place from 11 August 2015 for an eight week period (ending on 6 October 2015) and which would also include a series of events being held during September 2015.

With the vote being unanimous, it was

RESOLVED:

That:-

1. Progress made to the Core Strategy Single Issue Review (CS SIR) and Site Allocations (SSA) Issues and Options Local Plan Documents be endorsed.
2. The Core Strategy Single Issue Review (SIR) (Working Paper 1) and the Site Specific Allocations (SSA) Issues and Options (Working Paper 2) Local Plan Documents, Tables of Proposed Material Amendments (Working Papers 3 and 4) and accompanying Strategic Environmental Assessment (SEA)/Sustainability Appraisal (SA), together with supporting documents, be approved for public consultation.
3. The Head of Planning and Growth, in consultation with the Portfolio Holder for Planning and Growth, be authorised to make any minor typographical, factual, spelling and grammatical changes to these documents, provided that it does not materially affect the substance or meaning.

82. West Suffolk Operational Hub (Report No CAB/FH/15/030)

The Cabinet received this report which provided an update on the progress of the joint West Suffolk and Suffolk County Council project, including feasibility and deliverability of a West Suffolk Operational Hub at Hollow Road Farm, Bury St Edmunds, to deliver a combined depot, waste transfer station and Household Waste Recycling Centre for West Suffolk.

The Director explained that public opinion from the Parish Councils and residents in the vicinity of Hollow Road Farm was strongly opposed to the scheme, due to matters such as traffic and safety concerns and residential amenity. There were also concerns raised regarding the process followed to-date.

Although, some had favoured a split-site and believed that there was evidence to support that model, there was general agreement amongst councillors and many who had taken part in the consultation to-date, that a shared waste and operations hub was still a good concept to explore.

At the St Edmundsbury Borough Council (SEBC) Cabinet meeting held on 23 June 2015, Members had committed to providing more information and carrying out further consultation as to why the Councils had reached the initial conclusion that Hollow Road Farm was the best site and also inviting people to identify alternative and deliverable sites that met the necessary criteria. That consultation would continue later this year and comments and suggestions would be encouraged from across Forest Heath and St Edmundsbury, as well as the immediately neighbouring communities.

However, at the SEBC Council meeting held on 7 July 2015, approval was not given for the funding of £180,000 for the finalisation of the business case (£98,000 FHDC and £82,000 SEBC). Therefore, it was recommended that Recommendation (3) of this report be withdrawn. In the meantime, Officers would look at what other steps would need to be undertaken as a result of the decision not to fund further studies at the current time.

Following on from the update provided by the Director, the Cabinet also considered that, having noted the feedback received in response to the pre-application consultation on the proposed siting of the Hub, further consultation should take place before any planning application was made and that this consultation should include the process for site selection.

With the vote being unanimous, it was

RESOLVED:

That:-

1. The contents of the report and the summarised feedback from pre-application consultation be noted.
2. Further pre-application consultation to include the site selection be approved.

83. Mildenhall Hub Project (Report No CAB/FH/15/031)

The Cabinet received this report which updated Members on progress with the Mildenhall Hub project and identified the next steps required. The report explained:

- the assumptions made in assessing the business case (Section 1.2)
- the likely costs of the elements of the Hub that Forest Heath District Council would need to build itself (Section 1.3).
- how this cost might be met by Forest Heath District Council (Section 1.4).
- how Forest Heath District Council would need to work with other partners to deliver the Mildenhall Hub (Section 1.5).
- the help that would be needed from Central Government (Section 1.6).
- the next steps and a provisional timetable for the project, including the approval of an initial project budget of £50,000 (to be funded from the Delivering the Strategic Priorities and Medium Term Financial Strategy Reserve) so that the Council could contribute to the joint funding of various pieces of work and support (Section 1.7).

With the vote being unanimous, it was

RESOLVED:

That:-

1. The initial conclusions from due diligence of the Business Case and next steps for the project, as outlined in Report No CAB/FH/15/031, be approved.
2. A single-site scheme be the Council's preferred option for consulting on the Mildenhall Hub project.
3. A budget of £50,000 be approved, funded from the Delivering the Strategic Priorities and Medium Term Financial Strategy

(MTFS) Reserve, to meet Forest Heath's share of initial project management and development costs.

4. The Director be authorised to approve spending from this budget in consultation with the Leader of the Council.

84. **West Suffolk Facilities Management (Report No CAB/FH/15/032)**

The Cabinet received this report which sought approval for establishing a joint venture (JV) company with Eastern Facilities Management Services (EFMS) Ltd.

The Director, on behalf of the Portfolio Holder for Operations, drew relevant issues to the attention of the Cabinet, including that a review of Facilities Management (FM) services at Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) had been undertaken, which had highlighted an opportunity to standardise FM services into a single arrangement across West Suffolk. Four options had been considered to bring the FM arrangements together, as outlined in Section 2.3 of the report. Option Four had been recommended as the preferred way forward and the report provided details of the implications should this Option be adopted.

The following Appendices were attached to the report:

Appendix A:	West Suffolk sites where FM services were delivered
Appendix B:	Advantages and disadvantages of options considered
Appendix C:	EFMS Capability Statement
Exempt Appendix D:	Costs and savings
Exempt Appendix E:	EFMS Credit reference

The specific content of Exempt Appendices D and E were not discussed in public, therefore, there was no requirement to move into private session.

Following due consideration, the Cabinet considered Option Four should be progressed as recommended. The proposal would not only enable potential savings of 12.6% against the current costs of FM services across FHDC and SEBC, but also provided an existing opportunity for the West Suffolk Councils to deliver their FM services through this commercial enterprise.

With the vote being unanimous, it was

RECOMMENDED TO COUNCIL:

That:-

1. The contents of Report No CAB/FH/15/032 be noted.
2. Approval be given to establish a Joint Venture Company with Eastern Facilities Management (EFMS) Ltd for the delivery of Facilities Management services at Forest Heath District Council and St Edmundsbury Borough Council.

3. Delegated authority be given to the Head of Operations, in consultation with the Head of Resources and Performance, the Service Manager (Legal) and respective Portfolio Holders for Operations to finalise and confirm the outstanding legal and governance matters outlined herein at 3.11 to 3.15 and 3.21 of Report No CAB/FH/15/032, before signing contracts to establish the new Joint Venture company with EFMS.

85. Revenues Collection and Performance Write-Offs (Report No CAB/FH/15/033)

The Portfolio Holder for Resources and Performance presented this report, which sought approval for the write-off of uncollectable amounts in respect of Council Tax and Business Rates. The specific reasons for recommending these write-offs, were included in the exempt Appendices 1 and 2 to Report No CAB/FH/15/033).

The Portfolio Holder also referred to paragraphs 3.2 and 3.3 of the report which set out the collection rates for both National Non Domestic Rates (NDR) and Council Tax as at 30 June 2015.

The Chairman of the Overview and Scrutiny Committee expressed his frustrations regarding businesses who owe outstanding debts to the Council and considered that this type of information should be made available within the public domain. The Portfolio Holder replied and explained that the Council worked hard to attempt to recover these outstanding debts. The Portfolio Holder also stated that he would undertake further investigations to determine what debt information, if any, could be released into the public domain.

With the vote being unanimous, it was

RESOLVED:

That the write-off of the amounts detailed in the exempt Appendices 1 and 2 to Report No CAB/FH/15/033, be approved as follows:

1. Exempt Appendix 1: Business Rates totalling £36,545.23
2. Exempt Appendix 2: Sundry Debts totalling £4,129.57

86. Joint ARP Debt Management and Recovery Policy (Report No CAB/FH/15/034)

The Portfolio Holder for Resources and Performance presented this report which sought approval for a joint Anglia Revenues and Benefits Partnership (ARP) Debt Management and Recovery Policy.

The Portfolio Holder drew relevant issues to the attention of the Cabinet, including that the draft policy set out the mechanism for billing and the collection and recovery of Council Tax, Non-Domestic Rates and Housing Benefits Overpayments across West Suffolk and the wider ARP.

The policy document, which was attached as Appendix A, replaced previous policies of the ARP and updated the content to reflect changes to recent enforcement legislation.

With the vote being unanimous, it was

RESOLVED:

That the Joint ARP Debt Management and Recovery Policy as set out in Appendix A to Report No CAB/FH/15/034, be approved.

87. West Suffolk Sundry Debt Management and Recovery Policy (Report No CAB/FH/15/035)

The Portfolio Holder for Resources and Performance presented this report which sought approval for a new West Suffolk Sundry Debt Management and Recovery Policy.

The Portfolio Holder drew relevant issues to the attention of the Cabinet, including that the draft policy set out the mechanism for invoicing, collection and recovery of sundry debts across the Forest Heath District and St Edmundsbury Borough Councils (West Suffolk).

The policy document, which was attached as Appendix A, replaced previous policies of the two Councils by bringing them together into a single document and updating the content to reflect the changes introduced by the single financial management system. This Policy excluded the activities and debt of the Council through its revenues and benefits services by Anglia Revenues Partnership, which was the subject of a separate report on the agenda (Report No CAB/FH/15/034 refers).

The new draft document also placed greater emphasis on pre-payment for services using online methods, in light of the Councils' channel shift agenda and proposed roll-out of more self-service payment options.

With the vote being unanimous, it was

RESOLVED:

That the West Suffolk Sundry Debt Management and Recovery Policy, contained in Appendix A to Report No CAB/FH/15/035, be approved.

88. Decisions Plan: July 2015 to May 2016 (Report No CAB/FH/15/036)

The Cabinet considered Report No CAB/FH/15/036, which was the Cabinet Decisions Plan covering the period July 2015 to May 2016.

Members took the opportunity to review the forthcoming decisions of the Cabinet. The Deputy Leader outlined the on-going work within Suffolk on devolution and explained that it was the intention to submit a proposal on a Suffolk Devolution Bid to Government, during September 2015. Therefore, it was noted that this item would need to be scheduled to Cabinet and Council accordingly, for formal approval, prior to its submission.

89. **Exclusion of the Press and Public**

Refer to Minute Nos 90. and 91. below.

90. **Exempt Appendices: West Suffolk Facilities Management (para 3)
(Appendices D and E to Report No CAB/FH/15/032)**

The Cabinet received Exempt Appendices D and E to Report No CAB/FH/15/032, however, as no reference was made to specific detail, this item was not held in private session.

91. **Exempt Appendices: Revenues Collection Performance and Write-Offs
(paras 1 and 2) (Appendices 1 and 2 to Report No CAB/FH/15/033)**

The Cabinet received Exempt Appendices 1 and 2 to Report No CAB/FH/15/033, however, as no reference was made to specific detail, this item was not held in private session.

The Meeting concluded at 6.30 pm

Signed by:

Chairman

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Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk Operational Hub	
Report No:	CAB/FH/15/040	
Report to and dates:	Cabinet	15 September 2015
	Council	14 October 2015
Portfolio holder:	David Bowman Portfolio Holder for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk	
Lead officer:	Mark Walsh Head of Operations Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	<p>To provide an update on the progress of the joint Forest Heath District, Suffolk County and St Edmundsbury Borough Councils development, including feasibility and deliverability, of a West Suffolk Operational Hub near Bury St Edmunds, to deliver a combined depot, waste transfer station and Household Waste Recycling Centre for West Suffolk.</p> <p>For Members to note that further community engagement across West Suffolk to give information, invite scrutiny and seek credible alternatives will take place before any planning application is made.</p> <p>For Members to recommend to full Council the allocation of funding to allow the project to progress.</p>	
Recommendation:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) the contents of Report No: CAB/FH/15/040, be noted;</p> <p>(2) approval is given for a further six-week period of public pre-application consultation that will give an opportunity for suggestions for alternative sites and provide information for public scrutiny including the:</p>	

	<p>(i) case for a shared waste hub; (ii) site selection criteria; (iii) process of site selection; (iv) sustainability appraisal; and</p> <p>(3) subject to the approval of full Council, funding of £220,000 (£112,000 FHDC and £108,000 SEBC), as detailed in Section 3 of Report No: CAB/FH/15/040, be approved, and for this to be allocated from the respective Council's Strategic Priorities and Medium Term Financial Strategy reserve to enable the project to progress.</p>		
Key Decision:	<p>Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/></p> <p>As approval for the funding element of the project is a full Council decision and not a Cabinet decision.</p>		
<p>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</p>			
Consultation:	<ul style="list-style-type: none"> Through pre-application consultation and any subsequent planning application. 		
Alternative option(s):	<ul style="list-style-type: none"> Covered in previous reports. 		
Implications:			
Are there any financial implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Outlined in section 4. 		
Are there any staffing implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Are there any ICT implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Are there any legal and/or policy implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Land transactions, procurement and planning process. 		
Are there any equality implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Risk/opportunity assessment:			
<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Planning consent or environmental permitting for the site is refused or significantly delayed and / or leads to high mitigation costs.	Medium	Develop a detailed planning strategy with supporting evidence. Engage early with stakeholders through pre-application consultation.	Medium
Ground and environmental elements (inc archaeology) leading to extra cost and delay.	Medium	Initial surveys of site undertaken. Engaging with appropriate experts to manage risk.	Medium

Escalating project costs.	Medium	Land costs fixed. Elemental cost plan developed to manage budget moving forward.	Medium
Lack of resource, skills and capacity to deliver project.	Medium	External support engaged and further support will be called upon as required. Sharing officer resources with SCC.	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		<p>St Edmundsbury Borough Council report F51 dated 30 June 2014 - Hyperlink to report</p> <p>Forest Heath District Council report CAB/FH/15/001 dated 17 February 2015 - Hyperlink to reports pack</p> <p>St Edmundsbury Borough Council report CAB/SE/15/015 dated 10 February 2015 - Hyperlink to reports pack</p> <p>Suffolk County Council report to Cabinet dated 24 February 2015 agenda item 8 - Hyperlink to report</p> <p>St Edmundsbury Borough Council report CAB/SE/15/040 dated 23 June 2015 - Hyperlink to report</p> <p>Forest Heath District Council report CAB/FH/15/030 dated 14 July 2015 - Hyperlink to report</p>	
Documents attached:		None	

1. Background

1.1 The West Suffolk Operational Hub is one of a number of linked West Suffolk projects which aim to support the councils' strategic priorities through increasing public sector efficiency, making savings or generating income in order to continue providing services for people who live or work in West Suffolk. The previous Forest Heath and St Edmundsbury Cabinet reports on this matter (CAB/FH/15/001 dated 17 February 2015 and CAB/SE/15/015 dated 10 February 2015 respectively) provided information about the key drivers and benefits for a West Suffolk Operational Hub. These included:

- a) the changing nature of waste collection and disposal in Suffolk;
- b) relocating St Edmundsbury's ageing fleet depot from Western Way in Bury and enabling development on that site;
- c) relocating Forest Heath's Mildenhall depot and enabling that facility to be put to alternative commercial use;
- d) co-locating with Suffolk County Council's waste transfer station and Household Waste Recycling Centre (HWRC) increasing operational efficiencies;
- e) meeting the objectives of the Government's 'One Public Estate Programme';
- f) reducing fleet mileage and increasing capacity; and
- g) reducing running costs through using modern, efficient facilities on a combined site.

Further background can be found through links to the previous reports referenced in the 'Background Papers' section of this report above.

1.2 An initial round of community engagement in the form of a six-week pre-application public consultation took place from 6 March 2015 to 20 April 2015. The National Planning Policy Framework places particular emphasis on developers and prospective applicants engaging with the communities who lie close to or may be affected by their development proposals. Used in this way community engagement usually takes place at some point prior to the submission of a planning application.

1.3 There are many reasons for undertaking pre-application public consultation, including to:

- inform people about a proposed development prior to a planning application being submitted;
- engage communities and stakeholders in the planning process;
- give interested parties the chance to express their views on the proposed development;
- gain particular insight or detailed information which is relevant to the scheme;
- gauge local opinion; and
- identify ways in which a proposed development could be improved.

1.4 Pre-application public consultation is not a statutory requirement or a referendum and does not bind the developer to any particular course of action. However, whether the developer observes the findings of the process or not, they remain a material consideration in the determination of any related

planning application, as to the extent to which the developer has observed them.

- 1.5 Details of the initial phase of pre-application consultation and public feedback are available through the links in the 'background papers' section above.
- 1.6 Concerns raised included environmental impact issues like highways and traffic impact, noise, odour, landscape and visual impact. There were also questions raised concerning planning policy, the justification for a single site option, the site selection criteria and the process of site selection itself including understanding the locations considered and dismissed in favour of the current preferred option at Hollow Road Farm.

2. Next Steps

- 2.1 A second six-week pre-application consultation is planned and a consultation plan will be published before it starts to enable people to understand what it will cover and relevant dates.
- 2.2 This second phase will make further documents available for public scrutiny including a sustainability appraisal, the case for co-locating facilities into a single site, site selection criteria and the process of site review and selection which identified the currently preferred location at Hollow Road Farm. This background detail will enable people to consider putting forward credible alternative sites.
- 2.3 It is important to stress that this would still be pre-application consultation and not a planning application for a specific site. Any planning application would only come forward from the partnership of developers (Forest Heath, Suffolk County and St Edmundsbury councils) after the results of this second phase of consultation have been analysed. A planning application would also trigger further public consultation by the Planning Authority which in this case would be the Development Control Committee of St Edmundsbury Borough Council.
- 2.4 The consultation plan is being prepared along similar lines to those used for Nationally Significant Infrastructure Projects (NSIP). Although not a national project, the West Suffolk Operational Hub is of high local significance to the nearby communities and also needs to ensure that all West Suffolk residents have the opportunity to make comments and suggestions. It will be published on the website (www.westsuffolk.gov.uk/wsoh) and will set out the background of the project and previous consultation, what is being consulted on, where people can get information, how people can provide feedback and timescales for the consultation and next steps. It will also help to ensure that questions can be answered in a timely way and with clarity.
- 2.5 Regardless of whatever site is ultimately selected, design work (much of it generic) will need to continue to develop in order to bring further clarity to our proposals, address some of the issues raised during pre-application consultation, provide further accuracy to cost estimates and develop a package of information for any planning and procurement process.

2.6 There are three distinct phases to this project:

1. feasibility (including planning)
2. procurement
3. construction

2.7 We are still in the feasibility phase of the project which includes site selection, developing a business case and seeking a planning consent. In order to prepare a business case and have the necessary information to make a detailed planning application, design will need to progress at the appropriate time and sufficiently to inform these elements of the project. The funding requested in this report will allow more detailed iterations of design and work on the required planning information to progress as and when the council is ready to do so. It is anticipated that elements of the design work could be replicated elsewhere if an alternative site is subsequently selected although it is worth noting that some site-specific, detailed and specialist work would always be required for any site before a planning decision could be taken.

3. Finance

3.1 To date, all costs during the feasibility and deliverability phases of this project have been shared equally with Suffolk County Council and St Edmundsbury Borough Council. St Edmundsbury provided initial funding of £100,000 (report F51 dated 30 June 2014). A further £20,000 of funding has been made available through the Cabinet Office under the One Public Estate Programme (OPEP) which aims to support projects to co-locate public sector assets.

3.2 In order for the project to progress, funding, in line with other equivalent projects, will be required to finalise a business case in the autumn. Estimated elements of further cost required are:

Project Management / Concertus	£40,000
Planning advice	£35,000
BREEAM advisors	£4,000
Images and visual impact studies	£6,000
Planning application and land option	£52,000
Legal advice	£13,000
Direct costs	£30,000
Communications	£30,000
Consulting engineers (surveys / design)	£180,000
Other / contingency	£50,000
Total	£440,000

3.3 The share of these costs for West Suffolk is anticipated to be £220,000. Appropriate arrangements need to be made to share these costs between Forest Heath District Council and St Edmundsbury Borough Council. An accurate basis on which to share these costs between the West Suffolk councils will be made for the business case. Until then it is recommended that they be shared on the standard 35:65 ratio and reconciled at a later date.

3.4 In order to reflect a 35:65 cost share between the West Suffolk authorities on both the current and future expenditure for this project, Forest Heath DC will be requested to make budget provision for £112,000 (35% of West Suffolk's

£320,000 share – net of £20,000 OPEP funding) and St Edmundsbury will be requested to make a further budget provision of £108,000 (65% of West Suffolk's £320,000 share – net of £20,000 OPEP funding, minus the £100,000 already approved report F51). Both amounts to be funded from each authority's Strategic Priorities and Medium Term Financial Strategy reserve.

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Anglia Revenues and Benefits Partnership Joint Committee: 10 June 2015	
Report No:	CAB/FH/15/042	
Report to and date:	Cabinet	15 September 2015
Portfolio holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Lead officers:	Liz Watts Director Tel: 01284 757252 Email: liz.watts@westsuffolk.gov.uk	
	Rachael Mann Head of Resources and Performance Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	<p>On 10 June 2015 the Anglia Revenues and Benefits Partnership (ARP) Joint Committee considered the following substantive items of business:</p> <ol style="list-style-type: none"> (1) Fraud; (2) 2014-15 Year End Out-turn and Approval of the Small Bodies Return; (3) Performance Report; (4) ARP Website; (5) ARP Risk Register; (6) Bailiff Update; (7) Arp Trading Company Restructure; (8) Welfare Reform; and (9) Forthcoming Issues. <p>This report is for information only. No decisions are required by the Cabinet.</p>	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the content of Report No: CAB/SE/15/042, being the report of the Anglia Revenues and Benefits Partnership Joint Committee.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>
Consultation:	<ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Alternative option(s):	<ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> See reports of ARP Joint Committee at link provided under 'Background papers'
Risk/opportunity assessment: See reports of ARP Joint Committee at link provided under 'Background papers'	<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>
Ward(s) affected:	All Ward/s
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Breckland DC Website: Reports of the Anglia Revenues and Benefits Partnership Joint Committee – 10 June 2015 Report No: COU/FH/15/022 – FHDC Council: 15 July 2015
Documents attached:	None

1. Key issues

1.1 Fraud (Agenda Item 6)

- 1.1.1 The Joint Committee had received and noted an update on the Single Fraud Investigation Service (SFIS) and how, apart from Waveney and Suffolk Coastal District Councils who would be affected in May 2016, all existing fraud staff in scope would TUPE transfer to the Department for Work and Pensions from 1 September 2015.
- 1.1.2 Discussions had been ongoing with the County Councils regarding the retention of a fraud team to investigate non-Benefit fraud and whether they would be willing to contribute a funding allocation.

1.2 2014-15 Year End Out-turn and Approval of the Small Bodies Return (Agenda Item 7)

- 1.2.1 The Joint Committee had considered a report which sought approval for the accounts by the end of June 2015. This was the final year that the small bodies return would need to be completed, for the reasons set out in the report.
- 1.2.2 Appendix A provided details of the Partnership's budget out-turn and variances in 2014/2015. There had been a surplus of £110,274 and the Joint Committee had previously approved the retention of this to enable the development of the proposed trading company. In addition, the Partnership had received grants during 2014/2015, £631,145 of which had remained unspent at year end. It was agreed that this should also be retained in reserve, a proportion of which would be allocated to the development of the new ARP website.
- 1.2.3 Together with the Annual Governance Statement, the Annual Return attached as Appendix B was considered and approved.
- 1.2.4 The Joint Committee **RESOLVED that:**
- (1) the accounting statement for the year ended 31 March 2015 be approved;**
 - (2) the annual governance statement be approved;**
 - (3) the 2014-15 out-turn position be noted; and**
 - (4) the internal audit report and review of governance arrangements be noted.**

1.3 Performance Report (Agenda Item 8)

- 1.3.1 The Joint Committee had received and noted the Performance Report as at 30 April 2015. The report detailed ARP's key achievements in respect of Benefits News; Council Tax News; NDR news; HBOP News; Performance Targets; Projects; Learning and Support; and Customer Survey. This detailed report can be viewed on Breckland District Council's website at:

<http://democracy.breckland.gov.uk/documents/s35267/ARP%20Performance%20Report%20to%20April%2030%202015.pdf>

and

- 1.3.2 Members had noted that targets had been met by all partner authorities with all indicators annotated green. This raised a question in respect of whether the targets were sufficiently challenging and a discussion was held on obtaining benchmarking information from the Chartered Institute of Public Finance and Accountancy (CIPFA) to enable comparisons to be undertaken with the performance of other authorities; however it had initially indicated that all seven partner authorities would be charged for this information. Negotiations were continuing to mitigate this as well as looking at other means of obtaining benchmarks.
- 1.3.3 Discussion had also been held on the results of the customer survey, which had indicated customers' desire to move towards utilising more electronic methods of communication; however online services perhaps needed to be more user-friendly.

1.4 **ARP Website (Agenda Item 9)**

- 1.4.1 The Joint Committee had considered a report which sought approval to redesign and update the ARP website.
- 1.4.2 It had been recommended that the new website should be based upon the website model launched by the two West Suffolk councils (St Edmundsbury Borough Council and Forest Heath District Council). This icon-based model of website would provide direct access for users to the correct payment engine.
- 1.4.3 Discussion was held on the expected operational costs for the new website, and whilst encouraging greater use of the online facilities, there remained a need to maintain face-to-face customer contact. Fast track access to the ARP website should also be provided from each Councils' own websites.
- 1.4.4 An additional recommendation was considered and approved in connection with the overall cost of the website refurbishment.
- 1.4.5 The Joint Committee **RESOLVED that:**
- (1) the engagement of an external design agency, at a cost in the order of £4,800 to design the style and layout of the new Anglia Revenues Partnership website with an ARP Intranet and Bailiff website, be approved;**
 - (2) the full re-write of all existing content be conducted by an external, well-qualified resource at a cost of £8,000 in order to provide a consistent, modern and easy-to-read interface with the public and an intranet for staff information;**
 - (3) Commonspot, in use by West Suffolk, be adopted as the content management system for the new Anglia Revenues Partnership website; and**
 - (4) the £40,300 overall cost of the refurbishment be approved.**

1.5 **ARP Risk Register (Agenda Item 10)**

1.5.1 The Joint Committee had received and noted the Anglia Revenues Partnership Risk Register, which was attached as Appendix A and would be presented to Members on a bi-annual basis. Appendix B provided the criteria used to apply a risk score to the ARP.

1.5.2 Discussion was held on a number of issues which might affect the risks identified by the Partnership including:

- (a) the implementation of Universal Credit and the effect on the work of the Partnership;
- (b) the relationship between Housing Benefit working age claimants and the Local Council Tax Reduction Scheme;
- (c) the introduction of new initiatives such as the bailiff service and fraud work;
- (d) whether ARP activities could be operated differently and that these should be considered by the Operational Improvement Board and options reported to the Joint Committee for discussion.

1.6 **Bailiff Update (Agenda Item 11)**

1.6.1 The Joint Committee had received and noted an update on the introduction of an Enforcement Agency.

1.6.2 The procurement of the computer software system had been successful with Whyte and Co's 'Enforcer' system being utilised by the ARP's Enforcement Agency for a one year contract with the option to extend for a further year. Work was underway to create the interfaces with the Partnership's other software.

1.6.3 An ARP Enforcement Agency website was being created and administrative staff had been recruited. The status at the time of the meeting was that the advertisement to recruit Enforcement Agents had been issued. Appropriate training for staff had been implemented.

1.6.4 The new Enforcement Agency service was expected to be delivered before the first courts for Council Tax and Business Rates in respect of the 2015/2016 annual bills. A timetable of implementation was provided in the report, with the first cases being handled in mid-July 2015.

1.7 **ARP Trading Company Restructure (Agenda Item 12)**

1.7.1 The Joint Committee had considered a report which sought to restructure the ARP trading company to open up shareholdings to the seven partner authorities of the ARP Joint Committee

1.7.2 East Cambridgeshire District Council had decided not to commit to the proposal at the present time and the recommendations were amended accordingly to reflect this decision.

1.7.3 The recommendations emanating from this report, as amended, were required to be considered by the partner authorities and these were presented and approved by Forest Heath District Council's (FHDC) full Council on 15 July 2015 ([Report No: COU/FH/15/022](#) refers). A summary of the report to the Joint Committee was also contained in the report to FHDC's Council and is therefore not duplicated again here.

1.8 **Welfare Reform (Agenda Item 13)**

1.8.1 The Joint Committee had received and noted an update on welfare reform.

1.8.2 The update included information on:

- (a) ARP being live with single, working age claimants for Universal Credit, except for East Cambridgeshire DC and Fenland DC which would go live later in the year;
- (b) the Government's pledge to reduce benefits and introduce a new cap;
- (c) that in 2014/2015, the benefit cap and spare room subsidy had affected between 19 and 45 customers which amounted to a reduction of benefit payment of between £50 and £215 per week;
- (d) support offered to those in need that were affected by the reduction in single room subsidy;
- (e) the allocation of Discretionary Housing Grants in 2014/2015; and
- (f) the allocation of hardship payments, which were still being handled by ARP and not the DWP.

1.9 **Forthcoming Issues (Agenda Item 14)**

1.8.1 The Joint Committee had suggested that further work should now be undertaken to move towards the Joint Committee being represented by one Member from each partner authority instead of two, with each Member being given one vote.

1.8.2 In order to progress this, Members had requested a historical perspective on how the current arrangements had been adopted and asked the Operational Improvement Board to explore the possibility of seeking representation of one Member from each authority on the Joint Committee, with two Substitutes.

2. **Minutes**

2.1 For further information on the items detailed above, see the [minutes](#) (click on link) of the Anglia Revenues and Benefits Partnership Joint Committee meeting held on 10 June 2015.

Cabinet



Forest Heath
District Council

Title of Report:	Report from the Performance and Audit Scrutiny Committee: 30 July 2015	
Report No:	CAB/FH/15/043	
Report to and date:	Cabinet	15 September 2015
Portfolio Holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Colin Noble Chairman of the Performance and Audit Scrutiny Committee Tel: 07545 423795 Email: colin.noble@forest-heath.gov.uk	
Lead Officer:	Christine Brain Scrutiny Officer Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 30 July 2015, the Performance and Audit Scrutiny Committee held an informal joint meeting with members of St Edmundsbury's Performance and Audit Scrutiny Committee, and <u>considered the first four items jointly:</u></p> <ol style="list-style-type: none"> (1) Balanced Scorecard and Quarter 1 Performance Report 2015-2016; (2) West Suffolk Risk Management Approach and Principles; (3) West Suffolk Strategic Risk Register Quarterly Monitoring Report – June 2015; (4) Work Programme Update; (5) Financial Performance Report (Revenue and Capital) – Quarter One (April to June 2015); and 	

	(6) Annual Treasury Management Report 2014-2015 Separate reports are included on this Cabinet agenda for Items (2) and (6) above.
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report No CAB/FH/15/043, being the report of the Performance and Audit Scrutiny Committee.
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	Please see background papers.
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendation

11 Balanced Scorecard and Quarter 1 Performance Report 2015-2016 (Report No: PAS/FH/15/016)

- 1.1.1 The Committee received Report No: PAS/FH/15/016, which set out the West Suffolk Balanced Scorecards being used to measure the Council's performance for 2015-2016 and an overview of performance against those indicators for the first quarter of 2015-2016. The six balanced scorecards (attached at Appendices A to F) were linked to the Head of Service areas, including the proposed performance measures, targets and quarter one data.
- 1.1.2 It was envisaged the Balanced Scorecard report would replace a number of existing reports that currently went to the Committee, such as the quarterly Key Performance Indicator (KPI) report, quarterly Strategic Risk Register report and the Bi-annual Corporate Complaints and Compliments report. It was also envisaged that the Balanced Scorecard approach would remove the need to report the current quarterly KPI (Appendix G) and the bi-annual corporate Complaints and Compliments report after quarter 1. From quarter 2, it was envisaged that the quarterly Strategic Risk Register report would no longer be required as this would be covered within the Balanced Scorecard from quarter 2.
- 1.1.3 Unless otherwise stated, all performance figures reported in the scorecards were from a West Suffolk perspective. Where the performance for either individual Council was significantly different from the West Suffolk figure details would be provided in the comments box.
- 1.1.4 Members scrutinised the balanced scorecards in detail and asked a number of questions to which officers duly responded.
- 1.1.5 There being no decision required, the Committee noted the performance indicators and targets being used to measure the Council's performance for 2015-2016; and reviewed the Balanced Scorecards for Quarter 1, 2015-2016.

1.2 West Suffolk Strategic Risk Register Quarterly Monitoring Report – June 2015 (Report No: PAS/FH/15/018)

- 1.2.1 The Committee received and noted the first quarterly risk register monitoring report in respect of the West Suffolk Strategic Risk Register. The Register was updated regularly by the Risk Management Group and at its recent meeting the Group reviewed the target risk, the risk level where the Council aimed to be, and agreed a current risk assessment. These assessments formed the revised West Suffolk Risk Register (Appendix 1). Some individual controls and actions had been updated and those which were not ongoing and had been completed by June 2015 had been removed from the Register.
- 1.2.2 There had been no new risks or amendments made to any existing risk and no new risks had been closed since the Strategic Risk Register was last report to the Committee.
- 1.2.3 Within the formal discussions, Forest Heath Members further requested as to whether it would be possible to include within future reporting of the Risk

Register, the following:

- To highlight any new risks which had been added to the Register since last reported to the Committee.
- To highlight risks which had been closed since last reported to the Committee.
- To highlight where risks had been amended since last reported to the Committee.
- To include defined start/completion dates (where able to do so).

The Head of Resources and Performance agreed to report these comments back to the Risk Management Group for their consideration, with the intention of their inclusion within the next quarter reporting.

1.2.4 There being no decision required, the Committee noted the contents of the report.

1.3 **Work Programme Update (Report No: PAS/FH/15/019)**

1.3.1 The Committee received and noted its Work Programme which provided items scheduled to be presented to the Committee during 2015-2016 (with the inclusion of an additional item for the September 2015 meeting on Delivering a Sustainable Budget 2016-2017).

1.4 **Financial Performance Report (Revenue and Capital) 2015-2016 – Quarter 1 (April to June 2015) (Report No: PAS/FH/15/020)**

1.4.1 The Committee received and noted Report No: PAS/FH/15/020, which set out the financial performance for the first quarter of the 2015-2016 and forecasted outturn position for 2015-2016.

1.4.2 Attached at Appendix A and B to the report were details of the Council's revenue performance and year end forecasted outturn position. The current forecast position for the year was expected to be on budget. Appendix C to the report set out the Council's capital financial position for the first three months of 2015-2016, which showed expenditure of £1,235,000. The Resources and Performance Team would continue to work with Budget Holders to monitor capital spend and project progress closely for the remainder of the financial year and an updated position would be presented to the Committee on a quarterly basis. Finally, a summary of the earmarked reserves was attached at Appendix D, along with the forecast year end position for 2015-2016.

1.4.3 The Committee scrutinised the report in detail and asked a number of questions. Discussions were held around the current budget variances for Quarter 1, in particular, for the Compostable Collections (Brown Bins) (Cost Centre 3042) and Off-Street Car Parks (Cost Centre 3110). Officers agreed to provide Members with a written response to further explain the reasons for these particular variances.

1.4.4 Members also requested that where there were large variances within budget cost centres, that explanations for these variances were provided. The Head of Resources and Performance explained that it was usual practice for Officers

to include comments where the variance was over £25,000. However, she would ensure that Officers provided this additional information within future reporting. Members further requested that this reporting should not just be limited to the £25,000, but should also include percentage variances. The Officer also acknowledged this request.

- 1.4.4 There being no decision required, the Committee noted the 2015-2016 year end forecast financial position.

2. Background Papers

- 2.1.1 Report PAS/FH/15/016 to the Performance and Audit Scrutiny Committee: Balanced Scorecard and Quarter 1 Performance Report 2015-2016
- 2.1.2 Report PAS/FH/15/018 to the Performance and Audit Scrutiny Committee: West Suffolk Strategic Risk Register Quarterly Monitoring Report – June 2015
- 2.1.3 Report PAS/FH/15/019 to the Performance and Audit Scrutiny Committee: Work Programme Update
- 2.1.4 Report PAS/FH/15/020 to the Performance and Audit Scrutiny Committee: Financial Performance Report (Revenue and Capital) Quarter 1 (April – June 2015)

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Cabinet



Forest Heath
District Council

Title of Report:	Recommendation of the Performance and Audit Scrutiny Committee - 30 July 2015: West Suffolk Risk Management Approach and Principles	
Report No:	CAB/FH/15/044	
Report to and date:	Cabinet	15 September 2015
Portfolio Holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: Stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Colin Noble Chairman of the Performance and Audit Scrutiny Committee Tel: 07545 423795 Email: colin.noble@forest-heath.gov.uk	
Lead Officer:	Rachael Mann Head of Resources and Performance Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To consider a new, positive approach to risk based on context, proportionality, judgement and evidence-based decision making that is considered on a case by case basis.	
Recommendation:	It is <u>RECOMMENDED</u> that, the West Suffolk Risk Management Approach and Principles, attached at Appendix 1 and the Supporting Flowchart attached at Appendix 2 to Report No: PAS/FH/15/ 017 be adopted.	
Key Decision: (Check the appropriate box and delete all those that <u>do not</u> apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

<p>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</p>			
Consultation:		• See Report No: PAS /FH/15/017	
Alternative option(s):		• See Report No: PAS /FH/15/017	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS /FH/15/017	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS /FH/15/017	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS /FH/15/017	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS /FH/15/017	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS /FH/15/017	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
See Report No: PAS /FH/15/017			
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Report No PAS14/041 - West Suffolk Strategic Risk Register (including West Suffolk Toolkit) (31 July 2014) Report No PAS14/041 Report No PAS14/041 Appendix 1 Report No PAS14/041 Appendix 2	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Key Issues

A new approach to Risk

- 1.1.1 The Committee received Report No: PAS/FH/15/017, which set out a new, positive approach to risk based on context, proportionality, judgement and evidence-based decision making that was considered on a case by case basis.
- 1.1.2 The new approach to risk was based on seven core principles as detailed in Appendix 1 to Report No: PAS/FH/15/017.
- A positive approach;
 - Contextual decision making;
 - Informed risk-taking;
 - Proportionate;
 - Decision risks vs delivery risks;
 - A documented approach; and
 - Continuous improvement.

The new approach to risk commits staff and members to evidence-based decision making that is considered on a case by case basis, taking into account the seven principles set out above.

Evidence-based Risk Management

- 1.1.3 Attached at Appendix 2, to the report was a flowchart which provided a summary of the various tools and documents that supported this evidence-based approach. It was these documents and tools that would enable the Council to achieve a learning culture which supported staff and members, enabling managed risk-taking through positive relationships.
- 1.1.4 The West Suffolk Strategic Risk Register already aligns the Council's new risk management approach and principles and would continue to remain a key evidence-based document for members. As the balanced scorecard was developed the strategic risk contained in the current register would start to become part of the Balanced Scorecard enabling another of the performance dependencies to be available within a single place for each service area for scrutiny.

Dissemination and implementation

- 1.1.5 Once scrutinised and agreed, it was intended that it underpinned all thinking about risk by Members and staff. A communication plan would be developed to ensure that all Members and staff were aware of the principles and the available tools. The new approach would be reviewed periodically to ensure it continued to be fit-for-purpose, and relevant to the new types of decisions that both councils were making.
- 1.1.6 The Performance and Audit Scrutiny Committee considered the report and has put forward a recommendation as set out on page one of this report.

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Cabinet



Forest Heath
District Council

Title of Report:	Recommendation of the Performance and Audit Scrutiny Committee - 30 July 2015: Annual Treasury Management Report 2014-2015	
Report No:	CAB/FH/15/045	
Report to and dates:	Cabinet	15 September 2015
	Council	14 October 2015
Portfolio holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: Stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Colin Noble Chairman of the Performance and Audit Scrutiny Committee Tel: 07545 423795 Email: colin.noble@forest-heath.gov.uk	
Lead Officer:	Rachael Mann Head of Resources and Performance Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	On 30 July 2015, the Performance and Audit Scrutiny Committee considered Report No: PAS/FH/15/021 , which provided information on the Council's Annual Treasury Management Report summarising the investments activities for the year 2014-2015.	
Recommendation:	It is <u>RECOMMENDED</u> that, subject to the approval of full Council, the Annual Treasury Management Report 2014-2015, attached as Attachment 1 to Report No: PAS/FH/15/021, be approved.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	<ul style="list-style-type: none"> • See Report No: PAS/FH/15/021 	
Alternative option(s):	<ul style="list-style-type: none"> • See Report No: PAS/FH/15/021 	

Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/15/021	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/15/021	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/15/021	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/15/021	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report No: PAS/FH/15/021	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
See Report No: PAS/FH/15/021			
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		CIPFA's revised Code of Practice for Treasury Management, (the Code), published in 2011. See Report No: PAS/FH/15/021	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Annual Treasury Management Report 2014-2015

- 1.1.1 The Council's Annual Treasury Management Report for 2014-2015 attached as Attachment 1 to Report No: PAS/FH/15/021 included tables summarising the interest earned during 2014-2015 on the various treasury management investments held by the Council; investment activity during the year; investments held as at 31 March 2015; market activities; borrowings; temporary loans and the average rate of return.
- 1.1.2 The budgeted income from investments in 2014-2015 was £372,418, interest actually earned during the year totalled £472,511, an overachievement of £100,093. The overachievement was mainly due to increased cash flow/money available for investment as a result of the timing of large value transactions such as National Non-Domestic Rates (NNDR) receipts and payments and capital programme.
- 1.1.3 Although interest earned during the year was over budget, the continuing low base rate and subsequent low rates of return available in the marketplace have had an impact on the level of income from investments during 2014-2015 compared to various years.
- 1.1.4 The Performance and Audit Scrutiny Committee considered the report and asked questions to which responses were provided.
- 1.1.5 The Performance and Audit Scrutiny Committee has put forward a recommendation as set out on page one of this report.

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Forest Heath District Council

CAB/FH/15/046

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 September 2015 to 31 May 2016

Publication Date: 31 July 2015

The following plan shows both the key decisions and other decisions/matters taken in private, that the Cabinet, Joint Committees or Officers under delegated authority, are intending to take up to 31 May 2016. This table is updated on a monthly rolling basis and provides at least 28 clear days' notice of the consideration of any key decisions and of the taking of any items in private.

Executive decisions are taken at public meetings of the Cabinet and by other bodies provided with executive decision-making powers. Some decisions and items may be taken in private during the parts of the meeting at which the public may be excluded, when it is likely that confidential or exempt information may be disclosed. This is indicated on the relevant meeting agenda and in the '*Reason for taking the item in private*' column relevant to each item detailed on the plan.

Members of the public may wish to:

- make enquiries in respect of any of the intended decisions listed below;
- receive copies of any of the documents in the public domain listed below;
- receive copies of any other documents in the public domain relevant to those matters listed below which may be submitted to the decision taker; or
- make representations in relation to why meetings to consider the listed items intended for consideration in private should be open to the public.

In all instances, contact should be made with the named Officer in the first instance, either on the telephone number listed against their name, or via email using the format firstname.surname@westsuffolk.gov.uk or via Forest Heath District Council, District Offices, College Heath Road, Mildenhall, Bury St Edmunds, Suffolk, IP28 7EY.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
01/09/15	<p>West Suffolk Joint Health and Safety Panel - Terms of Reference</p> <p>The Portfolio Holder for Resources and Performance will be asked to consider proposed amended wording to clarify some aspects of its Terms of Reference, as proposed by the Panel at their meeting on 15 June 2015.</p> <p><i>(The Portfolio Holder's report is attached to this Decisions Plan)</i></p>	Not applicable	(D)	Portfolio Holder for Resources and Performance	Stephen Edwards Resources and Performance 01638 660518	Karen Points Head of HR, Legal and Democratic Services 01284 757015	All Wards	Recommendations from the West Suffolk Joint Health and Safety Panel to the Portfolio Holder for a decision
01/09/15	<p>West Suffolk Strategic Plan and Medium Term Financial Strategy 2016-2020</p> <p>The Cabinet will be asked to recommend to Council revised versions of the West Suffolk Strategic Plan and Medium Term Financial Strategy since</p>	Not applicable	(R) - Council 16/09/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	their original adoption in 2014. The documents, which have been produced jointly with St Edmundsbury Borough Council, have been updated within existing frameworks and reflect minor changes to legislation or local government funding arrangements and now cover the period 2016-2020.							
01/09/15	<p>Investment Framework and Feasibility Funding</p> <p>The Cabinet will be asked to consider an Investment Framework, which includes the process for accessing feasibility funding, which will support staff and Members throughout the initial development stages to the decision making stages of key strategic projects within St Edmundsbury Borough</p>	Not applicable	(R) - Council 16/09/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	and Forest Heath District Councils.							
15/09/15	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices
15/09/15	West Suffolk Risk Management Approach and Principles The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee in respect of seeking approval for a new approach to risk based on context, proportionality, judgement and evidence-based decision making, which is also being considered by St Edmundsbury Borough	Not applicable	(D)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommendations of the Performance and Audit Scrutiny Committee

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Council.							
15/09/15	<p>West Suffolk Operational Hub</p> <p>The Cabinet will be asked to consider and potentially make recommendations to Council, depending on the amount, in respect of seeking approval for additional funding to progress the West Suffolk Operational Hub project. This is in addition to previous approval given to going out to consultation on the site selection criteria and process for site selection. This will also be subject to approval by St Edmundsbury Borough Council.</p>	Not applicable	<p>Cabinet and possibly (R) to Council 14/10/15</p> <p><i>(Recommendation to Council to be confirmed)</i></p>	<p>Cabinet/ possibly Council</p> <p><i>(Recommendation to Council to be confirmed)</i></p>	David Bowman Operations 07711 593737	Mark Walsh Head of Operations 01284 757300	All Wards	<p>Report to Cabinet with possible recommendations to Council.</p> <p><i>(Recommendation to Council to be confirmed)</i></p>
15/09/15	<p>Suffolk Waste Partnership - Organic Waste Options</p> <p>The Cabinet will be asked</p>	Paragraph 3	(R) - Council 14/10/15	Cabinet/ Council	David Bowman Operations 07711 93737	Mark Walsh Head of Operations 01284 757300	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	to recommend to Council, options for the handling of organic waste, which will also be subject to approval of the authorities that comprise the Suffolk Waste Partnership.							
15/09/15	Home-Link Lettings Policy The Cabinet will be asked to recommend to Council, revisions to the Policy which was adopted in 2013 by both Forest Heath District Council and St Edmundsbury Borough Council.	Not applicable	(R) - Council 14/10/15	Cabinet/ Council	All Portfolio Holders	Simon Phelan, Head of Housing 01638 71944- Tony Hobby Service Manager (Housing Options) 01638 719348	All Wards	Report to Cabinet, with recommendations to Council
15/09/15	West Suffolk Joint Sports Facility and Playing Pitch Strategy The Cabinet will be asked to adopt a West Suffolk Joint Sports Facility and Playing Pitch Strategy, which has been produced	Not applicable	(KD)	Cabinet	Andy Drummond Leisure and Culture 01638 666888	Mark Walsh Head of Operations 01284 757300 Damien Parker Leisure and Cultural Services Operational	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	with St Edmundsbury Borough Council.					Manager 01284 757090		
Autumn 2015 (Deferred from 15/09/15)	Housing Investment Options The Cabinet will be asked to recommend to Council the business case for a wholly Council owned Housing Company.	Paragraph 3	(R) - Council	Cabinet/ Council	All Portfolio Holders	Simon Phelan Head of Housing 01638 719440	All Wards	Report to Cabinet, with recommendations to Council
27/10/15	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices
27/10/15	Community Chest Grant Funding (1) The Cabinet will be asked to consider applications for Community Chest funding for the transitional year 2015/2016.	Not applicable	(KD)	Cabinet	Robin Millar Deputy Leader and Families and Communities 07939 100937	Davina Howes Head of Families and Communities 01284 757070	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
27/10/15	<p>Delivering a Sustainable Budget 2016/2017</p> <p>The Cabinet will be asked to consider recommendations of the Performance and Audit Scrutiny Committee for recommending to Council on proposals for achieving a sustainable budget in 2016/2017.</p>	Not applicable	(R) - Council 18/11/15 or 9/12/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council.
24/11/15	<p>West Suffolk Statement of Principles: Gambling Act 2005</p> <p>The Cabinet will be asked to consider the adoption of a joint Statement of Principles in accordance with the Gambling Act 2005, which has been produced with St Edmundsbury Borough Council.</p>	Not applicable	(R) - Council 9/12/15	Cabinet/ Council	James Waters Leader and Planning and Growth 07771 621038	Steven Wood Head of Planning and Growth 01284 757306 Tom Wright Business Regulation and Licensing Manager 01638 719223	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/11/15	<p>Housing Assistance Policy and Application Guidance</p> <p>The Cabinet will be asked to consider a review of the Housing Assistance Policy, in line with the Housing Strategy. The Policy also contains some changes to the way that Forest Heath District Council and St Edmundsbury Borough Council allocates grants for making improvements/adaptions to houses.</p>	Not applicable	(KD)	Cabinet	All Portfolio Holders	<p>Simon Phelan, Head of Housing 01638 719440</p> <p>Andrew Newman Service Manager (Housing Standards) 01638 719440</p>	All Wards	Report to Cabinet
24/11/15 (Deferred from 01/09/15)	<p>Office Accommodation Appraisal</p> <p>The Cabinet will be asked to consider an appraisal of West Suffolk Councils' own office accommodation needs to inform detailed planning of the Mildenhall Hub and Public Service II projects through an Office Accommodation Plan.</p>	Not applicable	(KD)	Cabinet	<p>Stephen Edwards Resources and Performance 01638 660518</p> <p>David Bowman Operations 07711 593737</p>	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/11/15	<p>Local Council Tax Reduction Scheme and Technical Changes 2016/2017</p> <p>The Cabinet will be asked to consider proposals for the Local Council Tax Reduction Scheme and Technical Changes for 2016/2017 prior to seeking its approval by full Council.</p>	Not applicable	(R) - Council 09/12/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommendations to Council
22/12/15	<p>Revenues Collection and Performance Write-Offs</p> <p>The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.</p>	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices
22/12/15	<p>Community Chest Grant Funding (2)</p> <p>The Cabinet will be asked to consider applications for Community Chest funding</p>	Not applicable	(KD)	Cabinet	Robin Millar Deputy Leader and Families and Communities 07939 100937	Davina Howes Head of Families and Communities 01284 757070	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	for the year 2016/2017.							
10/02/16	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices
10/02/16	Annual Treasury Management and Investment Strategy 2015/2016 and Treasury Management Code of Practice The Cabinet will be asked to recommend to full Council the approval of the Treasury Management and Investment Strategy 2015/2016, which must be undertaken before the start of each financial year.	Not applicable	(R) - Council 24/02/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
10/02/16	Budget and Council Tax: 2016/2017 The Cabinet will be asked to consider the proposals for the 2015/2016 budget and Medium Term Financial Strategy, prior to its approval by full Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.	Not applicable	(R) - Council 24/02/15	Cabinet/ Council	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with recommend- ations to Council
05/04/16	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices
17/05/16	Revenues Collection and Performance Write-Offs The Cabinet will be asked	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 01638 660518	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet, with exempt appendices

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	to consider writing-off outstanding debts detailed in the exempt Appendices.							
17/05/16	<p>Community Chest Grant Funding (3)</p> <p>The Cabinet will be asked to consider applications for the remaining Community Chest funds for the year 2016/2017.</p>	Not applicable	(KD)	Cabinet	Robin Millar Deputy Leader and Families and Communities 07939 100937	Davina Howes Head of Families and Communities 01284 757070	All Wards	Report to Cabinet

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended)

The public may be excluded from all or part of the meeting during the consideration of items of business on the grounds that it involves the likely disclosure of exempt information defined in Schedule 12(A) of the Act, as follows:

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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1. Information relating to any individual.
 2. Information which is likely to reveal the identity of an individual.
 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

In accordance with Section 100A(3) (a) and (b) of the Local Government Act 1972 (as amended)

Confidential information is also not for public access, but the difference between this and exempt information is that a Government department, legal opinion or the court has prohibited its disclosure in the public domain. Should confidential information require consideration in private, this will be detailed in this Decisions Plan.

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) Be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) Result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme.
 - (iii) Comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.

- (b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

<u>Cabinet Member</u>	<u>Portfolio</u>
James Waters	Leader of the Council; Planning and Growth
Robin Millar	Deputy Leader of the Council; Families and Communities
David Bowman	Operations
Andy Drummond	Leisure and Culture
Stephen Edwards	Resources and Performance

(b) Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council, St Edmundsbury Borough Council and Waveney District Council)

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Cllr Michael Wassell Cllr Ellen Jolly	Cllr David Ambrose-Smith Cllr Lis Every	Cllr John Clark Cllr Chris Seaton	Cllr Stephen Edwards Cllr James Waters	Cllr Geoff Holdcroft Cllr Richard Kerry	Cllr Ian Houlder Cllr Sara Mildmay-White	Cllr Sue Allen Cllr Mike Barnard
Substitute Breckland Cabinet Member	Substitute East Cambridgeshire District Council Cabinet Member	Substitute Fenland District Council Cabinet Member	Substitute Forest Heath District Council Cabinet Member	Substitute Suffolk Coastal District Council Cabinet Member	Substitute St Edmundsbury Borough Council Cabinet Member	Substitute Waveney District Council Cabinet Member
Cllr Charles Carter	To be confirmed	To be confirmed	Vacancy	To be confirmed	Vacancy	To be confirmed

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Fiona Osman
Service Manager (Democratic Services and Elections)
Date: 31 July 2015

Portfolio Holder



Forest Heath
District Council

Title of Report:	Recommendation of the West Suffolk Joint Health and Safety Panel: Terms of Reference	
Report No:	CAB/FH/15/037	
Report to and date:	Portfolio Holder for Resources and Performance	1 September 2015
Portfolio holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Panel:	SEBC Cllr Frank Warby Tel: 01284 704138 Email : frank.warby@stedsbc.gov.uk	
Lead officer:	Martin Hosker Health and Safety Manager Tel: 01284 757010 Email: martin.hosker@westsuffolk.gov.uk	
Purpose of report:	The West Suffolk Joint Health and Safety Panel was asked at its meeting on 16 June 2015 to review its Terms of Reference. The Panel was of the view that Paragraph 2.4, i.e. <i>'The Panel shall appoint a Chairman and Vice-Chairman from its members. When the Chairman is a member of one side of the Panel the Vice-Chairman shall be a member of the other side'</i> , required clarification by way of an amendment. Accordingly, the Panel has recommended a minor amendment as appears below.	
Recommendation:	<p>That the following amendment to the Terms of Reference for the West Suffolk Joint Health and Safety Panel, be approved:</p> <p>The deletion of Paragraph 2.4 and the substitution therefore of :</p> <p><i>'The Panel shall appoint a Chairman from the Employer's Side and a Vice-Chairman from the Employees' Side'.</i></p>	
Documents attached:	None	

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Cabinet



Forest Heath
District Council

Title of Report:	Revenues Collection Performance and Write-Offs	
Report No:	CAB/FH/15/047	
Report to and date/s:	Cabinet	15 September 2015
Portfolio holder:	Stephen Edwards Portfolio Holder for Resources, Governance and Performance Telephone: 07711 457657 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Rachael Mann Head of Resources and Performance Telephone: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To consider the current revenue collection performance and to consider writing off outstanding debts, as detailed in the exempt appendices.	
Recommendation:	<p>The write-off of the amounts detailed in the exempt Appendices to this report be approved, as follows:</p> <ol style="list-style-type: none"> 1. Exempt Appendix 1: Council Tax totalling £11,296.31 2. Exempt Appendix 2: Business Rates totalling £8,425.09 3. Exempt Appendix 3: Housing Benefit Overpayments totalling £18,375.05 	
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>	
<p><i>The key decision made as a result of this report will be published within 48 hours and cannot be actioned until seven working days have elapsed. This item is included on the Decisions Plan.</i></p>		
Consultation:	Leadership Team and the Portfolio Holder for Resources and Performance have been consulted with on the proposed write-offs.	

Alternative option(s):		See paragraphs 2.1 and 2.2	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • See paragraphs 3.1 to 3.3	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The recovery procedures followed have been previously agreed; writing off uncollectable debt allows staff to focus recovery action on debt which is recoverable.	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • The application of predetermined recovery procedures ensures that everybody is treated consistently. • Failure to collect any debt impacts on either the levels of service provision or the levels of charges. • All available remedies are used to recover the debt before write off is considered. • The provision of services by the Council applies to everyone in the area. 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Debts are written off which could have been collected.	Medium	Extensive recovery procedures are in place to ensure that all possible mechanisms are exhausted before a debt is written off.	Low
Ward(s) affected:		All wards will be affected	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		<ol style="list-style-type: none"> 1. Exempt – Appendix 1 – Council Tax write offs - £11,296.31 2. Exempt – Appendix 2 - Business Rates write offs - £8,425.09 3. Exempt – Appendix 3 – Housing Benefit Overpayments - £18,375.05 	

1. Key issues and reasons for recommendation(s)

- 1.1 The Revenues Section collects outstanding debts in accordance with either statutory guidelines or Council agreed procedures.
- 1.2 When all these procedures have been exhausted the outstanding debt is written off using the delegated authority of the Head of Resources and Performance for debts up to £2,499.99 or by Cabinet for debts over £2,500.00.
- 1.3 It is best practice to monitor the recovery procedures for outstanding debts regularly and, when appropriate, write off irrecoverable debts.
- 1.4 Provision for irrecoverable debts is included both in the Collection Fund and the General Fund and writing off debts that are known to be irrecoverable ensures that staff are focussed on achieving good collection levels in respect of the recoverable debt.

2. Alternative options

- 2.1 The Council has appointed a firm of bailiffs to assist in the collection business rates and Council Tax and also has on line tracing facilities. It is not considered appropriate to pass the debts on to another agency.
- 2.2 It should be noted that in the event that a written-off debt become recoverable, the amount is written back on, and enforcement procedures are re-established. This might happen, for example, if someone has gone away with no trace, and then they are unexpectedly 'found' again, through whatever route.

3. Financial implications and collection performance

- 3.1 Provision is made in the accounts for non recovery but the total amounts to be written off are as follows with full details shown in Exempt Appendices 1 & 2.
- 3.2 As at 31 August 2015, the total National Non Domestic Rates (NNDR) billed by Anglia Revenues Partnership on behalf of Forest Heath District Council (as the billing Authority) is £22.72m per annum. The collection rate as at 31 August 2015 was 46.06% against a profiled target of 46.48%.
- 3.3 As at 31 August 2015, the total Council Tax billed by Anglia Revenues Partnership on behalf of Forest Heath District Council (includes the County, Police and Parish precept elements) is just over £26m per annum. The collection rate as at 31 August 2015 was 47.39% against a profiled target of 47.26%.

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