

Overview and Scrutiny Committee



Forest Heath
District Council

Title:	Agenda															
Date:	Thursday 10 March 2016															
Time:	6.00pm															
Venue:	Council Chamber District Offices College Heath Road Mildenhall, Suffolk IP28 7EY															
Full Members:	<p style="text-align: center;">Chairman Simon Cole Vice Chairman Bill Sadler</p> <p><u>Conservative Members (7)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;">Chris Barker</td> <td style="width: 33%;">Bill Sadler</td> </tr> <tr> <td></td> <td>John Bloodworth</td> <td>Lance Stanbury</td> </tr> <tr> <td></td> <td>Ruth Bowman</td> <td>Vacancy</td> </tr> <tr> <td></td> <td>Christine Mason</td> <td></td> </tr> </table> <p><u>West Suffolk Independent Members (2)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;">Andrew Appleby</td> <td style="width: 33%;">Simon Cole</td> </tr> </table> <p><u>UKIP Member (1)</u> Reg Silvester</p>		Chris Barker	Bill Sadler		John Bloodworth	Lance Stanbury		Ruth Bowman	Vacancy		Christine Mason			Andrew Appleby	Simon Cole
	Chris Barker	Bill Sadler														
	John Bloodworth	Lance Stanbury														
	Ruth Bowman	Vacancy														
	Christine Mason															
	Andrew Appleby	Simon Cole														
Substitutes:	Named substitutes are not appointed															
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:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk															

Public Information



Forest Heath
District Council

Venue:	District Offices College Heath Road Mildenhall Suffolk, IP28 7EY	Tel: 01638 719000 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above address at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The District Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public speaking:	<p>Members of the public who live or work in the District are invited to put one question or statement of not more than three 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.</p> <p>A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.</p> <p>There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.</p>	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	<p>The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded).</p> <p>Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.</p>	

Agenda

Procedural Matters

Part 1 – Public

- 1. Substitutes**
- 2. Apologies for Absence**
- 3. Minutes** **1 - 6**

To confirm the minutes of the meeting held on 14 January 2016 (copy attached).
- 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 3 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 limit of 15 minutes of public speaking, which may be extended at the Chairman's discretion.
- 5. Presentation by the Police and Crime Commissioner on the Suffolk Local Policing Review** **7 - 18**

[Time allocated for this item is one hour]

Appendix A: **OAS/FH/16/003** – (Suffolk Local Policing Review)

The Police and Crime Commissioner, Tim Passmore and the Chief Constable, Gareth Wilson have been invited to the meeting to give a presentation on the Suffolk Local Policing Review (SLPR) with a particular focus on its implications for the west of Suffolk, and to answer questions from the Committee.
- 6. Presentation by the Cabinet Member for Resources and Performance** **19 - 22**

Report No: **OAS/FH/16/004**

The Cabinet Member for Resources and Performance has been invited to the meeting to give a short presentation / account of his portfolio and to answer questions from the Committee.

	<i>Page No</i>
7. West Suffolk Housing Strategy: Progress Report against Action Points Report No: OAS/FH/16/005	23 - 46
8. Cabinet Decision Plan: April to May 2016 Report No: OAS/FH/16/006 [Appendix 1 to follow]	47 - 48
9. Work Programme Update Report No: OAS/FH/16/007	49 - 58

Overview and Scrutiny Committee



Forest Heath
District Council

Minutes of a meeting of the **Overview and Scrutiny Committee** held on **Thursday 14 January 2016 at 6.00 pm** at the **Council Chamber, District Offices**, College Heath Road, Mildenhall IP28 7EY

Present: **Councillors**

Chairman Simon Cole

Andrew Appleby
Chris Barker
John Bloodworth
Ruth Bowman

Christine Mason
Reg Silvester
Lance Stanbury

51. **Substitutes**

There were no substitutes at the meeting.

52. **Apologies for Absence**

Apologies for absence were received from Councillor David Bimson.

Councillor Bill Sadler was unable to attend.

53. **Minutes**

The minutes of the meeting held on 12 November 2015 were accepted by the Committee and signed by the Chairman.

54. **Public Participation**

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

55. **Presentation by the Cabinet Member for Leisure and Cultural Services**

(Councillor Simon Cole declared a non-pecuniary interest as a member of Red Lodge Football Club and remained in the meeting)

As set out in the Council's Constitution, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member would be invited to attend to give an account of his or her portfolio and answer questions from the Committee. Therefore, to carry out this constitutional requirement, members were asked to consider the responsibilities of the Cabinet Member for Leisure and Cultural Services, who had been invited to the meeting.

Report No: OAS/FH/16/001, set out the overall responsibilities of the Cabinet Member for Leisure and Cultural Services, which were:

- Heritage and tourism
- Parks and open spaces (including trees)
- Sport

Councillor Andy Drummond, Cabinet Member for Leisure and Cultural Services opened his presentation by thanking the Committee for the invitation. He then set out the areas of responsibility; structure; key facts and current major projects. Owing to its diverse nature Operational Services was split into two portfolios:

- Leisure and Cultural Services (Councillor Andy Drummond)
- Property, Waste and Street Scene (Councillor David Bowman)

There were three key areas of responsibility within the leisure and cultural portfolio, these being parks service; sports and tourism and heritage service.

A breakdown of operational costs was provided for the leisure and cultural services in Forest Heath, St Edmundsbury and West Suffolk.

A number of key facts and major projects covering Forest Heath were included, such as:

- Newmarket Home of Horse Racing Museum;
- Play area refurbishment / renewal programme;
- Plans to create a combined visitor centre and community centre at Aspal Close Nature Reserve;
- Yellow Brick Road Linear Park – management plan had been prepared for this important green gateway through the centre of Newmarket.
- Sports facilities and playing pitch assessment for current and future needs.

Member discussed the presentation in detail and asked a number of questions of the Cabinet Member and officers, to which comprehensive responses were provided. In particular discussions were held on the following:

- (1) Income generation – The Council was looking at various avenues to generate income, such as charging commercial users/event organisers a fee to use green spaces.
- (2) Balanced scorecards - Performance and targets to measure the success of the services was presented to the Performance and Audit Scrutiny Committee on a quarterly basis. Officers advised that the service produced an annual business plan and processes were in place to make strategic plans to meet current and future needs for leisure facilities.
- (3) GP Referral – Officers agreed to circulate a breakdown of the 500 GP referrals across West Suffolk and more specifically those in the district.

- (4) Discover Newmarket (tourist destination) – Officers agreed to look at providing more tourist activities to show everything that Forest Heath had to offer to visitors.
- (5) Sports pitches - The Council had commissioned an assessment of all indoor and playing pitch facilities and the findings of this assessment would be considered at the West Suffolk Growth Steering Group on 8 February 2016.

The Chairman thanked the Cabinet Member for Leisure and Cultural Services for his informative presentation.

There being no decisions required, the Committee **noted** the presentation.

56. **Presentation on the Mildenhall Hub Project**

The Committee received a presentation from Alex Wilson (Director), which outlined the principles of the Mildenhall Hub Project to get early councillor feedback. The presentation set out:

- Why a Hub was needed;
- What the core business case was;
- What could be included;
- How it would affect Forest Heath services and taxpayers;
- The basic concept of the Hub;
- Where the Hub could be located;
- One Public Estate;
- Changes made since 2014 Business Case;
- Likely tenure model;
- What Forest Heath would need to deliver;
- What investments would be needed for Forest Heath's delivered elements;
- Possible funding sources; and
- Indicative project timeline.

The presentation did not cover planning policy as a separate Development Brief was being prepared with member input. The Director explained that the presentation was a snapshot of the project as of today. A detailed business case was still under preparation for reasons outside of the Council's control.

Member discussed the presentation in detail and asked a number of questions of the Director, to which comprehensive responses were provided. In particular discussions were held on the following:

- 1) Traffic issues – This had been recognised as a key issue. The Hub scheme itself was only likely to trigger junction improvements at its own site in the town centre, but it may need to be part of a wider highways strategy and masterplan for the town, depending on the outcome of the Local Plan.
- 2) Protection of current amenity area – The Development Brief would take into account the special amenity area by the river, as well as bridal paths and river walks.

- 3) Timescales – The timescales were ambitious but the Hub was deliberately designed to be built in phases.
- 4) Soft play centre/leisure users' crèche – Officers agreed to look into the feasibility of including a soft play area within the Hub.
- 5) Ambulance Service not included in the Hub – The Council had consulted with the ambulance service about the Hub project. Operationally, the site was currently felt to be too far away from A11 for immediate access, which they had at their current location.

The Committee thanked the Director for the presentation. There being no decision required, the Committee **noted** the presentation and that a detailed business case would be presented to the Committee for scrutiny in autumn 2016.

57. **Directed Surveillance Authorised Applications (Quarter 3)**

The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 required that Members should scrutinise the authority's use of its surveillance powers on a quarterly basis.

The Monitoring Officer had advised that in Quarter 3, no such surveillance had been authorised. There being no decisions required, the Committee **noted** the Regulation of Investigatory Powers Act, Quarter 3 update.

58. **Work Programme Update and Suggestion for Scrutiny**

The Committee received Report No: OAS/FH/16/002, which updated Members on the current status of its rolling work programme of items for scrutiny during 2015 (Appendix 1). The Chairman advised the Committee that the Police and Crime Commissioner had been invited to the March meeting to give a presentation on the Suffolk Local Policing Review and to answer any questions. An invitation would be sent to all members inviting them to the Committee meeting on 10 March 2016.

The Scrutiny Officer advised Members of the following amendments to the Committee's meeting on 10 March 2016:

- Western Suffolk Community Safety Partnership Annual Update to be deferred to 21 April 2016; and
- West Suffolk Housing Strategy Progress Report against Action Points to be included for 10 March 2016.

Also attached at Appendix 2 to the Report was a "suggestion for scrutiny" form, submitted by Councillor Lance Stanbury, suggesting the Committee considers "Investigating the integration of local public transport serving Forest Heath residents".

Councillor Lance Stanbury presented his suggestion to the Committee and advised members that residents in his ward of Red Lodge did not use public transport as it was not convenient. Public transport across the District was

not joined up and he would like to get the various providers together to discuss how transport could be more integrated. He suggested interviewing the various transport group, which would enable the Council to form a view on their efficiency; their integration; their promotion and to what extent they contribute to the economic development of the district. Councillor Stanbury felt this could be rolling item on the Committee's work programme.

The Committee was asked to consider whether the issue presented would be appropriate for scrutiny, including potential outcomes and if added to the work programme to decide on appropriate timescales for future reporting.

The Chairman of the Committee thanked Councillor Lance Stanbury for his suggestion. He suggested that the Committee might want to look at the issue of public transport in Red Lodge only. As transport was the responsibility of Suffolk County Council (SCC) the Chairman suggested before contacting the various bus and rail operators that the Committee considered inviting SCC to a future meeting of the Committee to find out what work SCC had carried out and to answer questions from the Committee.

The Cabinet Member for Planning and Growth welcomed the suggestion, and suggested that the Committee invited the SCC Portfolio Holder responsible for transport (Councillor James Finch) and appropriate officers to listen to the Committee's concerns regarding the transport situation at Red Lodge.

A lengthy debate on the issue was held and taking into account information provided by Councillor Lance Stanbury and the Portfolio Holder for Planning and Growth, the Committee agreed to include this item in its forward work programme. Members agreed that the first step would be to invite Suffolk County Council to a future meeting of the Committee.

Councillor Lance Stanbury thanked the Committee for their support and welcomed a case study for Red Lodge as a starting point.

The Committee **noted** the update on the current status of its forward work programme, and with the vote being unanimous, it was

RESOLVED

That:

- 1) The Lack of Integrated Transport affecting Red Lodge be included in the Committee's forward work programme.
- 2) The Suffolk County Council Portfolio Holder responsible for Transport and appropriate officers be invited to a future meeting of the Committee to discuss transport issues affecting Red Lodge.

The Meeting concluded at 7.45 pm

Signed by:

Chairman

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CONSTABLES COUNTY

SPECIAL EDITION - FEBRUARY 2016



ALL CHANGE FOR SUFFOLK

Information for partners, stakeholders and communities

A typical day in Suffolk

Based on Jan-Dec 2014

On average:



224
emergency 999
calls received



501
incidents are
recorded



33
On average **1** of these
arrests will be for
sexual offences



89
crimes are reported



Deal with
59
ASB incidents

Officers will deal with, amongst other crimes, approximately **4** dwelling burglaries, **37** thefts, **7** thefts from a motor vehicle, **1** theft of a motor vehicle, **22** violent crimes, **1** robbery, **2** sexual assaults, including rape.

Officers will record approximately **24** crimes relating to domestic abuse.

Staff in the High Tech Crime Unit will deal with around **10** requests for electronic analysis of mobile phones or computer devices to assist in crime investigation.

37%

of demand is related to mental health*



Respond to approximately
7 missing persons

Officers will receive
calls about



66
incidents on Suffolk's
roads, including **one**
collision where someone
is killed or seriously
injured

*National figures state that 20 - 40% of police demand relates to mental health.

Policing in

Suffolk



Improving for you



More than **£20 million**
already delivered in
savings



Working in partnership
to improve community
services



Harnessing technology
and innovation to fight
crime more effectively



The right workforce mix
of warranted officers,
PCSOs, police staff and
volunteers



Available **24/7** through
enhanced online services



Continued increase in
public confidence in
policing through a focus
on quality of service



Gareth Wilson
Chief Constable



Tim Passmore
Police and Crime Commissioner

The latest phase of the Suffolk Local Policing Review is underway, and as a valued partner & member of the community, we would like to update you on changes that are to be made to policing in the county.

Up until December 2015, the Constabulary had been working to deliver savings required by government of £20.5 million by 2020. As part of the autumn statement in December however, it was announced by the Chancellor that there would be no further cuts to police funding. This has resulted in a far greater financial position for the Constabulary and a significantly reduced savings figure.

Whilst this is extremely positive news, and will allow us to lift the recruitment freeze on student police officers for the first time in two years, it is essential that we continue with our plans for re-design.

Financial pressures, coupled with a stark change in the nature of crime and incidents in recent years, mean that the Constabulary's current structure needs to transform and modernise to continue to deliver high quality policing into the future.

Our recent strategic assessment clearly outlines a significant departure from 'traditional crime' and an emphasis on vulnerability and specialist crime areas. This is a shift that is reflected nationally and we are now dealing with much more crime that affects the most vulnerable in our society.

A number of projects are underway to respond to these challenges. Significant progress has already been made following the first phase of the Suffolk Local Policing Review and through the progression of collaborative arrangements with Norfolk Constabulary and other partners. A recent HMIC inspection praised our response to the savings challenge so far and we are extremely proud of the work carried out to date.

The changes outlined in this document involve a re-

design of our local policing model, along with staff reductions in a number of shared support functions. The changes are significant and will result in a reduction in our workforce. We are already an extremely low cost force, the fourth lowest in the country, costing considerably less per head of population than the national average.

Over 80% of our budget is spent on people, so our workforce model has to change to make our services sustainable.

The Police and Crime Commissioner's gross income for 2016-17 is £122.3m, made up of:

- Funding for policing the county of £112.9m
- Operational income and specific grants of £7.9m
- Ministry of Justice grants of £0.8m, and
- PCC funding for crime and disorder initiatives of £0.7m.

Since the start of the Comprehensive Spending Review Period in 2010, £20.8m has been identified in savings, £12.4m of which has been achieved through collaboration.

Our savings requirement has reduced from £20.5m by 2020 to just under £7.5m by 2020, as a result of the much better than expected funding settlement from the Home Office, and the decision by the PCC to increase the precept by just less than 2% per annum in 2016/17. Of the £7.5m savings target, there are already plans in place to save £6.2m, of which £5m will be delivered in 2016-17. This leaves a balance of savings to be achieved by 2020 of nearly £1.3m.

Savings of £5.0m are planned to be delivered in 2016-17 (including £2.7m from the Suffolk Local Policing Review, and £1.5m from joint collaboration initiatives with Norfolk Constabulary), which will help fund further investment in police officers and staff in agreed priority areas, including cyber-crime, protecting vulnerable people and investigations, at a cost of £1.8m, which includes the £830k resulting from the proposed council tax increase for 2016/17.

Not all of the changes are about saving money. We are also re-designing to be more efficient and to be able to respond to current and future challenges. This is about doing things differently, enhancing our services and protecting our communities. We have therefore developed a vision for policing for the next five years which will guide our work going forward and which will be communicated as part of the implementation of our plans in the coming months.

We would like to reassure you that the changes being made are

the result of detailed business cases that have been developed following consultation with staff, partners and stakeholders, alongside extensive analysis of our demand.

These business cases have then been subject to scrutiny from senior leaders across the organisation, as well as the Office of the Police and Crime Commissioner.

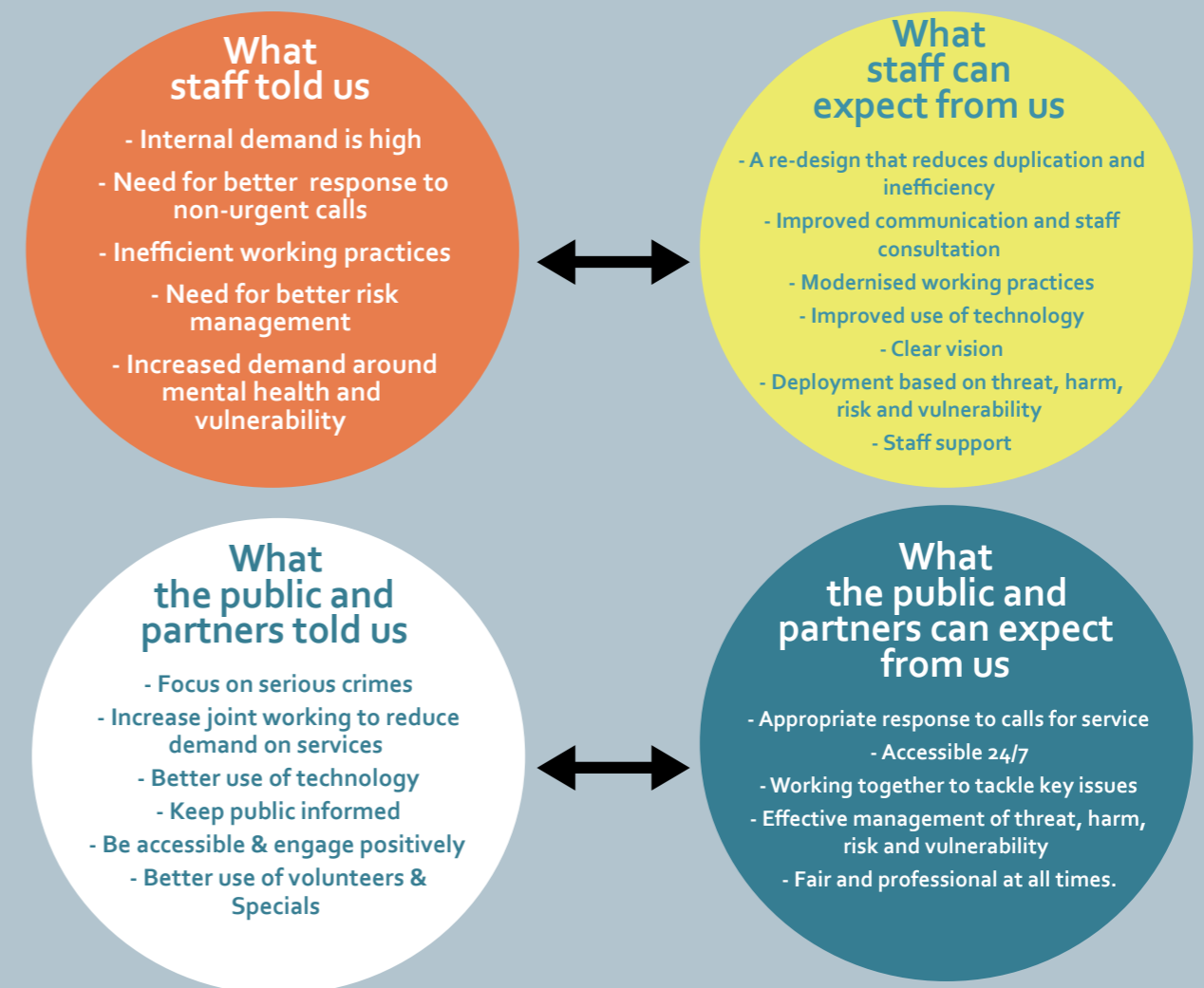
Whilst we progress the re-design of our services, our priority at all times will be the protection of our

communities and the delivery of the priorities set out for us within the Police and Crime Plan. We will continue to update you as we implement our new policing model and will ensure our communities are kept informed of our progress.

We are confident that together we can work to continue to improve the services we deliver to our communities and ensure that Suffolk remains a safe place in which to live, work, travel and invest.

What people think

Wide ranging consultation has taken place with officers, staff, stakeholders, partners, businesses and members of the public to gauge views and opinions on proposed changes. The views of stakeholders are integral to the development of the proposed model and have been a key influential factor in the re-design.



Suffolk Local Policing Review

The Suffolk Local Policing Review is the most significant review of our local policing service for many years and will see us change the way in which we deliver local policing functions from the initial call for help, to the resolution of an incident.

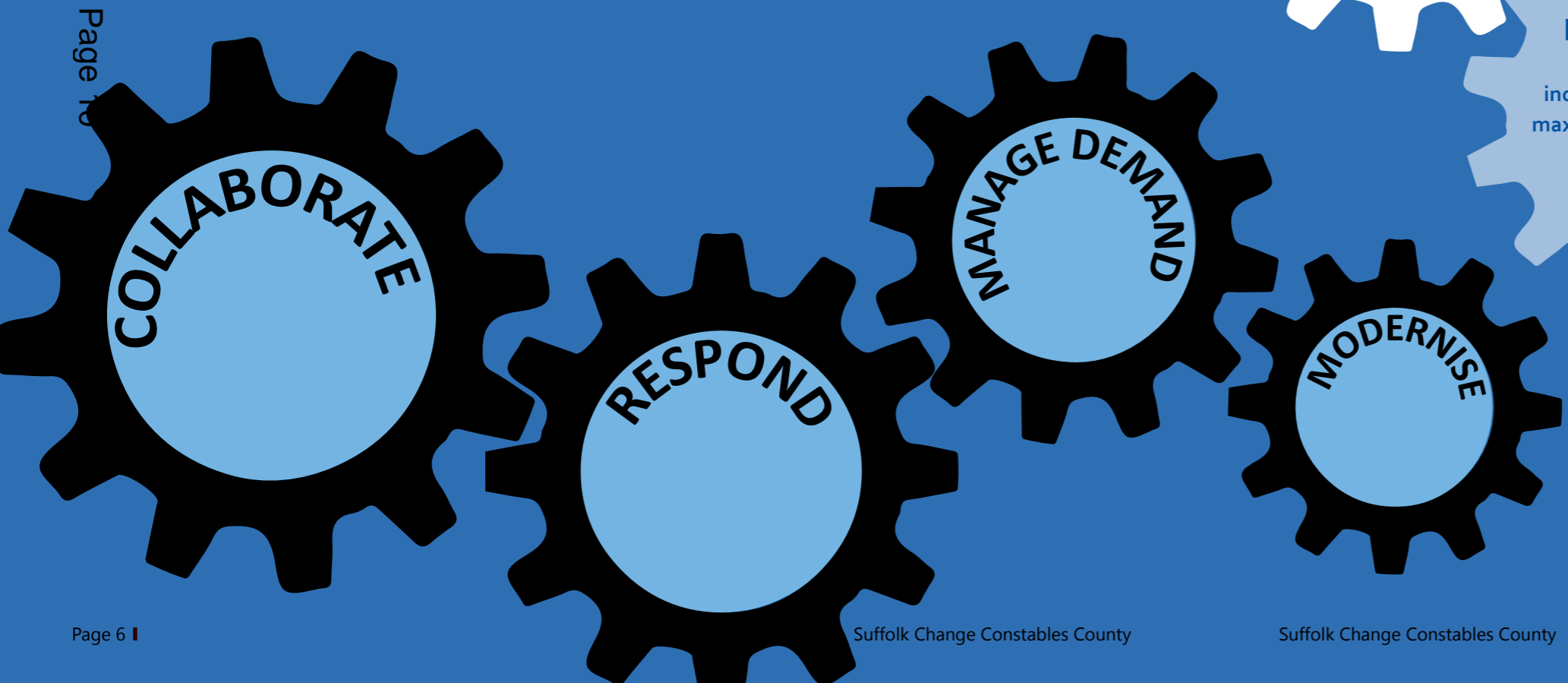
The re-design is looking at better ways of structuring our policing resources, along with using the best technology available to make us more efficient. This will be strengthened by stronger and more joined-up partnership working with other public services across the county to both reduce demand and create innovative ways of working.

Phase 1 of the review is already complete and has delivered £3.3 million in savings through the reduction of 63 police officer posts and three PCSO posts through natural turnover.

Phase 2 of the review is planned to deliver savings of £2.7million in 2016 -2017 in the five key areas

- Neighbourhood Policing
- Community Contact
- Investigations
- Emergency Response
- Community Safety

The four principles which have guided the work of the review are:



Key Changes



- A revised county policing map with redefined 'locality' areas led by an Inspector.
- A reduced number of Safer Neighbourhood Teams (SNTs), strategically placed to respond to local demand.
- A revised workforce, resulting in the right mix of warranted frontline police officers and PCSOs to deal effectively with today's policing challenges.
- A redefined remit for SNTs to ensure that bureaucracy is reduced, visibility is preserved and local issues are addressed in the most effective way.
- A reduction in the number of police station front counters, with revised and improved methods of community contact to ensure we are available and accessible to all.
- Enhanced online presence to ensure that 24/7 online communication is available to all.
- An enhanced process for investigations, enabling incidents to be dealt with by the best resource, improving the service to victims.
- An increase in the number of officers in investigative roles who protect vulnerable people and deal with the most serious crimes.
- Our emergency response teams have a refined role to deal with the most urgent calls based on threat, harm, risk and vulnerability.

Benefits



- An operating platform that is fit for purpose and affordable, delivering the savings and reflecting changing demand.
- A flexible workforce with the right skills to deliver excellent service.
- Excellent local policing delivered in partnership.
- Improved victim satisfaction and confidence.
- Delivers the Police and Crime Plan objectives.
- Modernising working practices through better use of technology.

The new county policing map

3

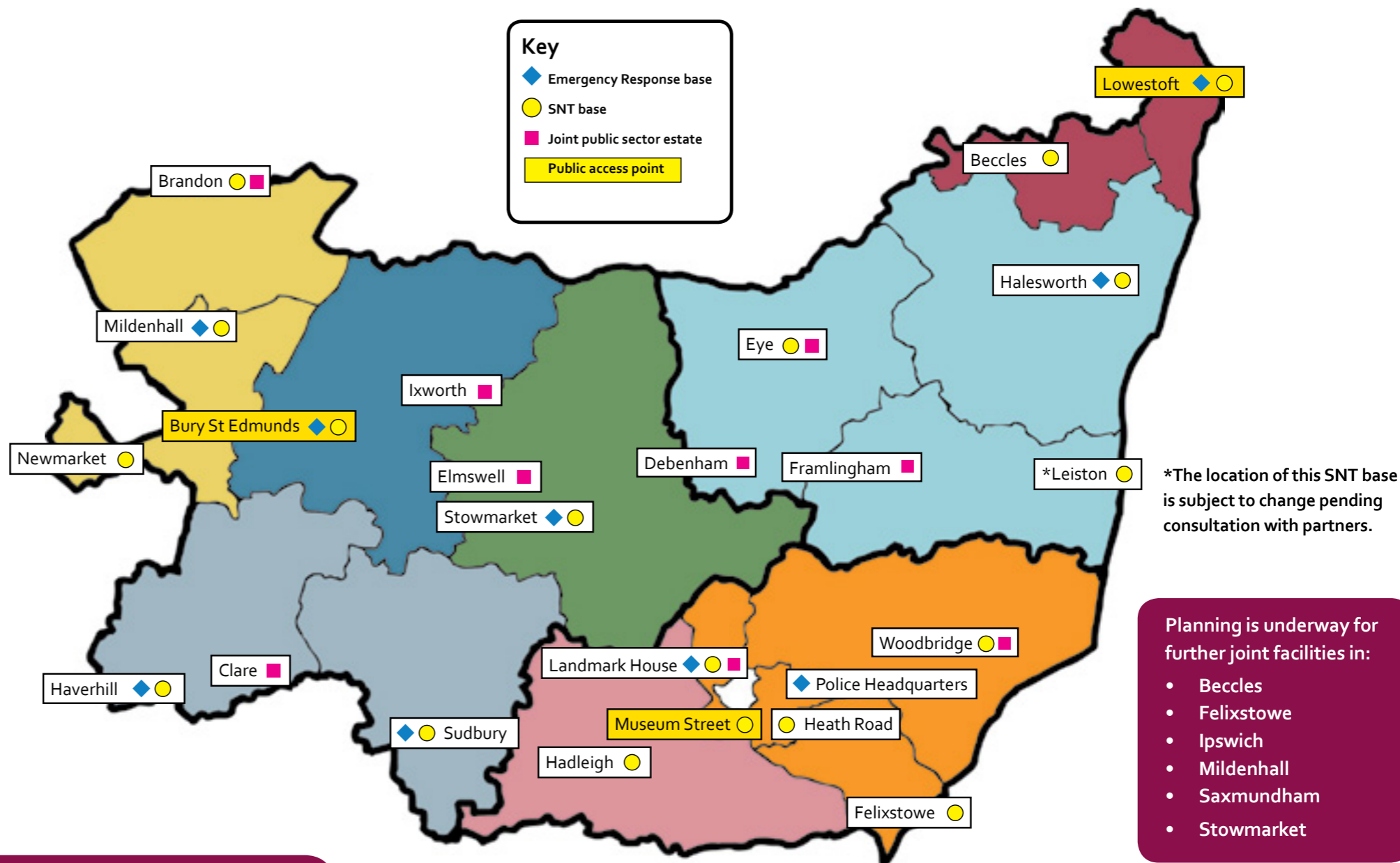
Three area-based commands.

9

Nine policing 'localities' working with a 'One Team' ethos, combining response services, investigations, Safer Neighbourhood Teams, volunteers and the Special Constabulary.

18

Eighteen Safer Neighbourhood Teams working with partners and communities to reduce demand and tackle anti-social behaviour and crime, based on threat, harm, risk and vulnerability.



Key Changes



- Reduction of Safer Neighbourhood Teams (SNTs) from 29 to 18 with a redefined remit.
- Reorganisation of our policing areas from 15 to 9.
- A reduction in police bases from 33 to 18.
- The roles and work of Operational Partnership Teams will be embedded within the new SNT model.
- Reduction to 3 public access points.

Key Benefits



- The creation of a flexible workforce with the right skills to deliver excellent service.
- Strategically placed SNTs will ensure that all areas of the county are provided with this service, located according to demand.
- A focus on increased prevention and reduced demand by working closer with partners will provide an improved service to communities.
- New model supports increased partnership working.

A streamlined workforce

To achieve the future model, the following staff reductions will be made across the county policing command (CPC):

*Some of the funding for these posts will be re-invested into police staff posts within investigations.

This figure includes 12 match funded PCSO posts until April 2017 and 3 new permanent PCSO posts to work with schools across the county.

Post	Before	After	Reduction
Inspector	30	26	4
Sergeant	100	94	6
Constable	573	560	13*
PCSO	166	#107	59
Police staff	66	53	13

Figures refer to funded full time equivalent posts in departments covered within the Suffolk Local Policing Review. Because a number of vacancies are held by the organisation, the actual number of people affected by the reduction is lower.

Emergency Response

The county's emergency response teams will be based in each of the nine 'locality teams'.

When a call is made to the control room requiring urgent police attendance, our teams will be there to help.

The role of the response teams will be:

- To provide an efficient and effective management of emergency calls 24-7;
- To effectively manage threat, harm and risk;
- To conduct initial investigations and manage those which have a quick resolution.

They will:

- Attend to emergency calls requiring a rapid response;
- Attend road traffic collisions;
- Search for high risk missing people;
- Respond to reports of violent crime;
- Care for victims and witnesses;
- Gather evidence;
- Carry out initial investigations into crime and anti-social behaviour.

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Key Changes



- Forty officers will be moved from response into investigations.
- Emergency response officers will be ring-fenced to deal with the most urgent calls for help.
- Significantly reduced requirement to attend less urgent calls
- Non-urgent calls will be dealt with by the new Incident and Crime Management Hub (ICMH) or Area Investigation teams.
- Removal of 'diary car' function, which will be resourced by the new Neighbourhood Support Teams.



Who does it affect?

- Response officers

Key Benefits



- Response resources are protected to deal with the most urgent calls .
- Positive effect on response times.
- Improved pro-active ability to deal with and prevent crime.
- More visible as less time is desk-based, due to support from ICMH & NSTs.

Community Contact

Thrive

The review of community contact has looked at how the Constabulary can more effectively communicate with and provide an accessible service to communities both now and in the future.

Future planning across the organisation is embracing advances in technology and the constantly changing methods in which the public choose to communicate.

Members of the public contact the Constabulary for a variety of reasons, from reporting serious crime, to requesting advice and support. Significant improvements have already been made, and are being planned, to make sure that the response provided is the best it can be, whilst also delivering savings.

An assessment of threat, harm, risk and vulnerability now guides the police response to any call for service, whether it is on the phone or in person. This allows us to assign the most suitable resource and to provide the best possible response to the individual.



Who does it affect?

- Station clerks
- Call handlers

Contact and Control Room (CCR)

The CCR is the first port of call for the majority of people who phone the police, either on 999 or 101.

THRIVE has been introduced into the CCR and enables calls to be assessed on the threat, harm and risk.

Staff within the CCR have been trained in the new procedure and make decisions based on the needs of the caller. It allows them to decide whether the issue requires an urgent emergency response or is something less urgent, and allows them to identify vulnerability and the incidents causing the most harm.

Since THRIVE was introduced there has been a reduction in the number of non-urgent incidents to which officers are deployed – reflecting a successful move to resolving a call quickly rather than unnecessarily sending a police response.



Redefined roles

In the new model, SNT officers and staff will fulfil core roles that respond to demand, and are adapted to each locality team. These roles are:

Vulnerability and Safeguarding

Such as domestic abuse, victim support, hate crime/mate crime, cybercrime, and supporting members of society with additional needs.

Community Engagement

Such as dealing with local issues and concerns and looking at areas such as emerging communities, schools and youth engagements, Community Speed Watch and Prevent.

Demand Management

Such as mental health, Suffolk Family Focus, anti-social behaviour (ASB) and licensing.

Crime Reduction

Such as retail crime, rural crime - including Shop Watch and Farm Watch and business crime.



Who does it affect?

- PCSOs
- SNT officers

Fifty nine PCSO posts will be removed from county policing in the new model as part of the re-design of SNTs. This will ensure that the right mix of multi-skilled, warranted police officers, along with community-focussed PCSOs can be retained whilst delivering the savings required.

New shift patterns aligned to support demand, with PCSOs focussed around core partnership working hours.

New core roles for PCSOs have been identified and locality teams will be bolstered by volunteers and Special Constabulary members to ensure visibility, reassurance and engagement remain key community policing concerns.

Doing things differently

There are a number of roles currently carried out by SNTs that can be delivered in a different way to make them more efficient, bringing the best result to the community and to the Constabulary.

Examples include:

DOING MORE

Accessibility:

PCSOs will work on focussed community engagement activities, supporting local concerns and community needs, supported by specials and volunteers.

Problem solving:

The good work of Operational Partnership Teams will continue, embedding their role and remit throughout SNTs enabling more integrated multi-agency work to tackle local problems.

Focussed work:

SNTs will focus on 'microbeats' – high demand areas that need dedicated work to prevent crime and anti-social behaviour causing harm to communities. They will further the good links in place with groups and organisations that play a key role in addressing communities issues, working together to make communities feel safer.

DOING DIFFERENTLY

Public priority setting meetings:

'Virtual' meetings will be established where members of the public can submit their comments on areas of concern. Teams will use this information, and will liaise with partners whilst analysing crime trends to identify local priorities.

Parking enforcement:

Work is underway with district, borough and county councils to transfer responsibility for parking enforcement to the local authority, a move in line with the vast majority of the UK. This will allow PCSOs to spend more time on local problem solving.

Match-funded PCSO schemes:

We will work with partners involved in the match-funded scheme to find ways of funding their existing PCSOs in alternative ways. We will also look at different ways of joint funding other posts in the future.

Investigations

The way in which investigations are carried out within the Constabulary will be transformed as part of the Local Policing Review. Following the shift in the type of crime being reported, resources need to be re-aligned to respond and provide the most effective service.

This investment and re-design will result in an enhanced and streamlined service.

Why do we need to make changes?

- The nature of crime is changing, with more reports of incidents relating to those most vulnerable, including child sexual exploitation, cyber crime, domestic abuse and serious and organised crime.
- More crime is being committed online.
- The cost of investigations is increasing as they are more complex and often involve the forensic examination of technological devices.
- More investigations involve joint working with partners such as Local Authorities and government agencies.
- Technological advances mean that many investigations can be dealt with effectively online or over the phone.
- There is a need to standardise investigations across the county.

Key Changes

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- Re-introduction of proportionate investigation based on THRIVE and review of our current CCTV policy.
- The introduction of the Incident and Crime Management Hub (ICMH) combines the current Service Desk and Investigation Management Unit – and provides an initial point for investigators to set out plans for non-urgent crime reports and to carry out desk-based investigations for volume crime that is low-risk.
- Investigators in the ICMH will be supported by new 'Neighbourhood Support Teams' (NST) to deal with non-urgent calls for service and investigations requiring deployment of an investigator.
- The NSTs will be based at Ipswich, Bury St Edmunds and Lowestoft and will be aligned to the three new command areas. The NSTs will work as part of area investigation hubs alongside existing CID, Safeguarding and pro-active Scorpion teams.
- There will be 79 officers and 20 support staff investigators working within the ICMH and NSTs. These posts will be created through a redeployment of officers and the civilianisation of a number of posts.

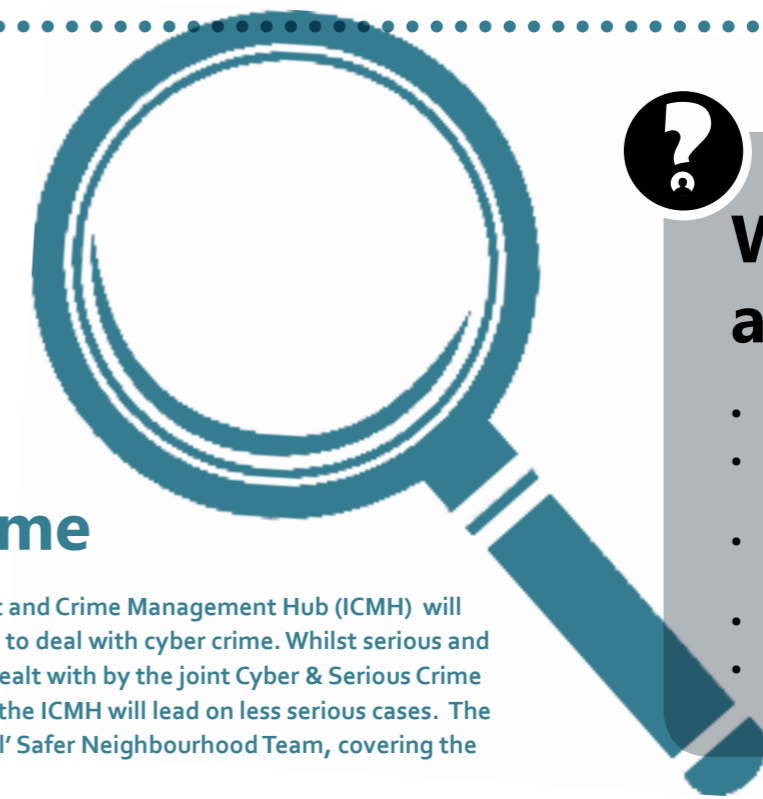


Key Benefits



- More crimes will be recorded and resolved at the first point of contact
- Our resources are used more effectively, reducing internal duplication and providing a better initial response to crime reports.
- Decisions are made based on the complexity of crime rather than the category.
- Area based teams work with a 'one team' approach, ensuring information is shared and the correct resources are allocated.

The new model



Who does it affect?

- Service desk staff
- Desktop Investigation Unit (previously IMU)
- Investigative Response Team staff
- CID investigators
- Response officers

Cyber crime

Some staff in the Incident and Crime Management Hub (ICMH) will be trained and accredited to deal with cyber crime. Whilst serious and protracted cases will be dealt with by the joint Cyber & Serious Crime Unit, trained staff within the ICMH will lead on less serious cases. The staff will work as a 'virtual' Safer Neighbourhood Team, covering the county.

Not only will they be able to obtain evidence from devices to complete prosecutions but they will also be able to provide advice to victims to prevent future problems. The links between the ICMH and the MASH will also ensure that people identified as being vulnerable to cyber crime are given appropriate advice and protection.

A change in demand

An analysis of the demand placed on our police station front counters has been carried out shows a significant decrease in the number of people using these facilities. It also shows a marked difference in the number of people who visit front counters in large towns compared with the number who visit those in villages.

A number of front counters will close and our opening hours will change to reflect this change in demand.

Website

Work is underway to enhance the accessibility and services offered by our website. This will result in a broader and greatly improved customer service experience, allowing members of the public to easily access the information they need and to carry out a range of police-related tasks online. The new, smartphone-enabled website.

New Model

Public access points at police stations in:

- Bury St Edmunds
- Ipswich
- Lowestoft

Opening hours:

Mon - Fri 9am-5pm
Sat - 10am - 6pm

All other police station front counters will close, but the stations will remain as operational police bases.

Intercoms will remain in operation outside all police stations, providing visitors with direct access to the CCR 24 hours a day, 7 days a week.



Who does it affect?

- Public access officers
- Station clerks
- Call handlers

The Constabulary's Community Safety team is a countywide resource which focusses on prevention and reduction of crime and anti social behaviour in partnership with local communities and other agencies.

The review of the team focussed on ensuring that the new roles and remits in the department support the changing demands on both the organisation and our county-wide partnerships.

A series of changes to the team have been agreed which will result in the creation of new roles, designed to respond to the 'Hidden Harm' agenda. Specialist roles will be introduced to work on areas such as mental health, vulnerable people, rural crime, young people and ASB.

Key Changes



- Radical redesign of roles
- Creation of a new 'Design out Crime' officer role, combining the Crime Reduction Officer and Architectural Liaison role.
- New posts dealing with mental health, rural crime, young people and ASB.
- Creation of safer communities officer, replacing the current community watch liaison officer.

Key Benefits



- Roles and functions will be aligned with the functions of SNTs and the priorities of the Health and Wellbeing Board and Safer Stronger Communities.
- The creation of omni-competent roles to support the work of SNTs within each locality.
- Develops roles in line with emerging crime types and the partnership Hidden Harm agenda.
- Creates an effective platform for future integration with the community safety roles within the Fire Service and County Council.
- Puts police officer posts back into operational policing and away from back office functions.



Who does it affect?

- Police officers and police staff within the Community Safety Unit.

Key Changes



- Enhanced online presence to ensure that 24/7 online communication methods are available to all.
- A reduction in the number of police station front counters from 18 to 3.
- A reduction in the number of staff employed to work at front station counters.
- Significant change to opening hours based on demand.

Key Benefits



- Improved methods of community contact to ensure we are available and accessible to all, reflecting the needs of communities.
- Resources are used in more efficient ways - reflecting the analysis of demand which has shown a change in the way people want to contact us.
- Calls for service are assessed on threat, harm and vulnerability - providing the right response at the right time.



Shared support functions

The Constabulary has implemented a range of successful collaborative projects with Norfolk Constabulary. These include the creation of a number of joint departments serving both counties.

A number of changes and reductions to these departments have been agreed to further improve service delivery and to help deliver the savings required.

These changes will now be progressed in line with agreed processes of change across the Constabularies. Staff posts will therefore be reduced in the following areas:

- Business Support (ICT, Estates & Facilities, Transport Services)
- Protective Services
- Justice Services

A number of posts have been reviewed and will result in reductions in both organisations.

In some departments, new roles will be created as working practices are re-designed to make teams as efficient as they can be. In these cases, all affected staff will be informed of any selection processes that will be carried out to appoint individuals to the new posts.

Affected staff will be placed 'at risk' and every effort will be made to offer them alternative employment within the organisation.

The reductions in shared support functions are forecast to realise savings of approximately £420,000 towards the funding gap faced by Suffolk.

Implementation

The business cases outlined within this document have been agreed following a strict governance process to ensure that the proposals result in the savings required and a continued improvement to our services.

Communicating these changes to affected teams and the wider workforce, ahead of our communities, has been of key importance and has also instigated the beginning of the consultation process linked to the numerous HR changes that are involved.

A detailed timeline for the implementation of the changes has therefore been planned to ensure the effective delivery of the re-design whilst avoiding any adverse effect on our day to day delivery of local policing.



Keeping you informed

As changes to our services are implemented, partners and the community will be updated regularly.

If you would like to discuss any of the changes outlined with a member of the Constabulary change team, or if you have any comments or suggestions to make, please send an email to: suffolkchangeteam@suffolk.pnn.police.uk or the Police and Crime Commissioner at: spcc@suffolk.pnn.police.uk. Please also get in touch if you would like to request a formal briefing to a meeting of your members or colleagues.

Leadership

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Technology

Partnership

The changes outlined within this document are significant and far-reaching, but are just a small part of an overarching programme of re-design that began some time ago and will continue into the future.

As the savings challenge continues, chief officers are committed to striving for continued improvement of the services provided to our communities and a focus on demand analysis so that we understand better the threat, harm and risk facing us.

The re-design of local policing is just one part of this journey. A huge amount has been achieved and plans are underway to find other ways of improving service whilst continuing to deliver savings.

In order to implement the changes successfully, it is crucial that we have the support of our leaders across the organisation.

We will involve staff in the re-design rather than impose change upon them, and equip our leaders with the information and support they need to assist our teams.

The organisation has a successful track record in implementing change and in protecting the quality of our service. Our staff possess the skills and abilities to respond to the challenge ahead and we are confident that together we will create a policing model that better meets the demands of today.

- It is crucial that we continue to harness innovations in technology to equip our teams to fight crime, improve the efficiency of our support functions and increase accessibility.
- Already we have:**
- Implemented Athena across the organisation, allowing us to share crime, intelligence and custody information with our regional colleagues and streamline processes from crime reporting to the justice system.
 - Rolled out toughbooks to our police officers – allowing them to work remotely and removing the 'tie' to police stations.
 - Invested in the latest Automatic Number Plate Recognition technology to use up-to-date intelligence to help us locate offenders using our roads.
 - Piloted body worn video cameras for our frontline officers to help us capture evidence of incidents in action, improve the confidence of the public and act as a deterrent to offenders.
 - Introduced Webstorm into our Control Room, giving us better control and knowledge of our live-time resources and allow us to draw on regional support more easily.
- We will:**
- Progress our digital strategy to ensure the Constabulary continues to make the best possible use of technology.
 - Progress the further roll out of Body Worn Video.
 - Introduce an IP Telephony system for the Contact and Control Room enabling customers to receive a better and quicker service through voice recognition and use of the key pad.
 - Create new internet and intranet sites delivering improved 'Self Service ' for colleagues , partners and the public.
 - Create an improved Criminal Justice Information Service, enabling partners involved in prosecution cases to access material without making numerous requests to case officers.

- Working more effectively with partners both locally and regionally will be key in providing efficiencies across the public sector and we are committed to furthering these joint ways of working.
- Already we have:**
- Set up a number of joint facilities with colleagues in the fire service, sharing buildings and co-locating our teams.
 - Successfully secured more than £5m in funding through the Government's Transformation Challenge Award to further collaborative working in the public sector in Suffolk.
 - Worked with partners to set up the Multi Agency Safeguarding Hub to help provide vulnerable victims and witnesses with help and support provided by the most suitable agency.
 - Supported projects such as 'Lowestoft Rising' and 'Sudbury Connect' - bringing key service providers together in a local area to target issues within specific areas, providing a joined up approach to problem solving.
- We will:**
- Look for further opportunities for blue light integration to find ways of better sharing resources and expertise to provide the best services possible to those who need us.
 - Introduce a mental health nurse into our Contact and Control Room to provide specialised support to members of the public who call us with a mental-health related concern.
 - Work with our partners to expand the 'Connect' projects across the county.



CONSTABLES COUNTY

SPECIAL EDITION - FEBRUARY 2016

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Presentation by the Cabinet Member Resources and Performance	
Report No:	OAS/FH/16/004	
Report to and date:	Overview and Scrutiny Committee	10 March 2016
Portfolio Holder:	Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	As part of the "Challenge" role, Overview and Scrutiny are asked to consider the roles and responsibilities of Cabinet Members. It is part of the Scrutiny role to challenge in the form of questions. Therefore, to carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall attend to give an account of his or her portfolio and answer questions from the Committee.	
Recommendation:	Members of the Committee are asked to question the Cabinet Member for Resources and Performance on his portfolio responsibilities.	
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:	• N/A		
Alternative option(s):	• N/A		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Are there any legal and/or policy implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
None			
Ward(s) affected:	All		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	None		
Documents attached:	None		

1. Key issues and reasons for recommendation

1.1 Background

- 1.1.1 As part of its "Challenge" role, the Overview and Scrutiny Committee is asked to consider the roles and responsibilities of Cabinet Members.
- 1.1.2 To carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to give an account of his or her portfolio and to answer questions from the Committee.
- 1.1.3 At this meeting, members of the Committee are asked to consider the responsibilities of the Cabinet Member for Resources and Performance, Councillor Stephen Edwards.
- 1.1.4 The Cabinet Member for Resources and Performance has overall responsibility for the following:
- Business development / commercial
 - Cabinet management and support
 - Civic office (Mayor)
 - Democratic services (including member's support)
 - Financial services (including audit)
 - Health and safety
 - Human resources (including payroll)
 - ICT
 - Learning and development
 - Legal services
 - Performance and risk management
 - Procurement
 - Scrutiny management and support

1.2 Proposals

- 1.2.1 That the Overview and Scrutiny Committee ask questions of the Cabinet Member for Resources and Performance, following his verbal presentation, based on the functions as outlined in paragraph 1.1.4 of the report.

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Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	West Suffolk Housing Strategy: Progress Report against Action Points	
Report No:	OAS/FH/16/005	
Report to and date:	Overview and Scrutiny	10 March 2016
Portfolio holder:	Sara Mildmay-White St Edmundsbury Portfolio Holder for Housing (Shared Lead Councillor with Forest Heath for Housing) Tel: 01359 270580 Email: sara.mildmay-white@stedsbc.gov.uk	
Lead officer:	Simon Phelan Head of Housing Tel: 01638 719440 Email: simon.phelan@westsuffolk.gov.uk	
Purpose of report:	To review progress against the West Suffolk Housing Strategy 2015-2018.	
Recommendation:	<p>It is RECOMMENDED that, Overview and Scrutiny Committee:</p> <ol style="list-style-type: none"> (1) Notes the progress to date against the actions arising from the West Suffolk Housing Strategy 2015-2018; (2) Notes the challenges facing delivery of the West Suffolk Housing Strategy; and (3) Keeps progress under review and receives a further update report in early 2017 in order to monitor delivery in 2016. 	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<p>Is this a Key Decision and, if so, under which definition?</p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>	

Consultation:		The production of the West Suffolk Housing Strategy itself was the result of extensive consultation. The delivery of the Strategy, as here reported, is dependent on close collaborative working across West Suffolk Councils' various departments, and with parish and town councils, other authorities across Suffolk and beyond, Suffolk County Council, developers, housing associations, voluntary groups and the public. Specific partners are mentioned within the report as appropriate	
Alternative option(s):		No monitoring or scrutiny of delivery of the Housing Strategy – REJECTED . The West Suffolk Housing Strategy is ambitious and far-reaching, thus it is imperative to invite regular scrutiny of officers' efforts to deliver against the 40 objectives it contains	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> None arising directly from this report – see section 3	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> None arising directly from this report – see section 4	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> None arising directly from this report – see section 5	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> None arising directly from this report – see section 6	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> None arising directly from this report – see section 7	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area – KEY RISKS	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/High*		Low/Medium/High*
Very little new affordable housing delivered	High	<ul style="list-style-type: none"> • With Planning Department, ensure up-to-date planning policies and affordable housing guidance • Provide evidence-based advice to developers and housing associations and challenge viability assessments purporting to yield low, non-policy compliant levels of affordable housing • Work with parish councils to promote small-scale rural development • Establish a housing development company 	Medium

Poor conditions in the private sector unchallenged	High	<ul style="list-style-type: none"> • Update regulatory policies • Target poorest quality private sector homes first • Encourage high standards in the private rented sector through the West Suffolk Lettings Partnership's engagement with landlords 	Low
Too many disabled and low income households living in unsuitable homes	High	<ul style="list-style-type: none"> • Commission Housing Improvement Agency and introduce performance-related outcomes • Revise the Housing Assistance Policy • Work with Suffolk County Council and others to identify disabled households and design individual remedies to enable them to remain living independently at home 	Medium
Too many homeless households living in high cost, unsuitable temporary accommodation	Medium	<ul style="list-style-type: none"> • Purchase and improve accommodation to use as a high quality alternative to unsuitable bed and breakfast accommodation for homeless households requiring interim accommodation 	Low
Ward(s) affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Housing Strategy 2015-2018 http://www.westsuffolk.gov.uk/Council/Policies_Strategies_and_Plans/upload/WestSuffolkHousingStrategy.pdf	
Documents attached:		Appendix A – Progress against Housing Strategy Objectives, Actions and Targets – December 2015	

1. Key issues and reasons for recommendations

1.1 Background

- 1.1.1 It is no longer a legal requirement for local authorities to have a Housing Strategy in place. Both Forest Heath District Council and St Edmundsbury Borough Council recognised, however, that in order to have a strategic overview of how the Councils will deliver a range of appropriate housing options, it was prudent to develop one and so a West Suffolk Housing Strategy was drawn up in 2014-2015 following extensive consultation.
- 1.1.2 In drafting the Strategy, the overall aim was to ensure a range of housing options across the private sale, private rented and social and affordable housing sectors, such that all tenures can provide sustainable and suitable homes for the residents of West Suffolk.
- 1.1.3 The draft West Suffolk Housing Strategy was considered in detail at a joint meeting of Forest Heath's and St Edmundsbury's Overview and Scrutiny Committee on 23 July 2014. It was ultimately approved by Forest Heath Council on 8 October 2014 (and St Edmundsbury Council on 23 September 2014).

2. Delivery against the Strategic Objectives

- 2.1 The West Suffolk Housing Strategy includes a series of ambitious objectives against which key actions and targets have been formulated. These actions and targets are reviewed and, if necessary, amended, deleted or added to on an annual basis. The Housing Service reviews progress against the Housing Strategy actions on a quarterly basis.
- 2.2 The Housing Strategy groups the objectives under the following headings:
- planning
 - rural housing
 - developers and providers
 - private sector housing
 - adaptations and improvements
 - community
 - energy efficiency
 - land and resources
 - homelessness
 - efficiency and effectiveness
 - care and support.
- 2.3 **Appendix A** gives a detailed update on progress at December 2015 against the 40 objectives under these headings. The remainder of this report summarises, under each of the headings, key achievements to date and work underway and highlights challenges and external factors impacting on delivery.
- 2.4 The tables below give the latest position on actions monitored on a quarterly basis, that is, the position at the end of December 2015. If more up-to-date details are available, these have also been included.

Planning

Achievements

29% of homes delivered on s106 sites completed April – December 2015 were affordable
Negotiation over affordable tenures on a small Ixworth site resulted in 31% affordable homes rather than just 13% as proposed by the developer

On the latest phase at Moreton Hall, flexibility over the size mix of the affordable homes has yielded 30% affordable housing when earlier negotiations suggested only 20%-25%

Work underway

The Housing Service is assisting Planning colleagues undertake the Single Issue Review of housing targets and allocations in Forest Heath DC's Local Plan

The Affordable Housing Supplementary Planning Document is being reviewed to further strengthen the Councils' negotiating position with developers

Challenges

The National Planning Policy Framework is being reviewed. It is likely to widen the definition of affordable housing to include Starter Homes. Local policies will need to reflect this to benefit from these new tenures

Rural housing

Achievements

An 11 unit scheme of affordable houses, bungalows and flats in Clare opened in summer 2015

Planning policy has been amended to allow a small proportion of market housing on any rural exception site if this will make the delivery of affordable housing on the site viable

Work underway

The Housing Service is exploring the benefits of running a 'rural enabling conference' with parish councils in summer/autumn 2016 to cover how West Suffolk Councils can assist local people address affordable housing need in their localities

Challenges

It remains unclear whether the extension of the right-to-buy to housing association tenants will apply to homes developed on rural exception sites. Providing affordable homes in the long run is often crucial for eliciting local support

Developers and providers

Achievements

The current affordable housing target is 145 affordable homes delivered in West Suffolk in 2015/16. In the period April – December 2015, 147 homes were delivered

Work underway

2015/16 out-turn estimated to be around 180 affordable homes

Challenges

Some housing associations are struggling to maintain their development programmes given rising building costs and the Government's changes to the national rent policy

In addition, at present, the 2016/17 programme appears heavily skewed towards one and two bedroom homes

Private sector housing

Achievements

Seven empty properties brought back into use in April 2015 to December 2015

Working arrangements with ARP (Anglian Revenue Partnership) in place to maximise new homes bonus

Fully revised Housing Regulatory Policy now in place

Better management and practice in the letting of private rented housing is being achieved by the West Suffolk Lettings Partnership Officer working closely with the Housing Standards Team to carry out an initial assessment of both landlord and property

Work underway

Targeting the most hazardous properties and non-compliant landlords through effective preventative and enforcement action – target of 10 properties per quarter so far being met in 2015/16

Challenges

Ensuring private rented accommodation at or under Local Housing Allowance rates (the maximum that can be covered in full by housing benefit) is proving difficult due to local private rent inflation. The West Suffolk Lettings Partnership is being reviewed to better understand whether incentives, including extended rent guarantees, could increase supply

Adaptations and improvements

Achievements

New Suffolk-wide Housing Improvement Agency, HIA, contract is now in place; the service commenced in December 2015. New model of working has a greater emphasis on efficiency and performance

The funding allocation from the Better Care Fund was increased in 2015-16, partly because the Housing Service is delivering Disabled Facilities Grants, DFGs, through a Suffolk-wide HIA and partnership approach

Revised Housing Assistance Policy approved by Cabinet in November 2015. The new policy has been simplified to provide a single form of grant to simplify uptake. At the same time, there are more safeguards to ensure repayment of grant monies if the property is sold/transferred

Work underway

Work being carried out to establish a database of Occupational Therapy, OT, clients who require adapted housing, assess needs of disabled people against adapted stock available and determine what type of new build is required

Group established in West Suffolk, chaired by Suffolk County Council OTs, to action and monitor this issue

Challenges

Now the new HIA has commenced, the challenge is to:

- design systems between Housing, Suffolk County Council and Clinical Commissioning Group, CCG, to allow more residents to remain living independently in their homes

- explore closer working with CCG to encourage more referrals from GPs, hospital and the like to help vulnerable residents adapt and repair their homes
- help to prevent hospital admissions, delays in hospital discharge and maintain health through better housing

Community

Achievements

In October 2015, the Housing Service provided supporting commentary on Hargrave Parish Council's application to become a Neighbourhood Area with a view to developing a Neighbourhood Plan

Work underway

Working with Stanningfield Parish Council on a proposal to develop affordable housing on a rural exception site in the village

Challenges

As noted above, it remains unclear whether the extension of the right-to-buy to housing association tenants will apply to homes developed on rural exception sites. Providing affordable homes in the long run is often crucial for eliciting local support

Energy efficiency

Achievements

Energy survey training undertaken in September 2015

County-wide Warm Homes Healthy People programme launched in October 2015 and being promoted to vulnerable households across West Suffolk

134 properties in West Suffolk have received insulation measures through Suffolk Energy Action partnership initiative by the end of November 2015

Work underway

Surveys being undertaken to establish total cost and householder contribution for solid wall insulation

So far in 2015/16, six events have been run by the Council's partner organisation Suffolk Climate Change Partnership and one by West Suffolk Councils. Over 300 residents have attended

24 park homes in Stanton are currently having external wall insulation installed onto their properties. The works are almost complete, with suitable weather conditions required before applying the final top coat.

New scheme has been launched to provide new central heating systems to low income households across Suffolk. £2 million is available to Suffolk residents and work has just begun on promoting this scheme. The scheme will run until March 2017

Challenges

The procured insulation contractor for the external wall insulation went into administration in September, a new supplier was quickly appointed and works are now progressing. All installations are programmed to be complete by August 2016

Land and resources

Achievements

West Suffolk / Suffolk County Council application to Open Public Estate (OPE) 3 approved in December 2015

Housing Development Company proposals approved by St Edmundsbury and Forest Heath Councils and Suffolk County Council's Cabinet in November 2015

Work underway

First potential sites for Housing Development Company identified with feasibility study due to complete February 2016

Company's first Annual Business and Delivery Plan due to put to members in April/May 2016

Challenges

The challenge is now to identify suitable development sites in FHDC's and SEBC's ownership that are viable for the Housing Company to develop. A review of suitable land is being conducted by the Housing and Property Services

Homelessness

Achievements

Fully revised joint West Suffolk Homelessness Strategy adopted by the Councils in February 2015. Previously Forest Heath District Council and St Edmundsbury Borough Council have had separate policies

Five units of temporary accommodation at Lake Avenue, Bury St Edmunds, became available in June 2015 reducing the call on expensive and unsuitable bed and breakfast accommodation for homeless households. Spend on bed and breakfast accommodation peaked in 2013/14 at £290,000. The forecast for 2015/16 is £100,000 based on spend to quarter 3, representing a 66% drop in annual expenditure over two years

Work underway

Refurbishing an additional property in Bury St Edmunds that will provide a further seven units of temporary accommodation by June 2016. It is anticipated that this will further reduce bed and breakfast expenditure to a significant degree with the ultimate aim being to eradicate bed and breakfast use completely

Challenges

Homelessness due to family breakdown and friends and family no longer able to accommodate remains high. A Young Persons Action Group has been established with the primary objective of developing a joined up approach to preventing homelessness for young people and families, including appropriate interventions for relationship breakdown. Cross-service working is needed to:

- complete a County-wide Action Plan
- build on experience of what already works and determine effective interventions aimed at assisting in times of relationship and family breakdown

Efficiency and effectiveness

Achievements

Joint Suffolk Housing Fraud Forum in place and Housing Service has established a protocol with ARP for investigating cases

Choice Based Lettings, CBL, contract reviewed in March 2015 with new partner selected in July 2015

Work underway

New CBL IT system to go live in May 2016

Challenges

The timescale for implementation of the new CBL system in May is challenging. Of note, all staff using the new system will reacquire training in April 2016 once the new software is fully loaded onto the ICT system

Care and support

Achievements

Housing and Health Charter adopted by Suffolk Health and Well-being Board in July 2015

Work underway

Current work includes:

- Design in the Public Sector – review led by Housing, involving SCC Adult and Community Services and West Suffolk Clinical Commissioning Group, to reduce unnecessary emergency admissions to A&E and doctor call-outs to older people living in sheltered housing
- Human Centred Design – working with East of England LGA, Suffolk County Council Adult and Community Services and West Suffolk Clinical Commissioning Group to (a) reduce time older, but medically fit, patients' length of stay in hospital and (b) achieve the best possible outcomes on return home
- Housing is actively working as a member of the Sudbury Connect programme group (focusing on the Clare area) to enable early identification of need and joined-up approaches to deliver efficiencies across the health and public sectors

Challenges

Initial phase of call for short term Gypsy and Traveller transit sites completed, sites now being assessed and those considered suitable by Suffolk Public Sector Leaders in January 2016 will move into the second phase of consultation and assessment

No sites were submitted for permanent Gypsy and Traveller Sites through the call for sites process – Local Plan preferred options due to be completed April 2016. Currently exploring the potential for sites on larger strategic sites, seeking advice from Gypsy and Traveller Advisory Service

Funding reductions due in Suffolk County Council's Supported Housing budget from 2017/18 onwards

3. Financial implications

3.1 The revenue and capital costs associated with delivery the various objectives, actions and targets have been included in the Medium Term Financial Strategy.

3.2 There are no revenue or capital implications arising directly from this report.

4. Staffing implications

4.1 There are no staffing implications arising directly from this report.

5. ICT implications

5.1 A number of actions have ICT implications, for example the implementation of the new choice based lettings system, however, provision for this has already been made in the relevant services' budgets and work programmes.

5.2 There are no ICT implications arising directly from this report.

6. Legal / Policy implications

6.1 Delivery of the West Suffolk Housing Strategy is a crucial contributor to furthering West Suffolk Councils' three strategic goals. The contribution of the Strategy to providing *Homes for our communities* is perhaps self-evident.

6.2 The Strategy, however, also has a crucial role to play in providing *Increased opportunities for economic growth*. For example, national research has found that every new home built supports 2.4 long term, sustainable jobs.

6.3 The Strategy's role in ensuring *Resilient families and communities that are healthy and active* can also be seen in the efforts to increase standards in the private rented sector, reduce the use of bed and breakfast to accommodate homeless people temporarily and the strides being taken to support local communities develop neighbourhood plans and devise small-scale housing developments on rural exception sites that local people want to see come forward to meet localised needs.

6.4 The Housing Strategy is well embedded in West Suffolk Councils' policies, and any legal input required to deliver specific objectives has already been identified, thus there are no legal or policy implications arising directly from this report.

7. Equalities implications

7.1 The Housing Strategy was subject to a detailed equalities impact assessment at its time of drafting. The objectives, actions and targets are primarily focused on those most disadvantaged in the housing market.

7.2 Of note, analysis of the Forest Heath DC's and St Edmundsbury BC's Housing Registers indicates that applicants with a disability are likely to have lower incomes than those without – (56% of applicants on the two Registers taken together report a gross annual income from all sources of below £10,000, compared with 50% of those without a disability). The Housing Strategy aims to assist people with a disability into specialist housing for rent and to ease access to disabled facilities grants to assist in making adaptations to the current home.

7.3 Reported gross incomes vary by ethnic background. Taking £20,000 as perhaps the lower threshold for home ownership on a shared ownership basis indicates different levels of access between groups, with those on the lower income benefitting particularly from rented options:

Group	Number on FHDC and SEBC Housing Registers – combined figure*	Number on Registers with income below £20,000 a year	% within the group with income below £20,000 a year
Mixed background	28	27	96.4%
Gypsy and travellers	9	8	88.9%
Black background	27	23	85.2%
White British	1,925	1,610	83.6%
White Irish	17	14	82.4%
Asian background	28	22	78.6%
White – other background	257	191	74.3%
Chinese / other background	23	16	69.6%
* excludes households not giving income data (31 White British, 9 White – other)			
NOTE: there is no ethnicity data held for 94 households on the Housing Registers and in a further 10 cases there is no ethnicity and no income data held. These households have not been counted in the above analysis			

- 7.4 The affordable housing the Strategy is delivering will help those on lower incomes. Certain other groups may also have lower incomes, including younger people, including young families and people with caring responsibilities. While these groups will have lower access to the market housing, with again affordable options benefitting them.
- 7.5 There are no further equalities implications arising directly from this report.

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Appendix A: West Suffolk Housing Strategy 2015 – 18

Progress against Housing Strategy Objectives, Actions and Targets – December 2015

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
Planning			
Continue to adopt planning policies to support the delivery of new homes, including the Core Strategy Single Issue Review (housing) and site allocations for Forest Heath which will be available for consultation early 2015 and Vision 2031	Contribute to Single Issue Review of Forest Heath Core Strategy	Assist and advise in line with Single Issue Review deadlines	ON SCHEDULE Housing submitted detailed comments as part of the first stage of the statutory consultation by the deadline of 6 October 2015
Review and update West Suffolk's Joint Affordable Housing Supplementary Planning Document during 2015, to maximise opportunities to secure additional affordable housing	Contribute to update of West Suffolk's Joint Affordable Housing Supplementary Document	March 2016	ON SCHEDULE In work programme for 2015/16, work underway
Ensure we continue to robustly apply existing planning policy to achieve 30% affordable housing	Business as usual	On-going	Continue to negotiate with developers. Recent outcomes include: <ul style="list-style-type: none"> on a small scheme in Ixworth, negotiation over affordable tenures resulted in 31% affordable homes rather than just 13% as proposed by the developer on the latest phase at Moreton Hall, flexibility over the size mix of the affordable homes has yielded 30% affordable housing when earlier negotiations suggested only 20%-25%

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
Rural Housing			
Use the evidence gathered about rural areas to inform future planning policies and decisions about housing in West Suffolk's rural locations Support the development of rural schemes that meet a locally identified housing need	Site-by-site liaison with parish councillors and residents 'Rural enabling conference'	Ongoing Summer 2016	More in-depth analysis has been conducted on information held on the Housing Register when a rural scheme is proposed Recent successes include an 11 unit scheme of affordable houses, bungalows and flats in Clare opened in summer 2015 Housing is exploring the benefits of running a 'rural enabling conference' with parish councils in the summer/autumn 2016 to cover how the council can assist local people address affordable housing need in their localities
Look to explore the option of maximising the delivery of affordable housing on rural exception sites by permitting an element of open market housing to facilitate the delivery of the affordable housing dwellings	Devise new Exceptions Sites policy with Planning	August 2015	ACHIEVED Approved by Cabinet
Developers and Providers			
We will engage with developers to understand the full costs of building and encourage developers to build new developments to sustainable and Lifetime Homes standards	Establish and maintain a 'library' of local building and related construction costs to enable robust challenge of developers' viability assessments	Establish and annual update a 'library' of local costs and information – September 2015	ACHIEVED Work commenced in June 2015. Information gained from local housing associations on average amounts paid for affordable rented property and shared ownership properties
Work with registered provider partners to maximise the delivery of affordable homes that meet the needs of West Suffolk through the 2015 –	Deliver 145 homes in 2015/16 Set annual target by 31 March in preceding year	March 2016 March 2016 annually onwards	A total 147 homes delivered in first three quarters of 2015/16 The total of 97 homes includes six housing association-led schemes delivering 100% affordable housing:

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
<p>2018 Affordable Homes Programme</p> <p>Work with developers and registered provider partners to help unlock stalled sites to enable housing to be brought forward</p> <p>Liaise with registered provider partners to ensure sufficient affordable accommodation is available that does not exceed the Local Housing Allowance</p> <p>Continue to ensure new development contributes to infrastructure provision through our use of Community Infrastructure Levy and/or S106 planning obligations</p>			<ul style="list-style-type: none"> • four Havebury schemes in Haverhill, Bury St Edmunds and Red Lodge yielding 40 affordable homes • one Hastoe scheme in Clare yielding 11 affordable homes • one Icenis scheme in Great Barton yielding 10 homes <p>The remaining 36 homes have been provided on s106 sites in Barningham, Bury St Edmunds, Clare, Exning and Haverhill. The average percentage of affordable homes achieved across these sites was 25%. This is lower than the targeted 30% due to completion this year of two sites negotiated with lower percentages during the downturn following 2008 market collapse</p> <p>ON SCHEDULE it is projected that the target of 145 will be surpassed by year end, with 180 affordable homes delivered by March 2016</p>
Private Sector Housing			
<p>Implement the actions set out in the West Suffolk Empty Homes Strategy to bring empty properties back into use</p>	<p>Prioritise bringing empty homes back into use through officer interventions</p>	<p>Ongoing target of three properties brought back into use per quarter KPI on BSC</p>	<p>ON SCHEDULE – 7 properties brought back into use so far in 2015/16</p> <p>Have established a fit-for-purpose database and working arrangements with ARP (Anglian Revenue Partnership) to maximise new homes bonus</p> <p>Officers using toolkit including grant and enforcement</p>
	<p>Establish single guidance, standards and fees and ensure consistent approach to</p>	<p>March 2015</p>	<p>ACHIEVED</p> <p>Aligned the two Councils' documents into one and approved through Cabinet-implementation</p>

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
	HMOs		
	Housing Regulatory Policy reviewed to allow consistent, effective, timely & proportionate use of housing powers to bring properties up to standard in the private rented sector	October 2015	ACHIEVED Reviewed the two councils' enforcement policies to establish single West Suffolk guidelines Have aligned two procedures into one housing inspection procedure
Increase the number of households housed in the private rented sector through discharging out homelessness duty Work with West Suffolk Lettings Partnership, WSLP, landlords to increase the supply of housing in the private sector in West Suffolk and improve the standard of homes to rent privately	Increase number housed in this way Review WSLP and, if feasible, propose amended approach in order to increase supply	Ongoing	This is proving difficult due to local private rents typically being above Local Housing Allowance, thus posing significant affordability difficulties for households on benefits The West Suffolk Lettings Partnership is being reviewed to better understand whether incentives, including extended rent guarantees, could increase supply. This review is due to report to the Housing Management Team in February 2016
Liaise with USAFE to review the impact their personnel have upon the local private rented market	Better understand impact of USAFE personnel on local rented market and incorporate into Housing Company planning and work of WSLP review	Ongoing	Letting agent review completed in summer 2015 – higher levels of renting to USAFE employees in Mildenhall area (as expected) Housing participating in the consultant-led study into the impact of closure of RAF Mildenhall

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
<p>Work with landlords to encourage better management and practice and good quality accommodation</p> <p>Develop a system to ensure that landlords and properties within the West Suffolk Lettings Partnership meet the required standards</p>	<p>Ensure that homes being utilised through the WSLP are safe and up to standard</p> <p>Ensure that landlords are fit & proper</p>	October 2015	<p>ACHIEVED</p> <p>Officer responsible for the operation of the WSLP working closely with Housing Standards Team. An initial assessment of both landlord and property is made; if there are concerns, for example, a serious hazard is found, then a joint decision is made on the suitability for the tenant/scheme</p>
<p>Target the most hazardous properties and non-compliant landlords through effective preventative and enforcement action</p>	<p>More effective use of resource to protect more tenants in the private sector</p>	Ongoing	<p>ON SCHEDULE – target of 10 properties per quarter is being met in 2015/16</p>
<p>Adaptations and Improvements</p>			
<p>Work with partners to review the Home Improvement Agency (HIA) contract, ensuring performance and value for money for council tax payers</p>	<p>New HIA contract in place</p>	2015/16	<p>ACHIEVED</p> <p>New Suffolk-wide contract and service commenced in December 2015 after some initial delay due to first selected contractor withdrawing. New model of working has a greater emphasis on efficiency and performance</p>
<p>Work with registered providers to make sure the best use is made of adapted stock</p>	<p>With Occupational Therapists (OTs) identify need and put in place plans to increase new supply and better use of housing association stock</p>	<p>Written plan in place – January 2016</p>	<p>ON SCHEDULE</p> <p>Database of OT clients who require adapted housing being drawn up</p> <p>Initial work being carried out to establish a database of OT clients who require adapted housing, assess needs of disabled people against adapted stock available and determine</p>

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
	Development of a special needs 'register'		what type of new build is required Group established in West Suffolk, chaired by Suffolk County Council OTs, to action and monitor this issue, RPs represented
Develop a multi-agency approach to the delivery of DFGs, including joint-working with the Clinical Commissioning Group (CCG) and Adult Social Care (Suffolk County Council)	<p>Assess potential impact of inclusion of DFG grant in Better Care Fund</p> <p>Maximise use of the Better Care Fund (BCF) and other resource through new services/systems</p>	2015/16	<p>ACHIEVED</p> <p>New service/system developed with HIA and partners and commenced on 1 December 2015 after initial delay. Specification requires:</p> <ul style="list-style-type: none"> • engagement and integration with CCG • provision of OTs through HIA • greater efficiency and value for money. <p>Currently:</p> <ul style="list-style-type: none"> • designing system between Housing, Suffolk County Council and CCG to allow more residents to remain living independently in their homes • exploring closer working with CCG to encourage more referrals from GPs, hospital and the like to help vulnerable residents adapt and repair their homes • helping to prevent hospital admissions, delays in hospital discharge and maintain health through better housing. <p>The Better Care Fund was increased in 2015-16, partly because Housing is delivering DFGs through a Suffolk-wide HIA and partnership approach</p>
Develop a West Suffolk policy on housing assistance targeting grants to improve the quality and availability of private sector accommodation	West Suffolk housing assistance policy (HAP) in place	January 2016	<p>ACHIEVED</p> <p>Revised policy approved by Cabinet in November 2015</p> <p>The new policy has been simplified into single grant to simplify uptake. At the same time,</p>

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
			there are more safeguards to ensure repayment of grant monies if the property is sold/transferred
Community			
<p>Work with and respond positively to local communities who want to use community rights, develop neighbourhood plans or innovative approaches to deliver housing in their communities</p> <p>Work with communities to provide support and enable local people to achieve their ambitions in terms of the creation of sustainable and thriving communities</p>	Provide data and information when required	Ongoing	<p>Recent work includes:</p> <ul style="list-style-type: none"> providing supporting commentary in October 2015 on Hargrave Parish Council's application to become a Neighbourhood Area with a view to developing a Neighbourhood Plan working with Stanningfield Parish Council on a proposal to develop affordable housing on a rural exception site in the village <p>Planning a 'Rural Enabling Conference' for summer/autumn 2016</p>
Energy Efficiency			
Target vulnerable households to help improve energy efficiency and the household's circumstances	Participate and promote the Warm Homes Healthy People Fuel Poverty Programme Winter 2015/16	April 2016	<p>ON SCHEDULE</p> <p>Energy survey training undertaken in September 2015. County-wide Warm Homes Healthy People programme launched in October 2015 and being promoted to vulnerable households across West Suffolk.</p> <p>New scheme has been launched to provide new central heating systems to low income households across Suffolk. £2 million is available to Suffolk residents and work has just begun on promoting this scheme. The scheme will run until March 2017.</p>
Use Energy Company Obligation funding to support or other	Secure external wall insulation of 25 park	December 2015	<p>ON SCHEDULE</p> <p>Surveys undertaken to establish total cost and</p>

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
financing options to assist home energy improvement	homes through third party funding		<p>householder contribution. Households signed up and solid wall insulation underway for completion by March 2016.</p> <p>134 properties in West Suffolk have received insulation measures through Suffolk Energy Action partnership initiative by the end of November 2015.</p> <p>24 park homes in Stanton are currently having external wall insulation installed onto the properties. The works are almost complete, with suitable weather conditions required before applying the final top coat</p>
Work with registered provider partners and private landlords to secure energy improvement of their property	Support solid wall insulation through the Green Deal Communities Fund	April 2016	ON SCHEDULE So far in 2015/16, an average of 15 homes a quarter have been insulated
Provide home energy advice and support to residents and community groups on the benefits of energy efficiency and renewable energy	Run events in key communities across West Suffolk	April 2016	ON SCHEDULE So far in 2015/16, six events have been run by the Council's partner organisation Suffolk Climate Change Partnership and one by SEBC. Over 300 residents have attended
Land and Resources			
Work with other public sector bodies to maximise the use of public sector land assets for housing	Work with Suffolk County Council to bring forward sites through the proposed Housing Development Company Participation in Open Public Estate scheme	<p>First start-on site summer 2016</p> <p>Ongoing</p>	<p>ON SCHEDULE</p> <p>First potential sites for Housing Development Company identified</p> <p>Feasibility study of first site due to complete February 2016</p> <p>Company's first Annual Business and Delivery Plan due to put to members in April/May 2016</p> <p>West Suffolk / Suffolk County Council application to OPE 3 approved in December 2015</p>

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
Seek to use brownfield sites and existing infrastructure where practicable to do so	Business as usual	Ongoing	Housing submitted sites for inclusion in Forest Heath's and St Edmundsbury's Strategic Housing Land Availability Assessment
By April 2015 we will identify and deliver new funding proposals for delivering open market, private rented and affordable housing	Draw up paper for member consideration	March 2016	ON SCHEDULE Cabinet and Council have approved Housing Development Company option Detailed needs analysis completed for inclusion in paper to members on wider range of options for developing affordable housing with housing associations and developers due in March 2016
Homelessness			
By April 2015 have developed and implemented a new homelessness strategy, in line with statutory requirements	New homelessness strategy approved by members	April 2015	ACHIEVED Adopted by the Councils in February 2015 this is the first joint West Suffolk Homelessness Strategy. Previously Forest Heath District Council and St Edmundsbury Borough Council have had their own
By March 2015 have increased by fifteen units the amount of temporary accommodation available for individuals and families in crisis housing need, to reduce the use of Bed and Breakfast accommodation	Increase TA units by 15	Revised timescale – March 2016	ON SCHEDULE Five units at Lake Avenue became available in June 2015 In process of purchasing an additional property in Bury St Edmunds that will provide a further seven units by April 2016
Continue to engage with partners on specific multi-agency homeless prevention projects to improve the support given to young people across West Suffolk	Young Person Housing Action Group to be reformed to drive forward and monitor outcomes actions from Housing and Health Charter for Suffolk	Ongoing	ON SCHEDULE Terms of Reference for the group agreed – primary objective to develop a joined up approach to preventing homelessness for young people and families, including appropriate interventions for relationship breakdown

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
			Next steps: <ul style="list-style-type: none"> • complete County wide Action Plan • build on experience of what already works and determine effective interventions aimed at assisting in times of relationship and family breakdown
Efficiency and Effectiveness			
Review the effectiveness of our local lettings policies	Review on local lettings policies Recommendation to members, if any	April 2017	Not yet due
By March 2015 have reviewed the existing HomeLink contract and considered options available to best serve the future interests of those in housing need in West Suffolk	Retendering and letting of CBL contract	'Go live' May 2016	ON SCHEDULE CBL contract reviewed in March 2015 New partner selected in July 2015 New IT system to go live in May 2016
Tackle social housing fraud by raising awareness and prosecuting offenders	Joint Suffolk Housing Fraud Forum and establish protocol with ARP for investigating cases	April 2016	ACHIEVED Joint Suffolk Housing Fraud Forum in place Housing has established a protocol with ARP for investigating cases
Care and Support			
Work with the Suffolk Health and Wellbeing to implement the commitments the Housing and Health Charter for Suffolk	Implement action relevant to West Suffolk to improve joint working with Health	Dec 2016	ACHIEVED Charter adopted by Suffolk Health and Well-being Board in July 2015 ON SCHEDULE Countywide Action Plan currently being developed to implement key priorities
Develop good quality, easily	Updated web-based	Website updated -	ACHIEVED & ONGOING

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
accessible housing advice materials, including web-based material which reflect the diversity of applicants' needs and abilities	housing advice information	August 2015 & ongoing	Website information related to accessing housing updated in October 2015 Work ongoing to update and expand range of on-line information
Continue to work in partnership with other key agencies to prevent individuals and families getting into housing crisis Work with Adult Social Care (Suffolk County Council), the West Suffolk Clinical Commissioning Group, registered providers and private providers to develop cost effective options to address the needs of an ageing population	Business as usual	Ongoing	Current work includes: <ul style="list-style-type: none"> • Design in the Public Sector – review led by Housing, involving SCC Adult and Community Services and West Suffolk Clinical Commissioning Group, to reduce unnecessary emergency admissions to A&E and doctor call-outs to older people living in sheltered housing • Human Centred Design – working with East of England LGA, Suffolk County Council Adult and Community Services and West Suffolk Clinical Commissioning Group to (a) reduce time older, but medically fit, patients' length of stay in hospital and (b) achieve the best possible outcomes on return home • Housing is actively working as a member of the Sudbury Connect programme group (focusing on the Clare area) to enable early identification of need and joined-up approaches to deliver efficiencies across the health and public sectors
Set up a Task and Finish Group to develop a West Suffolk model for housing chronically excluded adults	Recommendations for improved working made to Leadership Team / members	Report to LT / members by March 2016	ON SCHEDULE On going task-and-finish group formed
Continue to lead the county-wide partnership to develop a strategy for "move-on" of	Maximise support available for marginalised adults	By August 2015 – secure funding beyond September 2015,	ACHIEVED Funding for Suffolk Co-ordination Service secured from Suffolk County Council until

Objective	Key action to meet objective	Target deadline / ongoing work	Update at December 2015
marginalised adults	through the Suffolk Co-ordination Service	secure successor scheme, or manage cessation of the service	September 2016. This is a Suffolk-wide service that assesses individuals' eligible to supported housing across the county Ongoing work with Suffolk County Council regarding redesign of this service. A decision is to be made regarding whether West Suffolk wishes to bid for the new service when tendered by Suffolk County Council in spring 2016
Work with partners across Suffolk to deliver short stay accommodation for Gypsies and Travellers and to plan for longer term permanent accommodation needs	Three transit sites provided across Suffolk	Sites opened and operational December 2016	ON SCHEDULE Initial phase of call for sites completed, sites now being assessed and those considered suitable by Suffolk Public Sector Leaders in January 2016 will move into the second phase of consultation and assessment.
Include provision for Gypsy and Traveller sites in the Forest Heath Site Allocations Development Plan Document	Call for sites to be included the Forest Heath Site Allocations Local Plan consultation document –	Call for sites closes 6 th October 2015	No sites were submitted through the call for sites process – Local Plan preferred options due to be completed April 2016. Currently exploring the potential for sites on larger strategic sites, seeking advice from Gypsy and Traveller Advisory Service

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Decisions Plan: April to May 2016	
Report No:	OAS/FH/16/006	
Report to and date:	Overview and Scrutiny Committee	10 March 2016
Portfolio Holder:	James Waters Leader of the Council Tel: 01638 719324 Email: james.waters@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	Attached as Appendix 1 is the Decisions Plan to be considered by Cabinet for the period 1 April 2016 to 31 May 2016. Items which have been added since the Decisions Plan was last published are shaded for Members convenience. Members are asked to note that the Performance and Audit Scrutiny Committee, in most instances will receive reports on Audit and Governance related items published in the Decisions Plan.	
Recommendation:	Members are invited to peruse the Decisions Plan for items on which they would like further information on, or which they feel might benefit from the Committee's involvement.	
Documents attached:	Appendix 1 – Decisions Plan: April to May 2016	

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Overview and Scrutiny of Committee



Forest Heath
District Council

Title of Report:	Work Programme Update	
Report No:	OAS/FH/16/007	
Report to and date:	Overview and Scrutiny Committee	10 March 2016
Chairman of the Committee:	Simon Cole Chairman of the Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>1) To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2016 and current Task and Finish Groups running (Appendix 1);</p> <p>2) To remind Members to complete the Work Programme Suggestion Form when submitting future items for potential scrutiny (Appendix 2).</p>	
Recommendation:	<p>Overview and Scrutiny Committee:</p> <p>That, Members <u>note</u> the current status of the work programme and the annual items expected during 2016.</p>	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<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>	
Documents attached:	<p>Appendix 1 – Current Work Programme and Task and Finish Group</p> <p>Appendix 2 - Work Programme Suggestion Form</p>	

1. Key issues and reasons for recommendations

1.1 Rolling Work Programme

1.1.1 The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting.

1.1.2 The work programme also leaves space for Call-ins and Councillor Calls for Action. The current position of the work programme for the next few months is attached at **Appendix 1** for information.

1.2 Member Work Programme Suggestion Form

1.2.1 Attached at **Appendix 2** is the Member Work Programme Suggestion Form, which Members are reminded to complete when submitting future items for potential scrutiny.

1.2.2 This enables suggestions received to be considered by the Committee at each meeting.

Overview and Scrutiny Committee Rolling Work Programme (Forest Heath District Council)

The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting. The work programme also leaves space for Call-ins and Councillor Calls for Action.

Description	Lead Officer	Details
21 April 2016		
SCC Portfolio Holder for Roads and Transport <i>(Yet to be confirmed)</i>	Work Programme suggestion	Pre-enquiry meeting on the transport links for rural villages in FHDC – Case Study – Red Lodge.
Portfolio Holder Presentation	Families and Communities	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Western Suffolk Community Safety Partnership	Community Safety Co-ordinator	To review the work of the Partnership on an annual basis.
Locality Budget Scheme	Head of Families and Communities	To receive an annual update on the Locality Budget Scheme
New Housing Development Sites Joint Task and Finish Group	Service Manager (Planning – Development)	Final report – to jointly review with St Edmundsbury Borough Council the unacceptable length of time taken by housing developers to bring highways, footpaths, landscaping and open space up to adoption standards on new developments.
Review and Revision of the Constitution	Monitoring Officer	The Constitution requires the Committee to receive on a quarterly basis a report on minor amendments made by the Monitoring Officer under delegated authority.
Directed Surveillance (Quarter 4)	Monitoring Officer	To scrutinise the Council's use of its surveillance powers.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

Description	Lead Officer	Details
9 June 2016		
Portfolio Holder Presentation And Draft West Suffolk Annual Report 2015-2016	Leader of the Council Policy Officer / Leader of the Council	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee. To provide an input to this important document.
Housing Development Company Annual Business and Delivery Plan	Head of Housing	To scrutinise the Housing Development Company Annual Business and Delivery Plan.
Newmarket Vision	Portfolio Holder for Families and Communities	To receive an update on the progress made by Newmarket Vision
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update and Re-appointments to Task Groups/SCC Health Scrutiny	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales. (To re-appoint members to current Task and Finish Groups and the Suffolk County Council Health Scrutiny Committee for 2016-2017.
21 July 2016		
Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Review and Revision of the Constitution	Monitoring Officer	The Constitution requires the Committee to receive on a quarterly basis a report on minor amendments made by the Monitoring Officer under delegated authority.
Directed Surveillance (Quarter 1)	Monitoring Officer	To scrutinise the authority's use of its surveillance powers on a quarterly basis.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

Description	Lead Officer	Details
15 September 2016		
Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Local Air Quality Strategy Progress Report	Service Manager (Environment and Regulation)	To receive the Local Air Quality Strategy Report 2015-2016
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.
10 November 2016		
Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Car Parking	Car Parks Manager	To receive an annual report on car parking in Forest Heath.
Review and Revision of the Constitution	Monitoring Officer	The Constitution requires the Committee to receive on a quarterly basis a report on minor amendments made by the Monitoring Officer under delegated authority.
Directed Surveillance (Quarter 2)	Monitoring Officer	To scrutinise the authority's use of its surveillance powers on a quarterly basis.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

Futures items to be programmed at a later date

1. Tree Preservation Orders
2. Workspace/Incubation Space in Newmarket (Update from 18 December 2014)
3. Decisions Plan: West Suffolk Operational Hub
4. The Lack of Integrated Transport affecting Red Lodge

Current position of Overview and Scrutiny Task and Finish Groups

	Title	Purpose	Start date	Members appointed	Estimated End date
1.	New Housing Development Sites (Joint Scrutiny Review)	To jointly review with Forest Heath District Council the unacceptable length of time taken by housing developers to bring highways, footpaths, landscaping and open space up to adoption standards on new developments.	August 2013	<u>St Edmundsbury</u> Diane Hind Angela Rushen Jim Thorndyke	9 March 2016
			Progress updates	<u>Forest Heath</u> Ruth Bowman Bill Sadler	21 April 2016
			23 January 2014		



**Suggestion for Scrutiny Work Programme Form
(To be considered by the Overview and Scrutiny Committee)**

Suggestion from:

What would you like to suggest for investigation / review?
Please continue on a separate sheet if necessary

What are the main issues / concerns to be considered?
Please continue on a separate sheet if necessary

Would this review benefit from a "West Suffolk" approach (i.e. joint scrutiny by both Councils), or is it relevant only to your council?

Who is responsible for providing this service, or tackling the issue in question?
Have you spoken to them, and if so, what was the response?
What is the Portfolio Holders view on this issue?
What would be the likely benefits and outcomes of carrying out this investigation / review?
Estimated Committee and officer resource implications (eg research group, one-off report, dedicated meeting etc)
Suggested witnesses, documentation and consultation

Will this investigation / review contribute to one or more of the Council's Strategic Priorities? If so, which (please tick)	
Increased opportunities for economic growth	
Resilient families and communities that are healthy and active	
Homes for our communities	

Will this investigation / review contribute to the achievement of one or more of the commitments within the Council's Strategic Plan 2014-2016? If so, which (please tick)	
Increased opportunities for economic growth:	
1. Benefit growth that enhances prosperity and quality of life.	
2. Existing businesses that are thriving and new businesses brought to the area.	
3. People with the educational attainment and skills needed in our local economy.	
4. Vibrant, attractive and clean high streets, village centres and markets.	
Resilient families and communities that are healthy and active:	
1. A thriving voluntary sector and active communities who take the initiative to help the most vulnerable.	
2. People playing a greater role in determining the future of their communities.	
3. Improved wellbeing, physical and mental health.	
4. Accessible countryside and green spaces.	
Homes for our communities:	
1. Sufficient housing for current and future generations, including more affordable homes; improvements to existing housing.	
2. New developments that are fit for the future, properly supported by infrastructure, and that build communities, not just housing.	
3. Homes that are flexible for people's changing needs.	

Will this investigation hit one of the essential elements of a scrutiny review when analysing potential scrutiny reviews? If so, which (please tick)	
Public Interest: The concerns of local people should influence the issues chosen by overview and scrutiny.	
Impact (Value): Priority should be given to issues that make the biggest difference to the social, economic and environmental wellbeing of the area, and which have the potential to make recommendations which could lead to real improvements. The outcome must also be proportionate to the cost of carrying out the review in terms of staff and councillor time.	
Relevance: Overview and scrutiny must be satisfied that an issue identified for review is relevant and does not duplicate existing work being undertaken elsewhere by various Working Groups, Cabinet, partners etc.	
Partnership working or external scrutiny: The focus of scrutiny is moving towards joint action and community leadership, so anything which offers this opportunity should be given serious consideration.	

Would you like to be involved in the investigation / review?	
Yes	No
Date of request:	Signed

Please return this form to the:

Scrutiny Officer, Forest Heath District Council, College Heath Road, Mildenhall, Suffolk, IP28 7EY

Email: Christine.brain@westsuffolk.gov.uk

Updated: July 2013

Updated: June 2014 (Revised West Suffolk Strategic Priorities)

Updated: March 2015 (Amended as a Joint Form)